RACIAL & SOCIAL EQUITY

ACTION PLAN: PHASE 1

San Francisco Planning

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INTRODUCTION

INTRODUCTION

The Planning Department's Racial & Social Equity Action Plan: Phase 1 ("Phase 1 Action Plan") was initially adopted on November 21, 2019 following several years of training, strategic planning, and reflection by staff at all levels and functions of the Department. Since that time, the unprecedented events of 2020 have forced us to reexamine how we can advance racial and social equity in our role as planners and public servants.

The COVID-19 pandemic has magnified racial disparities in San Francisco as the health, social, and economic, impacts of the disease continue to devastate our American Indian, people of color, and frontline communities. Furthermore, the months of civil unrest spurred by the murders of George Floyd, Breonna Taylor, and countless other victims of police violence have given greater force and urgency to Black Lives Matter and the broader movement for racial justice. It has become undeniably clear that we need to acknowledge and proactively work to reverse our legacy of planning policies that perpetuate systemic and institutionalized racism.

In response, collective action is happening at the City level, guided by the leadership of Mayor London Breed, Board of Supervisors, Office of Racial Equity, Human Rights Commission, and many other racial equity champions across our City agencies and Commissions. Within the Planning Department, some key actions have included (but are not limited to):

- The Planning Commission adopted a resolution on June 11, 2020 and the Historic Preservation Commission adopted a resolution on July 15, 2020 that acknowledge and apologize for our history of planning policies and actions that have directly resulted in racial disparities and direct the Department to center planning on social and racial equity. They further directed the Department to develop proactive and bold strategies to address institutional racism across the full spectrum of the Department's activities, including resource allocation, hiring and promotions, community engagement, community planning, and development review, among other areas.

- The Department developed a new Community Equity Division and allocated additional resources to accelerate its efforts to develop and implement its Racial & Social Equity Plan and Equity Resolutions.

- A Community Engagement Team was created within the new Community Equity Division, focused on reimagining how the Department can partner more closely with San Francisco's most vulnerable communities. This team is forming a Community Equity Advisory Council, comprised of community leaders who will provide ongoing review of and guidance on the Department's work.

- The Department made progress in institutionalizing racial and social equity actions and developing our Phase 2 Action Plan (to be released in 2021). For example, Department managers were asked to evaluate both the FY19-20 and FY20-21 budget proposals for impacts on racial and social equity. Similarly, the draft Racial & Social Equity Assessment Tool is now routinely applied to new community planning projects and legislative proposals. We will continue to refine these tools in 2021 and expand its applicability to all department functions.

While these actions are steps in the right direction, we still have much work to do. This December 2020 Update to the Phase 1 Action Plan is another milestone along this path, and has been developed to: 1) update the plan to conform with ORE's Citywide Racial Equity Framework — Phase 1: Internal Programs and Policies (released in July 2020); and 2) refine and expand our actions in light of recent events and our deepening commitment to advancing racial and social equity.

While this Plan focuses on near- and medium-term actions the Department will take to address our internal programs and policies, we are also guided by the longer-term Racial & Social Equity Vision (see page 11) adopted by the Planning Commission in conjunction with the Phase 1 Action Plan, as well as the Equity Resolutions adopted by our Commissions.

Process

Beginning in early 2016, several Planning Department staff participated in a year-long training facilitated by the Government Alliance on Race and Equity (GARE), a non-profit national network of government agencies working to achieve racial equity and advance opportunities for all. The training was designed specifically for those working in government and focused on key concepts, strategies and approaches to tackle racial disparities across multiple measures. Additional Planning Department staff attended the subsequent year's GARE training and this initial group became what is now the department's core Racial & Social Equity Plan Team, tasked with the development of the Plan and implementation of some key projects.

GARE's framework helped the Department's ability to identify opportunities for advancing racial equity both within the Department and externally with communities, providing examples of best practices. The core team, in consultation with the Steering Committee (formed to provide advise and direction to the work) and other staff members whose work relates directly to those goals, developed the initial department goals for Phase 1 and worked to produce this 2020 update. These goals provide initial direction as to how the Department will incorporate racial equity into its work.

Plan Components

The Department's Racial & Social Equity Action Plan is composed of two phases. Phase 1 focuses on Planning as a workplace. Workplaces with greater diversity and inclusion tend to experience less turnover, greater employee satisfaction,

higher efficacy and productivity.[3] Phase 1 contains a racial and social equity vision; goals, objectives and actions; data across a number of internal and external indicators; an interim racial and social equity assessment tool; and next steps for implementation.

Phase 2 of the Plan, to be completed in 2021, will focus on the Department's external-facing work and will be developed with strong community engagement. It will incorporate function-specific goals specific, objectives and strategies and implementation details for those actions. It will contain a progress report on phase 1, tailored racial & social equity assessment tools, a communication strategy (both internal and external), and methods for evaluating, overseeing, and sustaining our work on racial and social equity over the long term.

Approach

The approach is developed from best practices in the field of jurisdictional racial and social equity efforts recommended by GARE. GARE is a joint project of the Race Forward and the Othering & Belonging Institute.[4]

According to GARE, the ultimate goal of a jurisdiction's racial equity work should be "to eliminate racial inequities and improve outcomes for all racial groups."[5] GARE points out that to achieve these aspirations and arrive at different outcomes this requires a transformation of government. Therefore, GARE recommends the following ingredients to guide this:

» Involvement and support of high level leadership;

» Committed action teams to guide the work;

» Supportive community leaders particularly those that represent the community; and

» Effective structures and practices for planning, accountability, implementation and engagement

The department is well underway with institutionalizing the first two and the last one, particularly with the creation of the new Community Equity Division. The department will also start working with a Community Equity Advisory Council in 2021. The Community Equity Advisory Council will advise staff on work program priorities, policies and strategies focused on addressing the current crisis and resolving historic inequities. It will also guide dialogues towards productive relationships with communities of color, low-income communities and other vulnerable populations. This Council will provide a path of communication in the midst of the current COVID-19 health crisis, which has placed high pressure on our communities of color and constrained their time and space for dialogue. Based on input from the Community Equity Advisory Council, the Planning Department is committed to building equitable engagement processes and deliver plans and policies that open access to wealth and health for our American Indian, Black, and other communities of color.

GARE also recommends a three-pronged approach to organizational transformation; San Francisco Planning's Ra follows this established model:[6]

1. *Normalize—Establish racial equity as a key value by developing a shared understanding of key concepts across the entire jurisdiction and create a sense of urgency to make changes.* The Department's Racial & Social Equity training and Department brown bags are the key activities to help normalize the conversation about race within the Department.

2. *Organize—B*uild staff and organizational *capacity, skills, and competencies through training while also building infrastructure* (organization systems) *to support the work, such as internal organizational change teams and external partnerships with other institutions and community groups.* The Department's Racial & Social Equity Plan Team and Steering Committee serve as the

3   https://www.racialequityalliance.org/about/our-approach/race/ https://www.mckinsey.com/~/media/mckinsey/business%20functions/organization/our%20insights/why%20diversity%20matters/diversity%20matters.ashx

4   http://www.racialequityalliance.org/about/who-we-are/; https://belonging.berkeley.edu/

5   http://www.racialequityalliance.org/about/our-approach/government/

6   http://www.racialequityalliance.org/wp-content/uploads/2016/11/GARE-Racial-Equity-Action-Plans.pdf

current organizational structures for this work. The Racial Equity Leders convenings and the Citywide Racial Equity Working (CREW) group led by the Office of Racial Equity as well as the Community Equity Advisory Council are key coordinating partners.

3. **Operationalize—***Put theory into action by implementing new tools for decision-making, measurement, and accountability such as a Racial Equity Assessment Tool and a Racial Equity Action Plan.* An interim tool is included in this Phase 1 Action Plan for the Department.

DEPARTMENT EFFORTS ADVANCING COMMUNITY EQUITY

The Department is already working in some contexts to advance positive racial and social equity processes and outcomes. In 2015, the Department hired Community Development Specialists to work in partnership with communities most impacted by demographic change (through displacement and gentrification) to find solutions to these issues and other community needs, to build capacity and to advance equity. These are primarily low-income communities of color.

MAP2020

Mission Action Plan 2020 (MAP2020) is an example of a recent Department project that has been deliberate about ensuring equitable outcomes and addressing disproportionate impacts for a specific population impacted by the housing affordability crisis due to gentrification and displacement.

MAP2020 is a city-community collaboration, initiated by community organizations, to address the loss of low and moderate income households in the Mission District of San Francisco. The Mission District is one of San Francisco's neighborhoods most impacted by gentrification and displacement, given its proximity to good transit and amenities. The Mission has had among the highest eviction numbers in the City for several consecutive years.

The loss of these households corresponds with the significant loss of the Latino population in the Mission and a parallel increase of a white and more affluent demographic. MAP2020 is an explicit effort to document these trends, acknowledge the importance of strengthening and retaining these households as well as the businesses, nonprofit organizations and arts institutions that serve them, and develop new and target existing policies and programs to achieve the goal of stabilizing these households and affordable community amenities. MAP2020 is not an effort to exclude the more

affluent, white population, but to retain the existing lower-income, non-white households even as new households move in so all household have an opportunity to thrive and live in the City.

MAP2020 has been innovative work for the City on a number of fronts: acknowledging historic inequities, being co-led by the City and community participants, and requiring an intentional process and building of trust given the historic inequities, the government's role in perpetuating them, and the current state of crisis.

Other examples of recent Department projects that use this deliberate lens to address disproportionate impacts of issues such as displacement and affordability on specific groups include the Tenderloin Development without Displacement collaboration, Sustainable Chinatown, and the Community Stabilization Initiative. Moving forward,

the Racial & Social Equity Plan will be a tool to build on these individual efforts and systematically bring racial and social equity outcomes to the forefront of our external as well as internal work.

Historic & Cultural Preservation Work

The San Francisco Planning Department serves as staff to the local Historic Preservation Commission (HPC) and is responsible for implementing the City's historic preservation program. In recent years, the Department's efforts to safeguard San Francisco's historic built heritage has focused increasingly on identifying and preserving cultural resources associated with communities of color and other marginalized groups whose histories continue to be underrepresented on local, state, and national lists of historic properties. To address this problem, the Department has partnered on and/or supported community-based projects to develop historic context statements (a planning tool used for preser-vation planning purposes) focused on identifying and protecting historic resources associated with San Francisco's African American, Chinese, Filipina/o, Latina/o, and LGBTQ+ histories. For the past several years, the HPC has also prioritized the landmark designation of properties associated with underrep-resented racial/ethnic and social groups.

In addition to protecting these critically important elements of the City's built heritage, local communi-ties and government actors alike have called for the creation of new tools and strategies for the safeguarding of non-architectural, or intangible, cultural heritage assets. Such assets include businesses, nonprofit organizations, festivals and events, and cultural traditions — in other words, the City's living heritage and cultures. It may come at no surprise that these efforts have largely been led by, and centered on, communities of color and LGBTQ+ communities whose cultural heritage is disproportionately at risk of displacement or erasure. Several new City programs have emerged from these conversations, including the San Francisco

Legacy Business Registry, focused on the retention of the City's longstanding businesses and nonprofit organizations, as well as a Cultural Districts Program that has resulted in the creation of the Calle 24 Latino Cultural District, SoMa Pilipinas Cultural Heritage District, and the Bayview African American Arts & Cultural District. The Japantown Cultural Heritage and Economic Sustainability Strategy and the Citywide LGBTQ+ Cultural Heritage Strategy are two other recent initiatives aimed at preserving culture and community in San Francisco.

The departments' two commissions (Planning Commission and Historic Preservation Commission) also adopted Racial & Social Equity resolutions in mid-2020, reaffirming their and the Department's commitment to work on advancing community equity.

II

VISION

VISION

The Planning Department's vision is to make San Francisco the world's most livable urban place – environmentally, economically, socially and culturally. An essential component of the livability of any place is the degree to which it is racially and socially equitable. The San Francisco Office of Racial Equity legislation defines Racial Equity as the systematic fair treatment of people of all races that results in equal outcomes, while recognizing the historical context and systemic harm done to specific racial groups. In other words, a racially equitable city is one in which a person's race does not determine life outcomes, statistically or experientially.

This is currently not the case in San Francisco – across every social indicator people of color experience disparate outcomes such as different rates of homeownership, a greater housing burden, and greater unemployment based on race. Many of those outcomes are directly impacted by our work.

The Department developed the following vision statement to guide how we incorporate racial and social equity into our daily work.

San Francisco Planning's Racial & Social Equity Vision

We envision inclusive neighborhoods that provide all with the opportunity to lead fulfilling, meaningful, and healthy lives. We envision a city where public life and public spaces reflect the past, present and future of San Franciscans. We envision a city where a person's race does not determine their lives' prospects and success.

We envision an inclusive Planning Department and Commissions that represent and engage the communities we serve. We envision a Department that proactively infuses racial and social equity in both internal operations and external Planning work. Together, we are reimagining what the Planning field is and can be – inclusive, diverse and one that centers racial and social equity both as a practice and as an indicator of success.

In order to achieve this broader city vision, we must do our part and address racial and social equity within the Planning Department's policies and practices.

OUR APPROACH TO CHANGE

The pursuit of racial and social equity must be a key driver of internal and external change alongside other widely accepted drivers such as innovation, efficiency, and collaboration – among others. Internal changes impact how the Department functions as an organization and workplace, and aligns with our commitment to employee satisfaction. External changes impact how we conduct our public-facing Planning work and influence the degree to which our processes and policies are inclusive, fair and consistent.

To fully embody racial and social equity as a value, we must operationalize it as a core practice

both internally and externally by undertaking a comprehensive strategy supported by accountability systems, effective communication channels, progress tracking and strategy iteration and evolution.

In order to accomplish this objective, the Department commits to:

» Providing leadership

» Instituting structural changes

» Providing staff training

» Developing tools to incorporate racial and social equity in our work and processes

» Collaborating with other agencies

All Planning Department staff has a role and responsibility to advance racial and social equity both in the workplace and through their work – the specifics will vary across function. Staff will receive training to ensure comfort and confidence with racial and social equity as a core competency.

WHAT WILL BE DIFFERENT AS A RESULT

Regardless of racial and other identities, every planning process will be deeply inclusive. The Department will proactively and continuously engage communities of color and other marginalized groups in Planning processes and decisions. The Department will allocate sufficient resources to achieve goals aligned with improved outcomes for communities of color and other marginalized communities. We will create structures of accountability to communities experiencing inequity. Our Department will have assessments, policies, programs, and implementation actions that strive for racial and social equity at every point.

The Department's staff will be racially, socially, and linguistically diverse and reflective of the City of San Francisco and the San Francisco Bay Area across

divisions and at all levels within the agency (through hiring and promotion practices consistent with local, state and federal law).

WHAT WE HAVE AND WHAT WE NEED

We have the enthusiasm, leadership, initial tools, skills, and resources to improve racial and social equity outcomes in San Francisco. We are committed to developing a shared language for advancing these difficult conversations, supporting the development of Planning staff, and infusing racial and social equity frameworks throughout the organization. We have a variety of relationships with communities and a multiplicity of staff experiences that will make this effort rich, relevant and impactful.

We need to deepen the understanding of the Department's role in perpetuating racial and social inequity across the organization and the City. Past Planning activities such as exclusionary zoning and redevelopment in communities of color, and current pressures impacted by Planning processes and policies as well as broader socioeconomic trends such as gentrification and displacement, should be examined with a critical lens that considers who is burdened and who benefits from process, policy and decision-making.

We need a Racial and Social Equity Plan that provides guidance and is updated as we move forward. We need staff equipped to advocate for racial and social justice and to take proactive steps to address racial inequity within our Department's plans, programs, and practices.

We need a more equitable allocation of resources on projects and among communities, and public engagement practices and strategies that prioritize racial and social equity. We need to understand where inequitable resource allocations exist so that we can shift resources towards more equitable outcomes. We need more diversity in our Department at all levels and hiring processes that seek to eliminate structural imbalances.

III

WHY RACIAL EQUITY MATTERS IN PLANNING

WHY RACIAL & SOCIAL EQUITY MATTERS IN PLANNING

A livable, smarter and more equitable San Francisco will prioritize racial, social and economic equity. This is more true today given the national politics of divisiveness and rise in hate speech and conduct, and the deepening of disparities in light of the pandemic that is resulting in even greater income inequality, worsening health outcomes for certain groups, and displacement of low to moderate income households and small businesses among others.

Department History

In San Francisco, and the rest of the nation, there is a long history of of creating, enforcing and/ or sanctioning laws, policies, and institutions that perpetuate and exacerbate racial, social and economic inequities in our city. San Francisco's history contains numerous instances of this, such as the Indian Relocation Act, urban renewal in the Fillmore, the Chinese Exclusion Act enforced in Chinatown, and the forcible removal of the Japanese-American population from Japantown during Japanese interment. Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.

Part of addressing this issue includes acknowledgment of systemic and structural legacies that have and sometimes continue to harm underrepresented, underserved and historically marginalized communities. The Planning Commission, the Historic Preservation Commission and the Planning Department have recognized through its Equity Resolutions and its 2019 Racial & Social Equity Action Plan any harm that the legacies of redlining and exclusionary zoning have caused. Using the power of zoning and land use, the City,

its Planning Commission ("Commission") and Department ("Department") and other government agencies, individuals, and private organizations have intentionally advanced policies aligned with white supremacy goals to segregate, displace, dispossess and extract wealth from American Indian, Black and other communities of color. This long history includes examples such as the following:

Our history of state-sanctioned racism began with the genocide, exploitation, and dispossession of resources of the American Indian people on whose land our state and nation were founded. The City's 1870 Cubic Air Ordinance and 1880 Laundry Ordinance targeted the Chinese population using appeals of public safety to limit where they could live and work. Starting in the 1930s, Federal policies like redlining and local practices like racial covenants explicitly blocked American Indians, Black people and people of color from loans for homeownership and maintenance, as well as access to neighborhoods with good services and jobs; these policies led to cycles of disinvestment, segregation and poverty concentration among these communities.

In 1942, in response to the bombing of Pearl Harbor, San Francisco aided the federal government in the forced eviction and internment of thousands of people of Japanese ancestry. In 1945, the Department's first General Plan identified neighborhoods that were predominately people of color as "blighted" – including the Western Addition, South of Market, Chinatown, the Mission, and Bayview/Hunter's Point – and the Redevelopment Agency used this designation to justify the wholesale removal of Black communities and other communities of color through eminent domain.

Furthermore, in the early 2000s, people of color were more likely to receive subprime housing loans than White borrowers. These predatory lending practices led to the foreclosure crisis and recession starting around 2008, disproportionately impacting Black, Latinx, American Indian, and low-income people; at the national level, middle-income Black and Latinx households lost nearly one-half of their

wealth due to foreclosures and job losses. The cumulative impacts of these and other policies have resulted in the persistent outmigration and displacement of communities of color.

The City's more recent and increasingly sophisticated racism has been defined by inaction or lack of intervention with regards to racial discrimination in employment, housing, neighborhood choice (through implicit exclusionary zoning), education, health care, or the criminal justice system. The legacy of these discriminatory policies is that San Francisco's American Indians, Blacks, and people of color have historically been, and many currently are, denied equal access to essential services and means of creating wealth, including affordable housing and homeownership opportunities, high performing public schools, adequate transportation options, safe parks and open spaces, affordable health care, access to financial capital and entrepreneurship opportunities, and stores selling healthy food, among others.

Although the City has taken steps to undo the damage caused by past policies and practices, the racial disparities caused continue to the present day. Despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent in San Francisco.

Current Conditions

Current trends show inequities exacerbating across a wide range of indicators, described in the external condition sections below. Given these structural inequities, it has become more urgent that Planning make equity a priority and explicitly counteract the current trends if we are to remain a diverse, equitable and inclusive city.

This section presents some selected indicators of current conditions at two levels to further highlight why racial and social equity matters in our work. The first is related to San Francisco residents, workers, and communities that are relevant to the Department's work, and which the Department can influence as an *agency*. The second is related to the Planning Department as a *workplace*.

Equity outcomes are the result of centuries of interconnected systems and structures that privilege some groups while disadvantaging and oppressing other groups. The Planning Department is only one actor in a vast and complex web of local, regional, state, and national institutions. As such, progress may be slow and difficult to capture year over year at the citywide level since many factors, including agencies and actors at different levels of government, influence outcomes.

The data presented in these two sections is presented without discussion of causality. Also, as previously mentioned, the Department is leading with primary emphasis on race in Phase 1 of this work. During Phase 2 and future updates to the Plan, we will include more data with information about other marginalized communities.

External Conditions (citywide)

The data below provides a picture of some of the racial and social disparities present in the City and County of San Francisco today.

Some of the data relate directly to the work of the Planning Department in a significant way while others are more tangentially related. In the latter case, it is still important to have a broad understanding of the systems in which inequities exist so that, as systems interact, improvements in one area can drive improvements in another. For example, improving housing security may positively impact education outcomes for youth. In instances where the Department's work intersects with any specific data, equity strategies should be appropriately targeted, implemented, and resourced.

Since various City departments are advancing this work simultaneously, the tracking and collection of a more full set of data indicators against which we can measure progress of our efforts will likely be housed in the City's Racial Equity Report card to be created by the newly created Office of Racial Equity. This will be the lead agency to continue to update, house and track this data moving forward for the purposes of advancing our collective Equity Initiatives. The Planning Department is committed to working in collaboration with the Office of Racial Equity and other City agencies to track the current conditions of racial and social equity indicators in order to provide a baseline from which to assess incremental and cumulative progress over time.

As the Plan implementation and outcomes are evaluated and re-evaluated in the coming years, data for the indicators Planning influences the most should be updated and new metrics developed for future Plan updates; this will help provide a more accurate assessment of the Plan's and the City's equity long-term impact.

CITYWIDE DEMOGRAPHICS

Historically high housing prices, the loss of blue-collar jobs, and an influx of affluent workers who collectively are less diverse than the existing population (in terms of both race and gender), have exacerbated racial, social, and economic inequities in San Francisco. These factors have especially affected the black community, which in the last 20 years has decreased by close to 50% from what it was in the 1990s. It currently makes up around 5% of City residents despite significant citywide population growth over the past twenty years - from 745,000 residents in 1998 to 840,763 today.

Table 1. 2016 San Francisco Demographics

RACE & ETHNICITY	% OF TOTAL POPULATION
White	48
Asian	34
Black/African American	5
Native American / Alaska Native	0.3
Native Hawaiian / Pacific Islander	0.4
Hispanic /Latino (of any race)	15
Other/Two or More Races	12

Source: Census Bureau, 2012-2016 American Community Survey data

MEDIAN HOUSEHOLD INCOME & UNEMPLOYMENT

Employment and income data for San Francisco indicate that economic opportunities and conditions for communities of color lag significantly behind those for their white neighbors. For example, non-white households earn significantly less than white households in the City. The *median household income* for white households in 2010 was 117.5% of the citywide median, or $83,796 – the highest of all groups. Black households, by contrast, earned just 43.3% of the median income, or $30,840 – the lowest of all groups, followed by Native Americans. See Table 2.

Table 2. 2010 Household Income by Race/Ethnicity

RACE OR ETHNICITY	MEDIAN HOUSEHOLD INCOME	% OF SAN FRANCISCO MEDIAN HOUSEHOLD INCOME ($71,304)
White	$83,796	117.5%
Black/African American	$30,840	43.3%
American Indian/Alaska Native	$51,087	71.6%
Asian	$60,648	85.1%
Native Hawaiian/Pacific Islander	$57,560	80.7%
Other Race	$52,599	73.8%
Two or More Race	$66,473	93.2%
Hispanic or Latino	$55,985	78.5%

Source: Census Bureau & San Francisco 2014 Housing Element, Table I-16

The disparity in employment rates is similarly wide. Whereas the *unemployment rate* from 2010-2014 among white San Franciscans is 5.8%, unemployment rates in San Francisco's communities of color are 1.5 to 3 times as high, with the highest unemployment rate among black residents at 17.1%, followed by Native Americans at 15.2% (see Table 3 below).

Table 3. 2014 Unemployment by Race/Ethnicity

ETHNICITY	UNEMPLOYMENT RATE
White	5.8%
African American	17.1%
American Indian/Alaska Native	15.2%
Asian	8.4%
Native Hawaiian/Pacific Islander	10.2%
Other Race	9.5%
Two or More Race	10.7%
Hispanic or Latino	9.4%
White alone, not Hispanic or Latino	5.4%

Source: 2010-2014 American Community Survey 5-Year Estimates, Table S2301

HOUSING BURDEN BY RACE

From racial covenants to redlining and exclusionary zoning, housing discrimination based on race and ethnicity has a long history in the United States with impacts that persist to this day. Housing presents one of the greatest existing equity challenges in San Francisco. Wide disparities between white and non-white San Franciscans related to housing cost burden and home ownership continue to exist. A household that is considered to have housing cost burden pays more than 30% of its income on housing costs. As shown in Figure 3, 50% of black households, 31% of Native American, and 30% of Hispanic/Latino households are severely burdened by housing costs while 16% of white households are similarly burdened. Conversely, 63% of white households are not burdened by housing costs while only 23% of black households are not burdened. These figures indicate that communities of color in San Francisco are struggling much more than white households in meeting basic needs such as housing, food, medical care, childcare, etc. for themselves and their families. See Figure 1.

HOME OWNERSHIP BY RACE

One of the greatest equity disparities in San Francisco is related to *home ownership*. Across the board, non-white residents of San Francisco own their homes at a much lower rate than white residents. Close to 50% percent of white residents own their homes, Asian residents have the next largest home ownership rate at 35.7%. No other group exceeds the 10% rate, most are below 5%, and Native Americans have the lowest rate of any group. See Table 4.

Table 4: 2014 Home Ownership by Race/Ethnicity

ETHNICITY	OWNER-OCCUPIED HOUSING UNITS
White	55%
African American	3.9%
American Indian & Alaska Native	0.2%
Asian	35.7%
Native Hawaiian and Other Pacific Islander	0.3%
Some other race	2.7%
Two or more races	2.3%
Hispanic or Latino	8.6%
White alone, not Hispanic or Latino	49.6%

Source: 2010-2014 American Community Survey 5-Year Estimates, Table S2502
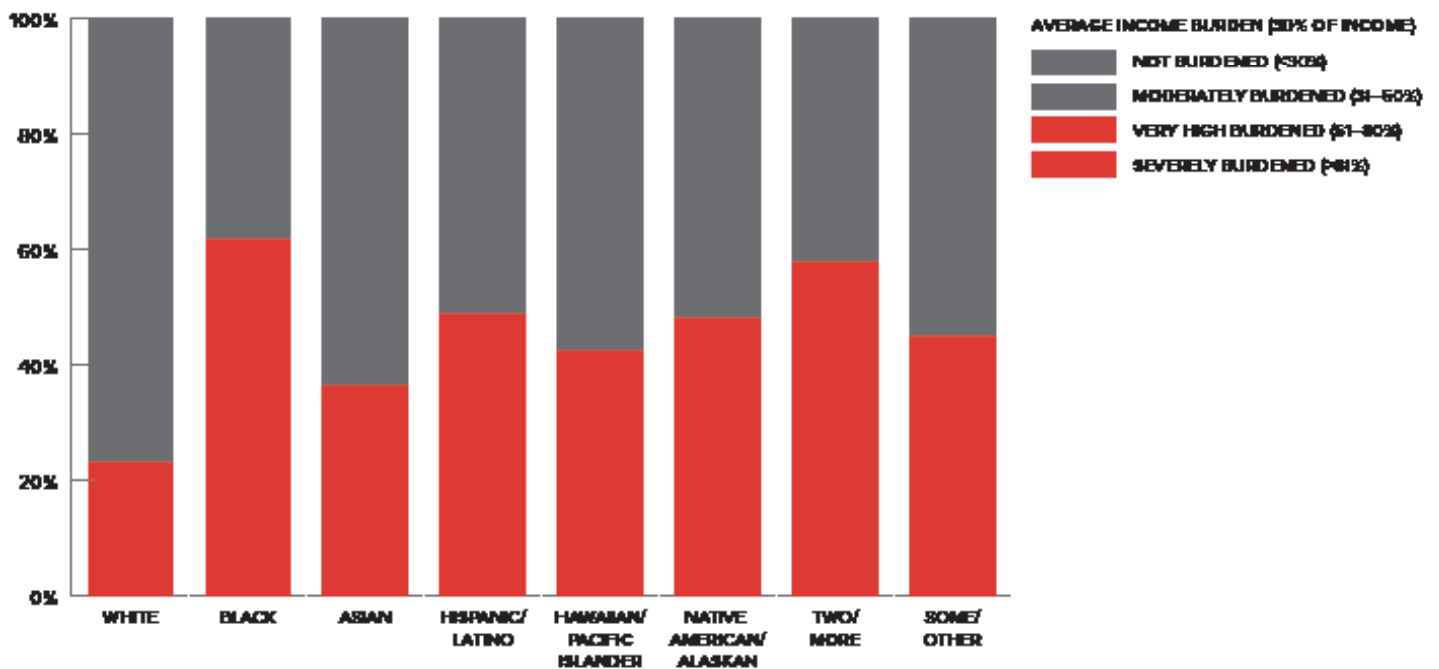
HEALTH

Race and ethnicity are strong indicators of health, contributing to measurable disparities in life expectancy and rates of chronic diseases. These disparities both mirror and are strongly influenced by others described throughout this chapter in areas such as education, housing, transportation access, and economic security – known collectively as the "social determinants of health." Disparities in these areas are further compounded by lack of access to quality health care.

Life Expectancy

Life expectancy is a good indicator of overall health and wellbeing. Figure 2 below describes the life expectancy of San Francisco residents by race and ethnicity, from 2007-2013 (Native Americans are excluded due to lack of data). The findings show that Black residents in San Francisco have the lowest life expectancy in the City, at roughly 71 years in 2013. This figure is 10 years less than whites, 14 years less than Asian and Pacific Islanders, and 11 years less than Latinos living in San Francisco, and 10 years

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

less than the California average life expectancy of 81 years (Source: San Francisco Health Improvement Partnership. 2016 Community Health Needs Assessment).

Infant Mortality Rates

Figure 3 below shows both perinatal and infant mortality rates by race in 2008. Some key findings show that San Francisco's black residents face much higher rates of perinatal and infant mortality rates than people of other races. Black residents are more than four times as likely to experience perinatal mortality as the City average (and roughly six times that of white and Asian residents). Similarly, the black infant mortality rate is roughly 5.5 times higher than the City average (and more than 10 times higher than that of white infants).

Residents of "other races" also experienced poorer infant health, with perinatal and infant mortality rates over double that of the City average. There is also need for infant mortality data on the Native American population. Perinatal/infant mortality rates for Latino residents are roughly equal to the City average, while rates for White and Asian residents fell below the average. Contributing to these trends, Black, Pacific Islander, and Latino residents were less likely to receive prenatal health care in their first trimester of pregnancy. In 2012, roughly 40% of Pacific Islanders and 60% of Blacks received prenatal care.[7]

YOUTH SUCCESS AND EDUCATION

Housing and development policies enacted in the 1940s through the 1960s spurred a large-scale migration of white students to suburban schools in locales across the country. Locally, that resulted in a high concentration of students of color in San Francisco's public schools. Today, demographic figures present a similar picture, with San Francisco's public schools comprised mostly of students of color (Table 5). This is in contrast to the City's overall population, whose largest racial group is white (Table 1).

7   Same as above.

Data suggests that students of color are confronted by a number of challenges in San Francisco's public schools. Based on numbers provided by the California Department of Education, black and Native American enrollment in the San Francisco Unified School District are among the lowest relative to all other racial/ethnic groups at roughly 9% and 0.4% respectively of the student population (California Longitudinal Pupil Achievement Data System)[8.] However, black and Native Americans, have among the highest drop-out rates at 5.1% and 7.7% respectively (Table 6). When comparing these figures to the dropout rates of Asian and Filipino students (0.5% and 0.7%, respectively) a clear racial/ethnic division in school performance is evident.

Table 5. Enrollment by Race/Ethnicity 2016-17

ETHNICITY	
White	14.3%
Asian	30.8%
Hispanic/Latino	31.2%
Black	8.5%
Native American/Alaskan	0.4%
Filipino	1%
Pacific Islander	4.2%
Two or More Races	4.9%
Not Reported	4.7%

Source: California Department of Education, https://dq.cde.ca.gov

Similarly, graduation rates (Table 7) for Native Americans, blacks and Hispanic/Latinos are among the lowest of all groups (35.7%, 50.9% and 56.4% respectively), compared to 67.8% of white students. Since Native Americans comprise 0.5% and black students 9% of the school population, the disparity in graduation rates is even more telling.

