

RACIAL & SOCIAL EQUITY

ACTION PLAN





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FOREWORD BY PLANNING DIRECTOR

I'm honored to serve as Planning Director at a time when equity is finally at the heart of our work in the Planning Department. Throughout my career, I've witnessed how decisions about land use, housing, and investment shape not only daily life but also long-term opportunities. Too often, those decisions have failed to benefit all communities equally. Today, I see how planners, working hand in hand with communities, can change that trajectory and build a more just and inclusive future.

“Our Racial and Social Equity Action Plan is a critical step toward a San Francisco where all communities can thrive.”

San Francisco is facing urgent challenges. Our City's budget continues to face a historic deficit as downtown works to regain its footing. Our housing crisis is deepening. And many residents continue to face barriers when accessing government services. By centering equity in our processes and decisions, we can unlock new and expansive pathways to tackle these issues. A thriving downtown means all our communities share in its success, and in the economic support it provides to our City. Solving the housing crisis means addressing historic disparities and expanding opportunities to stable, affordable homes. Improving services needs to go beyond efficiency, to design processes that work for everyone. We can build a city where our steps forward benefit us all.

Our Equity Plan illustrates how we are embedding equity into our day-to-day work. It is part of how we plan, how we engage, how we lead, and how we hold ourselves accountable. It reflects the effort and dedication of staff across the Department and the guidance of community members and equity leaders who continue to challenge us to do better. The Plan outlines specific actions and structures that will help us stay on track, adapt as we learn, and measure our progress.

We know this work is not easy. Practicing equity means listening, being willing to change long-standing practices, and committing to long-term change. It also means being honest about the role that the planning profession has played in creating exclusion and harm and using our tools to help repair and rebuild trust. I am proud to work alongside both a Planning team, and a network of communities, collaborating to use planning as a tool for meaningful, positive change.



Sarah Dennis Phillips
Planning Director
San Francisco Planning
Department

EXECUTIVE SUMMARY

Since 2016, the San Francisco Planning Department has been working to advance equity and inclusion in planning, community engagement, and decision-making, with a focus on addressing historical disparities and ensuring fair opportunities for all residents. This effort began with internal conversations, staff-led initiatives, and a growing recognition of the historic role that planning has played in shaping exclusion and segregation in San Francisco.

The Department's early work focused internally. Staff participated in racial equity trainings through the Government Alliance on Race and Equity (GARE), established the Department's first equity team, and developed tools to incorporate equity into hiring, promotion, and workplace culture. In 2019, this work was formalized through the adoption of Phase 1 of the Racial and Social Equity Action Plan (Equity Plan), which laid the foundation for broader institutional change.

Over subsequent years, the Department expanded into Phase 2, shifting attention to public-facing responsibilities, including community engagement, policymaking, and long-range planning. This phase was shaped by staff, community partners, and the realities of a changing city: the COVID-19 pandemic, renewed national focus on racial justice, economic recovery efforts, and ongoing displacement pressures. Even prior to the formal adoption of Phase 2 in 2025, its principles informed external initiatives such as the integration of the Environmental Justice Framework into the General Plan, adoption of the equity-centered 2022 Housing Element, and several community-driven planning efforts, including the Mission Action Plan, Tenderloin Community Action Plan, and establishment of Cultural Districts.

This equity journey has taken place alongside a broader reckoning with the history of planning in San Francisco. The Department has played a central role in policies such as redlining, urban renewal, and exclusionary zoning that harmed

communities of color and deepened inequities.

Today, lessons from that history are shaping a different approach where equity informs staffing and hiring practices, budget priorities, investment decisions, and the design of planning processes.

Since the adoption of Phase 1, the Department has made measurable progress in embedding equity into its internal operations and external work. Internally, this includes establishing the Community Equity Division, adopting Equitable HR Guidelines, integrating the Budget Equity Tool into funding decisions, diversifying staff and promotion pathways, and revising internships to expand access for local students. Externally, the Department has advanced equity through initiatives such as the equity-centered 2022 Housing Element, the Environmental Justice Framework, and community-driven plans in neighborhoods including the Mission, Tenderloin, and Cultural Districts. These actions reflect a shift from intention to implementation, creating clearer systems of accountability, stronger partnerships, and a workforce and body of policies that better reflect the city's communities.

Despite important progress, much work remains. Stronger accountability, consistent application of equity tools, and a workforce that reflects the city's diversity at all levels are necessary to sustain meaningful change. The Equity Plan provides a roadmap for this effort, with strategies across nine focus areas and tools such as the Equity Dashboard to track outcomes.

At its core, this work is about building a more inclusive and resilient San Francisco. Planning has the power to shape who benefits and who is excluded. The Department's goal is to ensure that all residents have a voice in shaping the city's future and have equitable access to opportunities.

Figure 1. Visualizing Equity Infographic



Source: Robert Wood Johnson Foundation, "Visualizing Health Equity: One Size Does Not Fit All Infographic"

DEFINITIONS

What is Equality?

Treating everyone equally despite socioeconomic status or other differences.

What is Equity?

Full and equal access to opportunities, power, decision-making and resources, for all groups of people to thrive and prosper, by taking into account barriers and disparities.

What is Racial Equity?

The systematic fair treatment of people of all races that results in equal outcomes when race does not determine or predict the distribution of resources, opportunities, and burdens for all members of society.

What is Social Equity?

Fairness and justice in the management of public institutions, forming of policy and delivery of public services taking into account historical and current inequities among groups, such as along gender identity, sex, religion, and disability status.

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I. INTRODUCTION

The San Francisco Planning Department is committed to advancing equity and inclusion in planning, community engagement, and decision-making, with a focus on addressing historical disparities and ensuring fair opportunities for all residents. This effort began with internal reflection, foundational staff training, and participation in the [Government Alliance on Race and Equity](#) (GARE) network, acknowledging that planning decisions have historically shaped patterns of exclusion in the city. These actions laid the groundwork for a broader department-wide commitment to equity.

In 2019, the Department adopted Phase 1 of its Equity Plan, focusing on internal operations such as hiring, staff development, and workplace culture. Soon after, the COVID-19 pandemic and the 2020 racial justice movement exposed deep systemic disparities, further reinforcing the need for equitable government practices. The civil unrest following the murders of George Floyd, Breonna Taylor, and others brought additional urgency to the Black Lives Matter movement and broader calls for racial justice. It became increasingly clear that government must confront and reverse its role in perpetuating systemic and institutionalized racism. In response, Mayor London Breed, the Board of Supervisors, the newly established Office of Racial Equity, the Human Rights Commission, and other equity champions across City agencies and commissions led collective action to drive meaningful change.

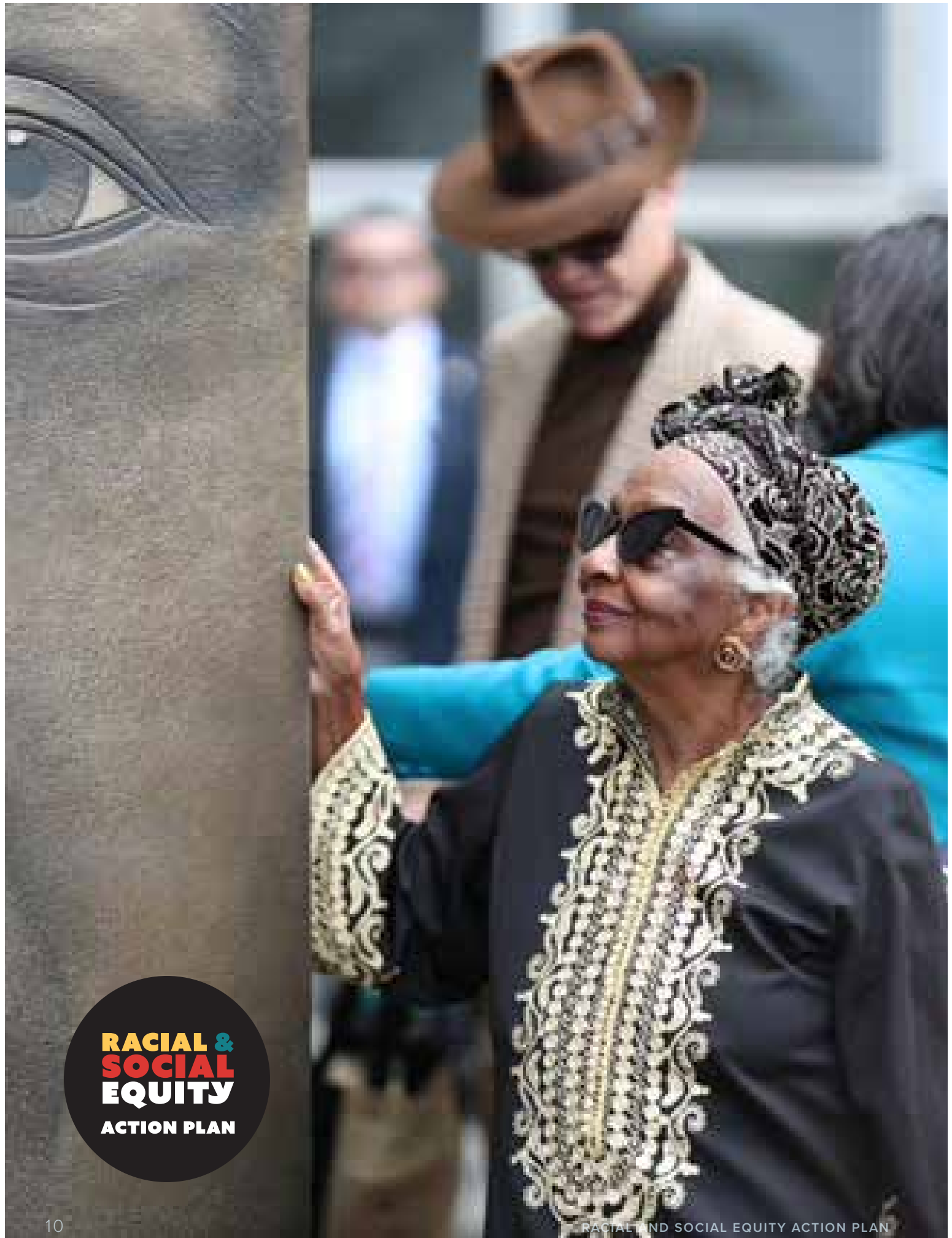
Within the Planning Department, this has resulted in several key actions:

- » **Acknowledging past harm:** In June and July 2020, the Planning Commission and Historic Preservation Commission adopted resolutions acknowledging and apologizing for planning policies that have led to racial disparities. These resolutions directed the Department to center its work on racial and social equity and to develop bold strategies addressing institutional racism across all areas of operation.
- » **Building new capacity:** A new Community Equity Division was created, with expanded resources to support the development and implementation of the Department's Racial & Social Equity Plan and related resolutions as well as a focus on strengthening partnerships with our most vulnerable communities. The division also established a Community Equity Advisory Council, composed of local leaders who guide and advise the Department on equity.
- » **Embedding equity in operations:** Progress was made in embedding equity into Department operations. For example, budget proposals for FY19–20 and FY20–21 were evaluated for equity impacts, and a draft Racial & Social Equity Assessment Tool was developed to be used in community planning and legislative proposals. These tools continue to be refined and expanded.