8   Source: California Department of Education, https://www.cde.ca.gov

Figure 2. San Francisco Life Expectancy by Race/Ethnicity, 2007–2013
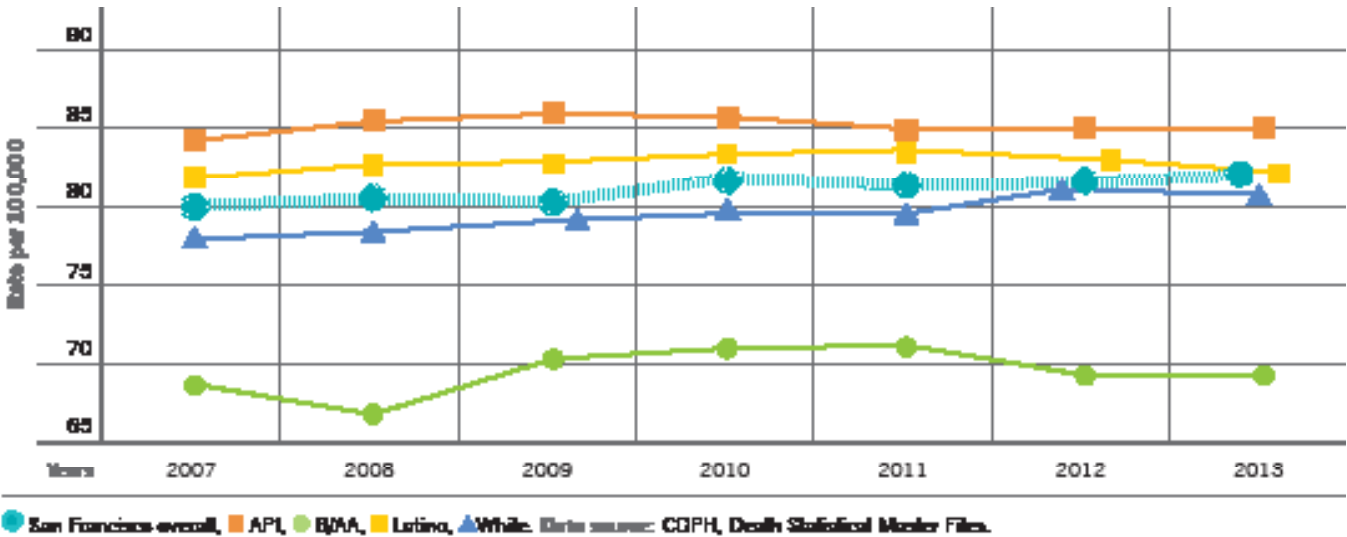
Source: San Francisco Health Improvement Partnership. 2016 Community Health Needs Assessment: Appendices. Available at: http://www.sfhip.org/content/sites/sanfrancisco/2016_SF_CHNA_Appendices.pdf

Figure 3. Perinatal and Infant Mortality Rates Per 1,000 in San Francisco by Race/Ethnicity (2008)
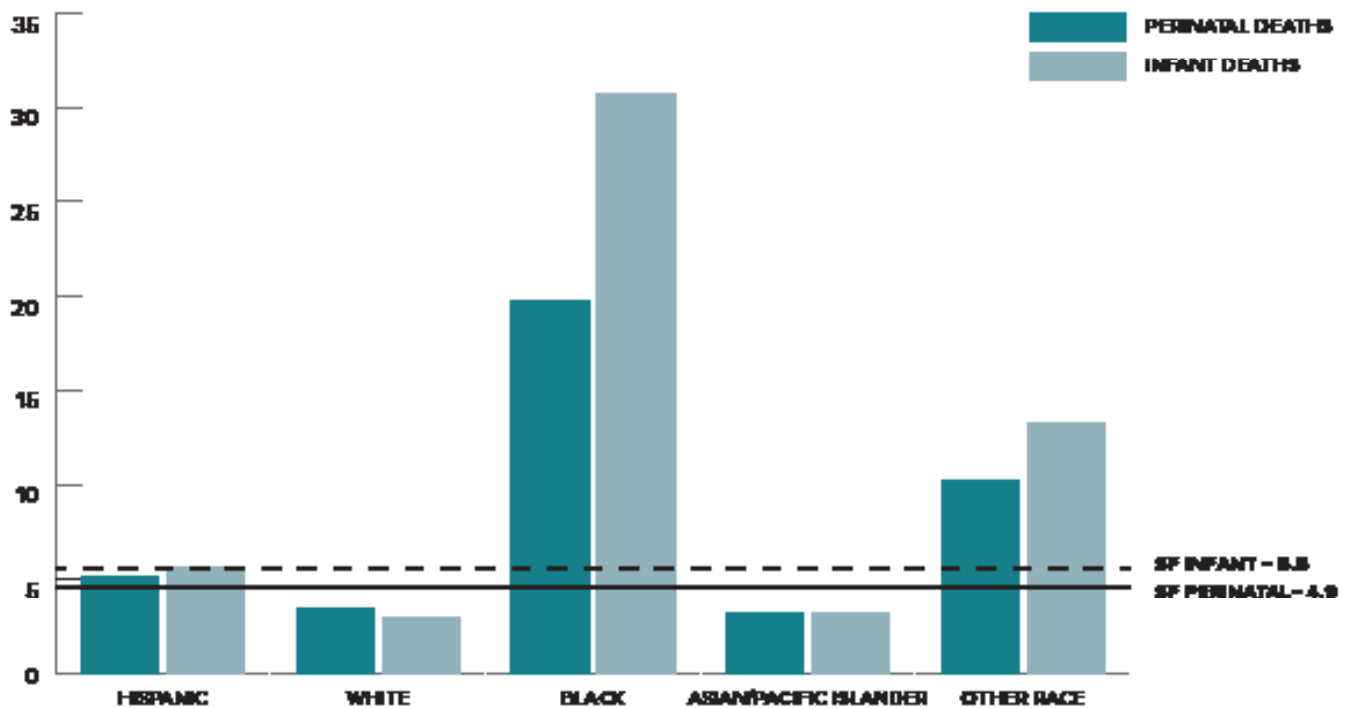
Source: CDH Improved Perinatal Outcome Data Report 2008, California County Profile

Table 6. Dropout Rate by Race/Ethnicity 2016-17

ETHNICITY	DROPOUT UNITS
White	2.9%
Asian	0.5%
Hispanic/Latino	3.3%
Black	**5.1%**
Native American/Alaskan	**7.7%**
Pacific Islander	3.4%
Filipino	0.7%
Two or More Races	3.5%
Not Reported	8.3%

Source: California Department of Education, https://dq.cde.ca.gov

Table 7. Graduation Rate by Race/Ethnicity 2017-18

ETHNICITY	
White	67.8%
Asian	92.7%
Hispanic/Latino	56.4%
Black	50.9%
Native American/ Alaskan	35.7%
Pacific Islander	73.7%
Filipino	88.1%
Two or More Races	64.4%
Not Reported	58.7%

Source: California Department of Education, https://dq.cde.ca.gov

Table 8. Suspensions by Race 2017-2018

ETHNICITY	
White	0.8%
Asian	0.4%
Hispanic/Latino	1.9%
Black	4.8%
Native American/Alaskan	3.9%
Filipino	0.9%
Pacific Islander	4.2%
Two or More Races	1.6%
Not Reported	1.2%

Source: California Department of Education, https://dq.cde.ca.gov

Table 9. Preparedness to Attend UC/CSU School: 12th grade graduates that have the required courses to attend UC/CSU School

ETHNICITY	
White	66.3%
Asian	72%
Hispanic/Latino	45.5%
Black	43.4%
Native American/Alaskan	60%
Filipino	38.1%
Pacific Islander	61.6%
Two or More Races	62.1%
Not Reported	72.2%

Source: California Department of Education, https://dq.cde.ca.gov

Expulsion and suspension rates follow a similar trend - 4.8% of black students and 4.2% of Pacific Islander and 3.9% of Native American students were suspended from public schools in 2017-18 while 0.8% of white students were suspended the same year (Table 8).

Another indicator of educational success is the degree to which students are prepared to attend institutions of higher education. The California Department of Education determines "Preparedness to Attend a UC/CSU School" based on an analysis of 12th grade graduates, which looks at whether those graduates completed the courses required to attend UC/CSU schools. Blacks and Pacific Islanders are disproportionately under prepared for "preparedness" upon the completion of their senior year of high school. A closer examination of this data shows a striking disparity among Pacific Islanders. While Pacific Islanders graduate at a very high rate (73.7%), only 38.1% of these students are prepared to attend a 4-year college based on the required courses, implying deeper nuances in preparedness in this group (Table 9).
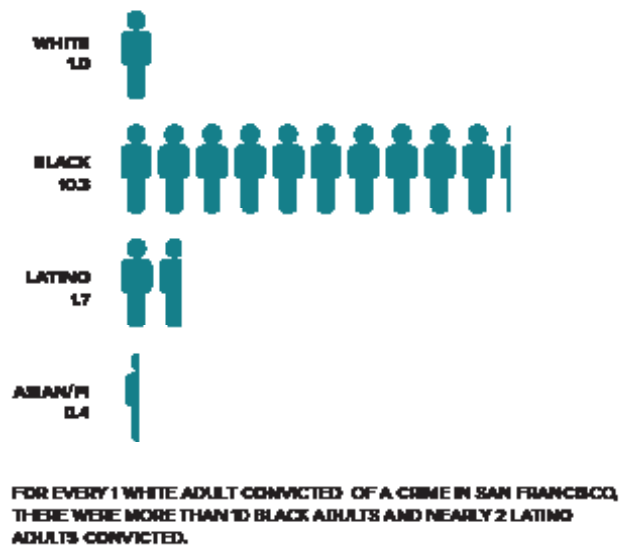
CRIMINAL JUSTICE

Black and Hispanic/Latino communities have the lowest populations in the City, however, they continually account for the majority of arrests and convictions. Though these arrests and convictions are high, they are not necessarily indicative of a higher propensity of criminal activity within these groups. The Blue Ribbon Panel on Transparency, Accountability and Fairness in Law Enforcement[9] found that although black and Hispanic persons had the lowest hit-rates (discovery of illegal items during search), these populations still face the highest rates of non-consent searches.

According to the San Francisco Justice Reinvestment Initiative report by the Burns Institute[10], there is disproportionately in every stage of the San Francisco criminal justice system. Black adults represented less than 6% of the population in 2013, yet represented 40% of all people arrested, 44% of bookings, and 40% of all convictions. Hispanic/Latino adults face some of the same disparities and potential biases but to a lesser degree.

A harrowing picture of disparities across race is evidenced by the rates at which people of color experience the use of force in interactions with

Figure 4. Disparity Gap for Convictions (2013)

FOR EVERY 1 WHITE ADULT CONVICTED OF A CRIME IN SAN FRANCISCO, THERE WERE MORE THAN 10 BLACK ADULTS AND NEARLY 2 LATINO ADULTS CONVICTED.

---

9   July 2016, http://sfblueribbonpanel.com/

10 January 2016, https://www.burnsinstitute.org/wp-content/uploads/2015/06/SF_JRI_Full_Report_FINAL_7-21.pdf

Internal Conditions / Current Workforce Data (Planning Department)

CULTURE SURVEY

In 2017, the first staff culture survey was distributed to Department staff to assess staff's knowledge of racial equity and perceptions of how the Department is doing in terms of addressing racial and social equity. Since 2017, the Planning Commission has adopted Phase 1 of the Racial and Social Equity Action Plan. In the Phase 1 action plan, Goal 1 focuses on hiring and promotions and Goal 2 focuses on organizational culture and staff capacity; the 2017 and 2019 staff culture surveys are associated with both of these goals. The 2021 survey will also focus on the expanded Phase 1 areas that ORE required such as discipline, commissions and mobility.

In the past few years, members of the Racial and Social Equity Action Plan (RSEAP) core team have held mandatory racial equity trainings for staff, instituted brown bag sessions, and developed a racial and social equity tool for projects to understand potential impacts and burdens. Surveying all staff on a biannual basis allows the RSEAP team to gather feedback about how the Department is doing and to measure progress of implementation efforts.

The 2019 staff culture survey is based off the 2017 survey with many of the same questions. A few additional questions were added to the 2019 survey to gauge other types of support that staff may need aside from the resources already offered. The survey was sent to all staff in mid-June 2019 and the survey was open until mid-July to maximize staff participation. The survey utilized a multi question apporach that included several iterations of the same question, which yields an average score and a response range, intended to obtain a fuller understanding of staffs attitudes and experiences. The response rate in 2017 was 86% and 70% in 2019, with 190 and 169 respectively of the approximately 220 employees participating. The Department will repeat this survey on a regular basis to understand the impacts of our racial equity work over time. Some key findings are listed below. The full report can be found in the Appendix.

Some Overall Survey Findings

THOUGHTS & UNDERSTANDING ABOUT RACIAL & SOCIAL EQUITY

2017
65%

2019
90%

of respondents are familiar with the Departments efforts to address racial disparities

2017
3.04

1
STRONGLY DISAGREE

2019
3.61

5
STRONGLY AGREE

average score of respondents that are actively involved in promoting racial equity changes in the workplace

2017
2.69

1
STRONGLY DISAGREE

2019
3.35

5
STRONGLY AGREE
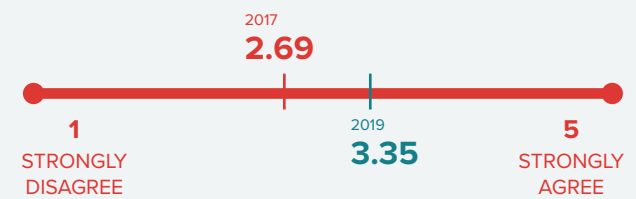
average score of respondents that believe they have the tools to address institutional racism in the workplace

2017
3.85

1
STRONGLY DISAGREE

2019
3.74

5
STRONGLY AGREE

average score of respondents that feel addressing racial disparities is a priority for the Department

Some Overall Survey Findings (Continued)

WHAT TOOLS DO EMPLOYEES NEED?

Employees need a combination of resources to address racial disparities through their work:

More Training

2017	2019
53%	**30%**

More Time and Resources

2017	2019
62%	**55%**

Greater Management Support

2017	2019
36%	**44%**

ADDITIONAL TAKEAWAYS

» Those who did not provide an answer about their job class and other professional staff had the lowest scores for perceptions of fairness among all identified divisions.

» Management opinions and experiences significantly differ from the rest of the department.

» Employees need more time and training to feel capable of advancing Racial and Social Equity through their work.

» It is important to note that there were fewer survey participants in 2019 and not all 2019 survey respondents may have participated in the 2017 survey, so an exact comparison is difficult
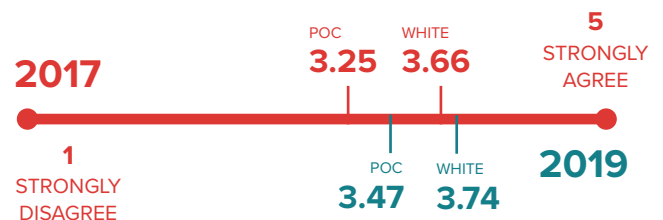
Note: Graphics not to scale.

PERCEPTIONS OF FAIRNESS

Senior management and middle management staff had higher average scores than non-management staff, indicating that management thought that practices were fair (such as opportunities for promotion and workplace expectations).

2017

5 STRONGLY AGREE

MIDDLE MANAGEMENT **3.72**

SENIOR MANAGEMENT **3.90**

PLANNERS, COMMUNITY DEVELOPMENT SPECIALISTS **3.48**

SUPPORT/ CLERICAL STAFF **3.17**

1 STRONGLY DISAGREE

2019

5 STRONGLY AGREE

SENIOR MANAGEMENT **4.13**

MIDDLE MANAGEMENT **3.78**

PLANNERS, COMMUNITY DEVELOPMENT SPECIALISTS **3.52**

SUPPORT/ CLERICAL STAFF **3.49**

1 STRONGLY DISAGREE

In 2017 and 2019, staff who identify as White thought that workplace practices were more fair than People of Color staff.

2017

POC **3.25** WHITE **3.66**

5 STRONGLY AGREE

1 STRONGLY DISAGREE

POC **3.47** WHITE **3.74**

2019

28

JOB CLASS DEMOGRAPHICS

Figure 1 and Figure 2 show that the racial and ethnic make-up of staff in middle management and senior management remain predominantly White. However, in 2019, there is a higher percentage of staff in middle management who identify as People of Color/multiracial than in 2017.

A vast majority of support and clerical staff identify as BIPOC/multiracial; this is the case in both 2017 and 2019. The racial and ethnic make-up of planners (Planning Technician, Planner I, Planner II, etc.) has stayed about the same between 2017 and 2019.

Why does this matter? Administrative positions tend to pay less than professional and managerial jobs. While administrative positions with the City and County of San Francisco are on average better paid, more secure and have better benefits than administrative positions in the private sector, it is important to think of ways we can continue to reduce racial and social disparities within our Department and improve the overall experience for administrative staff. The Department should think of ways that all administrative staff can have additional opportunities for advancement, if they clearly desire them.

Figure 1. Job Class by Race/Ethnicity, 2017
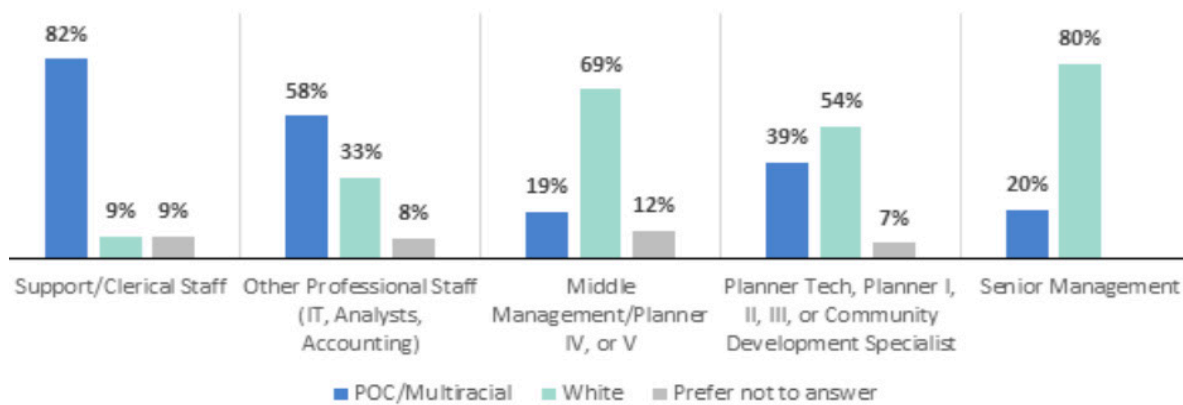
Figure 2. Job Class by Race/Ethnicity, 2019
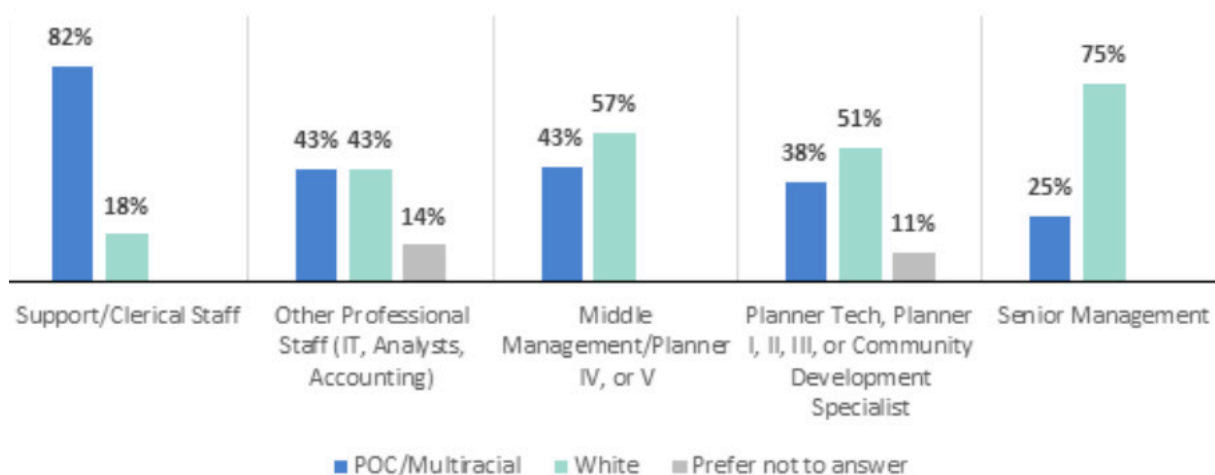
DIVISION DEMOGRAPHICS

Between 2017 and 2019, there was an increase in non-White employees in the Environmental Planning and Citywide Planning divisions.

The racial and ethnic make-up of respondents who work in the Current Planning Division has remained the same between 2017 and 2019, with the majority of respondents identifying as White.

The majority of staff in the Administration division identify as non-White. In Figures 3 and 4, the category labeled as "Other" includes Pacific Islander; Black, African American, Black African; and Middle Eastern. Due to the small sample size, these respondents were grouped into one category to maintain anonymity of the respondents' identities.

For future surveys, we will omit cross-tabulations by divisions to both maintain anonymity and avoid the creation of an "other" category since some divisions are now smaller given the creation of a new division (Community Equity).

Figure 3. Racial and ethnic breakdown of divisions, 2017
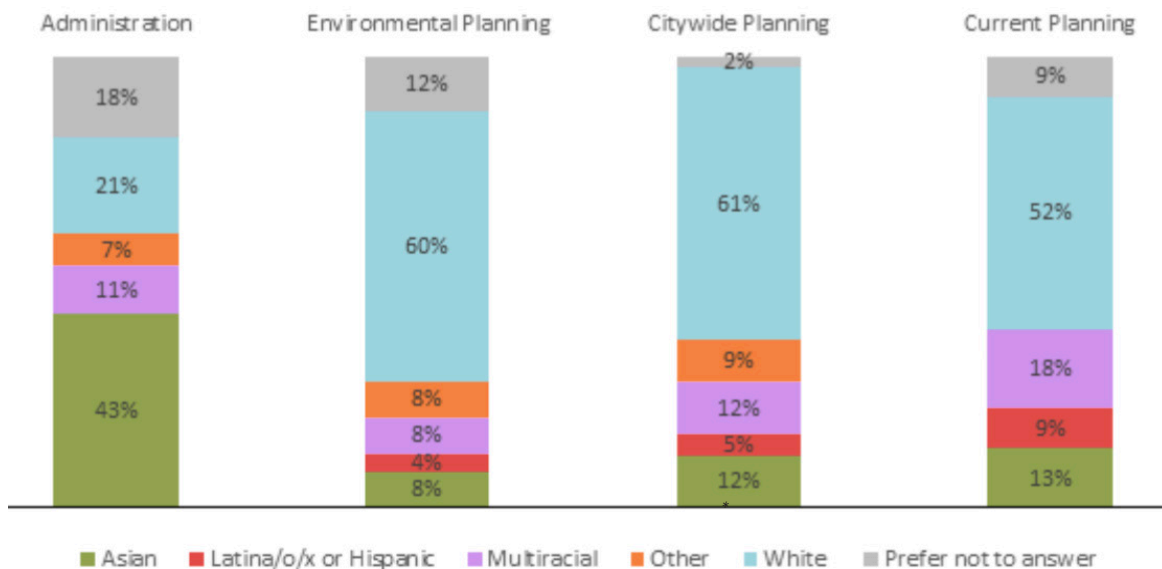
Figure 3. Racial and ethnic breakdown of divisions, 2019
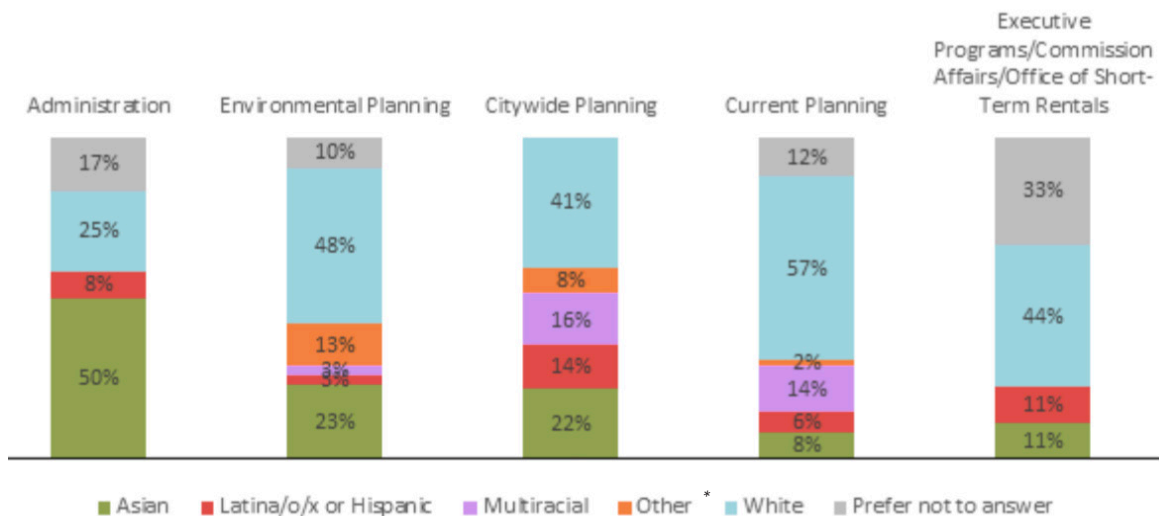
* For future surveys, we will omit cross-tabulations by divisions to both maintain anonymity and avoid the creation of an "other" category since some divisions are now smaller given the creation of a new division (Community Equity)

SENIOR MANAGEMENT COMMITMENT TO RACIAL AND SOCIAL EQUITY

Key Takeaways

- Senior management has seen the largest increase in the perception of its commitment to racial and social equity.

- Support/Clerical Staff has seen the largest decrease in the perception of senior management's commitment to racial and social equity.

- White staff had greater levels of perception of senior management commitment to racial and social equity, with the levels increasing from 2017 to 2019. Staff who identified as People of Color/multiracial have lower levels of perception of senior management commitment, with very little change between 2017 and 2019.

Given the effects of COVID-19 on San Francisco's most vulnerable communities and following the murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless others as a result of police brutality and misconduct, the Department distributed a brief staff survey and held a lunchtime, department-wide discussion and reflection (respectively). Overall themes across all three activities (2020 and 2019 surveys and department-wide discussion) are shared below.

OVERALL THEMES

Work Program and Staff Time

The Department's work program should prioritize projects that directly advance racial and social equity. Many staff feel that they cannot participate in projects that advance racial and social equity due to the lack of resources, including staff time, training, and funding. The COVID-19 pandemic has brought to light longstanding inequities, and the pandemic has continued to disproportionately impact American Indian, Black, Indigenous, and other People of Color communities. The Department needs to take more actions to address the existing needs of communities of color.

The actions below correspond to either an item in the Phase 1 Action Plan or will be included in Phase 2; several of them are underway.

Action: Center the Department's work program to advance racial and social equity.

Action: Prioritize projects that address existing disparities, such as projects that build more affordable housing, create shared open space, prevent displacement, and ensure that communities of color are resilient to future disasters.

Action: Provide ongoing racial and social equity training for staff, train those who haven't yet participated, and allow staff to engage in further training and educational opportunities.

Action: Allow staff to dedicate time to work on projects and discussions for the Racial and Social Equity Action Plan and/or about institutional racism.

Projects, Policies, and Programs

Staff in all three feedback opportunities expressed a strong desire to reshape the Department's daily processes and projects, policies, and programs to lead with equity. There is a desire to ensure staff are aware of and comfortable using all racial equity tools, including resources beyond the Department's current library. Additionally, staff support identifying, integrating, and tracking metrics to measure the outcomes and impacts of the Department's work.

Action: Use the Racial and Social Equity Assessment Tool to guide Department projects, policies, and programs from the beginning; train staff in the use of existing tools and research additional resources to support the work.

Action: Conduct an audit of CEQA processes and identify opportunities to consider and address socio-economic impacts in the audit process.

Action: Reevaluate permitting and code enforcement processes and fines structures to determine the impacts on low-income homeowners and small and minority-owned

business owners and provide resources in-language to make processes more accessible.

Action: Explicitly incorporate RSEAP into long-term planning such as the general plan and area plans and explore opportunities to remove exclusionary zoning throughout the city.

Action: Include metrics in plans, programs, and policies, and track them periodically.

Department Culture

Many staff reflect that the Department's culture is not as supportive of racial and social equity as it should be. While there has been an improvement from 2017 (first survey) to 2019, there is still a lack of comfort and trust among staff to have conversations about race when staff needs transparency and honest communication. There are differences in perception among White and People of Color staff, as well as between management and non-management.

Staff who identify as People of Color and non-management staff tend to perceive the Department as less supportive of racial and social equity. Likely, managers believe they are providing adequate support, whereas some staff do not. Management shapes the Department racial and social equity culture.

Staff share that certain managers (at all levels) are not supportive of the RSEAP. In some cases, staff find that certain managers engage in behaviors (intentional or unintentional) that reinforce racism and impact staff's attitudes and ability to advance racial and social equity in their work.

Action: Create a safe space for staff to speak openly and honestly about race, disparities, and equity in order to reconcile different perceptions between management and non-management staff. Cultivate a culture that supports People of Color on staff in sharing their ideas without fear of lack of support from management and others.

Action: Engage in more conversations about integrating racial equity into the Department's work.

Action: Listen to, support, and empower People of Color on staff.

Action: Hold management accountable to Department culture change needs.

Commitment from Management

There is a need for stronger commitment and support from management staff for the RSEAP. Staff want more support from managers in centering their work on racial and social equity and would like to see management serve as Equity Champions.

Action: Provide additional racial and social equity trainings for managers to serve as Equity Champions and address their own internal biases in the hiring, promotion, and management of staff.

Action: Work with senior and middle management on concrete steps to support staff.

Hiring, Promotions, and Retention

Staff believe that hiring, promotion, and retention of staff who identify as People of Color has been a persistent issue. The Department could improve its hiring, promotions, and retention processes by making meaningful changes that result in more People of Color representation at all staff levels. Currently, the majority of senior and middle management positions are held by employees who identify as White.

Action: Evaluate management promotion practices and work to recruit more diverse candidates for the senior and middle management team when opportunities arise.

Action: Eliminate barriers to employment in the Department by revisiting minimum requirements and recruiting and hiring People of Color applicants, community members, and multilingual applicants.

Community Engagement and Communications

The need for community engagement and comprehensive communications surfaces as a priority for Department staff. Participants express

a strong interest in improving community engagement and internal and external communication practices, particularly for low-income and People of Color communities.

There are differences between People of Color staff's perception and White staff's perception about the Department's community engagement efforts and the extent to which these efforts advance equity – White staff tend to think they do advance equity and People of Color tend to think they do not go far enough.

> Action: Develop relationships with communities through reaching out, listening and considering how projects and the work program can be adapted to meet community needs.

> Action: Ensure community members can participate in and understand the Department's processes, such as the Planning Information Counter (PIC), written materials, notifications, and the website, among other communications.

> Action: Allocate more resources and staff time toward creating engagement strategies aimed at serving the most vulnerable communities in neighborhoods most impacted by COVID-19.

> Action: Solicit feedback from staff members working as Disaster Service Workers in community engagement efforts.

Strengthen Interagency and Community Collaboration

Continuing to foster collaborative partnerships with City agencies and community partners to advance the work is a common theme. Partnership opportunities include policy alignment, community engagement and outreach, and permit review streamlining. Department staff would like to work closely with the Office of Racial Equity, San Francisco Department of Public Health (SFDPH), and Office of Economic and Workforce Development (OEWD), among others.

> Action: Work closely with the Office or Racial Equity to solidify and advance a citywide racial equity initiative.

> Action: Collaborate with SFDPH and community-based organizations to create policies that ensure

more equitable outcomes and OEWD to uplift Black-owned and -operated businesses, among other business stabilization and workforce development efforts.

> Action: Partner more with community-based organizations and non-profits that focus on health disparities.

> Action: Distribute resources equitably in the City (e.g. testing sites are not placed in the neighborhoods that need them).

In general, the 2019 survey respondents believe that the Department is making progress towards addressing racial and social equity. Nevertheless, this perception is higher among staff who identify as White than non-White staff. Staff across all job categories are aware that there are ongoing efforts to address racial and social equity.

CONCLUSION

Respondents of all job classes felt that there was an increase in management support on progress towards equity. Between 2017 and 2019, the biggest jump in this perception was with senior managers. Despite this, having strong management support was identified as one of the main things that staff need in order to participate more in the RSEAP and to integrate racial equity into their work. It may be that managers feel that they're providing adequate support whereas staff have a different perception. Reconciling these different perceptions will be important in advancing this work.

The open-ended questions were categorized by themes, and the top five are related to:

Hiring and promotions

- Staff feel they need more tools
- Agreement on the need to address disparities
- Needing more support from senior managers
- More action and transparency around progress

In the 2019 staff survey, most staff expressed the desire for increased staff diversity as well as tangible

tools or more education to pursue racial and social equity. For open-ended responses in 2017, staff mostly identified and listed racial disparities and inequities, but staff increasingly expressed desire on different ways to address them in 2019. This difference signifies that staff have gained a better understanding of racial and social equity in the past few years and are looking for more tangible ways to implement what they have learned.

The Department's work program will be assessed and reoriented to center racial and social equity. The staff ideas included in this report informed the Phase 1 Racial & Social Equity Action Plan and many of the ideas that are about our external-facing work and work with communities will be integrated into Phase 2. Additionally, Department staff perceptions and priorities will be revisited in the 2021 Staff Culture Survey to assess staff's knowledge of racial equity and perceptions of how the Department is doing in terms of addressing racial and social equity.

IV

PHASE 1 PLANNING
DEPARTMENT
RACIAL AND SOCIAL
EQUITY STRATEGY

PHASE 1 PLANNING DEPARTMENT RACIAL AND SOCIAL EQUITY STRATEGY

This section contains the ten overarching, Phase 1 Planning Department goals to guide our racial and social equity work internally. This includes the seven sections required by the Office of Racial Equity (ORE) and three goal areas (Resource Allocation, Procurement and Consultants, and Department Functions) that were in the Department's initial 2019 Action Plan. The pages that follow contain the objectives, actions, performance measures and implementation details to act on meeting our goals. These are not exhaustive but instead consist of a number of initial short, medium and long-term actions required by ORE and developed with multiple staff within the Department to advance our goals and move the needle on addressing the root causes of inequities. This updated version highlights that the Plan is a living document to continue the work, as many of the actions are already underway.

The Department's initial Strategy has been informed by the results of the Staff Culture Surveys, current conditions data and root cause analysis (an initial picture of why current conditions of inequity exist historically in those areas that prevent us from achieving our goals and vision), ORE's Phase 1 Citywide Racial Equity Framework, and best practices in the field of racial and social equity borrowed from GARE and other jurisdictions.

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

> DEPARTMENT GOAL
>
> The Planning Department opens new opportunities for professionals of color to join the Department and fosters the racial and social diversity of the planning field.

2. RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

> DEPARTMENT GOAL
>
> The Planning 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.

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.[1] This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.[2] Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

DEPARTMENT GOAL

The Planning Department becomes a leader in ensuring fair and equitable discipline and separation practices, where no group is disproportionally 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.

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.[1] In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.[2] Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

DEPARTMENT GOAL

The Planning 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.

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.[1] By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

DEPARTMENT GOAL

All Planning 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.

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as "professionalism," that ultimately centers whiteness.1 This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

DEPARTMENT 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.

7. BOARDS AND COMMISSIONS

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

department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens.

DEPARTMENT GOAL

The Planning Commission and Historic Preservation Commission ensure representation of voices from 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.

Below are additional goals adopted in the 2019 Phase I Racial and Social Equity Plan.

8. RESOURCE ALLOCATION

DEPARTMENT GOAL

The Planning Department allocates budget and staff time to prioritize work that addresses racial and social disparities. The Planning Department will proactively and routinely consider racial and social equity during the budgeting process. The budget should be informed by public input where appropriate in areas with racial and social equity opportunities.

9. PROCUREMENT AND CONSULTANTS

DEPARTMENT 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. Contracting for professional services is an important aspect of the Planning Department's primary function. The Department contracts out millions of dollars' worth of work each year. Consultants are our partners and are an extension of our Department's values. 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.

10. DEPARMENT FUNCTIONS

DEPARTMENT GOAL

Ensure the Planning 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 Planning Department with greater racial and social equity outcomes as part of Phase 2.

RACIAL & SOCIAL EQUITY ACTION PLAN

PHASE 1

SAN FRANCISCO PLANNING DEPARTMENT

Number of Employees: 250 employees
Annual Budget: $60 million (FY20-21)

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

SF Planning

Racial Equity Leads

- Miriam Chion, Community Equity Division Director
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- Wade Wietgrefe, Racial & Social Equity Plan Implementation Manager / Principal Planner. Wade.Wietgrefe@sfgov.org

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Last Updated December 21, 2020

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Racial Equity Action Plan Template Key

ACTIONS	specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED	what is needed to perform actions; financial, human, and/or material
INDICATORS	quantifiable measure of an action's success; how much, how well, or is anyone better off?
TIMELINE	dates denoting the start and end of the action
IMPLEMENTATION	Detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS	the action's current status, updated regularly [ongoing	in-progress	completed	not started]
LEAD	staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

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

1.   HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	40-60 of hours of staff time	Barriers assessment is completed	Start: FY19 Finish: Q4 FY20	• Began to look at improvements to existing standard practices in FY2019; complete initial assessment or conditions and barriers by end of FY2020. • Begin conversations once key issues are identified with DHR on citywide items in coordination with Citywide Workforce Equity working group. • For department reference: Formerly actions 1.1.1 and 1.2.1 in 2019 adopted Plan.	Partially underway	HR Manager Equity Plan Team
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. [1]	60 of hours of staff time	Survey is administered annually Survey results are included in the department annual review	Start: FY18 Finish: ongoing	• Began staff surveys in FY2018, next survey and results report in 2021. Consultant to revise survey questions to encompass various survey actions in action plan. • Based on initial surveys department is prioritizing enhancing diversity in management positions; bias and fairness in hiring training of staff who engage in hiring; expansive recruitment; and advanced training for "management equity" • For department reference: Formerly action 2.4.2 in 2019 adopted Plan	Ongoing	Equity Plan Team Consultant

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[1] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD

1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	80 of hours of staff time	Policy is created, implemented, and reviewed annually to maximize results	Start: FY21 Finish: End FY21	• Began to look at improvements in FY18 to existing standard practices, complete policy and additional process improvements in FY2021.
				  ○ Initial policy draft July 30 2021, vet with RE team, RE Steering Committee, HR Manager, DHR DEI staff, and Director.
				  ○ Share final policy with all staff by Nov. 1 2021.
				• Examples of what this policy could cover include diversified and targeted recruitment, diverse panels, consistent interview processes, etc.
				• For department reference: Formerly action 1.2.1 in 2019 adopted Plan -
					Underway	HR Manager
						
						Equity Plan Team

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD

1.2.1. Develop a clear, consistent, and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	40 of hours of staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Start: FY19 Finish: ongoing	• Began to look at improvements in FY2018 to existing standard practices:
				  ○ Began coordination with DHR diversity recruitment team
				  ○ RE Team began working with HR manager to develop outreach list
				• Complete additional process improvements in early FY2021 (July-Sept)
				  ○ Identify additional steps after 1.1.1 assessment is complete at end of FY20/June
				• For department reference: Formerly Nov. 2019 adopted action 1.1.
					Ongoing	HR Manager
						
						Deputy Directors
						
						Equity Plan Team

1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	80 of hours of staff time	Candidate pool, including internship candidates, is increasingly more diverse and referred from a variety of sources	Start: FY19-20 Finish: ongoing	• Began to look at opportunities in FY2019 to existing practices and ongoing contacts:
				  ○ RE Team began developing targeted list
				• Scope a more robust effort to review and augment existing relationships in early 2021.
				  ○ Leverage summer
					Ongoing	HR Manager
						
						Hiring managers
						
						Equity Plan Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				• 2021 internship announcements opportunities • For department reference: Formerly Phase I Action 1.3.2 in Nov. 2019 adopted Plan		

1.2.3.
 	
Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.
	200 hours of staff time	Job descriptions display consistent and inclusive language
		
		Candidate pool is increasingly more diverse
			Start: Q3FY20-21 Finish: FY23 (3-years or more)	• Began implementing in 2019 where there is internal flexibility (TEX, internships, etc.) and through formation of new Community Equity (CE) Division:
				  o RE team created screening criteria and guidelines for interns removing expectation for master's degrees, identifying opportunities to add racial and social equity skills, as appropriate to the position, Working with training coordinator for standardizing equity improvements and process.
				  o CE division managers review team job announcements to simplify and determine where degrees are needed (recognizing that some community members do not have access to college degrees)
				  o Community Engagement manager position for CE division/department prioritized community experience over degrees.
				  o Community Development Specialist positions in CE division focus on experience working with community over planning-field, technical or educational degrees.
				  o Rotational opportunities into CE division required no degree, focused on diversity of experience, and simple application
					Partially started	HR Manager, Equity Plan Team
						
						DHR, Civil Service, Unions, other departments for later phases

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				process. • Starting in late Jan 2021 develop a more formal interim process, informed by lessons learned from internship rubric/process, to determine who reviews all future announcements while 1.1.3 policy and guidelines are finalized. Include actions 1.2.4 and 1.2.6 below in this process. • Implementation for permanent positions could take several years, start outreach/conversations with DHR and ORE this fiscal (early 2021) on citywide, civil service, union-related items through Workforce Equity working group. • For department reference: formerly Phase I Action 1.1.3 in 2019 adopted Plan.		
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	Same efforts as/see 1.2.3	An increase in applicant pool with more diverse life, education, and professional experiences	Start: Q3FY20-21 Finish: FY23	• Include implementation of actions 1.2.4 and 1.2.6 in 1.2.3 process above. • For department reference: formerly Phase I Action 1.1.3 in 2019 adopted Plan.	Partially started	See 1.2.3.
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.[2]	200 of hours of staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Start: Q3FY20-21 Finish: TBD	• See 1.2.3 - Began implementing in 2019 where there is internal flexibility (TEX, internships, etc.) and through formation of new Community Equity (CE) Division. • Start outreach/conversations with DHR and ORE this fiscal (early 2021) on citywide, civil service, union-related items through Workforce Equity working group.	Not started	HR Manager, DHR, unions, Equity Plan Team
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	See 1.2.3	An increase in applicant pool with more diverse life, education, and professional experiences	Start: Q3FY20-21 Finish: FY23 (3-years or more)	• See 1.2.3 - Began implementing in 2019 where there is internal flexibility (TEX, internships, etc.) and through formation of new Community Equity (CE) Division. • Include actions 1.2.4 and 1.2.6 in 1.2.3 process above.	Partially underway	HR Manager, DHR, unions, Equity Plan Team
1.2.7. Require outside recruiters to	n/a	Candidate pool is increasingly more	Start: N/A Finish: N/A	N/A– Department does not use outside recruiters but, if so, will share	n/a	n/a

[2] From https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx.

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ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.		diverse and referred from a variety of sources		the policy required in 1.1.3.		
1.2.8 Work with DHR to more prominently post their FAQs on employment with each job posting; and create a "work for us" page on our website with addition information on the hiring process to improve accessibility to a wider candidate pool.	30 of hours of staff time	TBD	Start: FY19-20 Finish: FY20-21	• Completed "work for us" page on our website for providing additional access venues to interested applicants to find department-specific job announcements while researching and looking for our site. Enhancement to be coordinated with completion of action 1.1.1 barriers assessment and 1.2.1 expansive recruitment process. This could include: • Short videos of staff describing their work • Images/photos that show our work with youth and a diverse workforce • Start outreach/conversations with DHR and ORE this fiscal (early 2021) on citywide related piece through Workforce Equity working group. • For department reference: formerly Phase I Action 1.1.2	Partially underway	HR Manager Communications
1.2.9 Research limitations and opportunities related to Proposition 209 (State proposition which amended the State Constitution to prohibit state governmental institutions from considering sex, race or ethnicity in hiring and admissions).	60 of hours of staff time	TBD	Start: FY19-20 Finish: Q4 FY21	• Begin research in early 2021, and coordinate with Citywide Workforce Equity Working Group, tie completion to 1.1.3 - incorporate findings into policy and guidelines. • For department reference: formerly Phase I Action 1.2.2	Not started	Equity Plan Team, City attorney, DHR

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and	Approximately $200,000 per	# of paid interns/fellows,	Start: ongoing Finish:	• Began formal internship program several years ago. Beginning in	Ongoing	Internship Coordinator,

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	year for summer internships, 100+ hours of staff time to run program and mentor interns	increase annually or meets department needs/capacity	ongoing / FY 2021	FY2018 initiated a look at improvements from a racial and social equity lens to existing program practices: ○ RE team created screening criteria and guidelines for interns removing expectation for master's degrees, identifying opportunities to add racial and social equity skills, valuing non-traditional experience, not disadvantaging applicants with gaps on their experience, etc. Now working with internship coordinator for standardizing/iterating on equity improvements and process for summer 2021 internship program. • Complete additional process improvements in FY2021. ○ Evaluate summer 2021 program and incorporate additional enhancements. For example, compare with 2020 and 2019 demographics to determine impact of screening criteria and guidelines on diversity. ○ For example, exploring reserving housing in college dorms to defray housing costs.		Administration, Equity Plan Team
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	100 of hours of staff time	# of Opportunities for All placements and mentors	Start: FY20 Finish: ongoing	• Begin in early 2021 – the department usually hires 4-6 youth interns from Youth Works. This fiscal year, the department will launch a "SF Young Planners Program" for summer 2020, efforts to be coordinated with Opportunities for All and Youth Works for placements.	Started	Internship Coordinator, Administration Planning Commission
1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School	Same as 1.3.1 implementation effort	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Start: FY19 Finish: Q1 FY21-22	• See 1.3.1- Beginning in FY2018 initiated a look at improvements from a racial and social equity lens to existing program practices • Complete additional process improvements in FY2021.	Underway	Administration staff, internship mentors, Equity Plan Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
District's Career Pathways Program.						
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Same as 1.3.1 implementation effort	# of opportunities during internship/fellowship	Start: FY19 Finish: Q1 FY21-22	• A structured and ongoing orientation is part of the departments' internship program. The goal is to provided learning opportunities and to include interns in regular department events and conversations. This includes access to training/other staff, including the racial equity team. • See 1.3.1. Complete additional process improvements in FY2021. ○ Evaluate summer 2021 program and incorporate additional enhancements based on interns' feedback	Ongoing	Internship Coordinator, internship mentors, Equity Plan Team
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Same as 1.3.1 implementation effort	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Start: FY19 Finish: Q1 FY21-22	• Began to look at improvements in FY2018 to existing practices, including to existing post-internship evaluations. Coordinate with 1.3.1 implementation. • See 1.3.1 - Complete additional process improvements in FY2021 to adjust program accordingly. ○ Evaluate summer 2021 program and incorporate additional enhancements. For example, compare with 2020 and 2019 demographics to determine impact of screening criteria and guidelines on diversity of applicant pool and final hires.	Underway	Training Coordinator, HR, Equity Plan Team
1.3.6 San Francisco Planning works in partnership with other city Planning departments and related fields (public policy, ethnic studies, etc.), undergraduate, graduate, university affinity groups and other programs (such as Y-Plan[3]) and local K-12 public schools to emphasize the importance of a diverse Planning field as well as skills and competencies that proactively advance racial and social equity.	60+ of hours of staff time	# of activities per year	Start: FY18 Finish: ongoing	• Began partnerships with Y-Plan and SF state in FY2018 or earlier. • Hired youth engagement intern in summer 2020 to evaluate efforts and recommend institutionalization and best practices, inclusive of implementing this racial and social equity plan's goals. This could include: ○ Tours for youth from local schools ○ Youth groups "project shadowing"	Ongoing	Land use and community planning team Managers/all-staff Equity Plan Team

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[3] https://y-plan.berkeley.edu/what-is-y-plan

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD

1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	20 of hours of staff time	Standardized interview process with a set of inclusive interview questions	Start: FY19 Finish: ongoing	• Department has a standard process HR Manager requires of all hiring managers (submitting scoring sheets, submitting panels make up, reviewing interview questions, etc.)
				• Began to look at improvements in FY18-19 to existing standard practices:
				  o Repurposing evaluated screening criteria and guidelines for interns RE team created to apply to all other hiring processes: for example, suggested critical interview questions that highlight importance of racial and social equity to the department, etc.
				  o Community Equity division managers review and suggest interview questions for hires.
				• Complete additional process improvements in FY2021 in coordination with 1.1.3 – hiring policy - implementation.
					Ongoing	HR Manager, Hiring Managers, Equity Plan Team

1.4.2. Ensure a diverse hiring panel for each interview.	40-80 of hours of staff time	Demographic composition of panels
		
		Increase in diverse interview panels
			Start: ongoing Finish: ongoing	• Department has a standard process HR Manager requires of all hiring managers to ensure consistency and fair process (submitting panel's make up, etc.)
				• Began to look at improvements in FY18-19 to existing standard practices:
				  o Repurposed evaluated guidelines for interns RE team created to apply to all other hiring processes.
				  o Racial Equity or Steering Committee members are included in key hiring panels.
				  o Hiring managers complete Fairness in Hiring and Implicit Bias training.
				• Complete additional process improvements in FY2021 in coordination with 1.1.3 – hiring policy - implementation.
				• For department reference: Formerly action 1.2.1 in Nov 2019 adopted Plan.
					Ongoing	Hiring managers, HR Manager, Equity Plan Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	20 of hours of staff time, training budget	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Start: FY2018 Finish: ongoing	• Began implementation in early 2019 - all staff doing hiring are being required to take online bias and fairness in hiring training prior to hiring process. Also: o Repurposed evaluated guidelines for interns RE team created to apply to all other hiring processes which include review of Racial Equity Goals and mandates and key bias training takeaways o All local 21 staff and personnel managers will be required to complete additional, in-person, implicit bias training in the next 2 years. • For department reference: Formerly action 1.2.4 and 2.2.5 in Nov 2019 adopted Plan	Ongoing	HR Manager
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	TBD	Tool created and implemented # of applicants increased Increased assistance to job seekers	Start: FY2020 Finish: TBD	• Begin in January 2021 – post the "for questions contact" information more prominently towards the top of job announcements. Brainstorm, develop and pilot ideas for tracking application progress and providing assistance with summer 2021 internship applications to inform next step/citywide conversations (see bullet below). • Start outreach/conversations on a technology project with DHR and ORE this fiscal (early 2021, after pilot above) on citywide related pieces (including questions on application about where applicants learned about position, outreach and a function for asking questions – e.g. instant chat, text "help" to a number, etc.) through Workforce Equity working group given application system is citywide.	Not started	HR Manager DT/DHR Administration/H R staff
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	40-80 of hours of staff time	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Start: ongoing Finish: ongoing	• Department has a standard process HR Manager follows to share and distribute information internally via email. • Department will update process, as needed, after RSE Action Plan is final to incorporate enhancements and to ensure abiding with Plan goals.	ongoing	HR staff
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that	TBD	Hiring, interviewing, and onboarding processes standardized	Start: FY21 Finish: FY21	• Start scoping potential improvements at beginning of FY21 upon completion of 1.1.1 assessment of barriers and 1.1.3 policy / guidelines, to inform	Not started	HR Manager / Deputy Directors / Hiring managers

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
can cause delays in service provision and potential economic harm to interested applicants.		Lag times/wait times		effort. In the interim, this could include: o Requiring managers to develop a timeline and sharing this with applicants for planning on their part and transparency. • Also, tie this to implementation of 1.4.4 (tracking tool to keep people informed of process).		
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	100 of hours of staff time	All new hires are processed similarly regardless of position	Start: ongoing Finish: Q4 FY20 for reviewing process.	• Department has had a standard New Employee Orientation (NEO) for several years that includes topics such as Planning 101, presentations from all department teams on their functions, access to training and other resources, etc. • Department will review/evaluate the onboarding process with employees from the Community Equity division that are starting jobs in Dec 2020/Jan and with the 2021 summer internship cohort to determine additions and improvements.	Ongoing	HR Manager, New Equity Division Members for reviewing process
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	80 hours of staff time	Increase in number of diverse candidate pools Overall faster hiring times	Start: Ongoing Finish: Ongoing	• Department consistently goes to unions for each exam and asks for an expanded certification form. • Department will continue to advocate for this and will outreach/coordinate with DHR and ORE this fiscal through the Citywide Workforce Equity working group.	Ongoing	HR Manager, DHR, Union
1.4.9 Analyze current hiring processes across the Department to better understand how Job posting language is drafted, interview and exam questions are developed, interview panels are selected, resume review procedures, and where inconsistencies may exist in the process, among other topics, to develop guidelines in order to ensure panelists and reviewers are diverse and can engage with racial and social equity concepts, as appropriate.	80 of hours of staff time	TBD – Consistent use of guidelines/policy by all hiring managers/staff	Start: FY19-20 Finish: FY21-22	• Combine implementation with actions 1.1.1 – barriers assessment - and 1.1.3 - guidelines. • Began implementation in early 2019 – e.g.: o All staff doing hiring are being required to take online bias and fairness in hiring training prior to hiring process. o Re team created screening criteria and guidelines for interns removing expectation for master's degrees, identifying opportunities to add racial and social equity skills, as appropriate to the position, etc. Working with training coordinator for standardizing equity improvements and process. o CE division managers review team job	Started	HR Manager, Equity Plan Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				announcements to simplify and determine where degrees are needed (recognizing that some community members do not have access to college degrees) • For department reference: formerly Phase I Action 1.2.1 in 2019 adopted Plan –		

2.RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

The Planning 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.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. [4]	20 hours of staff time	Tracking mechanism implemented Demographic data analyzed	Start: FY20 Finish: ongoing	• Department tracking is implemented. • In Jan 2021, Department will create a DSW equity report to include in the Department's annual report. . • Deployments as of 12/24/20 by race/ethnicity: 10 (71%) White, 3 (21%) Asian, and 1 (7%) Hispanic. The gender breakdown is 50% male, 50% female.	Ongoing	HR Manager
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	40 hours of staff time	Budget analysis completed Strategies developed and published	Start: Q2 FY20-21 Finish: Q4 FY20/21	• Department began utilizing an initial equity budget tool with the FY20 budget. • Initial equity budget tool was revised in Nov 2020 and it is currently being applied to the budget process to inform current and future projects and staffing needs. • Currently, the department has no planned layoffs or furloughs due to attrition savings. Department will utilize report from action 2.1.1 and equity budget tool process, if it becomes necessary.	Underway	Senior managers and deputies, Equity Plan/Budget Tool Team
2.1.3.	Operations	PPE access	Start:	• The department's Health and	Underway	Operations

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[4] Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

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ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	control has budget/resources committed	protocol established DSW workers have an increased awareness of PPE access protocol	ongoing Finish: ongoing	Safety plan was approved by the City Administrator in July 2020. We provide PPE, and hand sanitizer for employees. The department also posted signage in the office and breakrooms.		Covid-19 Command Center
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	10-15 hours of staff time	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Start: ongoing Finish: ongoing	• Department Director, Director of Administration, HR Manager have shared and distributed information via email as it is updated by the City, including DHR's Resources and Guidance information internally. • Director of Administration and HR Manager have provided information at staff meetings and upon request • At first all-staff meeting of 2021, communicate any changes and make space for questions.	Complete and ongoing	DHR HR Manager
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	TBD hours of staff time	Caretaking and safe transportation sections included in DSW deployment protocol	Start: TBD Finish: TBD	• The Department provides staff the information about waivers to address care taking and transportation and other challenges they may have.	TBD	TBD – HR Manager, Senior Managers?

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	30 hours of staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	Start: Q3 FY20 Finish: Q3 FY 21	• DHR performs annual surveys against sister jurisdictions, the Department engages with DHR when employee groups bring forward concerns. • Planning staff are frequent Subject Matter Experts during Civil Service Exams creation process to ensure the tests best align with the skills and knowledge required on the job. • In 2021, the department will analyze race and gender data about entry salary steps and current processes, to determine if disparities exist and to ensure transparency and consistency. • For department reference:	Partially underway	Administration staff, DHR

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				Formerly Action 1.4.1 in November 2019 adopted Plan.		
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	TBD hours of staff time	Benefits provided are annually improved	Start: Q3 FY 20 Finish: Q3 FY 21	• Director of Administration, HR Manager share and distributed information via email regularly to all staff and provide feedback to DHR on challenges. • Department will develop a 1-page handout with all the existing benefits for all staff by end of current fiscal year (FY20). • Include questions about the benefits in the annual staff survey and agendize this item annually during an all-staff meeting to summarize feedback heard. Follow up with updates via email. • Department will continue to implement telecommute policy after Shelter in Place orders lifted and enhance it with lessons learned from pandemic (e.g. for classes the department thought it was infeasible to implement)	Partially underway	HR Manager / Administration DHR
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	TBD - hours of staff time	PTO policy is annually improved # of staff taking PTO increases	Start: TBD Finish: TBD	• Director of Administration, HR Manager share and distributed information via email regularly and provide feedback to DHR on challenges. • Include questions about the benefits in the next (2021) annual staff survey, including staff desirability for the Christmas holiday to be a floating cultural holiday for staff to take during their preferred holiday. Communicate results to DHR and the unions through the Citywide Workforce Equity working group process.	Partially underway	HR Manager / Administration DHR

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	60 hours of staff time	Increase in knowledge about raises and promotions	Start: ongoing Finish: ongoing	• Union contract dictates the steps for raises, Department policy is to follow the step increases for each Civil Service employee, so all classifications are at their highest earning level given their present time of service • In 2021, the department will	Partially underway	HR Manager, Personnel Managers, Deputy Directors

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				start production of a fact sheet describing standard factors (skillsets, etc.) for promotions that may be assumed but not clearly spoken/understood by all staff. Department will share it with all staff and tailor training opportunities for staff who identify skills they are missing during their PPAR process.		
2.3.2. Develop a formal and transparent process for promotions.	30-40 hours of staff time	Increase in staff feedback about promotion and raise process	Start: upon completion of 2.3.1 Finish: FY21	• The Department has a formal process for promotions in place and will update it after 2.3.1 is complete. • Department personnel supervisors will consider equitable assignment of new tasks to employees to ensure all employees can be competitive for future promotional opportunities . • Planning proactively works to reclassify employees when it is appropriate to do so	Partially underway	Deputy Division Directors, HR Manager, Hiring / personnel Managers
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	30-40 hours of staff time	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Start: Q4FY20 Finish: FY21	• Department follows the city's policy and always compensates employees when in an acting role. • In 2021, the department will conduct an analysis with available data to see if racial and gender disparities exist in the length of holding interim positions	Underway	HR Manager
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	40-60 hours of staff time	Reversal of diversity drop-offs in 182x classifications	Start: ongoing Finish: Ongoing	• Our staff surveys revealed that there is a drop off in diversity in the planner series. In the planner series the department will identify targeted professional development opportunities as well as whether the key reasons for drop offs have to do with test development, lack of transparency about the process for promotions, biases in the interview process or other factors. • Department will implement strategies to address root causes for drop offs under implementation of actions 1.1.1 and 1.2.3-1.2.6, 2.3.1-2.3.2 as well as prioritization of Advanced "Management Equity" and DHR's Implicit Bias training for personnel supervisors.	Underway	Administration staff/HR Manager, Equity Plan team
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment	Same efforts as/see 1.2.3 and 1.2.4	Identify "dead end" classification and revise	Start: see 1.2.3 and 1.2.4 Finish: see 1.2.3 and	• The department advocated for the creation of the Planner Tech positions, based on advocacy from administrative staff (the majority of whom are staff of	Partially underway	Administration staff /HR Manager DHR

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
opportunities with the City.			1.2.4	color, based on our staff surveys), that there was no further upward mobility in the 142Xs series. Department will now explore revisiting the MQs for the Planner I class to determine the need for a bachelor's degree for Planner Techs to be able to have additional mobility. Implement under 1.2.4 MQs effort. • Start conversations this fiscal year with DHR and coordinate potential changes to the MQs through the Citywide Workforce Equity working group.		

3.DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.[1] This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.[2] Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

[1] Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/.
[2] Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

The Planning Department becomes a leader in ensuring fair and equitable discipline and separation practices, where no group is disproportionally 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.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	40 hours of staff time data collection	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Start: 2021 Finish: 2021	• DHR has a tracker, in 2021 HR manager will work with DHR to get disaggregated data going back a certain period of time. • Determine the time frame and demographics data required in early 2021; report initial findings to senior management, include initial results in first annual update	Ongoing	HR Manager, DHR
3.1.2.	30 hours of staff	Create tracking	Start: Q3	• Determine the time frame	Not	HR Manager,

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ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	time to begin data collection and analysis	mechanism Analyze data annually	FY20 Finish: end of FY20	and demographics data to analyze in early 2021; report initial findings to senior management, include initial results in first annual update and analyze yearly thereafter. • The department already does exist interviews and could revisit and make the process more robust to include questions about equity; consider collaboration with DHR's DEI team for how to enhance the process (e.g. allowing the option for employees to do exit interviews with DHR's DEI staff to allow for anonymity).	started	Deputy Directors, DHR DEI team(for exit interview process improvements)
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	30 hours of staff time to track, overall budget for training	# of trainings completed annually	Start: FY2019 Finish: ongoing	• Began implementation in 2019 with online bias training. • Prioritization of additional Advanced "Management Equity" and DHR's Implicit Bias training for personnel supervisors	Started / ongoing	HR Manager
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	20 hours of staff time, overall training budget	Human resources trained on alternative dispute resolution	Start: ongoing Finish: ongoing	• Planning uses a scaled back discipline process and encourages ongoing feedback loops between employees and managers so challenges are recognized early and don't grow, but rather are resolved through cooperative solutions. The Department also has a dispute resolution process through our internal HR. • City is employing a mediation program, refer staff and personnel supervisors to that program before issues escalate. • DHR also offers crucial conversations training, coaching prior to discipline process, and other resources; remind personnel supervisors twice a year during the PPAR process of these programs and of employing regular feedback loops during regular employee check ins to ensure challenges don't go unchecked. • Explore a regular (monthly or quarterly) Crucial Conversations and conflict	Ongoing	DHR, personnel supervisors

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				resolutions practice space for all employees to grow skillset. • Prioritization of additional Advanced "Management Equity" and DHR's Implicit Bias training for personnel supervisors		
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	TBD	Reduction of racial disparities in disciplinary actions	Start: Q3 FY20-21 Finish: Q1 FY21-22	• Department follows the city's standard progressive disciplinary (PIP) policy when necessary. • Based on results of implementation 3.1.1, 3.1.2 and 3.1.3, the department will determine if changes could be recommended to the PIP process through the Citywide Workforce Equity conversations..	TBD	DHR

4.DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.1 In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.2 Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

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

[2] Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

The Planning 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.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	See 1.1.3	% increase in diverse leadership	Start: see 1.1.3 Finish: see 1.1.3 and 1.2.1	• Implement as part of 1.1.3 - equitable hiring policy – and 1.2.1 – expansive recruitment process – particularly for management vacancies. • While policy is finalized, work with DHR DEI's recruitment team to broaden recruitment outreach and include 1-2 questions regarding racial and social equity to questions for the interviews for management positions (underway).	Partially underway	HR manager Hiring Manager RE Team Managers and Director
4.1.2. Commit to ongoing racial equity training and development for leadership.	30 hours of staff time to develop first training, overall training budget	# of training & development completed by leadership per quarter	Start: FY19 Finish: Q3 FY20/ongoing	• Department prioritized Advanced "Management Equity" and DHR's Implicit Bias training for personnel supervisors to complete FY20-22. • Ongoing (annual or biannual) training as additional	Started / ongoing	Equity Plan Team manager, Administration Director, Community Equity Division

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				skills/needs are identified through above training and other implementation actions • Director usually requests senior managers to attend quarterly brown bags for continues learning opportunities • Racial Equity Team office hours model can be leveraged as a skill practice space on a quarterly basis, pending staff capacity • For department reference - formerly Action 2.4.3 in 2019 adopted Plan – Began planning fall 2019 for initial training, initiate training summer 2021.		Director
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	10-15 hours of staff time	Senior leadership demographic included in the department annual report	Start: Q2 FY19-21 Finish: Q3 FY20-21/ongoing	• Department began reporting leadership demographics in 2019 with adoption of original Racial & Social Equity Action Plan. • Begin next report in early winter 2020, complete by Jan/Feb 2021	ongoing	Equity Plan Team, Communications staff
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. [5]	20-30 hours of staff time to develop process and plan, 20 hours of staff time minimum to process input yearly	% of staff is aware of the process	Start: Q3 FY20-21 Finish: Q4 FY20-21/ongoing	• Begin on FY20-21, complete by end of FY21 by defining the business plan / approach (how often to check, who responds, who gets to see it, format, etc.). • Set up this process on the department's Intranet or SharePoint (assess most accessible IT approach), could align it with the employee Wellness newsletters and web page. • A physical box can also be located in the new office space in a central location once the SIP is lifted and staff are working in the office. • Implement during Q4 of FY 20 and include any recurring, high-level teams with annual staff survey reports for transparency while still protecting anonymity and specific HR concerns.	Not started	Administration
4.1.5 Develop and implement strategies to increase racial and social diversity in professional, management and leadership positions.	40 hours of staff time	% increase in diverse leadership	Start: FY21 Finish: TBD	• Initially implement through 2.3.1-2.3.3, 4.1.1, 5.1.1 and other training-specific actions. • In FY21, after completion of initial actions and after initial assessment by Training Coordinator (if possible to backfill position) of where	Underway	Deputy managers, Training Coordinator (if backfilled)

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[5] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				gaps exist; develop and implement additional strategies for upward mobility. This could include additional targeted training to increase core skills for leadership roles, special assignments to increase visibility, etc.		