From 2021 to 2025, the core Equity Plan team worked with Department staff and community partners to shape Phase 2. Even without formal adoption of Phase 2, equity considerations were increasingly embedded in external-facing projects and policies, building on the foundation established in 2019.

This work takes place during a pivotal time for San Francisco, as the City strives to revitalize the economy, meet state housing goals, address homelessness, and tackle widening neighborhood disparities. Equitable planning is essential to ensure that historically marginalized communities benefit from public decisions and investments.

This report outlines the Department's equity journey from 2016 to 2025, highlights key milestones and lessons learned, and presents a path forward to fully integrate equity into all aspects of planning.



II. VISION

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 or indirectly impacted by the Department.

In 2019, 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. In order to achieve this city vision, we must do our part and address racial and social equity within the Planning Department's policies and practices. 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.

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.

In 2024, the Department updated its overall mission and vision statements to align with our equity vision:

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

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

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III. APPROACH

The Department's approach to equity is grounded in best practices in the field of jurisdictional racial and social equity, as recommended by the [Government Alliance on Race and Equity](#) (GARE). GARE supports government agencies in embedding equity into policy, practice, and culture. According to GARE, the ultimate goal of a jurisdiction's racial equity work is to "eliminate racial inequities and improve outcomes for all racial groups." Achieving this goal requires a transformation in how government operates.

To support this transformation, GARE recommends **four key ingredients:**

- » Involvement and support from high-level leadership.
- » Dedicated action teams to guide the work.
- » Strong relationships with community leaders, particularly those who reflect and represent impacted communities.
- » Effective structures and practices for planning, implementation, accountability, and engagement.

GARE'S MODEL IN PRACTICE

The Department has adopted the following framework for organizational transformation recommended by GARE.

1. **Visualize:** Create a shared vision of a racially equitable democracy. What will it look like when our communities are no longer experiencing racial inequities, when ALL people are thriving?
2. **Normalize:** Establish racial equity as a core value and develop a shared understanding of equity concepts across the organization. The Department has introduced racial and social equity training and ongoing discussions through staff forums and learning sessions to normalize conversations about race and equity.

3. **Organize:** Build internal capacity, structures, and partnerships to support equity work. The Department's Racial and Social Equity Plan Team serve as central structures for this work. Citywide coordination takes place through the Office of Racial Equity's CREW (Citywide Racial Equity Working group), as well as the Racial Equity Leaders convenings and partnerships with the Community Equity Advisory Council and other community-based organizations.
4. **Operationalize:** Put racial equity into action through tools, practices, and measurable outcomes. The Department has developed an Equity Assessment Tool and will continue applying and refining it as part of planning and decision-making. The tool was developed in Phase 1 and continues to guide planning projects, legislative efforts, and budget proposals.

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:

Internal changes impact how the Department functions as an organization and workplace and aligns with our commitment to employee satisfaction.

External changes impact how the Department conducts 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, the Department 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. 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 have a role and responsibility to advance racial and social equity both in the workplace and through their work – the specifics will vary across function. The Department has been providing training and support to staff to ensure comfort and confidence with racial and social equity as a core competency.

WHAT WILL BE DIFFERENT AS A RESULT

Every planning process will be deeply inclusive regardless of racial and other identities. To ensure this transformation is successful the Department envisions the following structural changes:

- » The Department will proactively and continuously engage all communities, including 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 so all San Francisco communities can thrive.
- » The Department will create structures of accountability to communities experiencing inequity.

- » The Department will have assessments, policies, programs, and implementation actions that strive for racial and social equity at every point.
- » The Department fosters a workforce that values and reflects the diversity of San Francisco and the Bay Area, through hiring and promotion practices that ensure equal opportunity and comply with local, state, and federal law.

DEFINITIONS

What is the Equity Assessment Tool?

Part of the Planning Department's toolkit to understand potential equity impacts and unintended consequences on different populations in a variety of contexts, including the analysis of proposed policies, budgets, plans and decisions. The analysis helps identify clear equity goals and measurable outcomes, strategies for community involvement, mitigate and prevent inequities, and advance equity goals. The tool is applied to a range of Department work including the budget, legislation, and long-range projects. See Appendix A for more information.

What is Inclusion?

The action or state of including or of being included within a group or structure, or the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.

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IV. PROCESS

The Planning Department's equity work began in 2016, when a cohort of staff participated in the year-long training by the Government Alliance on Race and Equity (GARE), a national network focused on advancing racial equity in government. The initial focus was on internal capacity-building to establish a shared definition and understanding of equity. This training equipped staff with foundational concepts and strategies, and the cohort went on to form the Department's first Racial and Social Equity Team. In partnership with a Steering Committee composed of senior managers and staff, the team began developing the Department's Racial and Social Equity Action Plan (Equity Plan) in 2017.

On November 21, 2019, the Planning Commission adopted Phase 1 of the Equity Plan, which focused primarily on strengthening equity within internal operations. Key areas included equitable hiring, budget allocation, and fostering a culture of belonging. The Plan also introduced practical tools—such as the Equity Assessment and Budget Equity tools—along with processes to begin embedding equity into the Department's external work.

Shortly after adoption, the Department began work on Phase 2, shifting focus to more external-facing strategies. From 2019 to 2020, staff conducted early community engagement through listening sessions and workshops. The COVID-19 pandemic interrupted this process, but engagement resumed in 2021. In parallel, the Department launched two projects: the Planning Code Equity Audit and Equity Impact Analysis Guidelines. To streamline outreach and reduce engagement fatigue, staff coordinated public engagement across these and other projects from 2021 through 2023, including the Housing Element 2022 Update, General Plan virtual sessions, and neighborhood-specific planning efforts.

In Fall 2024, in light of the national political urgency, and to avoid overburdening community partners, the Department finalized the Phase 2 strategies based on all engagement to date. Staff worked across divisions to draft actions, integrating current equity-centered efforts with new initiatives to be pursued over the next five years. The [Community Equity Advisory Council](#), formed in 2020 to center community voice in Planning, reviewed the Phase 2 draft. On January 16, 2025, staff presented the draft to the Planning Commission, where Commissioners provided feedback and set priorities. The document was revised accordingly, and on June 12, 2025, the Planning Commission unanimously adopted the Phase 2 Strategies—marking a significant milestone in the Department's ongoing equity journey.

WHAT WE HAVE AND WHAT WE NEED

Since adopting Phase 1 in 2019, we made steady progress in developing tools to center equity across key areas of our work. These include the Equity Assessment Tool, Budget Equity Tool, and Equitable HR Guidelines, which support more equitable approaches to decision-making in projects, resource allocation, and human resources practices. We have also collaborated across divisions to develop and adopt our Phase 2 external-facing strategies, demonstrating that cross-functional work is both achievable and impactful. These early accomplishments reflect our commitment and capacity to advance equity.

What We Have

We have the enthusiasm, leadership, tools, and skills to improve racial and social equity outcomes in San Francisco. We continue to build a shared language to support these essential conversations, fostering the growth of Planning staff, and

embedding equity frameworks throughout our organization. Our relationships with a range of communities, along with the diverse experiences of our staff, enrich and strengthen this work.

What We Need

To build on this foundation, we must deepen our commitment and sharpen our approach. This includes evaluating and standardizing how our equity tools are applied and how results are documented, to ensure consistency and accountability. With many new staff joining since 2020, we need to equip everyone to engage meaningfully in this work through intentional skills-building. Sustained leadership support is also essential to foster continued cross-divisional collaboration and to allocate staff capacity for effective implementation of Phase 2 actions. Our Equity Plan must remain adaptive, responsive to departmental resources and evolving City and Mayoral priorities.

Additionally, we need stronger data systems to monitor progress and assess outcomes more effectively. At the same time, we must critically examine the Department's historic and ongoing role in perpetuating inequities, including policies that may contribute to exclusion, displacement and uneven resource distribution.

Moving forward, we need a living Equity Plan that evolves with our work, and staff who are empowered to advocate for equity in their day-to-day roles. Increasing diversity at all levels of the Department and adopting more equitable hiring practices are essential steps. We must ensure that our public engagement practices are inclusive and specifically designed to reach historically marginalized and underserved communities. Finally, we must better identify and correct inequitable resource allocations across projects and neighborhoods to help advance more just outcomes citywide.

DEFINITIONS

What is Structural Racism?

The history and the current culture, ideology, and interactions of all institutions and policies that work together to create a system that perpetuates inequity.

An example is the racial disproportionality in the criminal justice system. The predominance of depictions of people of color as criminals in mainstream media, combined with racially inequitable policies and practices in education, policing, housing and others combine to produce this end result. And while some institutions play a primary responsibility for inequitable outcomes, such as school districts and disproportionate high school graduation rates, the reality is that there are many other institutions that also impact high school graduation rates, such as health care, criminal justice, human services, etc.¹

What is the Community Equity Advisory Council?

Through collaborative deliberation, in-depth engagement and discussions between the council and the Planning Department, the group of eleven San Francisco community leaders advise Department staff on equity in policies, strategies, and investments.

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



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V. WHY EQUITY MATTERS IN PLANNING