5.MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.[1] By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

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

DEPARTMENT GOAL

All Planning 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.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	We have training funding	# of available professional development opportunity # of completed training	Start: ongoing Finish: ongoing	• The department already has a training budget and training opportunities available to all staff. • Department achieved 100% staff trained in Racial Equity foundations and is standardizing a process for all new employees, for example. • Director of Administration and HR Manager advertise training opportunities for staff to personnel managers regularly. • Personnel supervisors to ensure staff are identifying training needs through regular check ins and the PPAR mid-year and final reviews. • Racial Equity Team holds quarterly Racial & Social Equity-related brown bags for continued learning opportunities • Other department staff hold ongoing brown bags on a range of	Ongoing	Personnel supervisors

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				topics		
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Overall training budget	# of attended, external conferences	Start: ongoing Finish: ongoing	• The department already has a process and a budget available to all staff. • The protocols are posted on the intranet, and shared over email on a regular basis, particularly when they are updated. • Consider annual trainings to go over reimbursement process. • Track attendance to look at disparities in attendance to ensure some individuals are not attending regularly while others, who would like to attend conferences, do not attend as often.	Complete / ongoing	Administration staff
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Overall training budget	# of staff enrolling and completing extended learning $ dedicated to extended learning annually	Start: ongoing Finish: ongoing	• The department already has a training budget and training opportunities available to staff, including for certificate or degree programs. • In FY21, after initial assessment by Training Coordinator (if possible to backfill position) of where gaps and opportunities exist; develop and implement additional strategies for upward mobility. This could include additional targeted training to increase core skills for leadership roles, special assignments to increase visibility, etc.	Ongoing	Administration staff, division managers
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	Overall training budget	# of staff participating in outside events or opportunities	Start: Q3 FY20-21 Finish: Q1 FY21-22	• The department already has a training budget and training opportunities available to staff as well as a tracking document of most popular trainings and conferences. • Explore ways, through the Citywide Workforce Equity Working Group, for the city or unions to pay upfront for staff for whom reimbursement after the training may be burdensome.	Ongoing	Administration / Training Coordinator DHR Unions
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	40 hours of staff time for tracking	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Start: FY21 Finish: TBD/ongoing	• Department has tracked this in the past and will reassess capacity in FY21 (pending budget outlook to rehire training coordinator). • For initial RE Plan annual status report, report on demographics of staff completed training for FY20 to create tracking baseline.	Ongoing	HR, personnel supervisors

5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD

	COMMITTED					
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	At least 1000 hours across the department	Bi-annual performance evaluation program to all staff	Start: Q3 FY20-21 Finish: Q1 FY21-22	• The department complies with annual reviews and mid-year progress check ins.	Ongoing	HR, personnel supervisors
5.2.2. Create a mentorship program between senior and junior level staff.	60 hours of staff time to design and launch, DEI consultant support	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	Start: TBD - FY21 or 22 Finish: TBD	• The department has a long history of supervisors mentoring and coaching their direct reports to support their growth. • In FY21, pending budget outlook and ability to have a training coordination; develop a formal program. • While more formal program is developed, advertise and encourage staff to consider the city's Leadership Development Program, and ask all managers to, in FY21, mentor at least one junior staff (PII or below) who is not a direct report having coffee or lunch once a month to discuss professional development advice.	Partially underway	Administration All management staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	40-60 hours of staff time, budget for accommodation requests	Process developed % of staff aware of accommodation process # of accommodations made increased	Start: ongoing Finish: ongoing	• The Department complies with ADA and CA FEHA accommodation requests. • The Department also offers various other accommodations to support employees-such as flexible/reduced work schedules, physical ergonomic computer equipment, standing desks, and the telecommute program. • The department shares this information regularly and will update the New Employee Orientation to ensure the latest process is understood and easily accessible.	Ongoing	HR Manager
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	See action 5.2.1	Accommodations discussed and recorded during bi-annual performance evaluation process	Start: TBD Finish: Q2 FY20-21/ongoing	• The department complies with annual reviews and mid-year progress check ins, which includes an assessment of staff training and other needs (management support, etc.). • HR managers will remind personnel supervisors to focus on employee needs (not just performance expectations) when deadlines for mid and full-year reviews are emailed out. ○ Begin Jan 2021/with mid-year PPARs for next conversation with staff.	Ongoing	HR + personnel managers

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				○ Add any additional instructions, as needed, for managers in PPAR template for FY 2021.		
5.3.3. Assign spaces for staff to take breaks, be in community (e.g., department celebration, affinity groups).	Spaces included in new office, part of our rent.	Improvement in overall staff mental health, increase in staff feedback	Start: ongoing Finish: ongoing	• Offices include couches, tables and sitting spaces outside of cubicles, conference rooms for all to use. • The department organizes team celebration (e.g. annual Halloween and holiday parties), and allows staff to use space for other self-organized celebrations (e.g. baby showers, retirements, going away parties, brown bags, etc.) • The department moved recently to a new office and expanded the availability of such types of spaces – balconies, common areas, phone rooms, etc.	Complete	Administration staff
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	See action 5.2.1, budget for accommodation requests	Assessment performed annually $ set aside for accommodations Increase in staff awareness of accommodations	Start: ongoing Finish: Q2 FY20-21/ongoing	• HR manager will remind personnel supervisors to focus on employee work and non-work needs (not just performance expectations) when deadlines for mid and full-year reviews are emailed out, and during regular check ins. • HR manager share information regularly with staff about city programs (wellness program, pre-tax transportation, etc.) during new employee orientation and annually during all-staff meetings or through the performance review process.	Ongoing	HR + personnel managers
5.3.4. Respect religious and cultural practices of employees.	TBD	Improvement in overall staff mental health and morale	Start: ongoing Finish: ongoing	• Department follows city policy and has a practice of granting time-off or schedule adjustment to allow for religious and cultural practices such as Ramadan, Passover, Easter, etc. • The department complies with State and Local laws requiring space for religious observation or breast feeding. • In addition, see implementation next steps for action 2.2.3	ongoing	HR staff, management

6.ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as "professionalism," that ultimately centers whiteness.1 This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

[1] Aysa Gray, *The Bias of 'Professionalism' Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT 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.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	40-60 hours of staff time, DEI consultant support.	Department mission, policies, and procedures are updated and available	Start: Q3 FY20-21 Finish: Q1 FY21-22	• Began in 2019 with adoption of Phase I Racial & Social Equity Vision statement and identification of values, mission and procedures that need to be updated accordingly. • Review and revise mission with equity lens upon completion of DEI consultant work.	Started	Senior managers, Equity Plan Team
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed	6 FTE + Steering Committee, $60,000 strategic planning	Regular, scheduled meetings with RE Team to	Start: FY16-17 Finish: FY21-22	• Team formed in late 2016 and has been strengthened yearly with new members.	Ongoing	Equity Plan Team + Steering Committee

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
to keeping the department accountable for reaching its RE Action Plan goals.	consultant support	implement RE Action Plan		• Department is reorganizing with new Community Equity division, rotating new members to provide opportunities, to complete Phase II and create implementation systems for accountability. • Initial tracking and accountability system to be set launched in 2021		
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	3 FTE to develop/complete work, $60,000 strategic planning consultant support	RE Action Plan is published on department website	Start: FY16 Finish: Q3 FY21-22	• Completed and posted initial Phase I Racial & Social Equity Action Plan on website in late 2019; • Phase I updated by Dec. 12/31 and Phase II underway to be complete in 2021.	Started	Equity Plan Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	20 hours of staff time	Ongoing reporting	Start: FY18 Finish: Q1 FY21-22	• Department has been updating commissions and all-staff regularly since 2018 through regular commission hearings, all-staff meetings, project meetings with external stakeholders, Team liaisons, email communications. • Upcoming updates to the commissions schedule for first quarter of 2021 (Feb/Mar)	ongoing	Racial Equity Leads
6.1.5. Support and provide spaces for affinity groups and Employee Resource Groups, prioritizing historically marginalized peoples.	15-20 hours per event to provide/organize events; quarterly opportunities for staff	# of discussions completed by staff per quarter 3/% of positive event evaluations	Start: Q3/4 FY20-21 Finish: ongoing	• Department has been providing and planning these spaces, including after nationwide events of racial equity impact to staff. • Target early 2021 for formal initial affinity group conversations to inform final revisions to Phase I. • Continue staff-led quarterly brown bags, and racial equity department book club to provide additional, ongoing spaces • For department reference: formerly Action 2.4.1 in adopted 2019 Plan	Started	Racial Equity Leaders / consultant
6.1.6. Have staff participate in trainings, conferences, and discussions, such as quarterly brown bags, that promote a wider understanding of racial equity.	Professional development budget for conferences / training; quarterly opportunities for staff brown bags	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Start: FY2015 Finish: ongoing	• Began FY2015 with year-long GARE training. Department launched own internal training and achieved 100% staff trained in Racial Equity foundations. • Equity Plan team and training coordinator (when backfilled) to standardize a process for all new employees and share additional outside opportunities such as annual GARE convening. • Quarterly racial and social equity brown bags that also include community members provide additional, ongoing opportunities.	Ongoing	Training Coordinator/HR, Equity Plan Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				• For department reference: formerly Actions 2.2.3 and 2.1.1 in 2019 adopted Action Plan.		
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	16-20 hours of staff time; consultant support.	Annual survey with disaggregated data and feedback	Start: FY17-18 Finish: ongoing	• Began initial survey in 2017 to inform 2019 adopted Racial & Social Equity Action Plan, second survey in 2019 to confirm and track changes from 2017 baseline. Next survey will occur in 2021 to include results in status report. • Future surveys will also include work satisfaction questions to analyze disaggregated data. • Complement or align surveys with future citywide surveys to preserve anonymity • For department reference: formerly Action 2.4.2 in 2019 adopted Action Plan.	Ongoing	Core Team and/or consultants
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	8 hours of staff time	Increase in staff engagement At least 50% of office art showcases diversity	Start: FY19 Finish: ongoing	• Began conversation in FY19 in light of new office move. Asses spaces when SIP is over and staff return to the office. Rotate art periodically and work with Art Commission's collections. • Racial Equity Team to informally and regularly remind staff to post project displays that showcase communities we work with (example,. "I am Islais" youth posters, Y-Plan models) • For department reference: formerly Action 2.4.4 in 2019 adopted Action Plan– Began FY19 with prepping for office move, completed initial set of art/design/decor by end of FY20; rotate periodically working with Arts Commission once SIP is lifted.	Started	Building Management Equity Team Operations / Administration staff
6.1.9 Collaborate with other City family agencies to develop an interagency training program (i.e. share curriculum, cross-train, etc.).	20-40 hours of staff time	TBD	Start: FY17 Finish: ongoing	• Planning department has been sharing curriculum with sister agencies and outside jurisdictions since 2017 • For department reference: formerly Action 2.1.2 in adopted 2019 Plan.	Ongoing	Equity Plan Team, Training Coord
6.1.10 Managers complete training specifically focused on recruitment, retention and management for diverse and inclusive organizations	staff time, overall training budget	% completion by managers; training evaluations disaggregated by race	Start: Q3 FY20-21 Finish: ongoing	• Coordinate with 4.1.2 implementation • For department reference: formerly Action 2.4.3. in adopted 2019 Plan	Started	Equity Plan Team Manager, Administration

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	10 hours of staff time per year	Increase in staff feedback, participation, and response to communications	Start: Q3 FY20-21 Finish: Q1 FY21-22	• The department has staff mailing list to ensure all-staff receive communication • The mailing list is updated periodically when staff join and when staff leave	Ongoing	IT staff
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	8 hours of staff time quarterly	Ongoing staff participation and feedback	Start: Q3 FY 20-21 Finish: ongoing	• The Department began racial & social equity brown bags in 2017. They are now held quarterly. • Incorporate more diverse speakers and inclusive topics in other regular meetings such as the all-staff, quarterly meetings and regular division meetings. • Make Racial & Social Equity Action Plan a regular agenda item for the above meetings.	Ongoing	Senior Managers/ Equity Division Director
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	20 hours of staff time to maintain	Ongoing staff participation and feedback	Start: Q3 FY20-21 Finish: Q1 FY21-22	• Department has an intranet site that includes a FUN and a Wellness page for all staff to share information and wellness. • The kitchens and other common spaces also have boards/spaces to share information. • In 2021, after SIP has ended ask staff if they know where the spaces are in the new office	Ongoing	Administration/IT team Wellness team

6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	/TBD	Protocol distributed internally and with any outward-facing interactions	Start: Ongoing Finish: ongoing	• The Department follows accessibility protocols such as compliance with ADA, the LAO (language access) ordinance and best practices for community engagement and communication. • As part of Phase 2, the department is undertaking an assessment of our community engagement and communication practices to infuse them with greater accessibility and equity. Department will update protocols with completion of	Ongoing	Administration staff Communications staff Community Engagement Manager/Team Racial Equity Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				Phase 2. o Provide training upon updates to support implementation		
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	resources committed in the new office	A plan for physical space improvement $ funding secured Successful implementation	Start: n/a Finish: complete	• The department follows all accessibility protocols including lactation rooms, ADA accessibility, elevator access. • The department moved to a new office in 2020 and engaged in the planning and design of new space to meet or exceed guidelines and requirements. • When SIP ends and staff go back to the office, the department will assess the new spaces and provide feedback to building management if issues are encountered. • Completed as part of move to new building	Complete	Operations staff
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	Staff time / budget for website redesign	A plan for digital improvement $ funding secured Successful implementation	Start: ongoing Finish: ongoing	• The department complies with Language Access Ordinance and disability access during commission hearings and its digital presence • The department redesigned its entire website in 2019 to make it more user and customer friendly. • The department will assess retaining the call-in function to public hearings beyond the SIP orders • As part of Phase 2, the department is undertaking an assessment of our community engagement and communication practices to infuse them with greater accessibility and equity. Department will update protocols with completion of Phase 2. o Provide training upon updates to support implementation	Ongoing	Communications and Commissions staff
6.3.4. Invest in translation services.	Translation budget	# Increase in translated materials	Start: ongoing Finish: FY21	• The department complies with Language Access Ordinance and regularly translates documents that are most useful to community members • As part of Phase 2, the department is undertaking an assessment of our community engagement and communication practices to	Ongoing	Communications staff

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				• infuse them with greater accessibility and equity. Department will update protocols with completion of Phase 2. • Provide training upon updates to support implementation		
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	20 of hours of staff time	Increase in staff using inclusive identity expression, second nature	Start: Q3FY20-21 Finish: Q3 FY21-22	• Beginning in Jan/Feb 2021 update signatures/email footers, HR policies to include language to express issues around gender identity in the workplace • Produce a handout for staff in the Wellness page with resources about gender identity (e.g. EAP, OTI, etc.) • The department does not have a dress code and allows gender neutral and individual forms of identity expression.	Ongoing	Administration Staff Wellness and Racial & Social Equity Team
6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	16-20 of hours of staff time	Information exists on department website Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed captioning by default Increased digital equity (e.g., access) for all employees	Start: Q3 FY20-21 Finish: Q4 FY20-21	• The department complies with Language Access Ordinance and disability access during commission hearings and community meetings. • The department redesigned its entire website in 2019 and included information about accessibility, including travel directions to the department. • Departments YouTube channel/videos include close captioning • When the SIP orders end and staff return to the new office, assess the availability of signs for access and assisted devices. • As part of Phase 2, the department is undertaking an assessment of our community engagement, information and communication practices to infuse them with greater accessibility and equity. Department will update protocols with completion of Phase 2. o Provide training upon updates to support implementation	Partially underway	Communications staff Administration staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	60-80 of hours of staff time; community engagement resources for projects	Community will have an impact on all department projects	Start: Q2 FY20-21 Finish: Q1 FY21-22	• The department conducted a public outreach and engagement assessment (POE) in 2011 that includes a citywide survey as well as focus groups with organizations that work with communities of color to evaluate and improve our community engagement practices. Most of the recommendations have been implemented such as staff training, additional engagement and communication methods, communication guidelines, improvements to interpretation, etc. An additional survey to re-confirm preferred ways for involvement by members of the public was sent out 2-3 years ago. • Department also developed some additional guidelines for remote community engagement in 2020 as a response to the SIP. • Departments' new Community Engagement Manager will look at further process improvements for equitable engagement. • As part of Phase 2 Racial & Social Equity Action Plan, the department is also undertaking an assessment of our community engagement, information and communication practices to infuse them with greater accessibility and equity. Department will update protocols with completion of Phase 2. o Provide training upon updates to support implementation	Ongoing / underway	Community Engagement Manager, Communications, Project Managers
6.4.2. Find opportunities to invest into and support the communities the department serves.	staff time, %/$ of community engagement resources going directly to community	Resources invested per vulnerable populations assessment/TBD	Start: ongoing Finish: ongoing	• The department has made it a regular practice to prioritize under-resourced communities in implementation of its open space and public realm projects like Green Connections, GroundPlay, Parklets, Shared Spaces and Civic Center Public Realm. • Department staff have also	Ongoing	Management

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				been implementing a Racial & Social Equity Assessment Tool since 2018 to develop and advance equity goals for community planning projects. • The department also began utilizing an initial equity budget tool with the FY20 budget. • Initial equity budget tool was revised in Nov 2020 and it is currently being applied to the budget process to inform community investments. • Department proposes to partner with other departments and ORE as part of the engagement with community members for the development of the Phase 2 Racial Equity framework priorities to better understand investment priorities for the community. o Also utilize the SF Federal Reserve and other community survey results to understand community priorities.		

6.5. All current San Francisco Planning staff possess core competencies and capacity necessary to advance racial and social equity meaningfully

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1. All staff complete 12 hours of the basic racial and social equity training by January 2019.	Staff time, training budget	% of staff who find training useful and relevant	Start: FY17 Finish: complete; ongoing for new hires	• Began implementation of staff training in late 2017, completed in mid-2019. New hires attend GAREs or future citywide 1-day training organized. • For department reference: formerly Phase I Action 2.2.1 in 2019 adopted Plan	Complete / ongoing	Equity Plan Team
6.5.2 Incorporate racial and social equity training into new staff onboarding process.	4-8 hours of staff time per year	TBD	Start: FY19 Finish: FY20-21	• Began implementation in late 2019, resume (interrupted due to pandemic) in early 2021 once ORE is fully staffed or partner with other agencies for joint trainings. • For department reference: formerly Phase I Action 2.2.2 in 2019 adopted Plan	Underway	Equity Plan Team

6.5.3 Train staff on best practices for engaging with diverse communities.	staff time; overall training budget	#/% of staff trained; training evaluations	Start: Q2 FY 20-21 Finish: ongoing	• Began identification of training and resources in Q2 FY 20. Roll out initial training in first half of 2021 • For department reference: Formerly Phase I Action 2.2.3 in 2019 adopted Plan	Partially underway	Equity Plan Manager, Administration

6.6. Racial and social equity training and implementation work is incorporated into staff plans and performance measures

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.6.1. Evaluate current Department racial and social equity initiatives and activities to inventory and build on what is needed.	8 of hours of staff time	#/% of projects evaluated	Start: FY18 Finish: complete / ongoing	• Completed in 2019 and continued through application of equity budget tool and equity assessment tool to work program and individual projects. • For department reference: Formerly Phase I Action 2.3.1 in 2019 adopted Plan-	Complete / ongoing	Equity Plan Team, Controller's Office, All Staff
6.6.2 Staff track participation in racial and social equity activities through PPTS	# hours of staff time	# of reported hours on PPTS % of staff who dedicate a minimum of 2 hours per month to racial and social equity initiative	Start: FY16 Finish: ongoing	• Began tracking in 2016 to understand investment to organize and build racial and social equity infrastructure. • Utilized staff investment to inform the creation of the Community Equity Division to ensure enough resources are available to institutionalize equity across department functions. • For department reference: formerly Phase I Action 2.3.2 in 2019 adopted Plan.	Ongoing	All staff
6.6.3 Revise Performance Plan and Appraisal Report (PPAR) language and the performance evaluation procedure to articulate Department commitment to racial and social equity, as well as desirable related skills and activities such as trainings.	# of hours of staff time;	% of staff who meet this objective	Start: FY19 Finish: ongoing	• Began implementation in 2019 with initial PPAR goal for all staff, revise regularly to make it measurable and update with Plan updates. Current PPAR language: FOR NEW EMPLOYEES: Complete required foundational Racial and Social Equity training offered through the Office of Racial Equity or GARE this fiscal year, if not already completed. FOR ALL EMPLOYEES: Apply the Racial and Social Equity Assessment Tool and any other relevant tools to all relevant steps of your projects, as appropriate, advance racial and social equity outcomes and mitigate potential adverse consequences. Contribute to	Complete / ongoing	Equity Plan Team, Administration, managers, all-staff

and promote a culture of inclusivity, diversity and respect by proactively promoting <u>racial and social</u> equity and addressing biases when interacting with colleagues and the larger public.

- For department reference: formerly Phase I Action 2.3.3

7.BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens.

DEPARTMENT GOAL

The Planning Commission and Historic Preservation Commission ensure representation of voices from 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.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise Rules & Regulation to include inclusive language and to align with the department's RE Action Plan.	40 of hours of staff time	By-laws, rules of order or other procedures successfully amended	Start: Q3 FY20-21 Finish: Q1 FY21-22	• Begin in early 2021 - review the Commissions' Rules & Regulations. o Vet with Steering Committee and officers	Not started	Commissions staff
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	20 of hours of staff time	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts	Start: Q3 FY20-21 Finish: Q3 FY20-21	• The department has been collecting this data and submitting to the SF Commission on the Status of Women survey • Update latest demographics in early Jan preparation for releasing department's annual report in early 2021.	Ongoing	Commissions staff Equity Plan team
7.1.3. Have board/commission adopt a resolution around racial equity.	60 hours of staff time	Resolution adopted	Start; FY2020 Finish: complete	• The departments' two commissions (Planning Commission and Historic Preservation Commission) have adopted Racial & Social Equity resolutions in mid-2020, reaffirming their	Complete	Commissioners, Equity Plan Team

					2019 resolutions adopting the departments' first Phase 1 Racial & Social Equity Action Plan.		
7.1.4. Racial equity-related items are regularly agendized.	2-4 hours of staff and officers' time per month	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	Start; Q3 FY20-21 Finish: ongoing	•	Director, Director of Commission Affairs, Director, and Community Equity Division Director will check in regularly (bi-monthly or quarterly) during senior management meetings regarding equity agenda items. Also, during commissions' officers' meetings to ensure agendas include racial and social equity items.	Partially underway	CPC & HPC Officers Senior managers
7.1.5. Expand ability for commission members to hear from diverse voices from a place of influence.	Commissioners	Participatory budgeting processes Community advisory working groups Issue-specific task forces	Start: ongoing Finish: ongoing	• Commissioners already have this ability and are regularly informed of community-led meetings to attend and hear from community voices. • The Historic Preservation Commission has also designated a community liaison to liaise with community groups. • As part of Phase 2 Racial & Social Equity Action Plan, the department is also undertaking an assessment of our community engagement, information and communication practices to infuse them with greater accessibility and equity. This includes how the Commissions engage with community members and will include ideas for how to expand opportunities for commissioners. Such as a central place to learn about additional community processes.	Underway	Commissioners
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. [6]	Staff time	Resolution adopted	Start: Done Finish: done	• The departments' two commissions (Planning Commission and Historic Preservation Commission) have adopted Racial & Social Equity resolutions in mid-2020 acknowledging Ramaytush Ohlone Land • Racial Equity & Steering Committee meetings begin every meeting with	Complete	CPC & HPC Presidents, Equity Plan Team, Commission staff

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[6] https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement

				a land acknowledgement		
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	See 7.1.1.	Greater racial and gender equity in board and/or commission members	See 7.1.1	• Include this as part of action 7.1.1. above when updating the Rules and Regulations process – incorporate a recommendation to the Mayor and Board of Supervisors to ensure Prop C is implemented	Not started	Commission staff, Commissioners
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.	60 hours of staff time	# of policies passed with RE lens Budget equity completed	Start: Q2 FY19-20 Finish: FY21	• Began implementation in Sept. 2019 with commissioners' Racial & Social Equity workshop. Staff have been developing a tool in collaboration with commissioners and will complete with the development of the Phase 2 Action Plan • Department also began utilizing an initial equity budget tool with the FY20 budget. • Initial equity budget tool was revised in Nov 2020 and it is currently being applied to the budget process to inform current and future projects and staffing needs and recommendations from process will be presented to the commissions in January.	In progress	Equity Plan team + Commissions

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	staff time	# of diverse board/commission members % of board/commission retention	Start: ongoing Finish: ongoing	• The commissions follow accessibility protocols such as compliance with ADA, the LAO (language access) ordinance and other accommodations requests.	Ongoing	Commissions staff
7.2.2. Commit to ongoing racial	15 hours of staff and	# of completed training per quarter	Start: Q2 FY19-20	• Began implementation in September 2019 with	Ongoing	Equity Plan Team,

equity training being mindful of ongoing and current issues.	Commissioners time + training budget	Increased participation rate	Finish: ongoing	joint commissioners Racial & Social Equity foundations training. • Conduct training annually or when 2 or more new commissioners join.		Commissions staff
7.2.3. Develop a mentorship program to pair newer and more experienced board/commission members.	20 hours of staff time	Increased board/commission retention Member experience satisfaction survey	Start: ongoing Finish: ongoing	• Commissions staff provides new commissioners with orientation and materials to be able to fulfill their roles successfully. • The commissioners already engage in informal mentorship therefore a formal mentorship program is unnecessary. However, staff will update new Commissioner orientation and materials with mentorship ideas and share with officers. • Department will also explore how to connect commissioners more formally to summer internship program for commission-intern mentorships.	Ongoing	Commissioners Commissions staff Training coordinator

8. RESOURCE ALLOCATION

In addition to the above actions, the Planning Department's November 2019 adopted Racial & Social Equity Action Plan included goals, objectives and actions in the areas of Resource Allocation, Procurement and Consultants, and an overall goal called "Department Functions" that references the work that will take place as part of the Phase 2, external facing work. These goals, objectives and actions are also included below.

DEPARTMENT GOAL

The Planning Department allocates budget and staff time to prioritize work that addresses racial and social disparities. The Planning Department will proactively and routinely consider racial and social equity during the budgeting process. The budget should be informed by public input where appropriate in areas with racial and social equity opportunities.

ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
OBJECTIVE 8.1 Planning will prioritize and resource efforts that advance racial and social equity.								
8.1.1 Analyze the Department's budget utilizing the Racial and Social Equity Assessment Tool.	Tool is used once a year on the budget %/# of budget decisions that incorporate use of the racial equity tool	Budget decisions are changed to reflect equity considerations (e.g. is work in Bayview well-staffed and resourced)	Incorporate this requirement into PPARs for all staff	Request grant to hire consultant to apply tool to budget process	Managers apply tool to budget every year	Managers apply tool to budget every year	Dec 30, annually	Managers, Equity leads
8.1.2 Analyze individual programs and projects, where applicable, within the Department using the Racial Equity Assessment Tool.	Tool is used for key projects and programs %/# decisions/programs that incorporate use of the racial	Staff understand use of tool and apply it routinely Projects reflect use of tool by changing policy or identifying	Incorporate this requirement into PPARs for all staff	Request grant to hire consultant to apply tool to core processes	80% of appropriate projects apply the tool	100% of appropriate projects apply the tool	July 1 2020 to reach 80% / ongoing thereafter	All staff with relevant projects

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ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
	equity tool	strategies						
8.1.3 Adequately resource projects, plans, and efforts in neighborhoods of color or focused on other marginalized social groups with sufficient staff and teams that are diverse and skilled at engaging with the complex needs of the respective communities.	Diversity of teams in specific communities Level/% resources (staff, contracts) for projects in specific communities and most vulnerable communities	Resource changes took place and continue to be allocated in an adequate/equitable manner, they prioritize most impacted groups such as the black and Native American population.		Request grant to hire consultant to apply tool to budget process	Managers apply tool to budget every year	Managers apply tool to budget every year	Dec 30, annually to apply tool	Managers, Equity leads
8.1.4 Conduct focus groups with staff who work directly with communities of color and other marginalized social groups to identify where resource gaps and process and/or structural barriers to achieve equity exist to inform the next budget cycle and target interventions (such as small business support for PIC)	# of focus groups / brainstorms # of strategies identified in phase II of Action Plan	$/# of resources shifted as a result	Brainstorms on Phase II action plan	Vet ideas with community groups	Finalize phase II action plan and implementation	Continue Phase II implementation and monitor	Dec 30 2020 / started	Core team, Steering Committee, managers

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ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
OBJECTIVE 8.3 Departmental processes are inclusive and racially equitable.								
8.3.1 Bring a Racial and Social Equity lens to process improvements while ensuring other goals such as efficient service delivery are met.	#/% of process improvements that use the assessment tool	#/% identified policy changes that advance racial and social equity as a result of using the tool Staff morale disaggregated by race and other vulnerable populations after process improvement is implemented	Incorporate this requirement into PPARs for all staff	Request grant to hire consultant to apply tool to core processes	80% of appropriate projects /process improvements apply the tool	100% of appropriate projects /process improvements apply the tool	Dec 2019 for PPAR and grant / done Dec 30 2020 to reach 80%, ongoing thereafter / started	Core team, Managers

9. PROCUREMENT AND CONSULTANTS

DEPARTMENT 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. Contracting for professional services is an important aspect of the Planning Department's primary function. The Department contracts out millions of dollars' worth of work each year. Consultants are our partners and are an extension of our Department's values. 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.

ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
OBJECTIVE 9.2 Extend outreach to more Local Business Enterprises (LBEs), including Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Other Business Enterprises (OBEs).								
9.2.1 Prior to the publication of any RFP, Project Managers work with Contracts Analyst to identify broader outreach opportunities.	Annual update of outreach list # of conversations with targeted contacts. % increase in applicants from diverse organizations	Consistent use of enhanced outreach and recruitment list		Meet with contracts analyst to identify ways to enhance outreach Develop outreach list and new strategies	Proactive outreach by PMs	Proactive outreach by PMs Assess level of participation and satisfaction	July 1 2020 for outreach list / not started yet Ongoing / not started yet	Contracts analyst, contracts liaisons, core team, project managers
9.2.2 Expand outreach to advertise RFPs, and similar work that does not require an RFP, more broadly.	Annual update of outreach list # of conversations with targeted contacts. % increase in applicants from diverse organizations	Consistent use of enhanced outreach and recruitment list		Meet with contracts analyst to identify ways to enhance outreach Develop outreach list and new strategies	Proactive outreach by PMs	Proactive outreach by PMs Assess level of participation and satisfaction	July 1 2020 for outreach list / not started yet Ongoing / not started yet	Contracts analyst, contracts liaisons, core team, project managers

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ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
OBJECTIVE 9.3 Develop internal infrastructure, procurement language, and outreach approaches that take into consideration diversity and cultural competence.								
9.3.1 Include as a proposal requirement that contractors demonstrate prior experience working within or with diverse communities and cultural competence, particularly when work entails community engagement, and explain how they might address racial and social equity in the project.	# of RFPs with goals for and experience with diversity and proposals to address racial and social equity.	TBD		Develop template language for RFP/RFQs	Include in RFPs 50% of RFP/RFQ responses include language	100% of RFP/RFQ responses include language	July 1 2020 for template language / not started yet Ongoing / not started yet	Contracts analyst, contracts liaisons, core team, project managers
9.3.2 Develop list of Department values and criteria for RFP review panelists.	Clear RFP criteria guidelines document	RFP Panelist report understanding values. Proposals reflect how this values will be met / advanced		Scope project, document existing practices	Develop criteria and guidelines 50% of PMs and panelist for RFPs using guidelines	100% of PMs and panelists for RFPs using guidelines	Dec 1 2020 / not started yet	Core team, contracts liaison, Contracts analyst
9.3.3 Develop and deliver scoping, consultant and RFP training programs for project managers that emphasize opportunities to advance racial and social equity, and to ensure that RFP review panels are diverse and prepared to thoughtfully	Clear guidelines # Training	Project managers report satisfaction and understanding of purpose of training		Research training programs	50% of PMs and panelist issuing / participating in RFPs are trained and use guidelines	100% of PMs and panelist issuing / participating in RFPs are trained and use guidelines	Dec 1 2020 / not started yet	Core team, contracts liaison, Contracts analyst, trainers

ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	**How well did we do it?**	**0-6 MONTHS (first half of 2019)**	**6-12 MONTHS (second half of 2019)**	**1-2 YEARS (2020-2021)**	**3-5 YEARS (2022-2024)**		
engage with racial and social equity-related concepts.								

OBJECTIVE 9.4
Provide a broader array of opportunities for MBEs, LBEs, WBEs, and OBE, to work with the Department.

ASSOCIATED ACTIONS	How much did we do?	How well did we do it?	0-6 MONTHS	6-12 MONTHS	1-2 YEARS	3-5 YEARS	DUE DATE / STATUS	LEAD / PARTNERS
9.4.2 Continue to seek opportunities to utilize the non-profit grant process to contract services to local NGOs for project work.	#/% of contracts that go to nonprofits % increase in nonprofit consultants	TBD		Determine FY19 RFP opportunities Develop nonprofit outreach list for FY 19 RFP	Assess what is working and what contracts / type of work is possible for nonprofits Enhance outreach list	Proactive outreach to nonprofits for 100% of contracts		Dec 1 2019 to determine FY 19 opportunities & July 1 2020 for outreach list / not started yet	Contracts analyst, core team, contrasts liaisons, project managers

10. DEPARMENT FUNCTIONS

DEPARTMENT GOAL

Ensure the Planning 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 Planning Department with greater racial and social equity outcomes as part of Phase 2.

ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0–6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
OBJECTIVE 10.1 Identify racial and social equity goals, objectives and actions for our external functions, as well as tailored tools and assessments as part of Phase 2, to improve equity outcomes in our public-facing and community-impacting work.								
10.2.1 Develop function-specific goal setting and action plans to uncover and address opportunities to advance racial and social equity.	# of focus groups with staff and community to develop goals	Representation and racial and social equity goals for all our functions	Conduct focus groups and brainstorms with staff with key expertise on each core function	Develop draft list of goals Launch community engagement on Phase II Request grant to assist w/tool application to Core Department functions	Develop final list of strategies with staff and community Adopt Phase II by end of 2020 Begin implementation	Continue implementation, monitor and update Plan every 3-5 years with annual updates on progress	Dec 1 2020 / Underway	Core Team with all staff and management
10.2.2 Establish evaluation and accountability measures for action plans.	accountability dashboard and performance measures monitoring	Annual report on performance	Focus groups and brainstorms with staff	Launch community engagement phase	Develop final plan with measures	Continue implementation and report on measures	Dec 1 2020 / Underway	Core Team with all staff and management
10.2.3 Develop essential shared tools and frameworks to ensure that staff members are	Final tool versions tailored to our work % of staff that utilize the tool in	Changes in policy, projects and ordinances, and identification	Include interim tool in action plan	Pilot 1-5 applications, revise and tailor tool based on	Finalize tool. 50% of staff use the tool in applicable projects /	100% of staff use the tool in applicable projects / functions	Dec 1 2020 / Underway	Core Team with all staff

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ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
empowered to advance racial and social equity from their respective roles.	their day to day work	of actions as a result of the tool		feedback	functions			

SF Planning RACIAL EQUITY ACTION PLAN |

V

NEXT STEPS

NEXT STEPS

The Department has made significant progress implementing the Commissions' Equity Resolutions and several of the Plan actions, as well as setting up the tracking infrastructure to monitor and report on progress and indicators when the first annual progress report is due in 2021. To highlight a few:

- All Planning staff, including senior managers, and Commissioners have attended the foundational racial and social equity training.