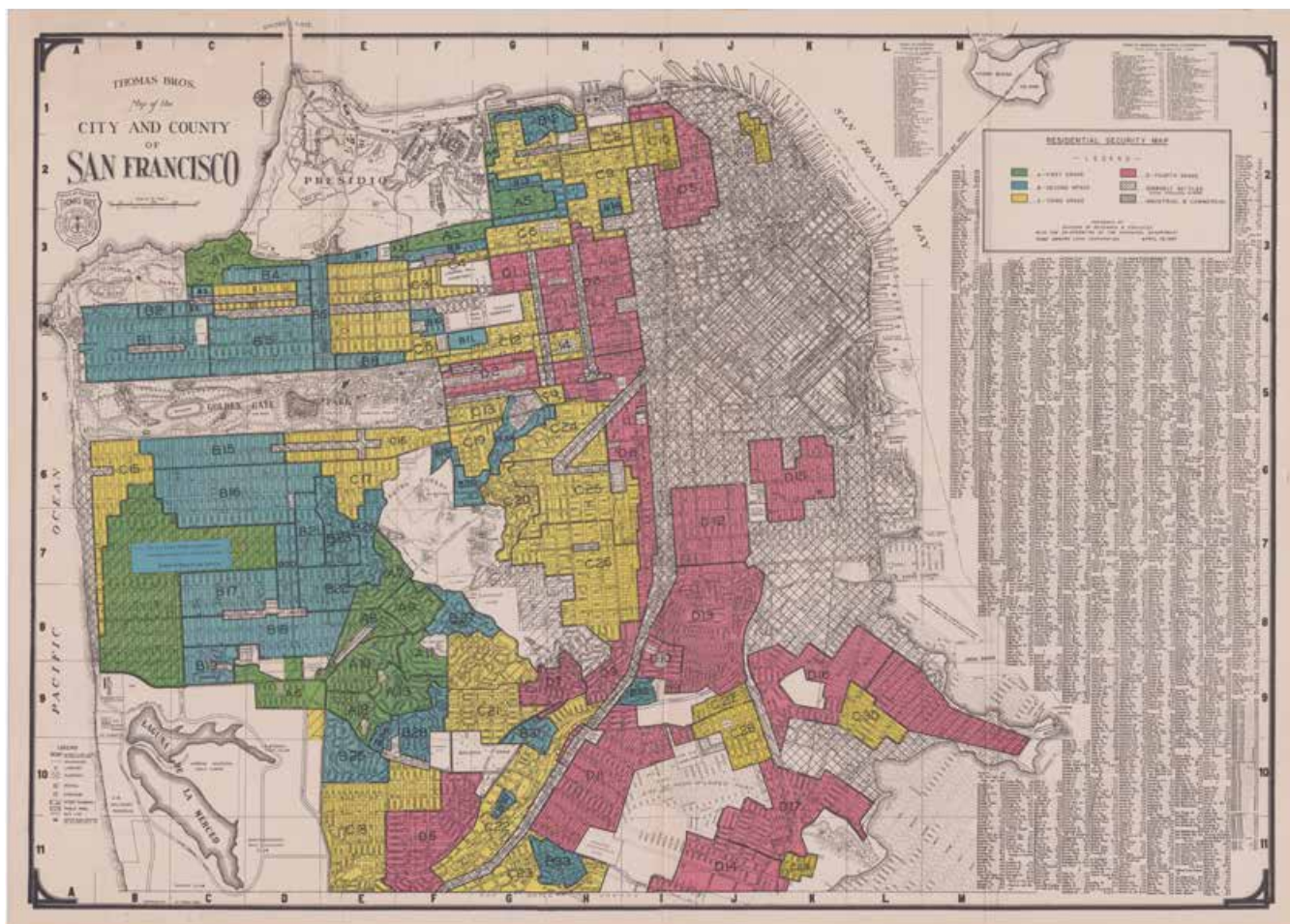
Planning decisions determine more than just what gets built. They shape who has access to housing, transportation, clean air, economic opportunity, and safe, thriving neighborhoods. While the tools of planning can be used to promote equity and inclusion, they have also historically been used to exclude, displace, and divide, such as the “redlining” map below.

In today’s context of deepening inequality, rising housing costs, and increasing political polarization, equity in planning is more essential than ever. The pandemic further exposed and intensified long-standing racial and economic disparities,

particularly in health, housing stability, economic security, and its effects continue to shape the city’s revitalization. At the same time, public discourse is increasingly marked by division and misinformation, which undermines inclusive participation in civic life. The effectiveness of government is ultimately measured by community outcomes, and inequitable results are neither effective nor efficient.

For San Francisco to be livable and resilient, planning must be grounded in equity and guided by the voices, needs, and priorities of communities most impacted by systemic injustice.

Figure 2. Historic Redlining Map



Source: University of Richmond, "Mapping Inequality, Redlining in New Deal America"

DEPARTMENT'S ROLE IN COMMUNITY OUTCOMES

In San Francisco, and the rest of the nation, there is a long history of creating, enforcing and sanctioning laws and policies that have contributed to racial, social and economic inequities. Many of these injustices were not incidental but were directly shaped by the actions of the government of San Francisco, including the San Francisco Planning Department. Through zoning decisions, land use designations, and enforcement actions, planning practices have reinforced patterns of segregation, displacement, and disinvestment across generations.

The City's planning history is deeply intertwined with policies and practices that excluded, displaced, and harmed communities of color. As early as the 1870s, planning-related laws such as the Cubic Air Ordinance and Laundry Ordinance targeted Chinese residents under the guise of public safety, criminalizing overcrowding and regulating economic activity to control where Chinese people could live and work. These laws set the stage for later planning tools that used code enforcement and land use regulations to systematically displace and contain communities of color.

In the mid-20th century, the Planning Department played a central role in urban renewal efforts that devastated entire neighborhoods. In 1945, the Department's first General Plan labeled areas with high concentrations of people of color as "blighted." These neighborhoods included the Western Addition, South of Market, Chinatown, the Mission, and Bayview-Hunters Point. This designation paved the way for the 1947 Planning Commission proposal to demolish and rebuild 36 blocks of the Fillmore District, then a thriving Black community. The following year, the San Francisco Redevelopment Agency was created and, working in coordination with the Planning Department and federal redlining policies, began a decades-long process of urban renewal. More than 10,000 Black residents were forcibly displaced, and hundreds of

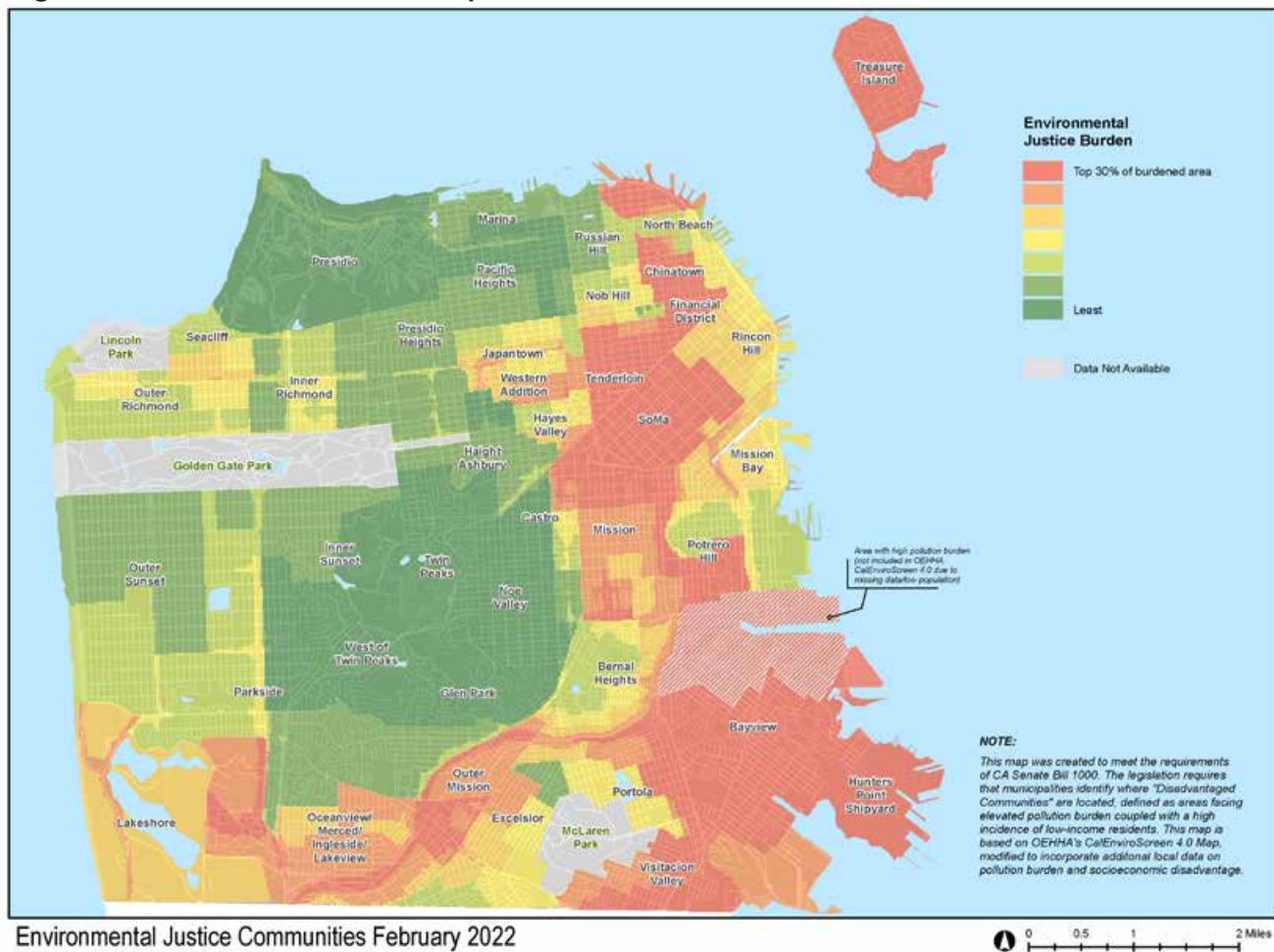
Black-owned homes and businesses were razed in the name of "slum clearance." Similar projects in South of Market displaced over 3,000 low-income residents and more than 700 small businesses.

Zoning practices throughout the 20th century reinforced racial and economic exclusion. Exclusionary zoning restricted multifamily and affordable housing in wealthier, whiter neighborhoods, limiting access to high-opportunity areas. In the 1970s and 1980s, downzoning policies further reduced housing capacity under the pretense of preserving neighborhood character, entrenching segregation and constraining new housing development in areas with access to transit, schools, and jobs. At the same time, code enforcement was applied inconsistently and often used aggressively in low-income communities of color to justify demolitions and evictions, while wealthier neighborhoods were shielded from scrutiny or received greater public investment.

These planning decisions shaped long-term disparities in housing access, wealth, and neighborhood quality. Communities that experienced repeated displacement, particularly Black, American Indian, Latinx, and Asian American residents, continue to face higher rates of housing insecurity, limited access to homeownership, and exclusion from well-resourced neighborhoods. The consequences of these choices remain visible in San Francisco's segregated housing patterns, economic inequality, and uneven access to infrastructure and services.

As outlined in the Introduction, the Planning Department has, in recent years, taken steps to acknowledge and address this legacy. Through the adoption of its Equity Resolutions and the adoption of the Racial and Social Equity Action Plan, the Department has committed to confronting the impacts of past decisions and embedding equity into current and future planning efforts. Recognizing Planning's role in creating inequities is a necessary step toward building a more just and inclusive San Francisco, where all communities are resilient and can thrive.

Figure 3. Environmental Justice Map



Source: SF Planning Department, "SF Environmental Justice Map"

DEFINITIONS

What is Environmental Justice?

The equitable distribution of environmental benefits and the elimination of environmental burdens to promote healthy communities where all San Franciscans can thrive. Government can foster environmental justice through processes that address, mitigate, and amend past injustices while enabling proactive, community-led solutions for the future.

CURRENT CONDITIONS

Current trends show inequities exacerbating across a wide range of indicators, described in the external condition sections below. The historic role that Planning has played in creating and reinforcing these inequities makes it especially important that the Department now take responsibility for addressing them. This section presents selected indicators of current conditions at two levels to further highlight why racial and social equity matters in Planning. 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.

EXTERNAL CITYWIDE CONDITIONS

Key data on racial equity in San Francisco highlights disparities in education, housing, employment, policing, and economic outcomes. All data are sourced from the Bay Area Equity Atlas, a regional resource that provides disaggregated data to inform equity-driven policy and practice. For more detailed information and additional insights, visit www.bayareaequityatlas.org.