- The Department is applying an equity budget tool and criteria to our proposed FY21-23 budget.

- Staff began applying a Racial & Social Equity Assessment Tool to do equity impact analysis and integrate this lens to our work, where applicable, to Board legislation and projects. In 2021, we will be refining racial and social equity tools for respective types of work. The tools will evolve as we learn from communities and the Commissions in their application and outcomes.

- The Department began working with DHR's Diversity Equity and Inclusion Recruitment Team to analyze our outreach practices and ensure equitable and consistent processes and outcomes.

- Fairness in Hiring and Managing Bias trainings are now required for all staff involved in any hiring.

- Racial Equity foundational training is required for all new hires.

- Included Racial & Social Equity objectives in performance plans for all staff. This will be revisited each year to ensure objectives are specific, measurable, and actionable.

- The Department is evaluating our internships and youth engagement work to reach a diverse set of future planners.

- The Department established ongoing brown bags/staff discussions to continue to normalize conversations about race and equity in our work, provide space for staff to exchange new ideas and best practices, and learn about our progress.

The Department is prioritizing the following next steps to implement the Equity Resolutions and the Racial and Social Equity Plan:

- Finalize the strategy for implementation, monitoring and evaluation of Plan goals and implementation actions.

- Develop hiring and recruitment guidelines in collaboration with DHR's Diversity Equity & Inclusion Team to ensure equitable and consistent hiring processes and pay practices across teams.

- Training staff in community engagement with an equity lens and working with underserved communities.

- Updating outreach list for consulting opportunities with the Department and develop guidelines and criteria for reviewing consultant proposals with an equity lens.

- Advance work on Phase 2 of the Action Plan in collaboration with community partners and in coordination with the Office of Racial Equity and sister agencies.

Additional relevant details on some of these steps and key implementation considerations are further detailed below.

Implementing the Planning & Historic Preservation Equity Resolutions

The departments' two commissions (Planning Commission and Historic Preservation Commission) adopted Racial & Social Equity resolutions in mid-2020, centering the Department's work program and resource allocation on racial and social equity and the needs of American Indian, Black and other communities of color through a collaborative process, reaffirming their 2019 resolutions that adopted the departments' initial 2019 Phase 1

Racial & Social Equity Action Plan, and directing the Department to prioritize certain tasks to further advance this work. These resolutions called out the following specific tasks:

- Expand funding and implement Racial and Social Equity Action Plan

- Use the Racial and Social Equity tool to assess the department's budget

- Amend hiring and promotion practices to address diversity at all levels

- Build equity accountability through metrics and reporting

- Develop targeted policies and programs on health, economic and housing recovery from the COVID-19 pandemic

- Amend the General Plan to explicitly prioritize racial and social equity

- Expand and fund community engagement and community planning to ensure these communities' representation and participation in plans and policies

In addition to reinforcing the Planning Commission's Equity resolution, the Historic Preservation Commission's Equity resolution directed the department to advance racial and social equity through historic preservation work and consider actions in collaboration with communities of color and other marginalized communities in the following work areas:

Research and Publications

- Complete the African American, Chinese American and Latin-x Historic Context Statements

- Create an inclusive research and evaluation process

Historic Resource Designations

- Determine best practices for identification and preservation of intangible resources

- Prioritize Landmark and Legacy Business designations in underserved communities

- Assess historic resource inventories for omissions, biases, and disparities

Access and Representation

- Assess our incentive, funding, and education programs to make them more accessible to underrepresented communities and preservation incentives less burdensome

- Address training needs and representation of historic preservation consultants and professionals

The Department will prioritize the following steps to address the Equity Resolution based on the Racial and Social Equity Plan:

- Continue to prioritize community equity within the organization of the Department by finalizing the establishment of the new Community Equity Division.

- Convene community representatives to advice on work program priorities, discuss equity definition and equity framework for Planning, and define priority issue areas, geographies and populations to serve.

- Release a Phase II Draft Framework in the first half of 2021, and subsequent Phase II Draft Action Plan for submission to ORE and subsequent Commissions' approval in late 2021.

Staff Capacity-Building and Training

The Department required that all staff complete a racial and social equity training to obtain the skills, competencies and knowledge necessary to effectively advance racial and social equity in their work and as members of the workplace. Details about the training are included in the appendix:

In addition to the mandatory racial and social equity training, staff is encouraged to participate in optional supplemental trainings and informal brown bag

activities, review shared resources to deepen their understanding of key issues, and continue to build confidence in normalizing the conversation around racial and social equity.

Racial and Social Equity Assessment Tool

Many cities have already developed and instituted the use of racial and social equity tools and assessments. Planning staff can use these existing tools immediately in order to begin to address disparities, while the Department finalizes tailored, function-specific assessment tools.

These tools and assessments are designed to integrate a racial and social equity lens in decisions, policies, practices, programs, and budgets in order to improve successful outcomes for all groups. The Racial & Social Equity Plan Team is collaborating with each division as part of phase 2 to develop function-specific equity goals and tailor the tool as they relate to their particular work products and processes.

Even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. When pressed for time to go through a full assessment or the full tool, there are three "Critical Questions" all decision-makers should consider in developing and assessing the impacts of existing or new policies, programs and processes:

1. What are the racial and social equity impacts of this particular decision or process?

2. Who will benefit from or be burdened by the particular decision or process?

3. Are there strategies to mitigate the unintended consequences or/and to advance racial and social equity outcomes?

While the tailored assessment tools are under development, all divisions are utilizing an interim racial and social equity tool, developed based on the Seattle tool, to applicable projects. All staff can utilize it immediately for this purpose. The complete Interim Tool can be found in the Appendix.

Staffing

The new San Francisco Office of Racial Equity mandates Departments to designate Racial Equity Leaders and a staffing plan to ensure Leaders have sufficient capacity to carry this work in their respective agencies. The Government Alliance on Race and Equity has outlined several cornerstones for effectively coordinating and staffing racial and social equity initiatives. GARE states that each team should possess strengths in the following[1]:

» **Racial equity focus**—Maintaining a clear focus on racial equity throughout all stages of the process, working with any resistance that arises, and providing racial equity resources for participants who lack the skills needed to meaningfully participate.

» **Project Design** – Designing the scope, structure, and timeline of the process.

» **Project Management** – Coordinating the meetings and communications, producing materials and deliverables.

» **Research and Systems Change Analysis** – Designing information-gathering instruments and facilitating discussions to solicit qualitative information.

» **Strategic Planning** – Designing exercises and facilitating discussions to develop the content for the Plan (outcomes, actions, and performance measures).

» **Communications** – Communicating with leadership, staff, and community about the purpose of this process, updates on the process, results of the process, and being a point of contact for anyone with questions.

Some additional considerations for efficacy, impact and sustainability of an effort driven by a Racial Equity Action Team[2]:

» **Authority** – The team will need to ask staff in different divisions, programs, and departments to

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1   http://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

2   http://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

provide information and to take various actions. They need to have sufficient authority to make these requests. This will be accomplished through the Steering Commitee which includes all of senior management.

» **Expertise** – Team members will need to collectively possess a robust set of skills to fulfill the functions listed above. People with lived experiences bring important expertise. People with a strong racial equity analysis, some experience with strategic planning, and a good project manager are especially important.

» **Familiarity** – All team members should be familiar with the jurisdiction's racial equity terminology. They also need familiarity with the jurisdiction's decision-making structure and processes.

» **Time** – The Racial Equity Action Team should be given dedicated time for this project. The time commitment will vary dramatically depending on the capacity of the Team, the size of the jurisdiction, and the scale and depth of the process.

» **Composition** – Each Racial Equity Action Team will look different and be a different size. Ideally, team members represent the demographic diversity of the jurisdiction. Racial diversity is especially important. Ideally, team members also represent the different divisions or programs across the jurisdiction. Representation from up and down the jurisdiction's hierarchy is also ideal, though if leadership is represented then it is important to be sensitive to power dynamics so all members feel empowered to meaningfully participate. Tenure and union representation are also important considerations. Representativeness is something to strive for but should be balanced with the need to recruit members with the skills sets listed above.

In order to meet the various needs outlined above, the Department has developed the following staffing structure through the development of the new Community Equity Division

» **Community Equity Division director** – This senior management level position helps define the equity work program for the whole department, advises managers and supports integration of the work across all department functions at the senior management level, coordinates with City agencies, and builds community collaborations. **-**

» **Plan Manager and Plan Implementation Manager** – These managers are responsible for the management of the overall Plan, interfacing across divisions and partnering with other City agencies and stakeholders on citywide racial equity efforts, and managing implementation of some key projects. They have a deep knowledge of the subject matter and not only manage but also provide content expertise.

» **Project Team** – The Team provides additional capacity to the Plan and is responsible for its ongoing development and implementation. It is comprised of staff from various divisions who have expertise. This team manages and completes tasks as needed, and its members serve as advocates for the Plan within their respective roles throughout the agency.

» **Steering Committee** – Comprised of the senior management team and other staff, as needed. The Steering Committee meets quarterly to provide direction and support as well as act as a feedback loop and a source of information for their respective divisions.

» **All San Francisco Planning Staff** – Everyone in government has a role and responsibility in advancing racial and social equity. In addition to participation in the mandatory training, Planning staff should actively advance racial equity through their project work and the values and behaviors they uphold as a member of the agency.

Citywide Coordination and Partnerships

Addressing broader structural racial and social inequities is the responsibility of all agencies. Equity outcomes will only improve with widespread commitment and action from all. Several Departments throughout the City have participated in the GARE training and are now members of the network. Under the leadership of the San Francisco Office of Racial Equity and the Mayor's Office, there is active coordination of citywide activities through the sharing of best practices, training, tools and other implementation strategies to advance racial and social equity as government agencies. As part of the inaugural GARE cohort, San Francisco Planning has been a leader in the citywide peer cohort in shaping overall strategy and troubleshooting challenges.

San Francisco Planning can further amplify the impact of our work by fostering strong partnerships with other City agencies that are proactively advancing their own racial and social equity efforts and by serving as a model and resource.

Phase 2 Next Steps

Phase 2 of the Plan, scheduled to be completed in 2021 will include the components summarized below.

Phase 1 Progress Report and Accountability

A best practice is to internally and externally track and report progress on key metrics and activities. GARE has suggested asking the following key questions[3]:

» Are there outcomes and actions that are receiving less attention than others?

» Is there a need to change the Plan?

» Have Plan actions been implemented or in progress?

» What do the results indicate as to how to improve?

» If there are unmet or blocked actions, is there an explanation and/or proposal for resolving the issue?

» Are there racially diverse staff working on the Plan over the year(s)?

» Are residents of color engaged in the implementation of the Plan over the year(s)?

» Are measures being recorded and updated as actions change or are completed?

» Is the jurisdiction reporting on challenges and successes?

Therefore Phase 2 will include an update on progress towards Phase 1 implementation, including emergent opportunities and challenges.

Function-Specific Goals

The Racial & Social Equity Plan Team is working with representatives from each division, to define racial and social equity goals specific to the department's various functions. These goals will provide direction for the development of function-specific action, objectives and tailored assessment tools.

The purpose of developing the Racial and Social Equity Assessment by functional area is to:

» Achieve the Department's external racial equity goals by infusing a racial and social equity lens throughout the entire agency (Current Planning, Environmental Planning, Zoning and Compliance, Administration, Commission Affairs, Communications, Office of Executive Programs, and Citywide Planning)

» Generate applicable, stakeholder-informed tools that ensure key functions within each division advance racial and social equity

These concrete tools help advance the Department towards function-specific goals related to our external-facing work.

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3   http://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

Racial and Social Equity-Informed Community Engagement Strategy & Best Practices

Staff members from across the agency have asked for additional opportunities to deepen their skills and capacities related to community engagement. In particular, staff has expressed a desire to build capacity in engaging with communities of color and other hard to reach groups. Developing racial and social equity-centered, community-informed strategies and skills, coupled with training, will help to achieve that goal.

Communications Strategy

A communications strategy to ensure that both internal and external communication about the work occurs regularly is critical. The communications strategy is a key component to maintain external accountability and will help the Department highlight success and progress.

Strategic Partnerships + Expansion

Phase 2 also includes a community engagement strategy. As a best practice in the field, the Department will work with the Community Equity Advisory Council and partner with community stakeholders, including people of color, members of other marginalized groups, and allies, to vet potential strategies and identify opportunities for advancing racial and social equity within Department-led work, processes, and services. External partnerships will also help the Department maintain accountability.

Developing and nurturing strategic partnerships with other agencies, community organizations, the private sector, and philanthropy is a key method to upend inequities as well as ensure all opportunities are leveraged to advance goals. The combination of inequities across institutions is what makes up structural racial and social inequity. This section will outline key strategic partnerships the Department could develop, in particular building on the ongoing city-family collaboration that the new SF Office of Racial Equity is leading.

Monitoring, Evaluation + Sustainability Plan

Tracking progress on the Plan requires revising performance measures, as necessary, updating data metrics, and reporting milestones. Additionally, it is important to develop an understanding of what resources, attention and prioritization is necessary to sustain progress over time. The actual resource needs will become clearer as Phase 1 is implemented and as Phase 2 progresses.

VI

APPENDICES

Best practice: How is Seattle Leading with Race

The City of Seattle and the Seattle Office for Civil Rights challenge many forms of oppression, including racism, sexism, heterosexism, ableism and many others. The Race and Social Justice Initiative (RSJI) focuses on eliminating institutional racism and racial inequity. We are sometimes asked, "Why lead with race?" RSJI leads with race because of:

1. The pervasive and deep disparities faced by people of color. We recognize that challenging institutional and structural racism is essential if we are to support the creation of a just and equitable society;

2. The many years of community organizing that demanded the City to address racial inequity. To this end, we recognize the necessity of supporting all communities in challenging racism; and

3. The necessity of focus. We recognize that efforts to eliminate racism are essential to achieving an equitable society, and that those efforts by themselves are insufficient. We "lead with race," and are also working on institutionalized sexism, heterosexism, ableism and other oppressions.

Why focus on institutions?

RSJI focuses on institutional racism because we recognize that while individual racism deserves our attention, for long term change to take place, it is necessary to elevate the discussion to how eliminating institutional racism can help lead to racial equity. By focusing on policies, practices and programs which advantage white communities while disadvantaging communities of color, we are able to better impact racial inequities. Just as institutions work to the benefit of white people, they also work to the benefit of men, heterosexuals, non-disabled people and so on. We understand how critical it is to address all social justice issues, and that an institutional approach is necessary across the board.

RACIAL EQUITY in SEATTLE

Race and Social Justice Initiative
Three-Year Plan 2012 - 2014

RACE & SOCIAL JUSTICE INITIATIVE

ADVANCE OPPORTUNITY. ACHIEVE EQUITY.

The definitions and tools we use to eliminate institutional racism can also be used to eliminate institutional sexism, heterosexism, ableism and other oppressions. As we deepen our ability to eliminate racial inequity, we will be better equipped to transform systems and institutions towards collective liberation for all.

What about people experiencing multiple oppressions?

All historically disadvantaged groups – people of color, lesbians, gay men, people who are transgender, women, people with disabilities, low-income households, to name a few – experience systemic inequity. Many people and communities live at the intersection of these identities, for example lesbians of color, experiencing multiple inequities at once. By centering on race and using tools that can be applied across oppressions, we increase the ability of all of us to work for equity.

Are you saying racism is worse than other oppressions?

No. We know that racism is deeply embedded in the institutions in this society leading to inequities in all major indicators of success and wellness. We must look at how this country was founded on the attempted genocide of Native people and the enslavement of African people. This legacy was institutionalized in all aspects of our society, and continues to create racialized impacts born from structural policies, practices and procedures, often unintentionally. In fact, race is consistently a primary indicator of a person's success and wellness in society. By focusing on race and racism, we recognize that we have the ability to impact all communities, including addressing the impacts of racism on LGBTQ people of color. We are prioritizing an anti-racist strategy in order to create an equitable society for all. This prioritization is not based on the intent to create a ranking of oppressions (i.e. a belief that racism is "worse" than other forms of oppression). For an equitable society to come into being, we need to challenge the way racism is used as divisive issue keeping communities from coming together to organize for change. While the RSJI leads with race, we recognize that all oppressionsare perpetuated by the interplay of institutions, individuals, and culture operating amidst the weight of history. For all people and communities to experience liberation, we must transform all aspects of our society.

Interim Racial and Social Equity Tool and Assessment

RACIAL AND SOCIAL EQUITY INTERIM TOOL: HOW-TO-GUIDE

When do I use this assessment?

The earlier and more often you use a racial equity tool, the better. When racial equity is left off the table and not addressed until the last minute, the use of a racial equity tool is less likely to be fruitful. Using a racial equity tool early means that individual decisions can be aligned with organizational racial equity goals and desired outcomes. Using a racial equity tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

How do I use this assessment?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion and should be used iteratively throughout the steps of a project.

How do I use this assessment efficiently?

Even without Departmental outcomes to focus our energy, we can still reduce racial inequity by using the internal assessment tool. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. If you are unable to undertake the full process provided in the subsequent pages of this guide we suggest that the following questions should be answered for "quick turnaround" decisions, these are your Critical 3 Questions or C3Q:

1. What are the racial equity impacts of this particular decision or process?

2. Who will benefit from or be burdened by the particular decision or process?

3. Are there strategies to mitigate the unintended consequences?

Racial and Social Equity Assessment Tool Overview*

Project Name: _____

- What, when and why the project or policy or program (brief description)?
- What racial and social equity issue areas will the issue primarily impact (e.g. environment, open space, housing, pedestrian safety, workforce, contracting equity, inclusive outreach and engagement, etc.)

Step 1. What are the Intended Results (in the community) and Outcomes (within the program or organization)

- What are the desired outcomes and end condition if project succeeds?[1] (think about impact)
  - Community results (population-level. E.g. All families in San Francisco thrive)
  - Project/policy outcomes (performance measures to monitor success of implementation that have a reasonable chance of contributing to results. E.g. 50% of parklets are in underserved communities of color; participation in scoping meeting reflects the demographics of the area; etc.)

Step 2. Analysis of Data

- What data do you have and what does it indicate? Who is served or impacted by this and what are their racial and other demographics (seniors, etc.)?
- What does the data (and step 3) say about existing racial and social inequities that should be taken into consideration, what are the root causes or factors creating these inequities (e.g. barriers, bias)?
- What data would be helpful, why it would help, how can you get it?[2]

Step 3. Stakeholder Engagement

- Who has and needs to be engaged? (community, staff, etc.). Is there a participation plan?[3]
- What is the plan for long-term engagement to communicate results and for long-term change.

Step 4. Benefit/Burden and Strategies for Racial and Social Equity

- Who will benefit by this proposal? Who is burdened by this proposal? What are potential unintended consequences? Are the impacts aligned with the desired outcomes (Step 1)?
- What are the ways in which the proposal could be modified to enhance positive impacts or reduce negative impacts? What are some potential strategies to advance racial equity?

Step 5. Implementation Plan

- How can we implement and monitor these mitigation and equity strategies? How will you partner with stakeholders for long-term positive change?
- Is the plan: Realistic? Adequately funded and resourced: with personnel; with mechanisms to ensure implementation and enforcement; to ensure ongoing data collection and community engagement? If the answer is "no" to any of these, what resources are needed?

Step 6. Communications and Accountability

- How would you evaluate and report back on progress towards meeting desired outcomes and results?

*The racial and social equity assessment tool is to be used for the Planning Department's work (internal or external) including, but not limited to: budget, policies, plans, programs, phases of development project review, and legislation.

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[1] Think about specific populations (children, youth, seniors, people of color); basic needs (housing, jobs, transportation, education, etc.); and issue areas (housing, community development).

[2] This could include: racial demographics, population, housing characteristics, occupied and vacant housing unit count, etc.

[3] Reference the Communications and Engagement Protocol.

Planning San Francisco

Racial and Social Equity Assessment Tool Purpose

The vision of the San Francisco Planning Department is to eliminate racial inequity in the community. To do this requires ending individual racism, institutional racism and structural racism. The Racial and Social Equity Assessment Tool lays out a process and a set of questions to guide the development, implementation and evaluation of internal and external policies, projects, programs, and budget issues to address the impacts on racial equity.

Racial and social equity assessment tools are designed to integrate explicit consideration of racial and social equity in decisions, including policies, practices, programs and budgets. Use of the tool in government can help to develop strategies and actions that reduce racial and social inequities and improve success for all groups.

Purpose of Racial & Social Equity Assessment Tools

- Proactively seek to eliminate racial and social inequities and advance equity
- Identify clear goals, objectives and measurable outcomes
- Engage community in decision-making processes
- Identify who will benefit and who will be burdened by a given decision
- Identifies strategies to advance racial and social equity and mitigate unintended negative consequences
- Develop mechanisms for successful implementation and evaluation of impact

When do I use this assessment?

The earlier you use an assessment tool, the better. When racial and social equity is left off the table and not addressed until the last minute, the use of a tool is less likely to be fruitful. Using a tool early means that individual decisions can be aligned with organizational racial and social equity goals and desired outcomes. Using a tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

How do I use this assessment?

- **With Inclusion.** The analysis should be completed by people with different racial and social perspectives.
  Step by step. The analysis is made up of six steps from beginning to completion

How do I use this assessment efficiently?

Even without Departmental outcomes to focus our energy, we can still reduce racial and social inequity by using the internal assessment tool. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial and social equity can have a meaningful impact. If you are unable to undertake the full process the following questions should be answered for "quick turnaround" decisions, these are your Critical 3 Questions or C3Q:

- What are the racial and social equity impacts of this particular decision or process?
- Who will benefit from or be burdened by the particular decision or process?
- Are there strategies to mitigate the impacts / unintended consequences and to advance racial and social equity?

RACIAL EQUITY TOOL ASSESSMENT WORKSHEET

Name of Policy/Program/Project:
New / Existing effort (circle one)

Brief description:

Step 1: Desired Results/Outcomes

Community Results

What are the population-level results you want to see? Articulate as positive conditions. E.g., All families in San Francisco are thriving. All residents have access to open space? All families have adequate housing? What would this look like in the community if successful?

1.

Desired Outcomes

Outcomes are at your dept and program level. You will create performance measures to measure these outcomes. E.g., parklet program applications are spread out across communities of color; community meetings represent the demographics of the project area; interview panels are diverse; etc.

1.

Step 2: Analyze Data

What does quantitative and qualitative data tell you about the existing racial disparities? What does it tell you about root causes or factors behind these disparities? What does it not tell you? Will the Policy/Program/Project have impacts on specific geographic areas (e.g. neighborhoods)? If so, what are the racial demographics of those areas?

Data description	What does it indicate?

San Francisco Planning

What other data would be helpful?

Data description	Why it helps	Strategy to obtain

Step 3: Community Engagement / Public Participation Plan

Identify stakeholders. Who is most affected by, concerned with or has experience with the PPP or issue area? Create a public participation / communications plan. How have you involved community members in your assessment? If not yet, what is your plan? Refer to the Public Participation Spectrum. [Note: This may vary depending on project phase.] Where are you and how will your plan reflect this? What is your strategy for longer-term engagement with the community for long-term positive change?

Decision Space / Note:

In your public participation/communications plan, clearly articulate what decisions the community can actually influence, if any. E.g., If a new housing facility is being built, is it what services are offered onsite, or just the color of the building?

IAP2's Public Participation Spectrum

Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	■ Fact sheets ■ Web sites ■ Open houses	■ Public comment ■ Focus groups ■ Surveys ■ Public meetings	■ Workshops ■ Deliberative polling	■ Citizen advisory Committees ■ Consensus-building ■ Participatory decision-making	■ Citizen juries ■ Ballots ■ Delegated decision

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Step 4: Benefits, Burdens, Unintended Consequences and Strategies for Racial Equity

> *Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease racial and social equity? What are unintended consequences? What are opportunities to advance racial and social equity? Get community insight to design/refine. This mitigates risk and helps outcomes.*

Who benefits?	Align w/Step 1 community results?	What action, if any, needed?

Who is burdened?	Align w/Step 1 community results?	Strategy to mitigate or eliminate negative impact?

Potential Effect (+/-)	Strategy to Enhance or Reduce

Planning San Francisco

Note:

> **▌** *Make the invisible visible. It creates shared understanding of the opportunity to have more equitable outcomes.*
>
> 🔍 *Look for: Individual discretion, underlying assumptions, historical/legacy processes and policies.*
>
> *What is the one question no one has openly asked yet about this issue? Who is making the decision(s)? who makes up the project team?*

Assumptions/blind spots	Impact	Action Needed

Leverage Other Resources/Relationships

> **▌** *Who else could you work with to maximize impact in the community?*

Root Causes

> **▌** *How are you addressing identified root causes?*

Step 5: Implementation

Is your plan to implement mitigations and advance racial and social equity:
- ○ Realistic?

- ○ Adequately funded?

- ○ Adequately resourced with personnel?

- ○ Adequately resourced with mechanisms to ensure successful implementation and enforcement?

- ○ Adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

Training Curriculum Outline

TRAINERS: BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE (BARHII)

The training addresses the following themes:

» Definition and history of racial and social inequity

» Government's historic role in generating inequitable outcomes *and* how to create equitable outcomes

» Shared language and key concepts to advance racial and social equity

» Skills for creating a more racially inclusive and diverse workplace

» Challenges and opportunities to incorporating racial and social equity in our work

Learning objectives – upon completion, each member of San Francisco Planning staff:

» Gains awareness of the history and present context of racial and social equity as it relates to the Planning Department and our work

» Develops or deepens her/his/their understanding of implicit and explicit bias and how it impacts our lives and our work

» Possesses a deep understanding of the difference between individual, institutional, and structural racism

» Feels an increased sense of agency in addressing racial and social equity in her/his/their own work

Through training, staff will build the following core competencies:

» *Competently and confidently* discuss racial and social equity and related topics

» *Identify* instances of institutionalized racial and social inequity

» See opportunities to be *proactive in advancing* racial and social equity

» Have or know where to find tools and resources to address racial and social inequity in their work and in the workplace

» Deepen understanding of how to be an advocate for members of marginalized groups in a number of contexts (for example, how to be an ally).

Curriculum Highlights: Objectives, Shared Language & Frameworks

SESSION I

1. **Opening and framing for the training:**
   Objective: Provide trainees with an overview of the plan for the entire training and specifically the current day. Set expectations for what is to be accomplished. Introduce trainers and facilitators for the day. Begin to answer the question "Why Racial Equity?"

2. **First Experiences with Race**
   Objective: Trust building, exploration of participant's own experiences with race.

3. **Why Racial Equity?**
   Objective: Continue to emphasize why we must be specific in targeting racial inequities with examples provided. Introduce concept of intersectionality.

4. **Shared Language**
   Objective: Develop a shared understanding of key terms and concepts.

   » Equity vs. Equality => Justice
   » Racism/Racialized Oppression
   » Overt Racism to Institutionalized Racism
   » Racism vs. Prejudice
   » What does Racial and Ethnic Equity Mean?

5. **Key Frameworks**
   Objective: Develop an understanding of key frameworks

   » Levels of Inequity => Organizational Transformation is hard
   » Transformation requires us to ask different questions

» Our Strategy: Normalize, Organize, Operationalize

6. **Broader Context: Preparing for Session II**
   Objective: Provide historic and contemporary context for interpersonal and structural conditions we will delve into on day two.

7. **Closing and Evaluation**

SESSION II

1. **Overview**
   Objective: Root our conversation in larger context, challenge people to do the difficult work.

2. **Activity: I Am From**
   Objective: Build trust, explore personal experience, allow opportunity for participants to build greater empathy.

3. **Video: Doll Test**
   Objective: Illustrate the insidious and widespread nature of bias and how early it develops, highlight internalized oppression as a concept.

4. **Shared Language**
   Objective: Introduce and provide examples for key concepts that impact the culture of an organization.

   » Implicit/Unconscious Bias

   » Intersectionality

   » Microaggressions

   » Intent vs. Impact

   Strategies related to Microaggressions:

   » Actor

   » Recipient

   » Witness

   » Video: Allying in Action—Micro Resistance

5. **Wrap up, questions and evaluation**

Racial and Social Equity Plan

Staff Reflections and Identified Opportunities - 2019-2020

July 15, 2020

Table of Contents

Executive Summary

Background

San Francisco Planning Department's ("Department") Racial and Social Equity Action Plan (RSEAP) aims to proactively advance equity in the Department's internal and external processes. As part of that effort, the Department conducts the biannual culture survey of staff about the Department's organizational culture, norms, and attitudes. Given the effects of COVID-19 on San Francisco's most vulnerable communities and following the murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless others as a result of police brutality and misconduct, the Department distributed a brief staff survey (in addition to the biannual 2019 annual survey) and held a lunchtime, Departmentwide discussion and reflection (respectively). Staff reflections and proposals on how the Department can address racial and social inequities are summarized in this report; overall themes across all three activities are shared below.

Overall Themes

- **Work Program and Staff Time**

  The Department's work program should prioritize projects that directly advance racial and social equity. Many staff feel that they cannot participate in projects that advance racial and social equity due to the lack of resources, including staff time, training, and funding. The COVID-19 pandemic has brought to light longstanding inequities, and the pandemic has continued to disproportionately impact American Indian, Black, Indigenous, and other People of Color communities. The Department needs to take more actions to address the existing needs of communities of color.
  - Action: Center the Department's work program to advance racial and social equity.
  - Action: Prioritize projects that address existing disparities, such as projects that build more affordable housing, create shared open space, prevent displacement, and ensure that communities of color are resilient to future disasters.
  - Action: Provide ongoing racial and social equity training for staff, train those who haven't yet participated, and allow staff to engage in further training and educational opportunities.
  - Action: Allow staff to dedicate time to work on projects and discussions for the Racial and Social Equity Action Plan and/or about institutional racism.

- **Projects, Policies, and Programs**

  Staff in all three feedback opportunities expressed a strong desire to reshape the Department's daily processes and projects, policies, and programs to lead with equity. There is a desire to ensure staff are aware of and comfortable using all racial equity tools, including resources beyond the Department's current library. Additionally, staff support identifying, integrating, and tracking metrics to measure the outcomes and impacts of the Department's work.
  - Action: Use the Racial and Social Equity Assessment Tool to guide Department projects, policies, and programs from the beginning; train staff in the use of existing tools and research additional resources to support the work.
  - Action: Conduct an audit of CEQA processes and identify opportunities to consider and address socio-economic impacts in the audit process.
  - Action: Reevaluate permitting and code enforcement processes and fines structures to determine the impacts on low-income homeowners and small and minority-owned business owners and provide resources in-language to make processes more accessible.
  - Action: Explicitly incorporate RSEAP into long-term planning such as the general plan and area plans and explore opportunities to remove exclusionary zoning throughout the city.
  - Action: Include metrics in plans, programs, and policies, and track them periodically.

- **Department Culture**
Many staff reflect that the Department's culture is not as supportive of racial and social equity as it should be. While there has been an improvement from 2017 (first survey) to 2019, there is still a lack of comfort and trust among staff to have conversations about race when staff needs transparency and honest communication. There are differences in perception among White and People of Color staff, as well as between management and non-management. Staff who identify as People of Color and non-management staff tend to perceive the Department as less supportive of racial and social equity. Likely, managers believe they are providing adequate support, whereas staff do not. Management shapes the Department racial and social equity culture. Staff share that certain managers (at all levels) are not supportive of the RSEAP.In some cases, staff find that certain managers engage in behaviors (intentional or unintentional) that reinforce racism and impact staff's attitudes and ability to advance racial and social equity in their work.
  - Action: Create a safe space for staff to speak openly and honestly about race, disparities, and equity in order to reconcile different perceptions between management and non-management staff. Cultivate a culture that supports People of Color on staff in sharing their ideas without fear of lack of support from management and others.
  - Action: Engage in more conversations about integrating racial equity into the Department's work.
  - Action: Listen to, support, and empower People of Color on staff.
  - Action: Hold management accountable to Department culture change needs.

- **Commitment from Management**
There is a need for stronger commitment and support from management staff for the RSEAP. Staff want more support from managers in centering their work on racial and social equity and would like to see management serve as Equity Champions.
  - Action: Provide additional racial and social equity trainings for managers to serve as Equity Champions and address their own internal biases in the hiring, promotion, and management of staff.
  - Action: Work with senior and middle management on concrete steps to support staff.

- **Hiring, Promotions, and Retention**
Staff believe that hiring, promotion, and retention of staff who identify as People of Color has been a persistent issue. The Department could improve its hiring, promotions, and retention processes by making meaningful changes that result in more People of Color representation at all staff levels. Currently, the majority of senior and middle management positions are held by employees who identify as White.
  - Action: Evaluate management promotion practices and work to recruit more diverse candidates for the senior and middle management team when opportunities arise.
  - Action: Eliminate barriers to employment in the Department by revisiting minimum requirements and recruiting and hiring People of Color applicants, community members, and multilingual applicants.

- **Community Engagement and Communications**
The need for community engagement and comprehensive communications surfaces as a priority for Department staff. Participants express a strong interest in improving community engagement and internal and external communication practices, particularly for low-income and People of Color communities. There are stark differences between People of Color staff's perception and White staff's perception about the Department's community engagement efforts and the extent to which these

efforts advance equity – White staff tend to think they do advance equity and People of Color tend to think they do not go far enough.

- o Action: Develop relationships with communities through reaching out, listening and considering how projects and the work program can be adapted to meet community needs.
- o Action: Ensure community members can participate in and understand the Department's processes, such as the Planning Information Counter (PIC), written materials, notifications, and the website, among other communications.
- o Action: Allocate more resources and staff time toward creating engagement strategies aimed at serving the most vulnerable communities in neighborhoods most impacted by COVID-19.
- o Action: Solicit feedback from staff members working as Disaster Service Workers in community engagement efforts.

- **Strengthen Interagency and Community Collaboration**
  Continuing to foster collaborative partnerships with City agencies and community partners to advance the work is a common theme. Partnership opportunities include policy alignment, community engagement and outreach, and permit review streamlining. Department staff would like to work closely with the Office of Racial Equity, San Francisco Department of Public Health (SFDPH), and Office of Economic and Workforce Development (OEWD), among others.
  - o Action: Work closely with the Office or Racial Equity to solidify and advance a citywide racial equity initiative.
  - o Action: Collaborate with SFDPH and community-based organizations to create policies that ensure more equitable outcomes and OEWD to uplift Black-owned and -operated businesses, among other business stabilization and workforce development efforts.
  - o Action: Partner more with community-based organizations and non-profits that focus on health disparities.
  - o Action: Distribute resources equitably in the City (e.g. testing sites are not placed in the neighborhoods that need them).

Next Steps

The Department's work program will be assessed and reoriented to center racial and social equity. The staff ideas included in this report will be refined and integrated into the Racial and Social Equity Action Plan. Additionally, Department staff perceptions and priorities will be revisited in the 2021 Staff Culture Survey to assess staff's knowledge of racial equity and perceptions of how the Department is doing in terms of addressing racial and social equity.

Chapter 1 - 2019 Staff Culture Audit

Background

In 2017, the first staff culture survey was distributed to Department staff to assess staff's knowledge of racial equity and perceptions of how the Department is doing in terms of addressing racial and social equity. Since 2017, the Planning Commission has adopted Phase 1 of the Racial and Social Equity Action Plan. In the Phase 1 action plan, Goal 1 focuses on hiring and promotions and Goal 2 focuses on organizational culture and staff capacity; the 2017 and 2019 staff culture surveys are associated with both of these goals. The 2021 survey will also focus on the expanded Phase 1 areas that ORE required such as discipline, commissions and mobility.

In the past few years, members of the RSEAP core team have held mandatory racial equity trainings for staff, instituted brown bag sessions, and developed a racial and social equity tool for projects to understand potential impacts and burdens. Surveying all staff on a biannual basis allows the RSEAP team to gather feedback about how the Department is doing and to measure progress of implementation efforts.

The 2019 staff culture survey is based off the 2017 survey with many of the same questions. A few additional questions were added to the 2019 survey to gauge other types of support that staff may need aside from the resources already offered. The survey was sent to all staff in mid-June 2019 and the survey was open until mid-July to maximize staff participation. The appendix contains all of the questions from 2019 staff culture survey.

Survey Responses

Who works at the Department?

> **Survey Questions**
> *Please select your division.*
> *Please select your job class.*
> *What is the race or ethnicity with which you most closely identify?*
> *Do you identify as the following: refugee, immigrant, N/A?*
> *What is your gender?*
> *Do you identify as the following: gay, lesbian, transgender, questioning, prefer not to answer, N/A?*
> *Are you a person with a disability?*

Staff were asked to answer a few demographic questions at the end of the staff survey. The demographic data informs who is taking the survey as well as who works at the Department. No demographic data was linked to any staff member.

Table 1 shows the race and ethnicity of survey respondents. In 2017 and 2019, the highest percentages of respondents identified as White, followed by Asian, multiracial, and Latino/Hispanic. About 20% of respondents in 2017 and 2019 preferred to not answer the question.
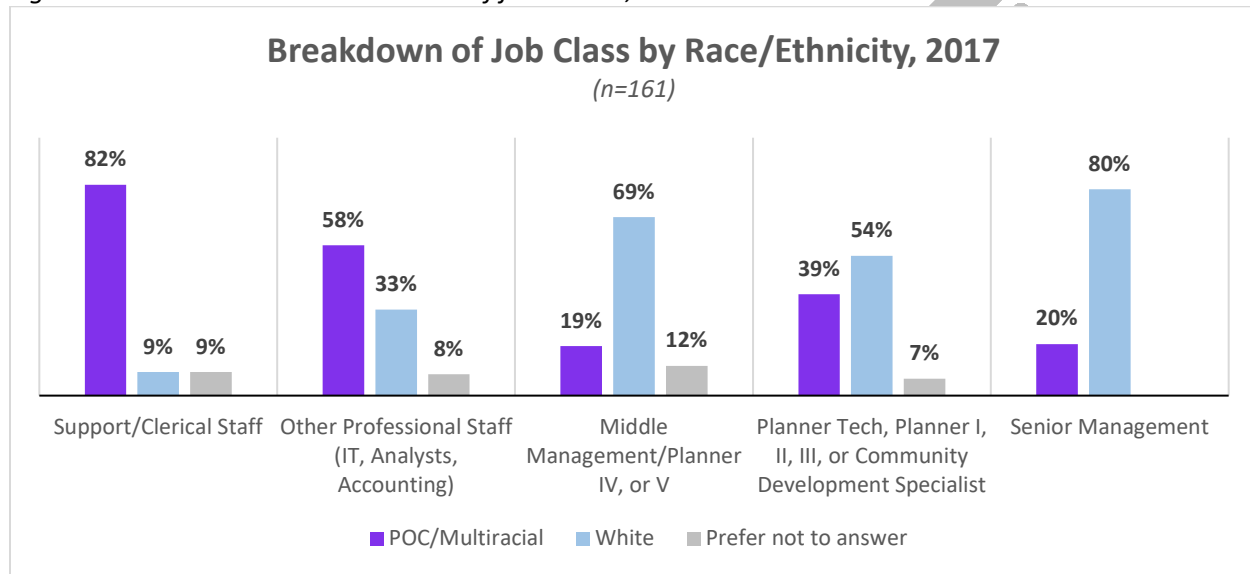
Table 1. Race and Ethnicity of Survey Respondents, 2017 and 2019

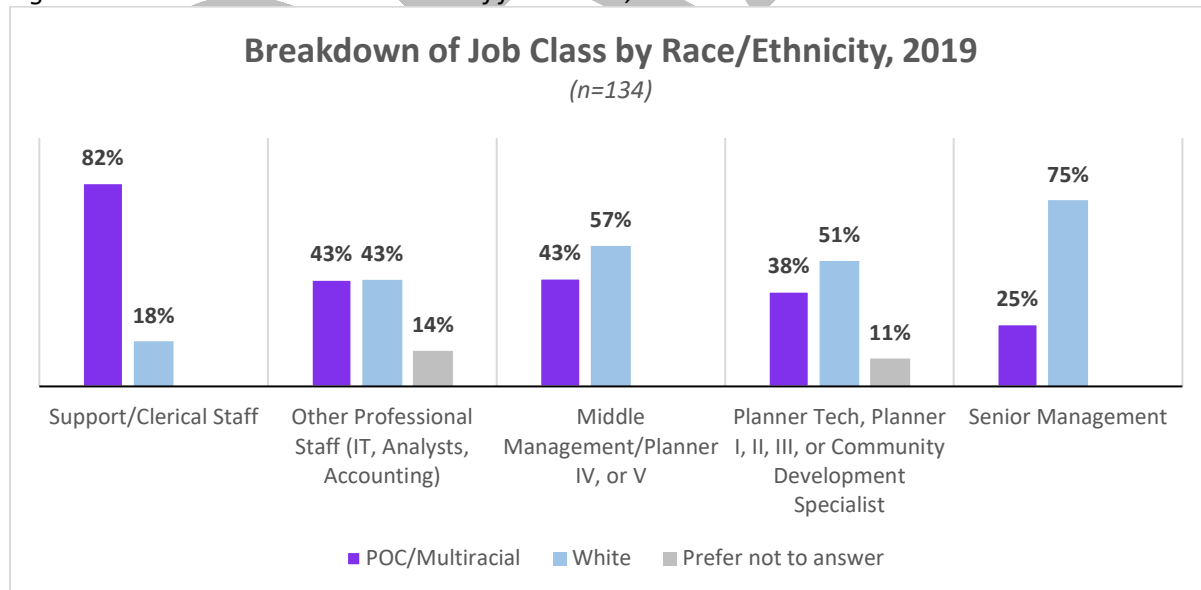| Race/Ethnicity	2017 respondents (n=190)	2019 respondents (n=169)
White	45.3%	39.6%
Asian	14.7%	16.6%
Multiracial	12.6%	9.5%
Latina/o/x or Hispanic	4.7%	6.5%
Black or African American	0.5%	4.1%
Middle Eastern	1.1%	1.2%
Pacific Islander	1.6%	0.6%
American Indian, Alaska Native	1.1%	0.0%
Prefer not to answer	18.4%	21.9%

Figure 1 and Figure 2 show that the racial and ethnic make-up of staff in middle management and senior management remain predominantly White. However, in 2019, there is a higher percentage of staff in middle management who identify as PEOPLE OF COLOR/multiracial than in 2017. A vast majority of support and clerical staff identify as PEOPLE OF COLOR/multiracial; this is the case in both 2017 and 2019. The racial and ethnic make-up of planners (Planning Technician, Planner I, Planner II, etc.) has stayed about the same between 2017 and 2019.

Figure 1. Racial and ethnic breakdown of job classes, 2017

Breakdown of Job Class by Race/Ethnicity, 2017
(n=161)

Job Class	POC/Multiracial	White	Prefer not to answer
Support/Clerical Staff	82%	9%	9%
Other Professional Staff (IT, Analysts, Accounting)	58%	33%	8%
Middle Management/Planner IV, or V	19%	69%	12%
Planner Tech, Planner I, II, III, or Community Development Specialist	39%	54%	7%
Senior Management	20%	80%	

Figure 2. Racial and ethnic breakdown of job classes, 2019

Breakdown of Job Class by Race/Ethnicity, 2019
(n=134)

Job Class	POC/Multiracial	White	Prefer not to answer
Support/Clerical Staff	82%	18%	
Other Professional Staff (IT, Analysts, Accounting)	43%	43%	14%
Middle Management/Planner IV, or V	43%	57%	
Planner Tech, Planner I, II, III, or Community Development Specialist	38%	51%	11%
Senior Management	25%	75%	

Between 2017 and 2019, there was an increase in non-White employees in the Environmental Planning and Citywide Planning divisions. The racial and ethnic make-up of respondents who work in the Current Planning Division has remained the same between 2017 and 2019, with the majority of respondents identifying as White. The majority of staff in the Administration division identify as non-White. In Figures 3 and 4, the category labeled as "Other" includes Pacific Islander; Black, African American, Black African; and Middle Eastern. Due to the small sample size, these respondents were grouped into one category to maintain anonymity of the respondents' identities.

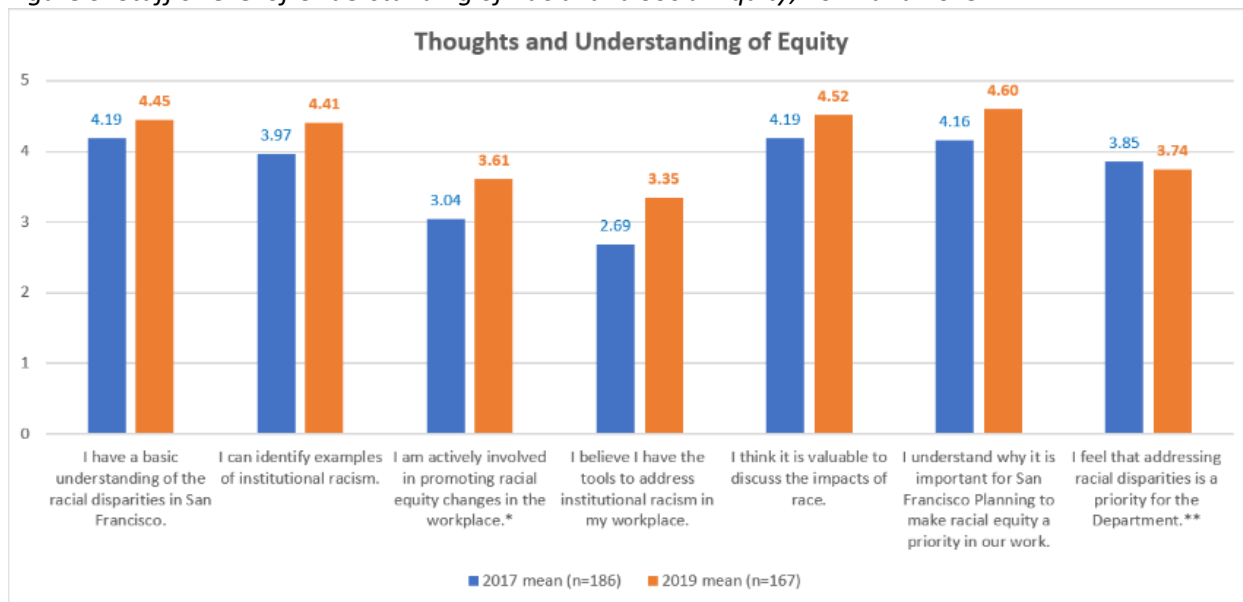*Figure 3. Racial and ethnic breakdown of divisions, 2017*

2017 *(n=166)*
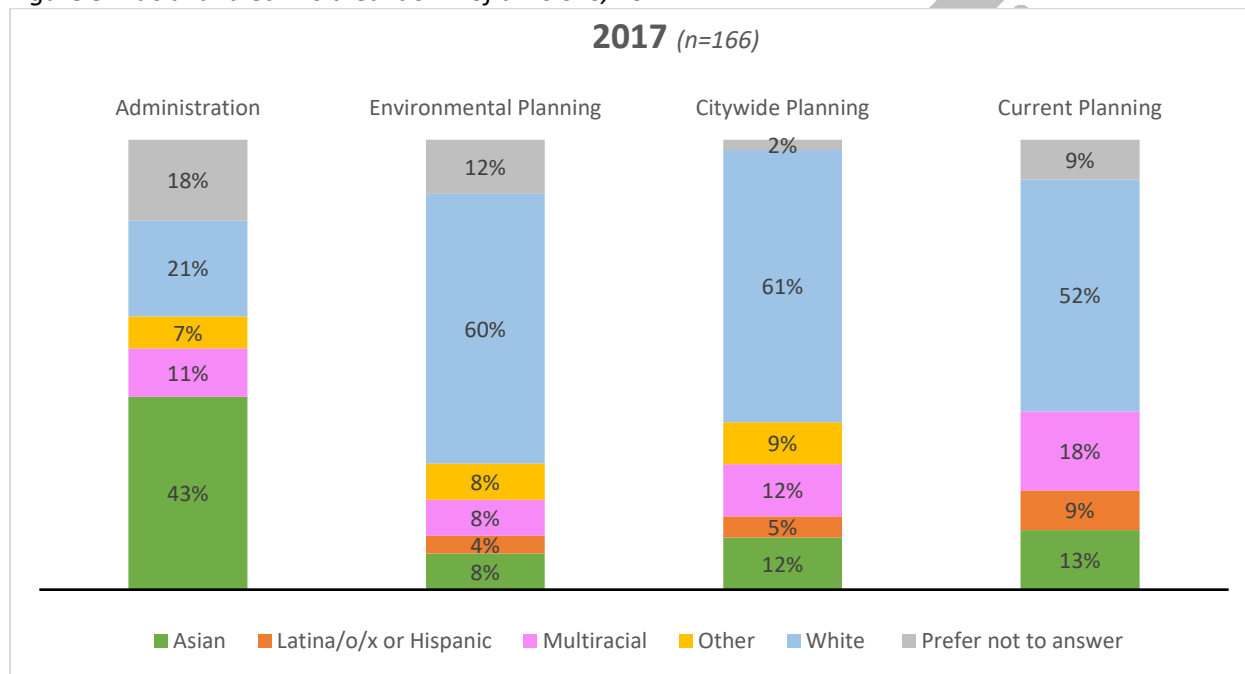
Figure 4. Racial and ethnic breakdown of divisions, 2019

2019 *(n=138)*
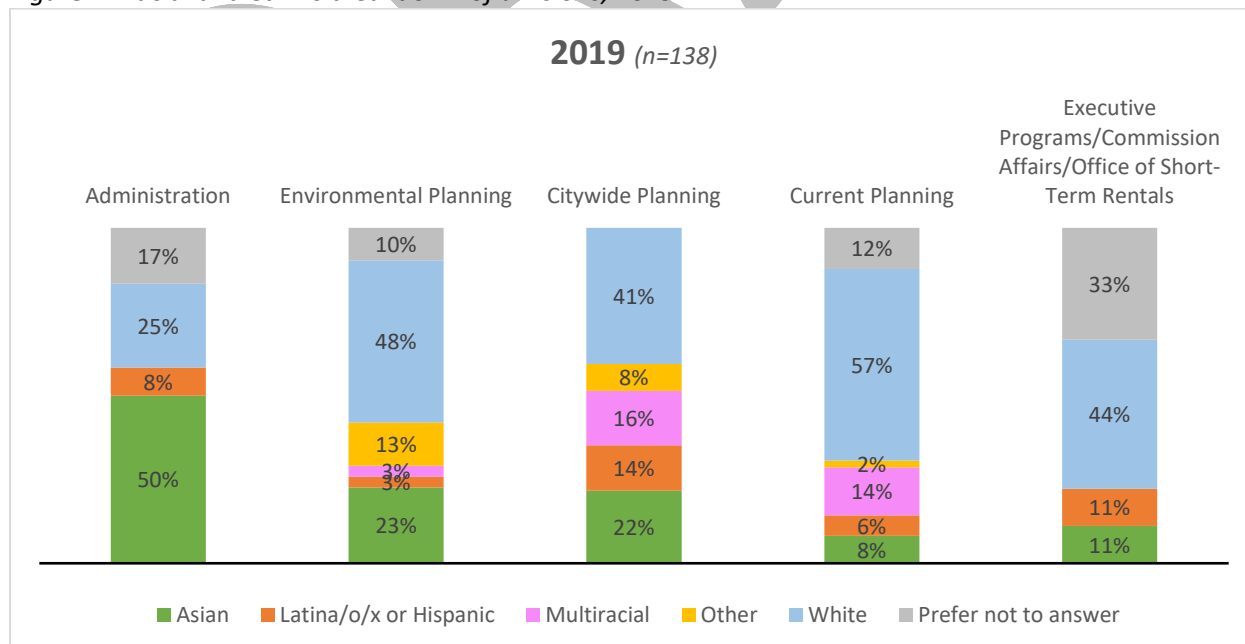
What is staff's level of understanding of racial and social equity?

Figure 5. Staff's Level of Understanding of Racial and Social Equity, 2017 and 2019.

Overall, staff's understanding of equity has increased between 2017 and 2019 (see Figure 5), except for *"I feel that addressing racial disparities is a priority for the Department"* where there was a minor decrease. In particular, staff agree or strongly agree that they have a basic understanding of racial disparities in San Francisco, that they can identify examples of institutional racism, that it is valuable to discuss the impacts of race, and that they understand why it is important for the Department to prioritize racial equity.

It is important to note that there were fewer survey participants in 2019 and not all 2019 survey respondents may have participated in the 2017 survey, so an exact comparison is difficult. Given this, if we were to take each sample independently, the question about having tools still scored the lowest amongst all questions in 2017 and 2019, signaling that staff would like more resources and tools to further racial and social equity.

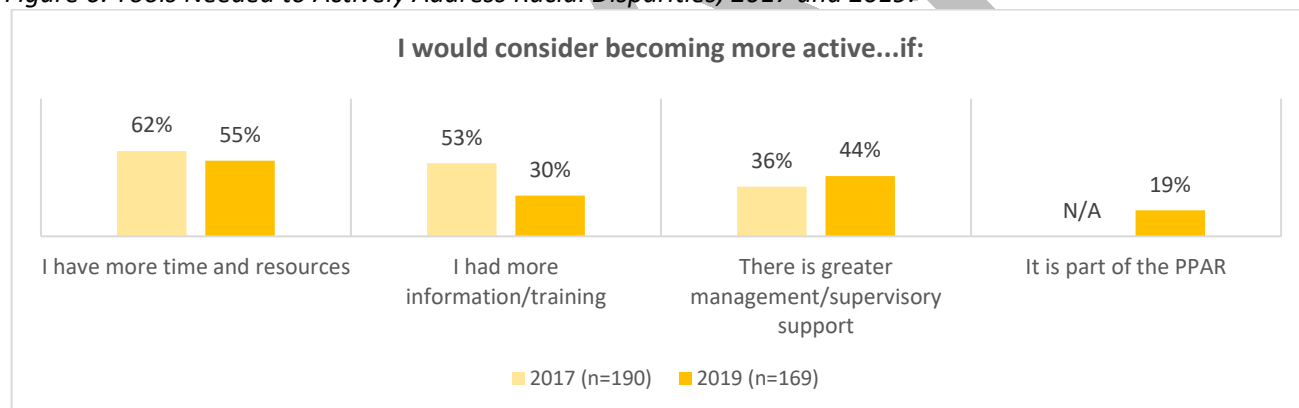Staff could indicate any resources needed in order to become more actively involved in addressing racial disparities (see Figure 6). Given the options, the most frequent response in 2017 and 2019 was having more time and resources. The second most frequent response was needing greater management/supervisory support in order to be more actively involved. In 2019, this question included an additional answer option of "It is part of the PPAR," and nearly one-fifth of respondents chose this as one of the types of tools that they need.

Figure 6. Tools Needed to Actively Address Racial Disparities, 2017 and 2019.

I would consider becoming more active...if:

I have more time and resources	I had more information/training	There is greater management/supervisory support	It is part of the PPAR
62% / 55%	53% / 30%	36% / 44%	N/A / 19%

2017 (n=190) 2019 (n=169)

Overall, in 2019, there was an increase in staff satisfied with their current level of involvement in addressing racial disparities. However, this level of satisfaction remains low. It is also important to note that all senior managers agreed that they are actively involved in addressing racial disparities, which differs with staff's perception of management.

What are staff's thoughts and understanding about the Department's efforts towards racial equity?

Survey Questions

Do you strongly disagree, disagree, neither agree/disagree, agree, strongly agree, and don't know what this means to the following?

- *I am familiar with my department's efforts to address racial disparities.*
- *I understand the purpose of the Racial and Social Equity Initiative.*
- *I am familiar with the department's Racial and Social Equity Action Plan.*
- *I feel comfortable talking about race within my department work setting.*
- *I have positive relationships with employees in my department that are of a different race/ethnicity.*
- *I observe/have observed racial tension between employees in my department.*
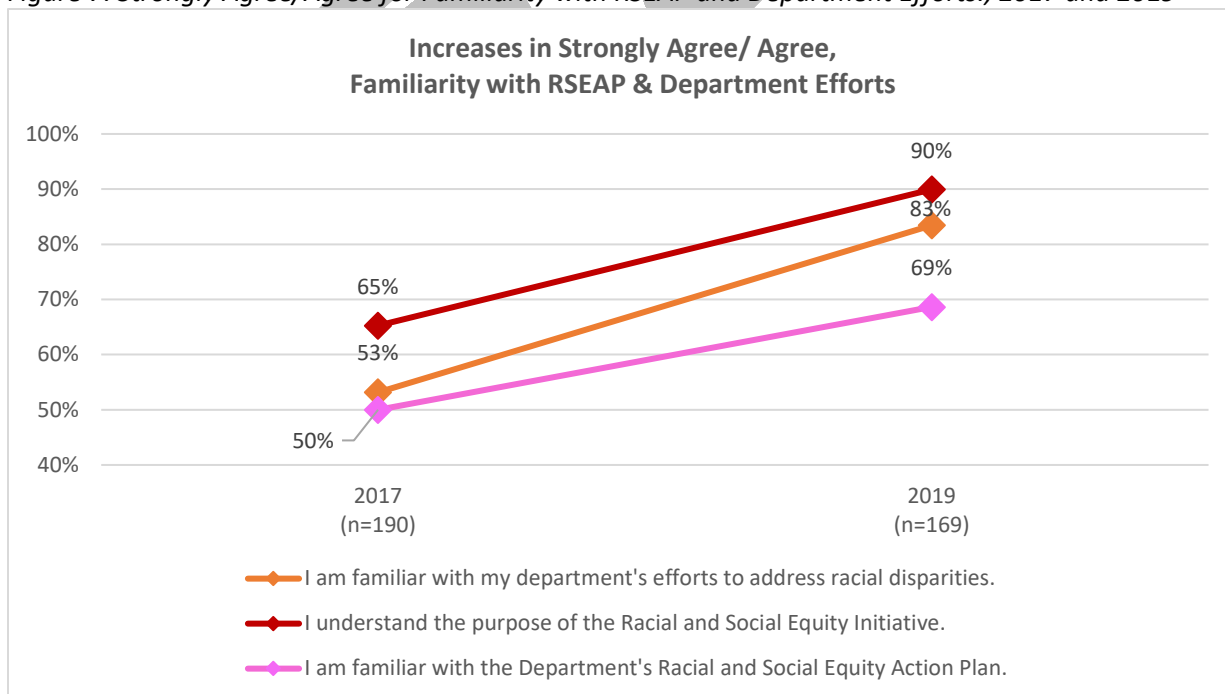
Staff were asked a series of questions to gauge their familiarity with the RSEAP, its purpose, their workplaces experiences with race, and perception of fairness in the Department.

Overall, there was a sizeable increase between 2017 and 2019 in the percentage of staff who agree or strongly agree that they are familiar with the RSEAP, who understand the purpose of the RSEAP, and who are aware of the Department's efforts towards addressing racial and social equity (see Figure 7).

On average, respondents disagree less that they have observed racial tension between employees when comparing 2017 and 2019. This could be due to the fact that folks were uncomfortable with saying that they observed racial tension in 2017 and now are more open to pointing out that they have observed those instances.

Compared to 2017, there was an increase in the percentage of staff in 2019 who agree or strongly agree that they feel comfortable talking about race in the workplace.

Figure 7. Strongly Agree/Agree for Familiarity with RSEAP and Department Efforts., 2017 and 2019

Increases in Strongly Agree/ Agree, Familiarity with RSEAP & Department Efforts

- I am familiar with my department's efforts to address racial disparities.
- I understand the purpose of the Racial and Social Equity Initiative.
- I am familiar with the Department's Racial and Social Equity Action Plan.

Departmental Efforts Towards Workforce Equity and Diversity

Survey Questions

Do you strongly disagree, disagree, neither agree/disagree, agree, strongly agree, and don't know what this means to the following:

- *SF Planning can do more to increase workforce equity.*
- *I feel that opportunities for promotion are accessible to everyone equitably regardless of race or ethnicity.*
- *In my department, supervisors and managers hold all employees to the same workplace expectation and disciplinary standards.*
- *Compared to my peers (based on education/experience) I am being compensated fairly.*

The responses to the four questions about perception of fairness were analyzed together.

While all divisions saw some increase in their score, "Other Professional Staff" (i.e. IT, analysts, accountants) was the only job class that had a decrease in their perception of fairness between 2017 and 2019. Those who did not provide an answer about their job class and other professional staff had the lowest scores for perceptions of fairness among all identified divisions.

Senior management and middle management staff had higher average scores than non-management staff (see Figure 8), indicating that management thought that practices were fair (such as opportunities for promotion and workplace expectations). In 2017 and 2019, staff who identify as White thought that workplace practices were

more fair than People of Color staff (see Figure 9).

Figure 8. Perception of Fairness by Job Class, 2017 and 2019
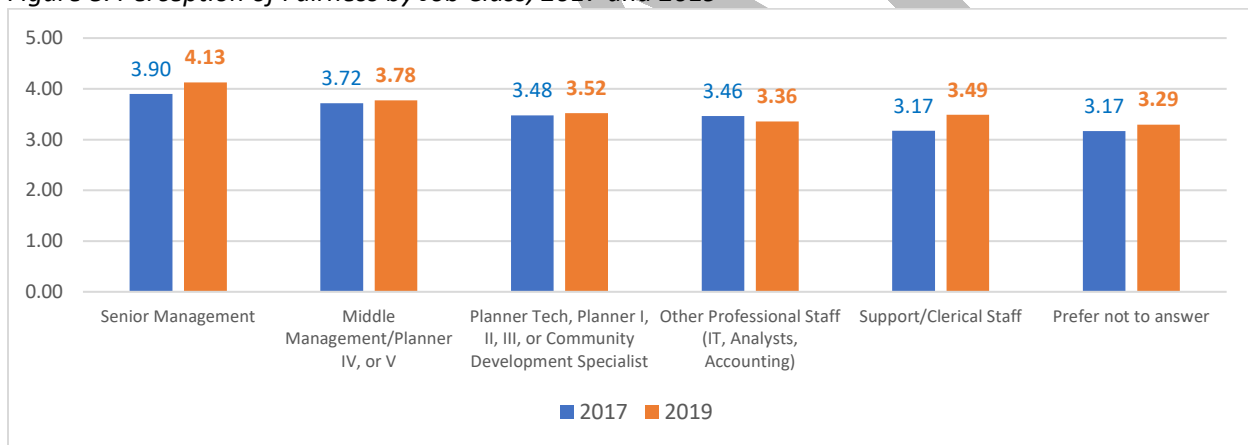
Figure 9. Perception of Fairness, By Race, 2017 and 2019
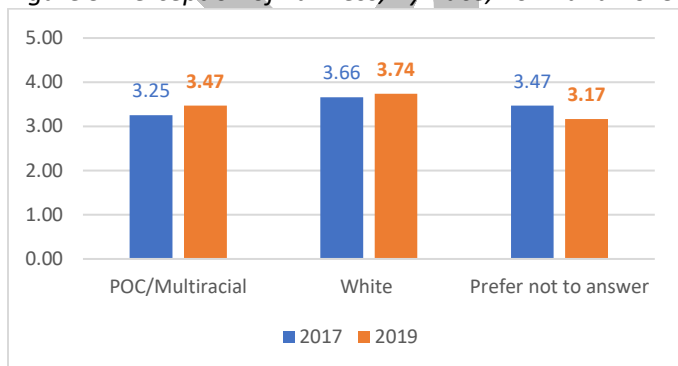
Equity in Public Engagement

To gauge staff perception on equity in public engagement, they were asked their opinion on the following statements and whether they *strongly disagree, disagree, neither agree/disagree, agree,* and *strongly agree:*

I am aware of efforts in my department to be more inclusive in community outreach.
I am aware of efforts in my department to be more inclusive in public engagement
My department seeks input on decision making from communities of color.
My department partners with other institutions to create racial equity.

Figure 10. Equity in Public Engagement, By Race, 2017 and 2019.
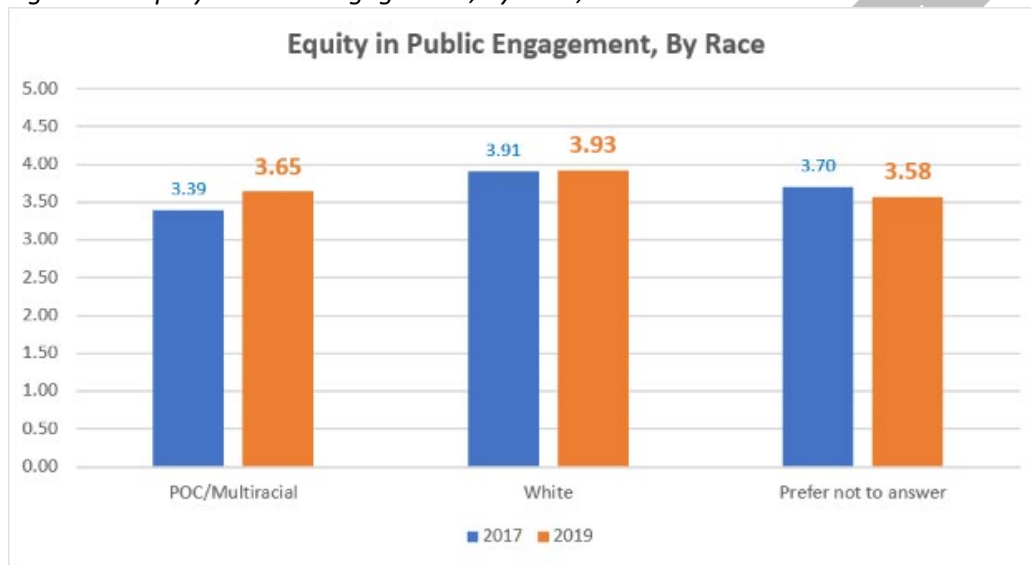
In general, the perception of equity in public engagement has increased, with the exception of those who declined to answer their race/ethnicity, which saw a decrease from 2017 to 2019 (see Figure 10). The perception of equity in public engagement was higher among staff who identify as White compared to staff who identify as People of Color. However, staff who identify as People of Color did see a greater increase in perception of equity in public engagement compared to staff who identify as White.

Senior Management Commitment to Racial and Social Equity

Survey Questions

Do you strongly disagree, disagree, neither agree/disagree, agree, strongly agree, and don't know what this means to the following about Senior Management?

- *Understands the value and importance of making racial and social equity a priority in San Francisco.*
- *Acknowledges the value of conversations about racial equity.*
- *Participates in conversations about racial equity.*
- *Supports conversations about racial equity.*
- *Addresses racial disparities in departmental planning and strategies.*
- *Proposes internal policies that can help foster institutional racial and social equity.*
- *Proposes external policies that can help foster institutional racial and social equity.*

Senior management has seen the largest increase in the perception of its commitment to racial and social equity.

Support/Clerical Staff has seen the largest decrease in the perception of senior management's commitment to racial and social equity.