Economic Inequity

In 2020, median earnings in San Francisco showed significant racial disparities, with White residents earning the highest at \$114K (well above the citywide average of \$88.4K) while Native American residents earned the lowest at \$39.9K. All other racial and ethnic groups, including Black (\$53.4K), Latino (\$52.3K), Pacific Islander (\$56K), and Asian American (\$74.8K), fell below the city median. The \$74.1K gap between the highest- and lowest-earning groups reflects deep-rooted economic inequities. These disparities are compounded by employment challenges. Since 2000, Black and Native American workers have faced unemployment rates at least twice as high as those of White workers. Women's participation in the labor force has remained lower than men's, with Latina women at 72% in 2020 compared to 90% for Latino men.

DEFINITIONS

Disparity:

A difference or gap in outcomes – does not imply a specific cause or fault.

Disparate Impact:

When a “facially neutral” policy or practice disproportionately affects a protected group of people (e.g., by race, color, national origin, etc.)

Disproportionate Burden:

When a “facially neutral” policy or practice places a significantly greater negative impact on low-income and other vulnerable populations.

Housing Insecurity

Disparities in housing stability and outcomes continue to expose deep racial inequities in San Francisco. Black residents experience homelessness at an alarming rate of 601 per 10,000 people (nearly ten times the citywide average) while Pacific Islanders also face extreme rates of housing instability. At the same time, homeownership remains deeply unequal: only 22% of Black and 25% of Latino households own their homes, compared to 50% of Asian Americans and 36% of White residents. Rent burdens fall heaviest on communities of color, with nearly half of Black and Latino renters spending over 30% of their income on housing.

Figure 4.

Selected Measures of Employment by Race/Ethnicity: San Francisco, CA; Select Measure: Labor Force Participation Rate; Year: 2020

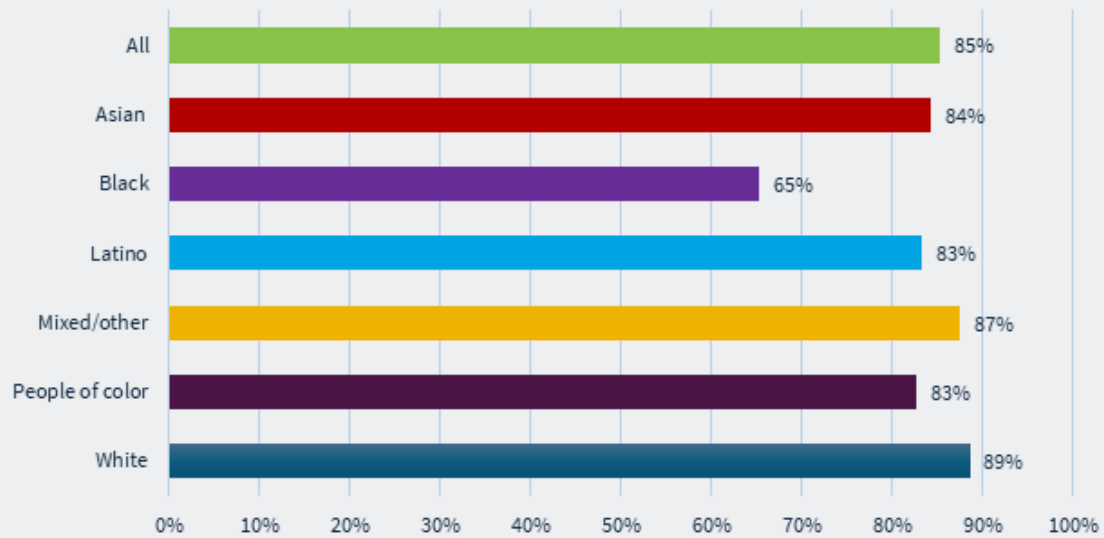


Figure 5.

Percent Owner-Occupied Households by Race/Ethnicity: San Francisco, CA; Year 2020

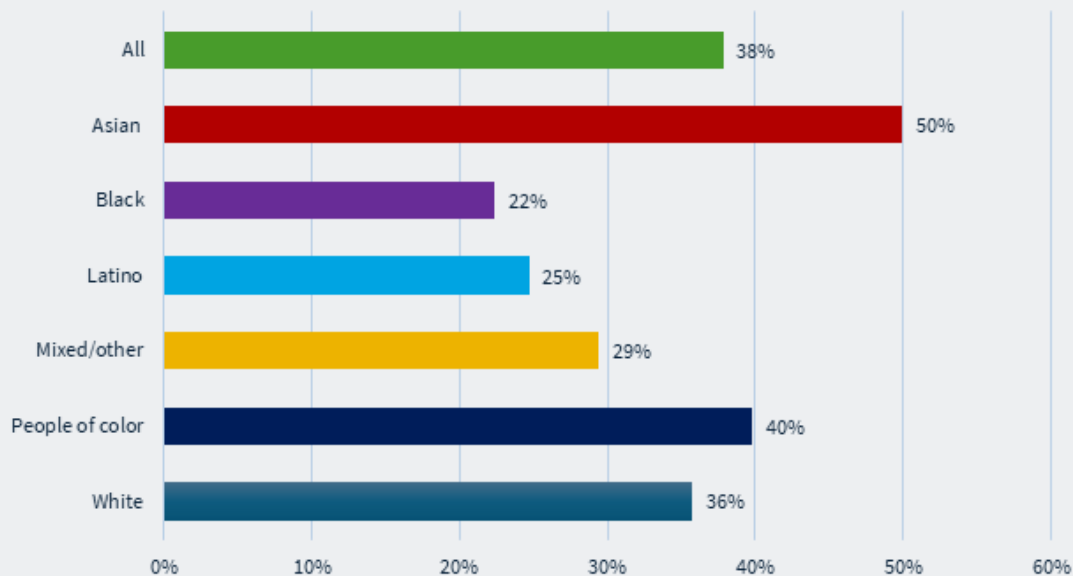
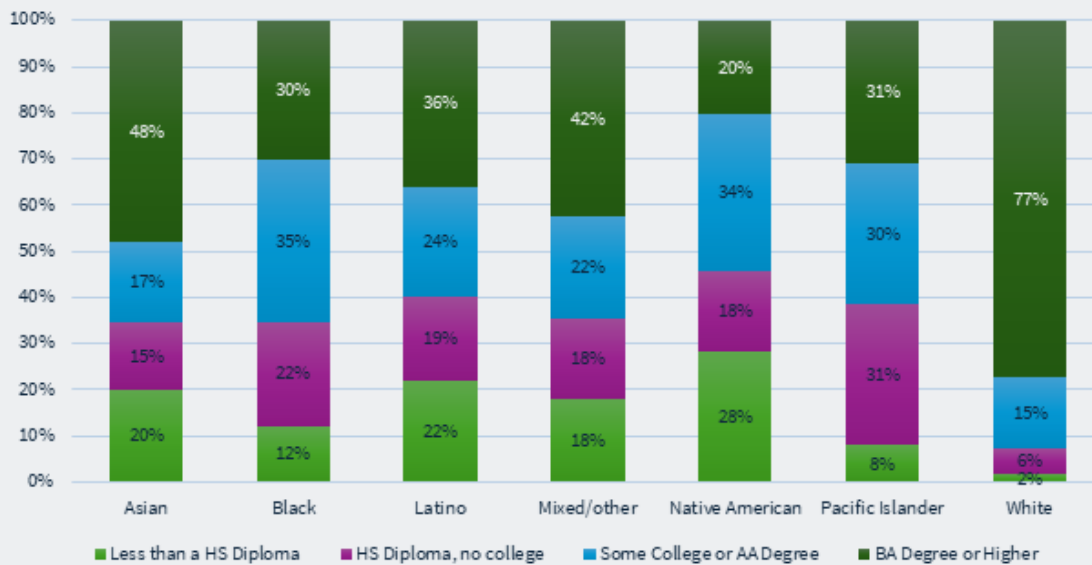


Figure 6.

Educational Attainment by Race/Ethnicity for the population 25 years and over: San Francisco, CA; Year 2020



Source:
Bay Area Equity Atlas

Education and Youth Opportunity

Persistent inequities in education and youth engagement continue to shape access to opportunity in San Francisco, with disproportionately high rates of disconnected youth and gaps in educational attainment. While 77% of White adults hold a bachelor's degree or higher, that figure drops to just 20% for Native Americans, 30% for Black residents, and 36% for Latinos. At the other end of the spectrum, 28% of Native Americans and 22% of Latino adults have not completed high school. These gaps begin early and compound over time. In 2020, nearly one in five Black youth (19%) were disconnected (neither in school nor working) compared to just 4% of White and Asian American youth.

Criminal Justice Disparities

Racial inequity is evident at every stage of San Francisco's criminal legal system. Although Black residents comprise less than 6% of the city's

population, they account for the highest rates of police use of force (58.4 incidents per 100,000 people) among all racial and ethnic groups. This rate is more than 13 times higher than that of White residents (4.3) and over 80 times higher than Asian Americans (0.7). Latino residents also faced disproportionate force at 9.0 incidents per 100,000, with similarly elevated rates for those identifying as mixed/other (8.2). These outcomes are not explained by higher rates of criminal activity, but by structural bias in policing and enforcement.

Equity outcomes are the result of centuries of interconnected systems and structures that privilege some groups while disadvantaging and oppressing other groups. The 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.

Figure 7.

Percent Disconnected Youth by Race/Ethnicity, ages 16 through 24: San Francisco, CA; Year 2020

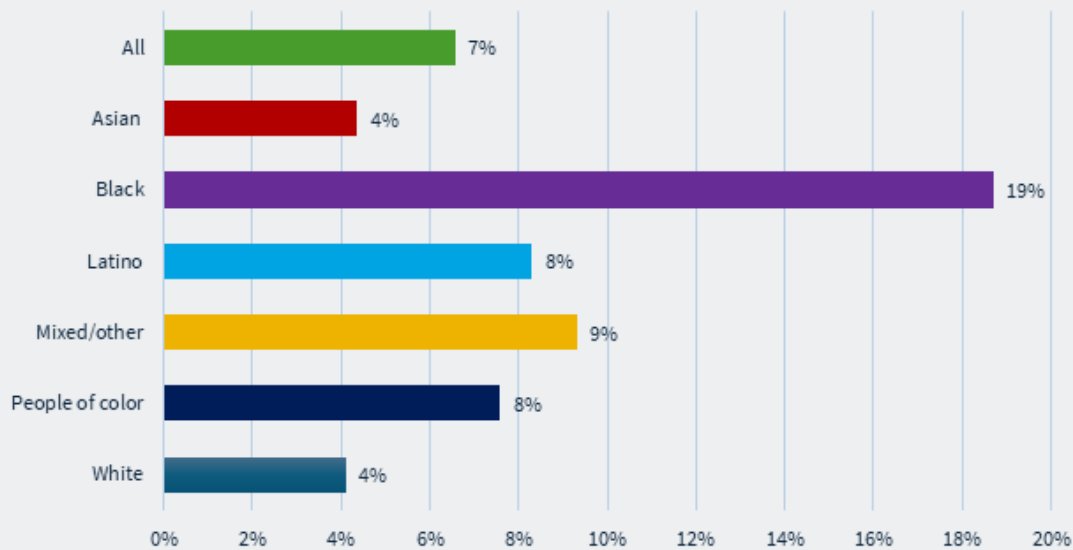


Figure 8.