White staff had greater levels of perception of senior management commitment to racial and social equity, with the levels increasing from 2017 to 2019. Staff who identified as People of Color/multiracial have lower levels of perception of senior management commitment, with very little change between 2017 and 2019.

Final impressions

Survey Questions

How can your division (Current Planning, Environmental Planning, etc.) strengthen its implementation of achieving racial and social equity?

Now that we have completed the foundational training, released a draft action plan, have instituted brown bag sessions, have created guidelines to address implicit bias in internship application reviews, and other activities, what other activities, trainings, or efforts do you think would be helpful?

How else can we foster inclusivity in the Department?

Have we missed anything?

Several questions towards the end of the staff culture survey allowed respondents to provide qualitative feedback.

In general, the 2019 survey respondents believe that the Department is making progress towards addressing racial and social equity. Nevertheless, this perception is higher among staff who identify as White than non-White staff. Staff across all job categories are aware that there are ongoing efforts to address racial and social equity.

Respondents of all job classes felt that there was an increase in management support on progress towards equity. Between 2017 and 2019, the biggest jump in this perception was with senior managers. Despite this, having strong management support was identified as one of the main things that staff need in order to participate more in the RSEAP and to integrate racial equity into their work. It may be that managers feel that they're providing adequate support whereas staff have a different perception. Reconciling these different perceptions will be important in advancing this work.

The open-ended questions were categorized by themes, and the top five are related to:

- Hiring and promotions
- Staff feel they need more tools
- Agreement on the need to address disparities
- Needing more support from senior managers
- More action and transparency around progress

In the 2019 staff survey, most staff expressed the desire for increased staff diversity as well as tangible tools or more education to pursue racial and social equity. For open-ended responses in 2017, staff mostly identified and listed racial disparities and inequities, but staff increasingly expressed desire on different ways to address them in 2019. This difference signifies that staff have gained a better understanding of racial and social equity in the past few years and are looking for more tangible ways to implement what they have learned.

Chapter 2 – All-Staff Reflection Survey on COVID-19 and Racial & Social Equity

Executive Summary

In May 2020, Department staff participated in a three-question survey and reflected upon the effects of the COVID-19 pandemic on San Francisco's most vulnerable communities and shared proposals on how the Department can address the racial and social inequities magnified and created by the pandemic through internal and external processes. A total of 91 staff members completed the survey. This report presents a summary of the results.

Department staff observe that <u>COVID-19 DISPORPORTIONATELY BURDENS LOW-INCOME AND COMMUNITIES OF COLOR ON MULTIPLE LEVELS</u>:
1. Physical Environment & Basic Needs
2. Mental and Physical Health
3. Economics
4. Public Participation & the Digital Divide
5. Increased Racism and Stigma

In response to COVID-19, the Department can provide <u>IMMEDIATE SUPPORT:</u>
- Collect data on the level of impact, challenges, and successes experienced by communities hardest hit by COVID-19 and present the information in a storytelling format to elevate community experiences.
- Convene and gather input from different community groups (i.e., businesses, community organizations, City agencies, essential workers, etc.) and document current activities and strategies deployed to inform and improve future disaster preparedness.
- Seek out opportunities for interagency collaboration across different response efforts.
- Advance several shovel-ready streetscape project designs to aid with recovery and streamline housing approvals.
- Serve as contact tracers.

To address racial and social inequities magnified and created by COVID-19, the Department can implement <u>LONG-TERM SOLUTIONS AND STRATEGIES</u>:
1. Hold **management accountable to serve as Equity Champions** and provide **more support for staff**
2. **Lead with equity**, guided by the Racial and Social Equity Tool(s)
3. **Prioritize projects and tasks** that directly advance racial and social equity
4. Improve **community engagement and internal and external communication** practices
5. Strengthen **interagency collaboration**

Introduction

The Department staff participated in a three-question survey and reflected upon the effects of the COVID-19 pandemic on San Francisco's most vulnerable communities and shared proposals on how the Department can address the racial and social inequities magnified and created by the pandemic in the immediate and long-term through our internal and external processes. A total of 91 staff members completed the survey.

Please share what Division you work in (select all that apply):	
Answer Choices	**Responses**
Administration	4.55%	4

Citywide Planning		34.09%	30
Commission Affairs		2.27%	2
Current Planning		27.27%	24
Environmental Planning		27.27%	24
Executive Programs		10.23%	9
Short-Term Rentals		3.41%	3
Zoning & Compliance		6.82%	6
	Answered		**88**
	Skipped		**3**

Survey Questions:

1. From your perspective or experience, what racial and social equity challenges or disparities has this pandemic created or magnified in the city (e.g., for small, immigrant-owned businesses, non-English speaking residents, etc.)?
2. In what ways can your specific role, tasks, or projects help to address the challenges and disparities that have been created or magnified by this pandemic?
3. In what ways can your team, division, or the Department adapt its processes or prioritize projects to help address the racial and social inequities created and magnified by the pandemic?

Impacts of COVID-19 on Low-Income Communities and Communities of Color

Question 1 asked staff to reflect on the racial and social equity challenges and disparities created and magnified by the pandemic. Staff observe the pandemic as having a disproportionate impact on low-income communities and communities of color on multiple levels:

1. Physical Environment & Basic Needs
2. Mental and Physical Health
3. Economics
4. Public Participation & the Digital Divide
5. Increased Racism and Stigma

1. Physical Environment & Basic Needs

The City's shelter-in-place orders have illuminated the contrast of the lived experiences between wealthy and working-class San Franciscans. COVID-19 exacerbates the lack of access to high quality neighborhoods with adequate housing and proximity to neighborhood amenities such as safe parks and open space, reliable public transportation, and healthy food options experienced by low-income and communities of color.

"The city's large high-quality green spaces are not evenly distributed geographically. The importance of access to these spaces has been magnified by the pandemic, and this is further exacerbated by degraded transit service."

"[Low-income people and people of color] are also more likely to live in substandard and insecure housing, in neighborhoods with pollution and without amenities like parks, retail, and other services. These multiple hazards make them especially vulnerable, economically and in terms of their health."

2. Mental and Physical Health

Low-income, communities of color, and homeless communities have a higher risk of exposure to the virus due to many factors including environment, underlying health conditions, lack of access to quality healthcare, and limited options to shelter in place and work from home. In addition, they are experiencing high levels of stress

due to deep economic hardship, existing and new trauma, higher risk of exposure to the virus, and witnessing members of their community become ill. With little to no access to mental health services or green open space for refuge and exercise, the pandemic takes a mental and physical toll on already vulnerable communities.

"Many minority and immigrant families are also facing a lack of access to PPE and adequate health care."

"I am very concerned about increases in Domestic Abuse, as well as Substance Use and Addiction, and Mental Health challenges that have been magnified by the pandemic."

"The historical environmental justice and public health data is showing that Black Americans have experienced the worst health outcomes of any racial group and that continues to be shown in those affected by COVID (in the US and with Black and Latino in San Francisco) because of several manifestations of structural racism, including lack of access to testing, a higher chronic disease burden and racial bias within health care institutions."

3. Economics

Department staff observe that people of color and low-income workers are performing the majority of essential service work, which is supported by studies that find essential workers are disproportionately low-income, Latinx, Black, Filipinx, women of color, and immigrants. Many essential workers do not have the option to work from home, do not have paid sick time, and were already lacking adequate healthcare coverage. Staff also observe that small, minority and immigrant-owned businesses are hardest hit from the economic impacts of shelter-in-place.

"To me it seems as though because many minorities are deemed essential, they are being put at a high risk. For those in lower income brackets with or without children, I have no idea how they are managing this terrible crisis. Food insecurity, income insecurity, housing insecurity, on top of anxieties concerning the virus. Basic errands like grocery shopping is now anxiety ridden."

"COVID-19 is also exposing more people of color and low-income workers as they complete work that is essential to our society (e.g., grocery stores, transit operators, waste collection). They are exposed to numerous people, including those who may be asymptomatic. If they get sick, many of these jobs don't have worker protections or quality, affordable healthcare."

"In general, those in the service industries will be hardest hit as they tend to be minorities that live paycheck to paycheck, rely on public transit and may not have access to a home computer to work/order food while sheltering in place."

4. Public Participation & the Digital Divide:

Staff observe that the pandemic has made the public process even more inaccessible due to the lack of internet connection and computers and familiarity with digital and virtual platforms. Low-income and communities of color are further disadvantaged when decisions are made about their neighborhoods without their ability to participate and represent their views, priorities, and needs.

"The digital divide is REAL. We have learned this with our virtual engagement sessions, and we need to recognize that there are many people who simply do not have access to information online."

"The digital divide adversely affects brown and black folk. Stats show only 20% of Latinos can work from home. This means not only are they more exposed to COVID-19, Latinos cannot equitably participate in a remote Planning Commission hearing in the same or equitable way that a person working from home can."

5. *Increased Racism and Stigma*

While COVID-19 has exposed deep racial and social inequities that have long existed in San Francisco, the pandemic has also brought to the surface racially driven verbal and physical abuse, particularly towards the Asian community.

"Issues to address include the reported racism against Asian folks, as the alleged creators of COVID…"

"Asians, particularly Chinese have borne the brunt of racial scapegoating as the origin of the pandemic was in China."

"The Asian and specifically the Chinese community have probably been most negatively impacted with the characterization that the pandemic is a Chinese virus."

Long-Term Solutions to Address Inequities Created and Magnified COVID-19:

The follow section highlights staff proposals on how the Department can address the racial and social inequities created and magnified by the pandemic through the Department's internal and external processes.

Prior to presenting staff proposals, it is important to note that a significant underlying theme woven throughout staff's responses to Questions 2 and 3 of the survey, was the **perception that the Department culture around racial and social equity is shaped by management and certain managers (at all levels) are not supportive of the RSEAP and in some cases, engage in (unintentional or intentional) racist behaviors, impacting staff's attitudes and ability to advance racial and social equity in their work.**

"Through this lens of racial inequity, it's difficult to believe that our roles matter or that we can address the challenges of social inequity. We need folks in charge that respect, value and can look beyond the systemic racism that allows problems to continue and that justifies the denial that many managers exhibit. Again, we need fundamental change in leadership and support in our role to be able to address these challenges."

"Support from management. It's common knowledge that some managers are not keen about racial equity."

"The Department should promote true racial equity so that communities that are adversely impacted, are represented at manager level."

Without strong leadership behind the RSEAP and support from all levels of management, the staff proposals highlighted in the next section cannot be actualized. Addressing the issues raised by staff around misconduct by some managers is a first step to changing culture and positioning the Department to do this important work.

Questions 2 and 3 asked staff to share how their projects, team, Division, or Department can address the impacts of COVID-19 on low-income communities and communities of color. Staff proposals are summarized into five key categories:

1. Hold **management accountable to serve as Equity Champions** and provide **more support for staff**
2. **Lead with equity**, guided by the Racial and Social Equity Tool(s)

3. **Prioritize projects and tasks** that directly advance racial and social equity
4. Improve **community engagement and internal and external communication** practices
5. Strengthen **interagency collaboration**

1. *Hold MANAGEMENT ACCOUNTABLE to show leadership and commitment to the Racial and Social Equity Action Plan, including providing MORE SUPPORT FOR STAFF:*
   a. **All Managers as Equity Champions**
      i. Address staff's concern about the **lack of leadership, commitment, and racist behaviors by some managers** (at all levels) in addressing racial and social inequities within the Department as well as making the RSEAP a primary focus of the Department's work.
      ii. **Provide additional Racial and Social Equity trainings for managers** to serve as equity champions and help address their own internal biases in the hiring, promotion, and management of staff.
      iii. Create and fast track a group or team of planners under the Director's supervision and under **an equity champion manager to move priority projects forward** and overcome the internal barriers and biases held by some managers who do not prioritize or place importance on the RSEAP.
   b. **Support People of Color on staff**
      i. **Reach out to people of color on staff for ideas and solutions** around changes to our codes, processes and projects, and approach to community work.
      ii. **Create a safe space and cultivate a culture that supports people of color on staff** in sharing their ideas without fear of lack of support from management and others.
      iii. **Open up opportunities for people of color** to be represented at the mid and senior management levels, recognize internalized biases when decisions are made about promotions.
   c. **Improve Hiring Process**
      i. **Provide more robust intern opportunities** and offer more high school level internships.
      ii. **Hire and offer internships to people who have not come from privileged backgrounds** or graduated from top elite colleges.
      iii. Give premium pay for planners who have **second language proficiency.**

2. *LEAD WITH EQUITY and apply the RACIAL AND SOCIAL EQUITY TOOL(S) to:*

   1. Determine **priority projects and programs**, how to **modify staff roles and tasks**, and where to **reallocate resources** to specifically address the impacts of COVID-19 on communities of concern and advance racial and social equity.
   2. **Audit CEQA environmental topic analysis and public participation process** to identify changes that could help address racial and social inequities, including the criteria used to analyze impacts and if they should be applied uniformly.
   3. **Reevaluate permitting and code enforcement processes and fines structures** to determine the impacts on low-income homeowners and small and minority-owned business owners and provide resources in-language to make processes more accessible.
   4. **Explicitly incorporate RSEAP into long-term planning** such as the general plan and area plans.
   5. **Normalize the practice of using equity as a standard consideration** for all projects.

3. *PRIORITIZE PROJECTS AND TASKS that directly advance equity, including:*

a. **Identify and advance local and state legislative changes** that specifically propose solutions to economic, social, and racial disparities magnified by COVID-19, (e.g., allowing for streamlining, flexibility, and less process in our commercial use zoning controls). [Some ideas below are dependent upon this idea.]

b. Prioritize and streamline approval for **small businesses and affordable housing projects** located in communities of concern

    i. **Housing:** permit the construction of temporary housing or emergency construction for homeless communities, freeze or waive enforcement fees for property owners that have lost their jobs, prioritizing working with non-English speaking homeowners, work on shelter permitting, create a housing recovery path to undo structural inequities created by discriminatory policies, prioritize housing projects that add 10 or more units, prioritize affordable housing development in communities of concern, address displacement, assist with construction of temporary shelters and encampments to help ease risk of the virus spreading in SROs.

    ii. **Small Businesses:** temporarily relax noticing requirements, prioritize small and minority-owned business applications, provide better support through the entitlement application process, assign dedicated small business advocates within the Department to help small business owners better navigate the City process, support small businesses implement worker protection measures, streamline all permits related to small businesses, re-instate over-the-counter approvals, simplify conditional use applications for small businesses, reduce fees on a sliding scale, assist and fast-track applications for small businesses, including pop-ups, food trucks, and restaurants.

c. **Analyze data to continually monitor and highlight disparities** and guide the Department's priority projects.

d. **Develop and design regulation/guidelines intended to protect health of essential workers** and incentivizing outdoor seating areas or use of parklets.

e. Prioritize **environmental clearance** of projects in certain geographic locations and fast track those permits to encourage socio-economic recovery.

f. Release an interim and revised **Department Priority Application Processing Guidelines** that focuses on those projects and programs that focus on the issues of highest need (e.g., housing recovery and affordable housing, racial and social equity, infrastructure that supports essential trips, job creation programs) and highest geographical need.

g. **Review or exempt projects that directly address the health emergency** (e.g., Slow Streets, testing facilities, temporary shelters, pop-up markets, outdoor restaurants, etc.)

h. **Prioritize public realm projects in neighborhoods deficient in open space** to allow for safe distancing, biking, walking, and access to nature and parks.

i. **Eliminate conditional use requirements** for restaurants or salons/personal service uses in Neighborhood Commercial Districts.

j. **Align Citywide work programs to prioritize significant improvements for low-income communities and communities of color** to help them be more resilient to COVID-19 and future pandemics, as well as extreme heat, wildfire smoke, and other air quality impacts.

k. **Analyze the impacts of different policies, collect and organize data, and engage the public and policymakers** about a vision for the future of the City, and shape the City's response and recovery.

4. *Improve COMMUNITY ENGAGEMENT AND COMMUNICATION, prioritizing communities most impacted by COVID-19:*

   a. **Allocate more resources and staff time toward creating targeted engagement strategies aimed at serving most vulnerable communities** in neighborhoods most impacted by COVID-19.
   b. **Establish a core community engagement team** that is made up of staff with experience doing on-the-ground community work such as community organizing, come from marginalized communities themselves, and are able to bridge the gap between the planning process and community needs and priorities.
   c. **Develop relationships** with communities through **reaching out and listening** and consider how projects and work programs can be adapted to meet community needs.
   d. **Conduct proactive engagement** efforts and provide **transparent information** in advance of a plan, zoning change, development project, or permit application.
   e. **Address the digital divide** by providing robust training and outreach to communities of color in navigating new digital and remote processes and work with tech companies, schools, organizations, and other agencies to provide technology and resources.
   f. Outreach to communities most impacted to **help avoid violations and/or help them navigate the process** if they are in violation of code.
   g. **Conduct in-language outreach and provide quality translation/interpretation services** during outreach events, at the permit center, and provide additional support for small immigrant and minority-owned businesses or non-English speaking residents.
   h. **Strengthen communication of current practices and policy changes to the public** (e.g., small businesses, housing, education, wireless) by referencing code, orders, etc.
   i. **Be open and transparent with communities** about the types of outcomes we want, and our department's role is in the recovery, and **create guidelines on how to make our work transparent** and accessible to those living or working near projects under CEQA review.
   j. **Fund resource programs already in place in vulnerable communities**. Ensure members of these communities have a seat and a voice in decision making process.

5. *Strengthen INTERAGENCY COLLABORATION:*

   a. Coordinate with other agencies like SFDPH to **create policies that encourage more equitable outcomes.**
   b. The City/PUC/Assessors' office should **align their assessments and fees with policy goals**. If we encourage certain types of small business or housing, then property taxes, water hookup fees, restaurant per-seat charges, etc., should be reflected in any payment programs, incentives, and waivers.
   c. **Partner with departments and CBO's currently conducting outreach**, including hearing from DSW employees working at the Emergency Operations Center.
   d. Work with partner agencies to **identify land or buildings that may be available for purchase** at potentially reduced values due to a potential recession and low interest rates, prior to identified rezoning processes. Use this land for affordable housing and other priorities.
   e. Work with the Office of Racial and Social Equity to **solidify and advance a citywide RSEAP plan.**
   f. **Assist other permit review agencies** to get up to speed on adaptive technology so that the full review process is up and running virtually.

Chapter 3 – Department State of the World Discussion

Background

Following the murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless others as a result of police brutality and misconduct, the Department held a lunchtime virtual discussion attended by 175 Department staff members on June 3, 2020. Planning Commissioners Milicent Johnson, Deland Chan, and Sue Diamond, and Director Rich Hillis opened the meeting and shared their personal experiences and reflections related to racial injustice and racism. They affirmed their support for the Department's Racial and Social Equity Action Plan and share efforts to adopt a resolution centering planning on racial and social equity.

Afterwards, Department staff participants joined one of seven virtual breakout groups to discuss two primary question groups:
- How have the recent events regarding racial inequities impacted you or what impacted you the most? What do these events say about our country right now? What did you learn from these events?
- In what ways can you in your position and the Department proactively advance racial equity?

Key Themes

The following are key themes from the breakout discussion groups:
- **Department work program**
  Ensure the Department has resources to advance racial equity, prioritize projects and programs that advance racial equity, and revise its mission statement, message, and materials accordingly.
- **Hiring and promotions**
  Strive to include more people of color on the senior management team, work to recruit and hire people of color, revisit minimum requirements, and be more inclusive of people of color in hiring and promotions.
- **Education and training**
  Provide ongoing racial and social equity training for staff and train those who haven't yet participated and provide opportunities for people to educate themselves as well.
- **Interagency coordination**
  Continue to foster collaborative partnerships with City agency partners to advance the work.
- **CEQA audit**
  Conduct an audit of CEQA processes and identify opportunities to consider and address socio-economic impacts in the audit process.
- **Exclusionary zoning**
  Explore opportunities to remove exclusionary zoning throughout the city.
- **Data-informed work**
  Identify, include, and track metrics to measure the outcomes and impacts of our work.
- **Community collaboration and trust**
  Build trust with, attend meetings in-person, and partner with vulnerable communities, and participate in a day of service.
- **Language access**
  Ensure community members understand and can participate in the Department's processes, such as the Planning Information Counter, pamphlets, notifications, and the website, among other communications.
- **Assessment tool utilization**
  Utilize the racial and social equity assessment tool on projects and every day, ensure staff are aware of and comfortable using all racial equity tools, and explore additional tool options.

Part 1 - Recent Events & New Learning

The following section highlights staff discussion regarding how the recent events regarding how the racial inequities impacted them, what these events say about our country right now, and what they learned from these events. Staff shared reflections of:

1. Personal feelings of sadness, confusion, hopelessness, and pain
2. Personal experiences related to race and prejudice
3. Gratitude for the space to share and connect and for the RSEAP
4. Call to action for the Department and for individuals

1. Personal Feelings of Sadness, Confusion, Hopelessness, and Pain

Staff shared their personal experiences, emotions and reflections regarding the recent murders and consequent protests.

"I feel overwhelmed and full of sadness"

"What is the role that I play?"

"I experience frustration when co-workers ask how the racial and social equity work applies to our Department."

"I feel really sad, horrified and shocked; my preservation job is to protect buildings, but people are more important than buildings."

"I am not prepared for this conversation."

"I am trying to process everything, very empathetic, hard, challenging as a manager because I want to be there for everybody and also respect space for people, having a difficult time, often feel like I am doing enough and having a hard time with my role in the department, money outweighs what is good and bad."

"It is tough to have racial equity conversations in a professional setting (e.g. probationary period makes staff uncomfortable to bring up racial equity)."

2. Personal Experiences Related to Racism and Prejudice

Staff shared their personal experiences related to structural racism and prejudice.

"Racist comments are real and at PIC: from the public and over 311."

"I have reflections on growing up in San Francisco, seeing segregation, displacement, and gentrification happen, and how that drove them to this profession."

"I have been sheltered from racism, grew up in a very diverse neighborhood and school in the bay area, even now feels like a bubble, HD video hasn't done anything,it takes national uproar, scary and depressing, those who support and divert attention."

"These events can be retraumatizing for PEOPLE OF COLOR – I am having a hard time not feeling like a victim, while feeling like a victim."

"Why do we struggle when the inequity is so obvious, and this has been going on for so long?"

"I have reflections on how racism manifests itself and intersects with other issues like immigration."

3. *Gratitude for the Space to Share and Connect and for the RSEAP*

Staff expressed gratitude to share and listen with co-workers during the lunchtime discussion.

"I am grateful for coworkers for having these conversations, hard to concentrate, nothing seems to change, sad that what we plan we may never build."

"Space for grieving and process needed before taking action and coming up with solutions."

"I am hoping that there are more opportunities to draw on personal experiences in the workplace."

"Self-care is okay- is a message that is appreciated."

4. *Call to Action for the Department and Individuals*

Inspired to initiate change, some staff members made a call for action.

"Our Department has a lot of work to do and I want to be a part of that."

"Our Black coworkers, friends, partners need support, prayer, and we can let them know that we really, really care."

"We need to see color, for the right reasons. It's okay to point out color. Let's not mask over inequities. ("I don't see color" is not addressing the issue)."

"I am nervous about stating the wrong thing and not knowing what actions [to] take, particularly given concerns about protesting with COVID."

Part 2—What it Means for our Work

The following section highlights staff ideas regarding how they can utilize their staff position to address racial equity and how the Department can proactively advance racial equity. Staff proposals are summarized into five key categories:

1. Center racial and social equity in the Department's **work program and mission statement** and use data to inform and measure implementation.
2. Provide more support for staff in **hiring, promotion, and recruitment**; **staff orientation; communications with managers; staff meetings; and, education and trainings**.
3. **Partner and foster relationships with communities** to build trust and provide the support they need and reshape communications materials to be accessible.
4. **Apply the Racial and Social Equity Assessment Tool** and ensure that our work proactively advances racial and social equity.
5. **Strengthen Interagency collaboration and empower decision-makers** to advance racial and social equity.

1. *Center racial and social equity in the Department's work program and mission statement and use data to inform and measure implementation:*
   a. **Reshape the Department's work program and resources** to align with racial equity values.
      i. Assess the resources we have and prioritize based on racial equity outcomes.
      ii. Ensure resources are distributed equitably citywide to meet the needs of our vulnerable communities.
      iii. Examine systems changes that lead to racial inequities and barriers and center work program to abolish them.
   b. Proactively **shape the Department's work to advance racial and social equity**.
      i. Focus work on racial and social equity at the start of an initiative, instead of focusing resources to reshape existing projects that didn't proactively advance racial and social equity.
   c. Strengthen the Department's **racial and social equity voice and adjust its mission**.
      i. Center the voice of PEOPLE OF COLOR communities in the Department's work and build trust with them.
      ii. Clearly center the advancement of racial and social equity in the Department's mission statement.
      iii. Revise the Department's preservation priorities from White or moneyed buildings to a broader range of resources and change how we evaluate our historic resources by working with communities to understand their cultural resources.
   d. **Employ metrics and performance measures** in our work.
      i. Take health outcomes (and health inequities) into consideration in the outcomes and metrics of our work. Currently, the Department doesn't enforce or track measures to close gaps.

2. *Provide more support for staff in hiring, promotion, and recruitment; staff orientation; communications with managers; staff meetings; and, education and trainings:*
   a. Reshape human resource practices to **hire, promote, and recruit more PEOPLE OF COLOR staff members** to the Department.
      i. Revise minimum qualifications to allow for Planner applicants without an advanced degree and with equivalency for work experience to apply.
      ii. Improve the hiring and promotion process to improve representation of PEOPLE OF COLOR at all positions levels to represent community and to support and enhance the experience of junior PEOPLE OF COLOR staff; racial diversity declines at the management, senior management, and director levels.
      iii. Examine the barriers to taking the exam, applying, interviewing and being hired to be a Planner with the Department.
      iv. Adjust the salary levels of Department staff to compensate Planner Tech and Administrative staff at a rate more closely aligned to Planner positions.
   b. Enhance **staff orientation, meetings, and connections between divisions**.
      i. Immediately introduce new staff, form small groups to support each other so there's a degree of comfort amongst colleagues, and empower division directors to reflect staff input and demonstrate action taken.
      ii. Make space in regular staff meetings for examination of racial and social equity issues
      iii. Enhance connections between Current Planning, Environmental Planning, and Citywide Planning.
   c. Continue to **conduct racial equity trainings and support education**.

  i. Conduct RSEAP Staff Training for staff who are new and those who did not participate in the first round and provide ongoing training for all staff.

  ii. Take responsibility for educating themselves, their families, and friends on the history of racism in American and how to be anti-racist; a reading list from the RSEAP team would help support that.

  iii. Need for continued open training and discussion because removing bias and learning how to confront racism does not come naturally for many.

3. *Partner and foster relationships with communities to build trust and provide the support they need and reshape communications materials to be accessible.*

 a. Boldly act and try something new by exploring **partnering with communities and trying a bottom-up approach**.

 b. **Get away from the office and desks and attend community meetings** to build trust and demonstrate the Department is planning for the community.

 c. **Host a Departmentwide monthly "day of service"** in which we go to vulnerable communities to provide planning assistance.

 d. **Redesign materials to be inclusive** and include photos of the city beyond Market Street or Dolores Park (which are skewed to White men).

 e. **Communicate the outcomes sought** and of interest to the community behind the policy presented.

 f. **Ensure language access** for non-English speakers.

 g. **Ensure the PIC is accessible and inclusive** to all residents by offering language translation services and accessible language regarding Department processes.

4. *Apply the Racial and Social Equity Assessment Tool and ensure the Department's work proactively advances racial and social equity.*

 a. **Train staff** on how to use the **Racial and Social Equity Assessment Tool**.

 b. Ensure the **RSEAP resources are accessible** on the intranet (e.g. public participation guidelines, the assessment tool, and other resources) and consider a book club to discuss books and articles.

 c. **Expand the practical ways** that racial and social equity can be applied to our work and our day-to-day thinking (e.g. racial and social equity section in legislative staff reports).

 d. **Provide fee waivers** based on income status of project applicants as some requirements are burdens.

 e. **Conduct a CEQA Audit** to better understand how neglecting to consider socio-economic factors (code for "race") in thinking about the impacts to the environment, is actually propping up racial injustice and has desperate impacts.

 f. **Remove exclusionary zoning**, a foundational idea of planning, that is preserving property values for predominantly high-income, White single-family homeowners.

5. *Strengthen **interagency collaboration and empower decision-makers** to advance racial and social equity:*

 a. **Work more collaboratively with SFDPH and with OEWD** to align policies and uplift Black-owned and -operated businesses, among other business stabilization and workforce development work.

 b. **Distribute resources equitably** in the City (e.g. testing sites are not placed in the neighborhoods that need them).

 c. **Partner more with community-based organizations and non-profits** that focus on health disparities.

 d. Work with decision-makers to **ensure that existing inequality is not furthered,** and that existing equality is authentically addressed.

Appendix – Staff Culture Survey Questions

2019 San Francisco Planning Department Employee Survey
Introduction

For the past three years, SF Planning has been undertaking an effort to more explicitly advance racial and social equity in both our internal practices and external work. This survey is similar to the one that was issued two years ago and is a way for us to gather employee feedback on how our department is doing since having completed the foundational training and several other activities to implement the draft Racial & Social Equity Action Plan. This survey is a best practice from other cities that have undertaken similar work and helps to provide insight into the organizational culture and progress since the first staff culture survey.

2019 San Francisco Planning Department Employee Survey
Employee thoughts and understanding about racial equity in SF Planning Department

Please select the response(s) that best reflects your opinion. Please note that you will have an opportunity to provide additional, detailed feedback at the end of the survey.

1. Thoughts and Understanding

	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree	Don't know what this means
I have a basic understanding of the racial disparities that exist in San Francisco (within Planning Department and at citywide level).						
I can identify examples of institutional racism (i.e., when organizational programs or policies intentionally or unintentionally work to benefit one group over another).						
I am actively involved in promoting social justice changes in the workplace.						

I believe I have the tools to address institutional racism in my workplace.					
I think it is valuable to discuss the impacts of race.					
I understand why it is important for SF Planning to make racial equity a priority in our work.					

2. I am actively involved in addressing racial disparities through my work with SF Planning.

   Strongly Disagree   Disagree   Neither Agree/Disagree   Agree   Strongly Agree

 3.I would consider becoming more actively involved in addressing racial disparities through my work with SF Planning if:
(Please check ALL that apply)

___ I had more information / training
___ I have more time and resources
___ there is greater management / supervisory support
___ Other (please explain)

4. I am familiar with my department's efforts to address racial disparities.

   Strongly Disagree   Disagree   Neither Agree/Disagree   Agree   Strongly Agree

5. I understand the purpose of the Racial and Social Equity Initiative.

   Strongly Disagree   Disagree   Neither Agree/Disagree   Agree   Strongly Agree

6. I am familiar with the department's Racial and Social Equity Action Plan.

   Strongly Disagree   Disagree   Neither Agree/Disagree   Agree   Strongly Agree

7. I have read the department's Racial and Social Equity Action Plan.
 Yes   No

7. Please select the response to each question that best reflects your opinion.

	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree	Don't know what this means
I feel comfortable talking about race within my department work setting.						
I have positive relationships with employees in my department that are of a different race/ethnicity.						
I observe/have observed racial tension between employees in my department.						
People in leadership in my department participate in discussions about institutional racism.						
People in leadership in my department support discussions about institutional racism.						
My department provides support for resolving workplace issues involving institutional racism.						
My department encourages staff to participate in trainings, workshops, or events that address racial equity.						
My department fosters initiatives that put racial equity at the forefront of its decision-making processes.						

I am satisfied with my current level of involvement in addressing racial disparities.					
I feel that addressing racial disparities is a priority for the Department.					

2019 San Francisco Planning Department Employee Survey
Departmental efforts towards workforce equity and diversity

8. I am aware of efforts in my department to increase workforce equity (i.e., strategies and practices to improve diversity on all levels and across functions).
  Strongly Disagree Disagree Neither Agree/Disagree Agree Strongly Agree
  Anything you want to add? _____

9. SF Planning can do more to increase workforce equity.
  Strongly Disagree Disagree Neither Agree/Disagree Agree Strongly Agree
  Anything you want to add? _____

10. I feel that opportunities for promotion are accessible to everyone equitably regardless of race or ethnicity.
  Strongly Disagree Disagree Neither Agree/Disagree Agree Strongly Agree
  Anything you want to add? _____

11. In my department supervisors and managers hold all employees to the same workplace expectation and disciplinary standards.
  Strongly Disagree Disagree Neither Agree/Disagree Agree Strongly Agree
  Anything you want to add? _____

12. Compared to my peers (based on education/experience) I am being compensated fairly.
  Strongly Disagree Disagree Neither Agree/Disagree Agree Strongly Agree
  Anything you want to add? _____

Departmental efforts toward equitable contracting and inclusive public engagement.

13. Please select the response that best reflects your opinion.

	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree	I don't know.
SF Planning attempts to hire contractors that are racially/ethnically diverse.						
SF Planning hires contractors that have competence working with communities of color.						
SF Planning hires contractors that are sensitive to issues of racial and ethnic equity.						
I am aware of efforts in my department to be more inclusive in community outreach.						
I am aware of efforts in my department to be more inclusive in public engagement.						
My department seeks input on decision making from communities of color.						
My department partners with other institutions to create racial equity.						