Use of Force Incidents per 100,000 People by Race/Ethnicity of Civilians Involved: San Francisco, CA; Year: 2016 - 2022

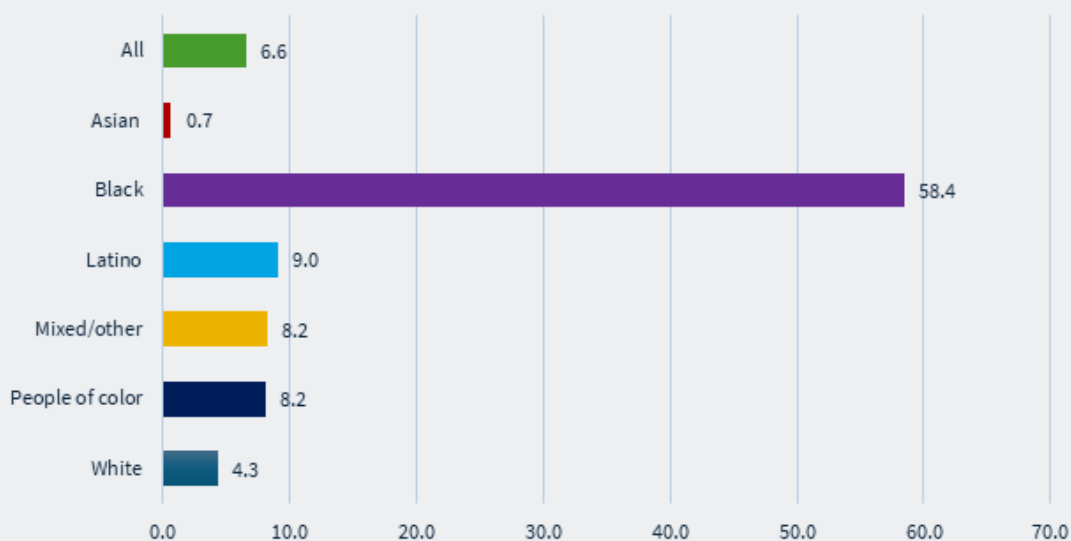


Figure 9.

Rate of Homelessness per 10,000 people by Race/Ethnicity: San Francisco, CA; Year 2020

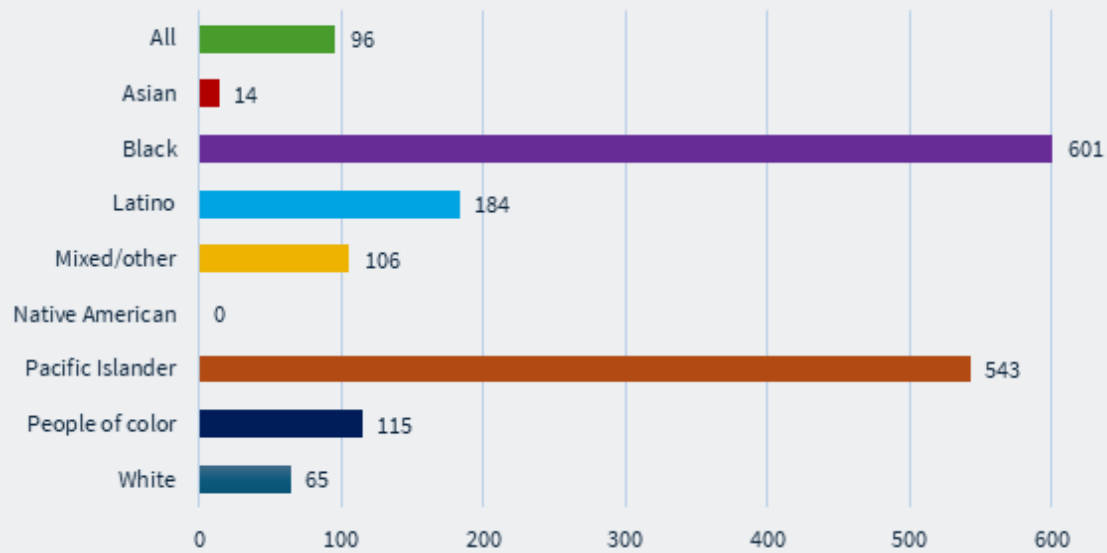
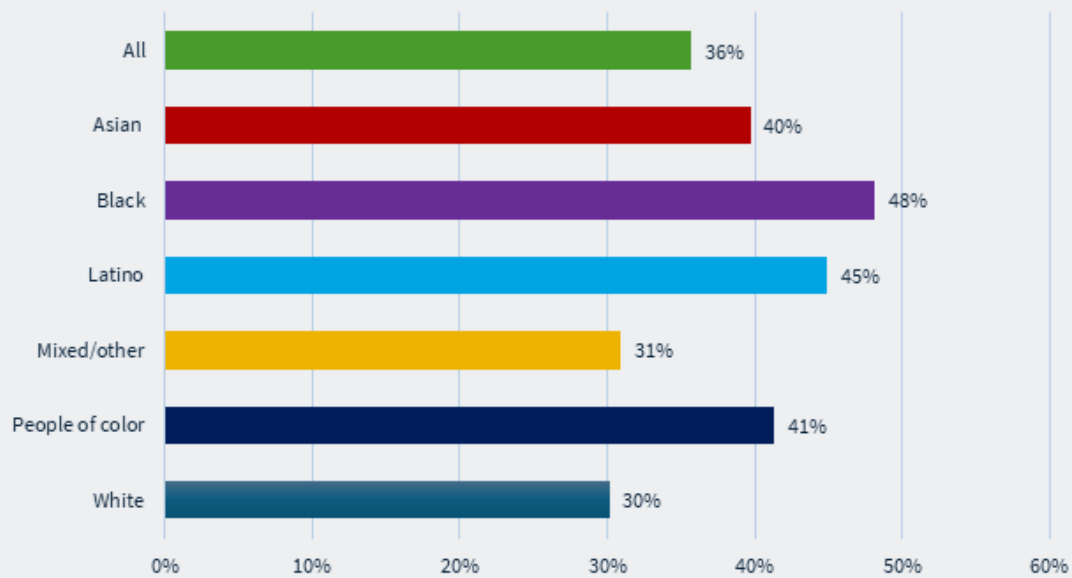


Figure 10.

Housing Burden by Tenure, Severity and Race/Ethnicity: San Francisco, CA; Year 2020



INTERNAL CONDITIONS & CURRENT WORKFORCE DATA (PLANNING DEPARTMENT)

As a city as diverse as San Francisco, the Planning Department is committed to building a workforce that values and reflects the diversity of the communities it serves. A diverse staff brings a broad range of experiences and perspectives, strengthening the Department's ability to understand community needs and make planning decisions that advance equity and inclusion.

As of July 2025, the department's workforce includes 193 employees, with 60% identifying as women and 40% as men. Note: that the City's Department of Human Resources is now collecting more comprehensive gender-identity data for the City's workforce and this gender-identity data will be more inclusive once updated. Women are well represented across nearly all staff-level job classes, particularly in roles such as Planner II, III, Community Development Specialist I and II, and Operations/Administration. Gender representation is more balanced in classifications like Planner V and among Commissioners, while Data & Technology roles are more male dominated.

In terms of race and ethnicity, the workforce is 50% White and 25% Asian, with smaller shares of Hispanic (11%), Filipino (6%), Black (5%), Multiracial (2%), and American Indian/Alaskan Native (1%) staff. White employees are the most represented group across all job classes, especially in core planning roles like Planner III and in higher-responsibility categories such as Managers, Senior Managers, and Director. Asian employees are well represented in Data & Technology and the Planner series. Other racial and ethnic groups are present but remain underrepresented across most job classes, particularly in supervisory or higher-responsibility roles.

While the department shows strong gender diversity overall, there are opportunities to deepen racial and ethnic representation across job classes, especially for Black, Hispanic, Filipino, and Indigenous staff, who are currently underrepresented in roles with leadership or decision-making responsibilities. Expanding

internal pipelines, professional development, and advancement pathways can support more equitable representation. Additionally, the gender imbalance in areas such as Data & Technology suggests an opportunity to improve outreach, mentorship, and inclusive recruitment strategies. Broadening access to professional development, creating transparent pathways for advancement, and regularly reviewing hiring and promotion practices can help build a more balanced and representative workforce across all levels.

Biennial Staff Culture Survey

Since 2017, the San Francisco Planning Department has conducted four biennial Staff Culture Surveys to assess progress and identify challenges in advancing racial and social equity. The 2024 survey highlights both meaningful gains and ongoing barriers.

Staff reported increased awareness and confidence in applying equity tools, with the percentage of staff comfortable using these tools rising from 38% in 2022 to 56% in 2024. Recognition of inclusive hiring policies also improved significantly. At the same time, the survey revealed a rise in negative responses, including increased disagreement with equity efforts and discomfort discussing race at work, signaling a growing divide in staff perceptions. Disparities remain along lines of race, ethnicity, and gender, with staff of color, women, and non-binary employees less likely to view promotional opportunities or management accountability as equitable. Major barriers identified include time constraints, limited resources, and a need for more actionable tools and support from leadership. Staff expressed a clear call for measurable outcomes, structural changes, and stronger leadership commitment to equity.

Moving forward, the Department must improve communication, align resources with equity goals, and increase diversity in leadership roles. Additionally, the design of future surveys should better protect confidentiality, offer optional demographic questions, and improve participation, as the 2024 response rate was 56%. These steps are essential to building trust and driving long-term change. See Appendix B for the survey result summary and methodology.