14. SF Planning Senior Management - please select the response that best reflects your opinion.

	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree	I don't know.
SF Planning's Senior Management understands the value and importance of making racial and social equity a priority in San Francisco.						
SF Planning's Senior Management acknowledges the value of conversations about racial equity.						
SF Planning's Senior Management participates in conversations about racial equity.						
SF Planning's Senior Management supports conversations about racial equity.						
SF Planning's Senior Management addresses racial disparities in departmental planning and strategies.						
SF Planning's Senior Management proposes internal policies that can help foster institutional racial and social equity.						
SF Planning's Senior Management proposes external policies that can help foster						

institutional racial and social equity.						

15. The Planning Commission - please select the response that best reflects your opinion.

	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree	I don't know.
The Planning Commission clearly articulates the importance of addressing racial equity in San Francisco.						
The Planning Commission clearly articulates the importance of achieving racial equity in San Francisco.						
The Planning Commission makes decisions that reflect a commitment to advancing racial and social equity.						

16. The Historic Preservation Commission - please select the response that best reflects your opinion.

	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree	I don't know.
The Historic Preservation Commission clearly articulates the importance of addressing racial disparities in San Francisco.						
The Historic Preservation Commission clearly articulates the importance of achieving racial equity in San Francisco.						
The Historic Preservation Commission makes decisions						

that reflect a commitment to advancing racial and social equity.					

2019 San Francisco Planning Department Employee Survey

Final Impressions

17. As a whole, my department is making progress towards achieving racial equity.
Strongly Agree   Somewhat agree   Somewhat disagree   Strongly disagree   Don't know

18. As a whole, the City and County of San Francisco is making progress towards racial equity.
Strongly Agree   Somewhat agree   Somewhat disagree   Strongly disagree   Don't know

19. How can your division (Current Planning, Environmental Planning, etc.) strengthen its implementation of achieving racial and social equity?

20. Now that we have completed the foundational training, released a draft action plan, have instituted brown bag sessions, have created guidelines to address implicit bias in internship application reviews, and other activities; what additional activities, training, or efforts do you think would be helpful?

22. How else can we foster inclusivity in the Planning Department?

23. Have we missed anything?

Please use the space below to share any thoughts or feedback you have on the racial and social equity initiative underway at SF Planning.

2019 San Francisco Planning Department Employee Survey

Demographic Information

This data will provide a summary of the diversity of employees who participated in the survey and will allow us to conduct more in-depth analysis of the survey questions. Remember, your responses will never be linked to your identity.

22. Please select your division.

23. Please select your job class.

24. What is the race or ethnicity with which you most closely identify?

_____ American Indian, Alaska Native or First Nations
_____ Asian
_____ Pacific Islander
_____ Black, African American, or Black African
_____ Latina/o/x or Hispanic
_____ Middle Eastern
_____ White or European American
_____ Multiracial
_____ Other or optional subgroup for specificity (example: Filipino)

25. Do you identify as the following? (Please choose all that apply)
_____ Refugee
_____ Immigrant
_____ N/A
_____ Other (please specify)

26. What is your gender? (Please check ALL that apply.)
_____ Female
_____ Male
_____ Transgender
_____ I'd prefer not to answer.
_____ Other (please specify)

27. Do you identify as the following? (Please choose all that apply)
_____ Gay
_____ Lesbian
_____ Bisexual
_____ Queer
_____ Transgender
_____ Questioning
_____ I'd prefer not to answer
_____ N/A

28. Are you a person with a disability?
_____ Yes
_____ No
_____ I'd prefer not to answer.

Racial & Social Equity Terminology / Glossary

- Ableism: Discrimination or prejudice, whether intentional or unintentional, against persons with disabilities

- Accommodation: is a modification, whether in the classroom or in the workplace, that ensures that a person with a disability can participate on a "level playing field" as those without disabilities.

- Accessible: Spaces and programs are made to be inclusive of persons with disabilities, and generally don't require accommodations.

- Adverse Impacts: refers to practices or policies that appear neutral but have a discriminatory effect on a protected group. Source: Office of Equity and Human Rights (OEHR)

- Affirming Congregation: Congregations, usually Christian churches, which welcome LGBTQ people.

- Alliances: The confluence in struggle of large-scale social forces (like social classes, or social move-ments), as part of a strategic orientation toward the coordinated pursuit of common aims.

- Asian: Culture, people and customs related to the continent of Asia. Be aware of the differences in areas, such as South Asia (India, Pakistan, etc.) and East Asia (China, Japan, etc.). Oriental is considered offen-sive and should not be used as a synonym.

- Being an Ally: a sincere commitment on the part of a privileged individual to offer ongoing support to individuals, groups or organizations that oppose that kind of privilege, and to take direction from them about the form that support should take.

- Black & African-American: Black refers to people of the African diaspora, which includes those in the Americas, the Caribbean and Europe. African-American refers to Americans of African descent. Some prefer one term over the other.

- Classism: A system of power and privilege based on the accumulation of economic wealth and social status. Classism is the mechanism by which certain groups of people, considered as a unit according to their economic, occupational, or social status, benefit at the expense of other groups. The effects of this imbalance are pervasive in the social system, affecting all facets of people's lives.

- Cisgender: Someone who identifies as the gender they were assigned at birth. If someone assigned "female", raised as a girl and identifies as a girl/woman, she is cisgender.

- Civil Rights Title VI: refers to Federal Law. No person in the United States, on the grounds of Race, Color, or National Origin, shall be excluded from participation in, denied the benefits of, or subjected to discrimi-nation under any program, service, or activity of a public entity, like the City of Portland, that receives federal assistance.

- Color Blind: This term originated from civil rights legislation, but is currently used by those who oppose race-conscious policies, like affirmative action, to argue that race does not/should not matter in decision making. It is also used to mean that one does not 'see' race, but can be disempowering for people whose racial identity is an important part of who they are.

- Communities of Color: is a term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism. Source: OEHR

- Cultural Appropriation: taking and benefiting from the expression, ideas, artifacts, etc. of another culture without permission. Often done by the dominate culture. This is not cultural exchange, which requires

mutual consent and respect.

- Discrimination: Actual negative or positive actions or treatment towards members of a particular group based on their membership of that particular group

- Disparate Impacts: refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

- Equity Lens: is a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities. Source: OEHR

- Ethnicity: A category that describes membership to a group based on real or presumed common ancestry, shared languages and/or religious beliefs, cultural heritage and group history.

- Explicit Bias: is the evaluation of one group and its members relative to one another, expressed directly with full awareness. Source: OEHR

- First Generation Student: a post-secondary student whose parents never enrolled in or completed college.

- Gender Expression: The physical manifestation of gender through clothing, hairstyle, voice, body shape, etc. Most people make their expression match their identity (who they are), rather than their sex assigned at birth.

- Genderqueer: Someone whose gender identity or expression is neither man nor woman, is between, beyond or some combination of genders.

- Heterosexism: is a form of bias and discrimination that favors people who are exclusively romantically and/or sexually attracted to people of the opposite sex/gender.

- Identity: The sense of self, providing sameness and continuity in personality over time; the condition of being oneself and not another.

- Immigrant: Person who moves to another country usually for permanent residence. They may or may not be citizens. Alien is considered a slur.

- Implicit Bias: is the evaluation of one group and its members relative to one another, expressed indirectly, usually without awareness. This operates in one's subconscious. Source: OEHR

- Income Gap: is a disparity in income between one group and another. Looked at in terms of the whole economy, the most common income gap is that between 'rich' and 'poor', with the 'rich' usually being defined at the top 20% of income earners (the top quintile), and the poor the bottom 20% (bottom quintile.)

The income gap between blacks and whites is a result of the lasting legacy of slavery. In 2014, the Pew Research Center reported that the median white household was worth $141,900, 12.9 times more than the typical black household, which was worth just $11,000. In 2007, the ratio was 10 to one. The divide between white families and Hispanics was similar (Slate, J. Weissmann 2014).

In 2015, female full-time workers made only 80 cents for every dollar earned by men, a gender wage gap of 20 percent. Women, on average, earn less than men in virtually every single occupation for which there is sufficient earnings data for both men and women to calculate an earnings ratio (Institute for

Women's Policy Research, 2016).

- Internalized Racism: Interpersonal Racism mean? What are some examples of this type of racism? Interpersonal Racism is when an individual shows negative ideas or actions towards another race or culture not their own. All types of people have these attitudes, but these attitudes are most obvious in the White dominated society we live in.

- International: relating to two or more nations.

- nterpersonal Oppression: Attitudes and actions that reflect prejudice against a social group (unintentional and intentional).

- Interpersonal Racism: Interpersonal Racism is when an individual shows negative ideas or actions towards another race or culture not their own. All types of people have these attitudes, but these attitudes are most obvious in the White dominated society we live in.

- Institutional Oppression: Policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups (intentional and unintentional).

- Institutional Racism: Institutional Racism is the laws and practices that institutions create in order to benefit White people at the expense of people of color. The outcomes of these policies and practices always have negative effects on people of color. Institutional Racism is different from interpersonal or internalized racism because it does not just affect one person; it affects large groups of people at once. The flipside of Institutional Racism is White Privilege, the fact that White people have social advantages in things like getting jobs, getting into college, and running government and businesses.

- Intersectionality: Can be defined as the study or concept of discriminatory or oppressive institutions on disenfranchised groups or minorities, and the way these groups are interconnected. The theory of intersectionality is based on the concept that oppressive institutions within society, such as racism, ageism, sexism, and homophobia, do not act independently, but are instead interrelated and continuously shaped by one another. (source, UCCNRS)

- Latin: a person of Latin American descent. Hispanic refers to relation with Spain or Spanish-speaking countries; "Spanish" only refers to someone from Spain. In the Spanish language, most nouns default to masculine or feminine, as do the adjectives that describe them. So if you're referring to a group of people that includes a man, the word you'd use for that group would be masculine – even if that group is mostly made up of women. To get around this, a growing number of activists, academics and bloggers have taken to employing the webby appellation "Latin@," which includes both the masculine "o" and the feminine "a," as a way to describe people with Latin American roots (and now Latinx without reference to gender). (NPR, Gene Demby 2013).

- LGBTQ Acronym: stands for Lesbian, Gay, Bisexual, Transgender and Queer. The acronym sometimes includes Asexual, Intersex, Questioning, Ally, Unidentified or Genderqueer.

- Microaggressions: commonplace verbal or behavioral indignities, whether intentional or unintentional, which communicate derogatory, hostile, or negative racial slights or insults.

- Minimum Wage: the least amount of money per hour that workers can be paid by law. In Missouri it is 7.65 per hour.

- Minority: Small group or category within a larger demographic. For example, in 2014 only 3% of under-graduate students at the University of Missouri were Latino or Hispanic.

- Misogyny & Trans-Misogyny: is a general hatred and hostility towards women. Trans-misogyny is the same hatred but targeted at trans-feminine people.

- Multiracial: representing various races or person whose parents are of different races or ethnicities.

- Native American: a member of any of the first groups of people living in North America. When in doubt, ask what identity label someone prefers (Native American, American Indian, First Nation or Indigenous person). Indian is seen as an offensive term.

- Non-binary: identities that are not defined along the male/female binary. Non-binary people may feel that they exist as both, neither or a mix of identities.

- Oppression: A system that maintains advantage and disadvantage based on social group memberships and operates, intentionally and unintentionally, on individual, institutional, and cultural levels.

- Oppression Olympics: A term that describes but rejects as false the phenomenon whereby people against prejudice towards one group will attempt to position that prejudice as "worse" than the prejudice faced by another group.

- People or Person of Color: Umbrella term for anyone who is non-White. Colored is considered offensive although some individuals still prefer it. Ethnic and urban are also considered terms with negative under-tones and are not synonymous.

- Positionality: A practice of acknowledging the specificity of one's social position, especially one's access to privilege, which may make one incapable of understanding or speaking authoritatively about the ways others are impacted adversely by the operation of privilege. Example: the "I am not Trayvon Martin" meme" from 2013, which urged whit people to refrain from identifying with African-American resistance, for reasons of positionality.

- Power: The People's Institute defines power as "having legitimate access to systems sanctioned by the authority of the state." (Chisom and Washington, op. cit., p.36.)

Other definitions of Power which you might find useful

- Power is the ability to define reality and to convince other people that it's their definition. (Definition by Dr. Wade Nobles)

- Power is ownership and control of the major resources of a state, and the capacity to make and enforce decisions based on this ownership and control.

- Power is the ability to decide who will access to resources; the capacity to direct or influence the behavior of others, oneself, and/or the course of events

- Prejudice: A negative or positive (usually negative) attitude or affective response toward a certain group and its individual members

- Pronouns: Gendered pronouns include she/her and he/him. Gender-neutral pronouns include the singular they/them and ze/hir. Many other pronouns exist as well. If unsure of someone's pronouns simply ask "what are your pronouns."

- Privilege: Unearned access to resources only readily available to some people as a result of their advan-

taged social group membership.

- Queer: A reclaimed term used to self-identify as part of the LGBTQ community. Not everyone uses this term as it can be used as a slur. Consider context before using this term.

- Race: The meaning of 'race' is constantly shifting and being contested. Its uses in a society have more to do with power relations, economic arrangements, social norms and prevailing ideologies than with physio-logical differences between and among human beings (such as skin color). Race as a way of categorizing groups of people most often is used to explain, justify and/or maintain inequalities and oppressive social practices. While concepts of race have varied and changed over time – often in response to resistance and struggle-a socio-historical category used to divide people into populations or groups based on physical appearance, such as skin color, eye color, hair color, etc.

- Racial Equity: When race does not determine or predict the distribution of resources, opportunities, and burdens for group members in society. Source: OEHR

- Racial Equity Framework: An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (i.e. community self-determination, shifting power, etc. . .) in order to replace them with struc-tures that produce equitable outcomes.

- Racial Equity Tool: A set of strategies, procedures, and resources designed to integrate explicit consider-ation of racial equity and that can be implemented and applied throughout organizational policy, proce-dures, and operations to ensure/dr9ve equitable process, impacts, and outcomes. Source: OEHR

- Racial Disparity: A significant difference in conditions between a racial group and the White population this is avoidable and unjust. For example, African-Americans are underrepresented in City of Portland management positions when compared to the percentage of African-Americans in the general population or the representation of Whites in management positions. Source: OEHR

- Racism: Racism involves ideology, structures, policies and practices, it is best understood as having several manifestations: interpersonal, institutional and structural (we define each of these below). Taken together, we can offer a working definition of racism: Racism is a system that consists of policies, practices, and norms that structure opportunity and assign value based on physiological characteristics such as skin color. Racism unfairly disadvantages some individuals and communities and undermines the realization of the full human potential of the whole society.

- Reverse Racism: A term created and used by white people to deny their white privilege. Those in denial use the term reverse racism to refer to hostile behavior by people of color toward whites, and to affirma-tive action policies, which allegedly give 'preferential treatment' to people of color over whites. In the U.S., there is no such thing as "reverse racism."

- Social Group: A group of people who share a range of physical, cultural, or social characteristics within one of the social identity categories.

- Socio-Economic Status (SES): A place within the social hierarchy based on factors, like education, income and occupation.

- Solidarity: A stance, within and between social movements, of treating "injuries to one" as if they were injuries to all," and resisting them in common, as matters of shared priority, rather than as the concern only of those under attack. Example: The "I am Trayvon Martin" slogan used in anti-racist protests in 2013, which echoed the old labor-movement principle of solidarity ("An injury to one is an injury to all.)

- Structural Racism: While most of the legally based forms of racial discrimination have been outlawed, many of the racial disparities originating in various institutions and practices continue and accumulate as major forces in economic and political structures and cultural traditions. Structural racialization refers to the ways in which social structures and institutions, +over time, perpetuate and produce cumulative, durable, race-based inequalities. Structural Racism lies underneath, all around and across society. It encompasses:

  History, which lies underneath the surface, providing the foundation for white supremacy in this country.

  Culture, which exists all around our everyday lives, providing the normalization and replication of racism and, Interconnected institutions and policies, they key relationships and rules across society providing the legitimacy and reinforcements to maintain and perpetuate racism.

  Structural Racism in the U.S. is the normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage whites while producing cumulative and chronic adverse outcomes for people of color. It is a system of hierarchy and inequity, primarily characterized by white supremacy – the preferential treatment, privilege and power for white people at the expense of Black, Latino, Asian, Pacific Islander, Native American, Arab and other racially oppressed people.

- Transgender: is someone who does not identify as the gender they were assigned at birth. Transvestite or transsexual should not be used as a synonym.

- Underrepresented: refers to groups of people who traditionally and currently are represented in lower proportional numbers to dominant groups (i.e., the number of women in STEM fields, the number of minorities on campus, etc.).

- Under-served: refers to people and places that historically and currently have not had equitable resources or access to infrastructure, healthy environments, housing choice, etc. Disparities may be recognized in both services and in outcomes. Source: OEHR

- White (as in "white people"): The term white, referring to people, was created by Virginia slave owners and colonial rulers in the 17th century. It replaced terms like Christian and "Englishman" (sic) to distinguish European colonists from Africans and indigenous peoples. European colonial powers established white as a legal concept after Bacon's Rebellion in 1676 during which indentured servants of European and African descent had united against the colonial elite. The legal distinction of white separated the servant class on the basis of skin color and continental origin. "The creation of 'white' meant giving privileges to some, while denying them to others with the justification of biological and social inferiority. (Margo Adair & Sharon Powell, The Subjective Side of Politics. SF: 1988. P.17.)

- White Privilege: A privilege is a right, favor, advantage, immunity, specially granted to one individual or group, and withheld from another. (Websters. Italics mine.) White privilege is an historically based, insti-tutionally perpetuated system of: (1) Preferential prejudice for and treatment of white people based solely on their skin color and/or ancestral origin from Europe; and (2) Exemption from racial and/or national oppression based on skin color and/or ancestral origin from Africa, Asia, the Americas and the Arab world. U.S. institutions and culture (economic, legal, military, political, educational, entertainment, familial and religious) privilege peoples from Europe over peoples from the Americas, Africa, Asia and the Arab world. In a white supremacy system, whit privilege and racial oppression are two sides of the same coin. "White peoples were exempt from slavery, land grab and genocide, the first forms of white privilege (in the future US)." (Virginia Harris and Trinity Ordona, "Developing Unity among Women of Color: Crossing the

Office of Racial Equity: Vulnerable Populations Engagement Assessment - Details

Vulnerable Populations Served

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

This document accompanies the Vulnerable Populations Engagement Assessment Survey.

San Francisco Planning Department
Completed by: Various managers, contact for questions: Claudia Flores, Principal Planner
Claudia.Flores@sfgov.org

Date: 07/13/2020
Updated: 12//2020

Vulnerable Populations Engagement Assessment

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

Instructions

In the Population column, please list each of San Francisco's communities of color and other vulnerable groups you identified in the accompanying July 2020 survey. *Note that the Planning Department organizes of our work by projects and it would be difficult to tease out individual populations from each project. Therefore, the table is filled out by projects and the percentage and amount of budget is a best approximation of the portion of those projects that focuses on vulnerable and equity populations.*

For each group, include:
- Stakeholder Engagement: Please describe your community engagement activities with these stakeholders.
- % of Budget: What percentage of your budget supports this effort?
- $ of Budget: What dollar amount of your budget supports this effort?
- Critical Issues: From your engagement, please list issues that the groups/communities have identified as critical.
- Milestones/Measurable Activities: What milestones or measurable Department activities support the identified population?
  - Ex: direct service and/or provide funding for services

Given the impact of COVID-19, please include your Department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please use the table below and add rows as needed.

Note: The below figures are estimates for the current FY20-21 budget. The figures are based on an internal budget equity tool to help distill the approximate percentage of resources each project/program area focuses on communities of color and other vulnerable communities. Also note that a large percentage of the Department's budget revenues (at least 80%) comes from permit fees and therefore there is limited discretion on that portion of revenues outside of delivering the services those fees pay for. The Department's General fund support has been between 4%-10% since FY14-15 (12% for FY20-21 due to increased rent).

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Transportation					
Transportation work Projects such as: Transportation Element update for General Plan (ConnectSF), 22nd Street Station Study, Railyard Work Group	Staff are at various points with engagement of vulnerable stakeholders through these various projects.	0.6%	$347,000	Promote equitable transportation policies; Environmental Health and Justice	- TBD
TDM Program Reduces VMT in new developments and encourages/supports more equitable modes of transportation.	TBD	0.6%	$366,000	Promote equitable transportation policies	- TBD

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Land Use, Housing & Community Planning					
Land Use, Housing & Community Planning Projects such as: *Land Use Policy – Economic Recovery (COVID Response)*: The Southeast Framework Community Facilities Assessment and Schools Framework, and SoMa/Mission Bay Community Facilities Assessment. *Neighborhood Plans-Primary Projects:* A) Bayview Land Use/Zoning B) Western Neighborhoods | Citywide Rezoning *Major Projects/ Development Agreements:* Treasure Islands, Public Lands for Housing, Stonestown/SFSU, Recology, Freedom West	Staff are at various points with engagement of vulnerable stakeholders through these various projects.	1.31%	$786,900	Small business/economic development; Access to essential services (such as open space, medical care, healthy food); Affordable PDR spaces; Reduce or reverse displacement; Affordable housing: preservation, protection, and production; Create housing opportunities for communities of color and low-income households in high opportunity areas	• The Southeast Framework Community Facilities Needs Assessment identifies findings and recommendations for how to address the growing demand of and provide for equitable access to community facilities in the southeast. • The Bayview Industrial Triangle rezoning was complete providing additional protection industrial areas that traditionally provide blue collar (Production, Distribution and Repair - PDR) jobs.
Urban Design					
Urban Design *Design Policy and Guidelines:* Cultural District Design Guidelines, Objective Design Standards, Urban Design Element Update, and Urban Design Support to Housing Policy and Legislation *Public Realm Plans:* Coordination of interagency efforts to create a unified vision for long-term public realm improvements with allocated financial and staff resources focused on areas of vulnerability.	Staff are at various points with engagement of vulnerable stakeholders through these various projects.	1.64%	$986,370	Affordable housing: preservation, protection, and production; Create housing opportunities for communities of color and low-income households in high opportunity areas; Access to essential services (such as open space, medical care, healthy food); Reduce or reverse displacement	• The Japantown and Calle 24 Design Guidelines were complete with clear equity goals. The guidelines help staff and the Commissions evaluate the design of projects to ensure that design responds to the unique characteristics of the respective neighbors.
Resilience & Sustainability					
Resilience & Sustainability Projects such as: Islais Creek, Bayview Resilience, Climate Resilience General	Staff are at various points with engagement of vulnerable stakeholders	0.73%	$439,200	Affordable housing: preservation, protection, and production; Create housing opportunities for	• Islais Creek Adaptation Strategy hosted two community workshops in the Bayview, has been attending

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Plan Amendments, Climate Action Plan	through these various projects.			communities of color and low-income households in high opportunity areas; Small business/economic development; Projects that otherwise have an explicit focus on advancing racial equity or respond to city- or community-led program to advance racial equity; Promote equitable transportation policies; Environmental Health and Justice; Affordable PDR spaces; Reduce or reverse displacement	community organizations' meetings, meeting people where they are at, to vet strategy alternatives. Department will host additional engagement in early 2021 such as virtual office hours in Jan/Feb. • The General Plan's Safety Element updates and Climate Action Plan have explicit intentions around equity and climate vulnerable populations, which are majority BIPOC communities.

Plan Implementation

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Plan Implementation This incudes: Citizen Advisory Committees (CACs) Interagency Plan Implementation Committee (IPIC) and Capital Planning; Development Agreement Implementation and Phase Review	Staff are at various points with engagement of vulnerable stakeholders through these various projects.	0.15%	$91,500	Affordable housing: preservation, protection, and production; Create housing opportunities for communities of color and low-income households in high opportunity areas; Small business/economic development; Promote equitable transportation policies	• Ongoing engagement with CAC members • Active engagement with BOS and Mayor's Office to fill CAC vacancies and achieve broader representation on CAC.

Public Information & Education

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Public information & education This includes: Providing public information and support to the public in-person, via email, and by phone; approve OTC permits for small businesses. Also, Youth Education & Engagement.	Staff are at various points with engagement of vulnerable stakeholders through these various projects and services. This also includes a specific youth engagement program that	0.79% 2.6 FTE	$475800	Projects that otherwise have an explicit focus on advancing racial equity or respond to city- or community-led program to advance racial equity; Small business/economic development	• A Youth Engagement strategy was developed this summer for the Department • The Department worked with youth at three schools through Y-Plan including: Malcom X Academy, Balboa High School and

Vulnerable Populations Engagement Assessment

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	prioritizes youth of color.				Monroe Elementary School.
Administration & Human Resources					
Contracts Development, execution of department contracts, RFPs and grants	Outreach to LBEs (divisions do most other community engagement through project implementation)	0.08%	Approximately $45,750 to be confirmed	Phase I Objective 4.2 Extend outreach to more Local Business Enterprises and other underrepresented groups.	• TBD
Racial & Social Equity Plan + Environmental Justice					
Racial & Social Equity Action Plan Development and Implementation tracking. Environmental Justice & Equity Policies in the General Plan	Staff are at various points with engagement of vulnerable stakeholders through these two key projects. Initial focus groups and interviews were done to inform the R&SE Action Plan. Engagement for EJ has been scoped and will launch in spring of 2021.	2%	$1,189,500	Projects that otherwise have an explicit focus on advancing racial equity or respond to city- or community-led program to advance racial equity; Environmental Health and Justice	• Commissions Equity Resolutions adopted with significant community input • Adopted Phase 1 Action Plan under implementation • Racial & Social Equity Assessment Tools utilized by staff are informing Board Legislation and community planning projects
Community Engagement Program					
Community Engagement Team This includes: Comprehensive community engagement strategy; Mission District community development; Tenderloin community development; HOMES/Westside/Fillmore	Staff are at various points with engagement of vulnerable stakeholders through these two key projects.	0.9%	$549,000	Create housing opportunities for communities of color and low-income households; Small business /economic development; Access to essential services; Projects that otherwise respond to community-led program to advance racial equity; Affordable PDR spaces; Reduce or reverse displacement	• Over 90% of Mission Action Plan has been implemented with measures to support community stabilization and anti-displacement • HOMES community engagement launched in D1 and D7
Policies and Strategies for Key Equity Projects					
Policy and Strategy work	Staff are at various points with	1.7%	$640,500	Create housing opportunities for communities of	• Japantown draft CHHESS report issued by

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This includes: Housing Element Update; Recovery Strategies; Housing Policy Coordination; Cultural Districts; as well as COVID-19 Knowledge Gathering	engagement of stakeholders through these various initiatives. This includes engaging communities of color and vulnerable communities impacted by climate change.			color and low-income households; Small business /economic development; Access to essential services; Reduce or reverse displacement	community, collaboration with community for next steps / implementation underway • SoMa Pilipinas draft CHHESS report issued by community, collaboration with community for next steps / implementation underway • Housing Element community engagement Phase 1 complete
Historic Preservation					
Historic & Cultural Preservation Programs Projects such as: Landmark Designation Registry, Legacy Business Program, Citywide Historic Survey, CEQA Cultural Resource Review	Efforts to increase the representation of people of color and marginalized groups on the landmark designation registry by engaging with Cultural Districts and other groups. Community outreach for the Citywide historic survey will focus on communities of color and identification of preservation of historic and cultural resources within those communities, which will support community stabilization efforts. Training and engagement of cultural resource, history, and preservation professionals and advocates for equity	0.8%	$475,800	Cultural displacement of marginalized groups; Lack of access to incentive programs for preservation of properties (such as Mills act tax incentives, etc,); Lack of representation of people of color and other marginalized groups in the City's historic narratives and cultural resource registries; Lack of diversity in the architectural history and historic preservation professions; Lack of recognition of historical significance associated with events and people versus architectural merit.	• Increased representation of histories associated with people of color and marginalized groups through Landmark, Legacy Businesses, and Cultural District designations. • Increased access to preservation incentive programs and benefits • Finalizing historic context statements focused on people of color, including African-American Heritage Historic Context Statement (HCS), Latino Citywide HCS, Chinese Heritage HCS, etc. • Landmark Designation Work Plan prioritizes designations associated with communities of color and within geographies identified in the area of

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	improvements across all sectors of the historic preservation and heritage conservation practice.				vulnerability map. • Developing new survey methodology to include intangible aspects of history and place in an effort to increase representation of marginalized groups in survey data and historic resource registries.

Permitting & Entitlements					
Permitting of 100% Affordable Housing Projects Permitting/entitlements associated with 100% affordable housing	Notification and required project sponsor meetings	0.3%	$183,000	Affordable housing: preservation, protection, and production; Create housing opportunities for communities of color and low-income households in high opportunity areas	• TBD
Building Permits Building Permit review for creation of housing opportunities for communities of color and low-income households in high opportunity areas. New dwelling units in priority geographies; building permits for small businesses	Notification and required project sponsor meetings	2.1%	$1,281,000	Create housing opportunities for communities of color and low-income households in high opportunity areas; Small business/economic development	• TBD
Entitlements Entitlements for creation of housing opportunities for communities of color and low-income households in high opportunity areas. New dwelling units in priority geographies; Entitlements for small businesses	Notification and required project sponsor meetings to engage potentially impacted neighborhoods	0.76%	$457,500	Create housing opportunities for communities of color and low-income households in high opportunity areas; Small business/economic development	• TBD
Interagency Zoning Referrals Health permits, liquor licenses, entertainment commission referrals for small businesses.	Notification and required project sponsor meetings to engage potentially impacted neighborhoods	0.3%	$183,000	Small business/economic development	• TBD

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Commission Affairs					
Record requests, entitlement hearings, equity plan implementation	Hearings notification as required to engage potentially impacted neighborhoods and public information	0.225%	$137,250	n/a – overall commissions function for all department projects/work including those addressing critical issues	• TBD
Legislative Affairs - (1) analyze Board proposals to amend the City's Planning Code and (2) maintain a liaison function with elected officials.	Hearings notification as required to engage potentially impacted neighborhoods and public information	TBD (approx. 0.3%)	TBD	Affordable housing: preservation, Create housing opportunities for communities of color and low-income households in high opportunity areas; Small business/economic development	• TBD
Special Projects – facilitates complex, high-priority development projects that typically involve either a significant number of homes or a high-level of affordable housing.	Hearings notification as required to potentially affected neighborhoods and public information	0.7%	$457,500	Affordable housing: preservation, Create housing opportunities for communities of color and low-income households in high opportunity areas; Small business/economic development	• TBD
Environmental Review Work					
CEQA review of: other agency projects (SFPUC, RPD, Port, etc.), Planning department projects, Development Agreements, legislation, private building permits as well as tracking Mitigations Measures	Hearings notification as required and public information	Up to 6.1%	Up to $3,696,600	Affordable housing: preservation, protection, and production; Create housing opportunities for communities of color and low-income households in high opportunity areas; Small business/economic development; Access to essential services (such as open space, medical care, healthy food); Promote equitable transportation policies; Environmental	• Balboa Reservoir EIR certified and upheld at Board of Supervisors on appeal (1,100 units (50% affordable), childcare, new park in opportunity area for city) • Potrero Power Station EIR certified (2,600 units (30% affordable), 1.8msf commercial, community facilities, parks, child care at former coal-power facility)

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				Health and Justice; Affordable PDR spaces; Reduce or reverse displacement	• Commenced Housing Element EIR • Completed environmental review for dozens of SFMTA recovery plan projects, upheld exemptions for several at Board of Supervisors on appeal

Due to the structure and functions of the Planning Department, there may be ways in which communities of color and other vulnerable populations are served that are difficult to tease out. The rows above are a best approximation. Specifically, the Planning Department issues and reviews permits for development projects and certain changes to private property (along other functions such as long-range community planning, policy development, etc.). The race and ethnicity of project applicants/those seeking permits is difficult to collect, including because private property owners may hire consultants for their needed processes/permits.

The following information may also be helpful in understanding our budget structure and some of the budgetary challenges to allocate resources more equitably:

- Development review - an enterprise function of our agency that is responsive to development/permit volume and the ability and desire of property owners as well as market-conditions. This is the bulk of our revenues and expenditures. Since it is fee-based there are some limitations on reallocating or prioritizing review of projects and permits. Our racial and social equity work in this area focuses on process improvements (and how to allocate staff accordingly).
- Policy development / community planning: this function has more work program discretion depending on the funding source or project sponsor. Preserving/enhancing the budget in this area (or reallocating resources) could allow us to increase our community engagement and planning activities in vulnerable neighborhoods and communities of color, including to address the ORE draft framework policies.
- Contracts: this is 3-4 percent of our budget or about 2.1 million for this fiscal year (second largest expenditure after salaries and benefits, which are approximately two-thirds of our budget or $40.7 million). Some contracts have high budgetary discretion but environmental review documents are the costliest and most have no discretion. Also, some contracts tend to be for highly specialized or technical work and can be very vulnerable to budget cuts.

The Planning Department began using a budget equity tool this fiscal year, consistent with a resource allocation goal of our adopted Phase 1 Racial & Social Equity Action Plan. See the following document - Update to the Proposed FY20-22 Budget & Draft Budget Equity Criteria

As far as the Planning Department's work in COVID-19 response, re-opening and/or recovery/forward planning this has included staff assigned to DSW assignments, moving to online permit submittal and review, staff working at the Department of Building Inspection for permit drop-off, and similar activities to perform our work during this time. The Department also participates and has several staff contributing to the Economic Recovery Task Force, we have a drafted Housing Recovery Strategies we are working on with agency and community partners, and we are prioritizing equity in the City's Shared Spaces program. Also, many of our projects are considered essential per the Mayor's definition, including land use and housing plans, development agreements, project review, etc. We have continued performing those functions during this time.

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