Figure 11.
Race and Ethnicity Breakdown of All Department Staff, Year: 2025

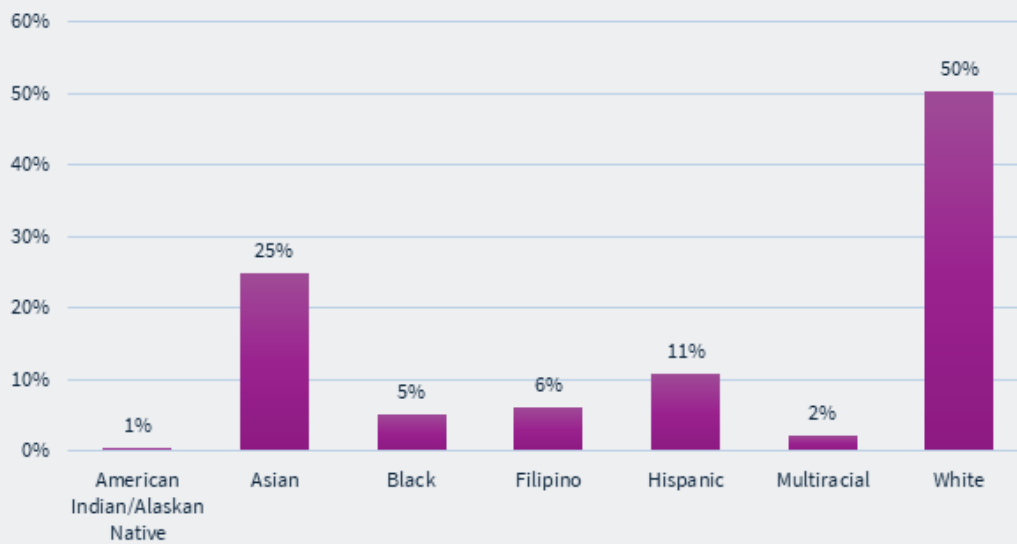


Figure 12.
Race and Ethnicity Breakdown by Job Class, Year: 2025

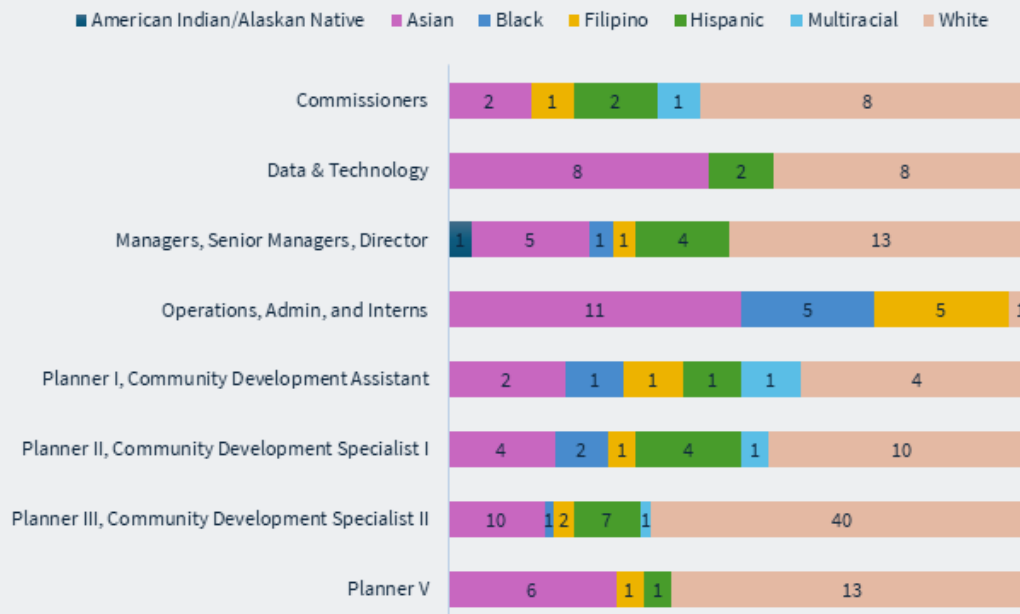


Figure 13.
Gender Breakdown of All Department Staff, Year: 2025

Department Demographics - Gender (N = 193)

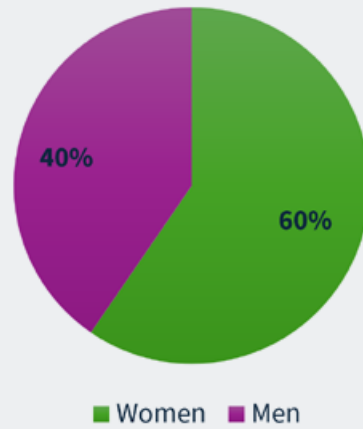


Figure 14.
Gender Breakdown of All Department Staff by Classification, Year: 2025

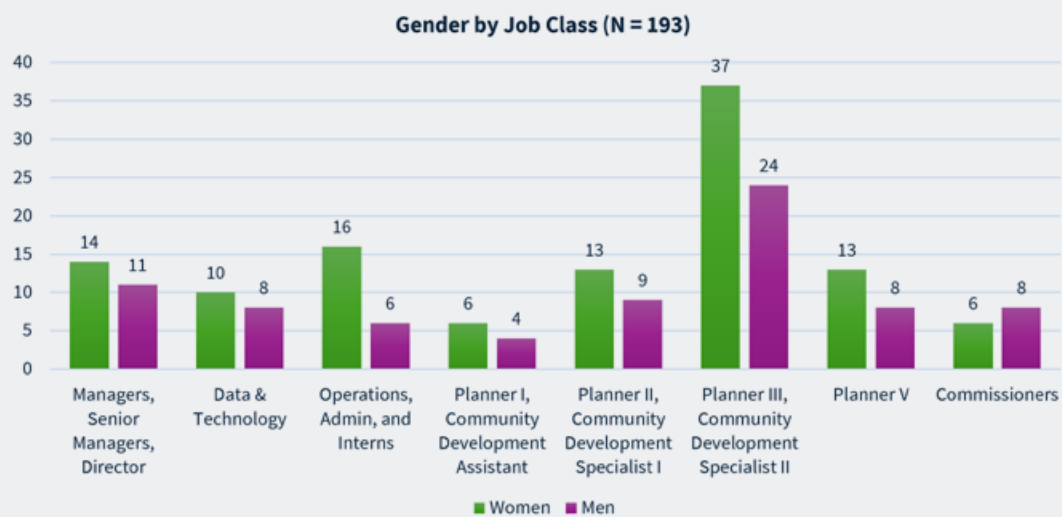


Figure 15.
2024 Planning Department Staff Culture Survey Question #14

I believe I have the tools to address institutional racism and other “-isms” in my workplace.

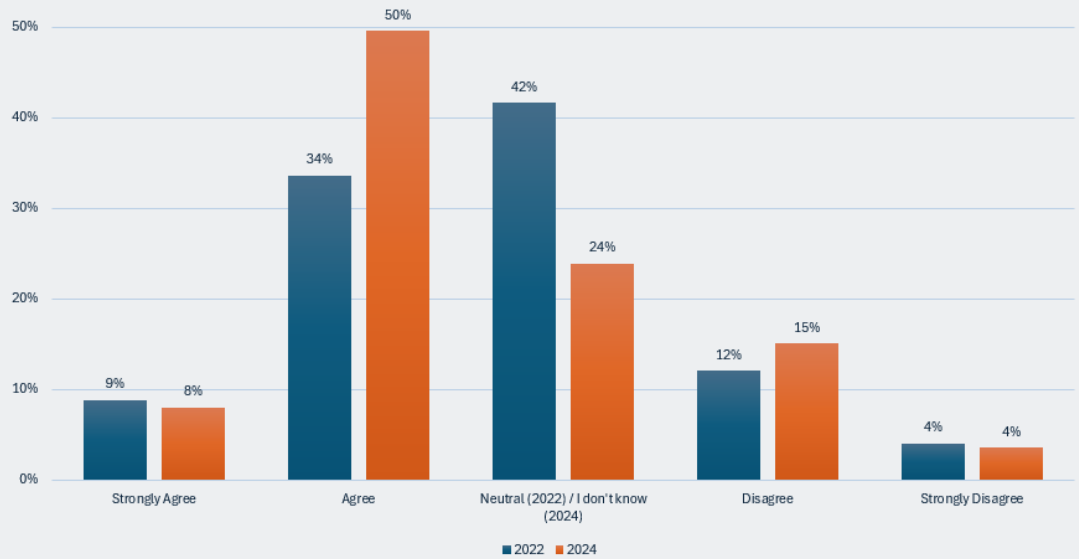
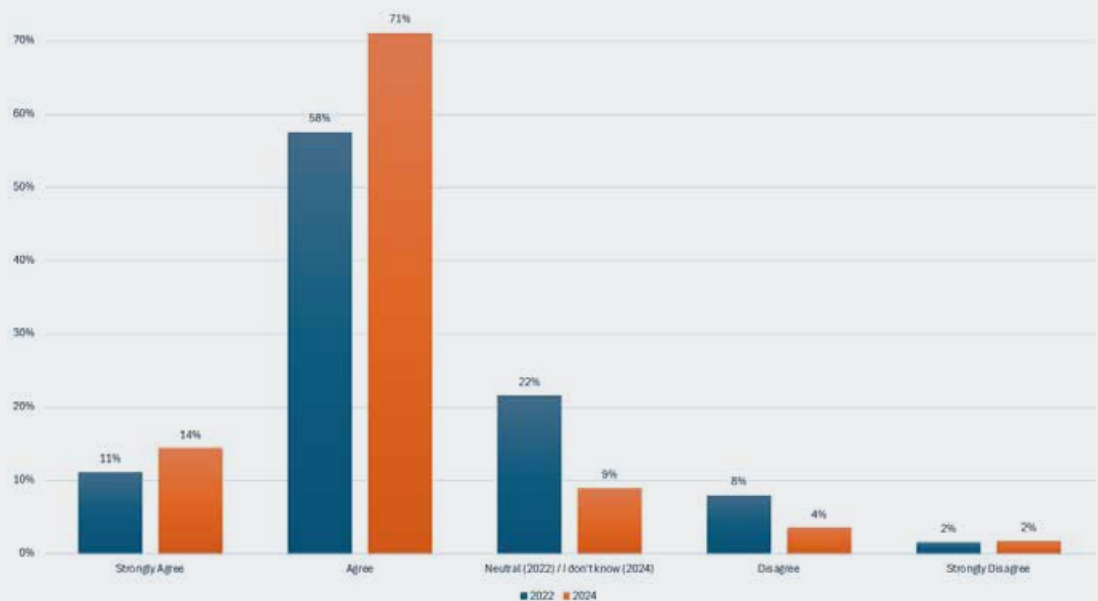


Figure 16.
2024 Planning Department Staff Culture Survey Question #55

As a whole, the Planning Department is making progress towards achieving racial and social equity and fostering a culture of inclusion and belonging.



**RACIAL &
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EQUITY**
ACTION PLAN



VI. EQUITY PLAN STRATEGIES

The Planning Department's Equity Plan builds on the Government Alliance on Race and Equity (GARE) framework, translating its principles into concrete strategies tailored to the organization. The following nine focus areas outline how equity is embedded into every part of our internal operations and external responsibilities. Each goal is designed to address systemic barriers, create more inclusive structures, and ensure accountability to the communities we serve. Together, they establish a comprehensive approach for building an equitable, resilient, and responsive Planning Department. Under each goal there are specific strategies, actions, deliverables, desired outcomes, and timelines (see Resources section for details).

GOAL 1: HIRING AND RECRUITMENT

Identify, attract, invest in and retain a diverse city workforce.

Lack of diversity within traditional hiring and recruiting networks can reproduce historical inequities in access to family-sustaining, living wage jobs. 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 expand their recruitment venues. 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, professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

Department Goal: The Department expands and ensures equitable opportunities for all candidates, including underrepresented professionals, and fosters diversity within the planning field at all classification levels.

GOAL 2: RETENTION, PROFESSIONAL DEVELOPMENT, AND PROMOTIONS

Our workforce is our largest asset.

Retaining a strong workforce requires supporting employees holistically so they feel affirmed. Competitive salaries, inclusive benefits, and intentional professional development opportunities, along with clear pathways for growth and advancement, ensure staff can sustain themselves, their families, and, for many, extended networks impacted by systemic inequities. Access to education and certain skills can be a form of privilege, and employees from historically underrepresented groups often face additional challenges in demonstrating their capabilities. To truly advance equity, the Department is committed to creating professional growth and promotion practices that identify and remove systemic barriers, ensuring that all staff have the opportunity to thrive, meet their goals, and advance at every level.

Department Goal: The Department implements inclusive and equitable retention, professional development, and promotion practices that remove systemic barriers and support all staff in contributing, achieving their goals, and advancing at every level. These efforts prioritize fairness and opportunity for historically underrepresented groups while ensuring compliance with all applicable laws.



GOAL 3: DISCIPLINE AND SEPARATION

Ensuring Fair and Consistent Termination Practices.

Managerial practices related to employee evaluation, monitoring, discipline, and termination must be applied consistently and equitably. To promote fairness and transparency, evaluations and reviews should be standardized, job expectations should be clear, and opportunities for professional development and skills building should be available to all staff. Supervisors should engage in ongoing training to recognize and mitigate potential biases, ensuring that all employees have the support they need to succeed. These efforts strengthen recruitment, retention, and engagement across the workforce.

Department Goal: The Planning Department ensures fair and unbiased discipline practices while fostering an inclusive management culture.



GOAL 4: ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Equity and belonging thrive when inclusion is embedded at every level.

Fostering equity and belonging goes beyond hiring a diverse workforce. It requires ensuring all staff feel respected, valued, and supported in every stage of their employment. This includes addressing organizational norms that perpetuate exclusion, creating psychological safety for all employees to participate and voice their ideas, cultivating diverse leadership that reflects the community, and empowering managers to help all staff lead in their roles. An organizational culture that excludes some groups, even unintentionally, creates a mental health toll on the impacted employees and hurts retention and productivity. By embedding equitable processes into internal practices and external engagement, the department can create an environment where both staff and residents feel a true sense of belonging.

Department Goal: Foster a culture of equity and belonging by ensuring all Planning Department staff understand and advance racial and social equity in their work, managers support all staff to be leaders in their roles, and internal and external practices promote an environment where staff and residents feel respected, valued and accepted for who they are and their perspectives.

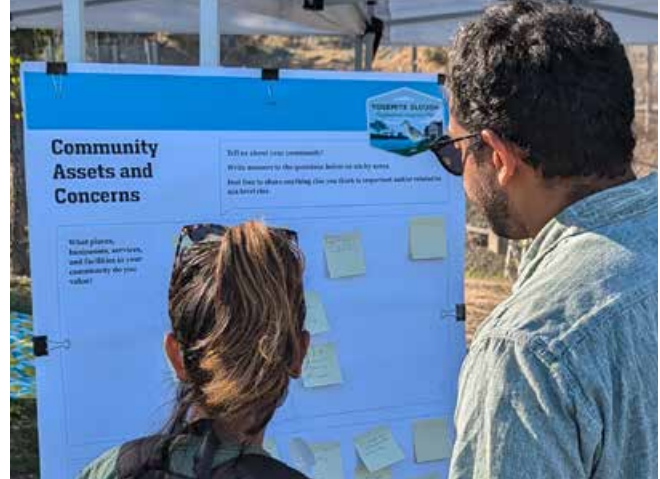


GOAL 5: BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making.

For many departments, equitable and inclusive leadership extends beyond senior positions to boards and commissions, where important decisions are made. These bodies should reflect the diversity and perspectives of the communities they serve. Department bylaws and policies should be reviewed to ensure they promote fairness and inclusion and do not perpetuate implicit bias. Seats should remain accessible to all qualified individuals, and policies and budget decisions should be assessed through an equity lens that considers multiple dimensions of inclusion, such as race, ethnicity, gender, disability, and socioeconomic status.

Department Goal: The Planning Commission and Historic Preservation Commission ensure representation of voices from all communities in the city, including from historically underrepresented groups. Guided by their Equity Resolutions, they commit to equitable and inclusive decision-making.



GOAL 6: RESOURCE ALLOCATION

Budgets Reflect Values. Equity Must Be Resourced to Be Real.

Resource allocation reflects a department's priorities. When budgets are developed without attention to equity, disparities in service delivery and outcomes can persist. To promote fairness and inclusion, the Department is committed to applying an equity lens to budgeting and resource decisions—considering data pointing to gaps in communities to ensure that investments effectively address community needs and advance equitable outcomes. This includes allocating staff time, funding, and program support to initiatives that promote equity and improve outcomes for communities that have experienced systemic barriers to access and opportunity. Equity should not be an add-on, but a core criterion guiding decisions about where, how, and why resources are used. Community-informed budgeting and transparent processes help ensure that funding aligns with community needs and values, particularly in neighborhoods where opportunity has been historically limited.

Department Goal: The Planning Department aligns budget with equity goals and incorporates public input into resource planning and contributes to addressing disinvestment in historically marginalized communities.



GOAL 7: PROCUREMENT AND CONSULTANTS

Contracting is an Extension of Our Values.

The City contracts millions of dollars each year for professional services, which makes procurement one of the most powerful levers for advancing racial and social equity. Yet traditional procurement practices often favor firms with existing institutional advantages, excluding smaller or community-based organizations from opportunities. To align procurement with equity goals, the Department must ensure that scopes of work, selection criteria, and evaluation processes reflect cultural competence and community relevance. Consultant teams should understand the City's strong commitment to equity and inclusion principles and bring diverse perspectives and experiences that support the Department's mission to serve all communities effectively. Embedding equity into contracting extends the Department's values into its partnerships and strengthens outcomes by ensuring that project teams reflect, understand, and are accountable to the communities affected by their work.

Department Goal: The Planning Department embeds equity in our contracting and procurement practices to ensure opportunities for all and partner with diverse, culturally competent consultants and community organizations.



GOAL 8: EQUITABLE PLANNING

Equity as a Foundation of Planning: Creating a City Where Everyone Can Thrive.

The San Francisco Planning Department is committed to addressing the needs and visions of all communities and reversing the inequities created by past planning practices. Historically, many urban plans and policies concentrated equity communities such as Black, American Indian, communities of color, and low-income residents, in areas with limited access to affordable housing, economic opportunity, quality cultural spaces, and environmental protections. This systemic exclusion has produced lasting disparities that continue to affect community stability and environmental health. Today, our equitable planning practices focus on creating policies that recognize cultural resources of communities, supports wealth creation in low-income communities, expand affordable housing, and prioritize climate resilience in vulnerable neighborhoods.

Department Goal: The Planning Department champions equitable land use practices, supporting access to housing, economic opportunities, and resilience to create a more just and thriving city for all.



GOAL 9: COMMUNITY ENGAGEMENT

Equitable Planning Requires Equitable Participation.

Community engagement and partnership lie at the heart of the Planning Department's mission, ensuring that policies and projects meet the diverse needs of the city. Planning significantly shapes both the physical environment and community well-being, making accessible and inclusive engagement essential. Traditional participation methods, however, often favor individuals with the time, resources, and knowledge to navigate planning processes, leaving many, particularly those from underserved communities, without a voice. These methods frequently position the public as passive participants, rather than recognizing communities as active decision-makers who best understand their own priorities and needs. To address this imbalance, the Department implements strategies to remove barriers and expand access, such as culturally responsive outreach, partnerships with community organizations, and flexible participation options that meet people where they are. This approach enhances decision-making, builds community trust, and ensures development benefits are equitably shared, creating a city that uplifts everyone.

Department Goal: The Planning Department is committed to fostering inclusive and accessible community engagement, building partnerships that broaden participation, and empowering staff and community members to collaboratively shape equitable and impactful outcomes.

**RACIAL &
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VII. IMPLEMENTATION PROGRESS

The Equity Plan is both a commitment and a roadmap for transforming how the Planning Department operates, makes decisions, and engages with San Francisco's communities. By addressing systemic barriers within our workforce, leadership, culture, resource allocation, and planning practices, we are ensuring that equity is not an add-on but a guiding principle in every aspect of our work.

Equity is also an ongoing practice that requires sustained attention, transparency, and partnership. This section highlights the progress the Department has made since adopting Phase 1.

INTERNAL PROGRESS

The Department has taken significant steps to strengthen equity within its organizational structure and culture. Key milestones include:

- » Incubating equity initiatives through the **Community Equity Division**, expanding and instructing those efforts across all Department functions, including Community Planning.
- » **Adopting Equitable HR Guidelines** that promote transparency in hiring, advancement, and retention.
- » **Integrating the Budget Equity Tool** into planning and resource allocation processes, ensuring funding decisions advance equity goals.
- » **Expanding staff diversity and promotion pathways**, resulting in a workforce that better reflects the city's communities.
- » **Increasing equity-focused contracts**, which rose from 42% in 2022 to 75% in 2025. See Table 1.
- » **Revising internship programs** to prioritize opportunities for students from local public schools, strengthening pipelines into the planning profession.

- » **Updating the Department's mission and vision statements** in 2024 to explicitly affirm its equity commitments.

These internal changes have improved representation within the Department and helped to establish clearer systems of accountability and support for staff at all levels.

EXTERNAL PROGRESS

Externally, the Department has deepened its partnerships with communities and City agencies to implement equity-centered planning and policy. Notable efforts include:

- » **Establishing the Community Equity Advisory Council**, which provides guidance and accountability on the Planning Department's equity-related initiatives.
- » **Adopting the equity-centered 2022 Housing Element**, a foundational policy document that integrates racial and social equity principles into housing planning.
- » **Developing the Environmental Justice Framework** to address disparities in environmental health and resilience across neighborhoods.

- » **Supporting neighborhood-based initiatives**, such as the Tenderloin Community Action Plan (TCAP), the Mission Action Plan (MAP), and Cultural District initiatives in SoMa, Fillmore, Japantown, and the Sunset, which guide investments in housing, cultural preservation, and public space.
- » **Advancing historic and cultural preservation efforts**, including the SF Survey and multiple Historic Context Statements, which elevate the histories and contributions of underrepresented communities.

Through these initiatives, the Department is centering equity into policy and practice, ensuring that planning decisions reflect the voices and priorities of historically underserved communities.

Table 1. Application of the Budget Equity Tool: 2022 - 2025

FISCAL YEAR	FULL TIME EQUIVALENT (FTE) CENTERING EQUITY (% OF FTE)	CONTRACTS CENTERING EQUITY (% OF CONTRACTS)
2021 - 2022*		
2022 - 2023	51 (21%)	\$815,000 (42%)
2023 - 2024	62.8 (28%)	\$1,180,000 (69%)
2024 - 2025	49.4 (24%)	\$750,000 (75%)
2025 - 2026	48.9 (25%)	Forthcoming

* This year is not directly comparable as the tool was formatted differently.

An aerial photograph of a city, likely San Francisco, showing a dense urban landscape with various buildings, streets, and greenery. In the background, a prominent hill (Mount Diabolo) is visible under a clear blue sky. The foreground features several palm trees and lush green trees. A yellow school bus is partially visible in the bottom left corner.

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VIII. LOOKING AHEAD: ACCOUNTABILITY AND EVALUATION

Understanding and communicating progress is essential to ensuring accountability and driving meaningful change. The Department tracks implementation of the Equity Plan through multiple tools and processes designed to measure outcomes, identify challenges, and adapt strategies.

» **Equity Dashboard**

The Equity Dashboard serves as the central platform for monitoring implementation across all focus areas of the Plan. The Dashboard will remain the primary tool for both public and internal accountability, providing a real-time view of equity progress. A public-facing version will launch in 2026 to strengthen transparency and community oversight.

» **Surveys and Staff Experience**

Biennial Staff Culture Surveys offer insight into how outcomes from equity work are experienced by staff. The 2024 survey (see Appendix C) showed progress in awareness, training participation, and confidence using equity tools. At the same time, it revealed ongoing gaps in trust and inclusion, particularly among staff of color. These findings guide decisions about leadership, resources, and training to ensure a more equitable workplace.

In addition to the Equity Dashboard, staff use existing systems such as the Project Planning and Tracking System (PPTS), City Performance metrics, Housing Reports, and the Neighborhood Data Hub to monitor implementation. Project-level tools also track changes in zoning, policy, and community partnerships.

METRICS AND ACCOUNTABILITY FRAMEWORK

To support implementation, the Department has developed a framework that outlines specific deliverables, outcomes, and metrics for each strategy. Root Cause Analysis (RCA) and Results-Based Accountability (RBA) frameworks informed the development of specific metrics.

» **A Root Cause Analysis (RCA):** Identifies the historic and systemic drivers of disparities in planning functions, ensuring strategies target underlying causes rather than symptoms. RCA supports organizational change by addressing the structural conditions that sustain inequities.

» **A results-based accountability (RBA):** A data-driven approach that starts with the outcomes we want to achieve and works backward to define strategies. RBA provides measurable metrics and ensures resources are directed toward actions that produce meaningful change. Because no single agency can achieve systemic equity alone, alignment with the Office of Racial Equity and other City partners is essential to drive transformation at the citywide level.

EVALUATION INTERVALS

Progress will be reviewed at three key intervals:

- » **Annual Check-ins:** Departments report accomplishments and equity priorities to the Office of Racial Equity (every spring).
- » **Two-Year Evaluation:** The Department reviews progress, adjusts strategies based on capacity and needs, and incorporates Staff Culture Survey results (June 2027).
- » **Five-Year Evaluation:** A comprehensive report summarizes completed actions, measures outcomes, and recommends future priorities aligned with the Department's equity vision.

COMMITMENT TO CONTINUOUS IMPROVEMENT

Achieving racial and social equity is not a one-time goal. It requires sustained effort, transparent evaluation, and accountability to both staff and the public. The Department is committed to measuring progress, identifying challenges, and refining strategies to support its workforce and meet the needs of all San Francisco communities, with a focus on those most impacted by outcomes of planning decisions.

HOW CAN I PROVIDE FEEDBACK OR GET INVOLVED?

The Equity Plan relies on the public helping with prioritization of strategies, and keeping us accountable to ensure we achieve a truly equitable San Francisco. More information and opportunities to contact us are available here: <https://sfplanning.org/project/racial-and-social-equity-action-plan>

DEFINITIONS

What does Belonging mean?

More than having access, belonging means having a meaningful voice, and being afforded the opportunity to participate in the design of political, social, and cultural structures.

IX. RESOURCES



RACIAL & SOCIAL EQUITY TERMINOLOGY / GLOSSARY

The concept of “race” is socially constructed and has included various definitions and designations that have changed over time. To increase the consistency and quality of race/ethnicity data being collected, analyzed and reported by San Francisco agencies, and to better track disparate outcomes, the San Francisco Office of Racial Equity (ORE) is developing a race/ethnicity data standard. This update is based on federal government data standards, such as the Census, federal and state law, interviews with demographers and researchers as well as interviews with a small group of San Francisco residents. Below are the core draft race/ethnicity categories proposed by ORE:

- » **American Indian, Native American, Alaska Native**
- » **Asian or Asian American**
- » **Black or African American**
- » **Latino or Hispanic**
- » **Middle Eastern or North African**
- » **Native Hawaiian or Pacific Islander**
- » **White**

The proposed standards also include write-in options and a more detailed version with ethnicities that typically align within the core categories (e.g. Chinese under Asian) for people to self-select which terms best describe them.

Other terms in this report:

Note this is not an exhaustive list and a resource that can be easily accessed and updated more regularly will be developed.

- » **Ableism:** discrimination or prejudice, whether intentional or unintentional, against persons with disabilities.
- » **Accessible:** spaces and programs are designed to be inclusive of persons with disabilities and generally don’t require accommodations.
- » **Adverse Impacts:** practices or policies that appear neutral but have a discriminatory effect on a protected group, impacts may be considered discriminatory and illegal if they have a disproportionate “adverse impact” on persons in a protected class.

- » **Anti-Blackness:** hostility towards, opposition to, pathologizing of and racism towards Black people and culture, manifested through individual, internalized, interpersonal, institutional or systemic interactions, decisions, processes, and outcomes.
- » **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.).
- » **Asian American:** this term was created in the 1960s to unify all the different ethnic and cultural groups of Asian descent and is meant to form a unified political bloc for advocacy and collective action. In the 1980s and 1990s, this term was broadened to include Pacific Islanders, and the term Asian American and Pacific Islander (AAPI) is now more commonly used. This term captures many different ethnicities, so it is important to be specific when necessary and disaggregate data when necessary.
- » **Belonging:** belonging means more than having access, it means having a meaningful voice and being afforded the opportunity to participate in the design of political, social, and cultural structures.
- » **Bias:** prejudgment in the evaluation of one group and its members relative to another.
- » **Black & African-American:** refers to people of the African diaspora, which includes those in the Americas, the Caribbean and Europe. African-American refers to U.S. Americans of African descent. To encompass and more fully capture the experiences of Black people in the United States, some prefer to use Black instead of African American.
- » **Communities of Color:** a term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism.
- » **Discrimination:** negative or positive actions or treatment towards members of a particular group based on their membership of that particular group.
- » **Disparate Impact:** when a “facially neutral” policy or practice disproportionately affects a protected group of people (e.g., by race, color, national origin, etc.)

- » **Disparity:** a difference or gap in outcomes – does not imply a specific cause or fault.
- » **Disproportionate Burden:** when a “facially neutral” policy or practice places a significantly greater negative impact on low-income and other vulnerable populations.
- » **Diversity:** includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another.
- » **Environmental Justice:** the equitable distribution of environmental benefits and the elimination of environmental burdens to promote healthy communities where all San Franciscans can thrive. Government can foster environmental justice through processes that address, mitigate, and amend past injustices while enabling proactive, community-led solutions for the future.
- » **Equity:** full and equal access to opportunities, power and resources, whereby all people may thrive and prosper regardless of demographics.
- » **Equality:** treating everyone equally despite socioeconomic or other differences.
- » **Equity analysis:** a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities.
- » **Ethnicity:** a social construct that divides people into smaller social groups based on characteristics such as a shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.
- » **Bias:** prejudgment in the evaluation of one group and its members relative to another. Acting on bias can be discriminatory and when combined with power, can create negative outcomes for particular groups.
- » **Explicit Bias:** refers to conscious prejudice against a group or groups.
- » **Implicit Bias:** the evaluation of one group and its members relative to one another, expressed indirectly, usually without awareness, often the bias is unconscious or unknown by the actor.

- » **Inclusion:** including or being included within a group or structure, or the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other historically excluded groups. Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power.
- » **Income Gap:** a disparity in income between groups. When considered in terms of the whole economy, the most common income gap is 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.)
- » **Individual or Internalized Racism:** racism that exists within individuals, when one holds negative ideas about his/ her own culture, even unknowingly. Xenophobic feelings or one's internalized sense of oppression/ privilege are two examples of individual or internalized racism.
- » **Interpersonal Racism:** racism that occurs between individuals. It is the holding of negative attitudes towards a different race or culture. Interpersonal racism often follows a victim/ perpetrator model. Examples include hate speech or symbols.
- » **Institutional Racism:** refers to institutional and cultural practices that perpetuate racial inequality. Benefits are structured to advantage powerful groups at the expense of others. Examples include racial profiling by law enforcement, Jim Crow segregation laws, grocery store redlining practices, etc.
- » **Intersectionality:** concept and frame coined by Professor Kimberlé Crenshaw in 1989 that describes a lens for seeing the way in which various forms of inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts.
- » **Latin:** a person of Latin American descent. Hispanic refers to relation with Spain or Spanish-speaking countries; "Spanish" only refers to someone from Spain. Per the SF Office of Racial Equity guidance for collecting demographic data of this population use the term Latino/e or Hispanic.
- » **Microaggressions:** commonplace verbal or behavioral indignities, whether intentional or unintentional, which communicate derogatory, hostile, or negative racial slights or insults.

- » **Minority:** a small group or category within a larger demographic.
- » **Misogyny & Trans-Misogyny:** 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 and South America before colonization, including native tribes in Latin America and Canada. 'American Indian' tends to be preferred and commonly used by several U.S.-based American Indian organizations, tribes, and community members in reference to treaties and the relationship of tribes with U.S. laws and government. It is important to note, however, that whenever feasible, American Indian people traditionally prefer to be identified by their tribal affiliation name (i.e., Ramaytush Ohlone). When in doubt, ask what identity label someone prefers (Native American, American Indian, First Nation or Indigenous person).
- » **Occupational Segregation:** separation of workers into different industries or seniority levels based on demographics. Occurs across numerous intersections of race, gender, nativity, and physical and cognitive disability.
- » **Oppression:** a system that maintains advantage and disadvantage based on social group memberships and operates, intentionally and/or unintentionally, on individual, institutional, and cultural levels.
- » **Othering:** set of dynamics, processes, and structures that engender marginality and persistent inequality across any human differences based on group identities. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, and skin tone.
- » **People or Person of Color:** an 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 undertones and are not synonymous.
- » **Prejudice:** a negative or positive (usually negative) attitude or affective response toward a certain group and its individual members.

- » **Privilege:** unearned access to resources only readily available to some people as a result of their advantaged social group membership.
- » **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 physiological 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.
- » **Racial Equity:** the systematic fair treatment of people of all races that results in equal outcomes when race does not determine or predict the distribution of resources, opportunities, and burdens for all members of society.
- » **Racial Equity Framework:** set of strategies, procedures, and resources designed to better understand 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 structures that produce equitable outcomes.
- » **Racism:** involves ideology, structures, policies and practices, it is best understood as having several manifestations: interpersonal, institutional and structural. 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.
- » **Social Equity:** fairness and justice in the management of public institutions, policy and delivery of public services taking into account historic and current inequities among groups, such as along gender identity, sex, religion, and disability status.
- » **Social Group:** group of people who share a range of physical, cultural, or social characteristics within one of the social identity categories.
- » **Structural Racism:** refers to the history and the current culture, ideology, and interactions of all institutions and policies that work together to create a system that perpetuates inequity.

- » **Systemic Racism:** the joint operation of institutions to produce racialized outcomes, even in the absence of racist intent. Indicators include power inequalities, unequal access to opportunities, and differing policy outcomes by race. Systemic racism is cumulative, pervasive, and durable. Examples include the prison industrial complex and unequal educational outcomes.
- » **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 underrepresented students at college, 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.
- » **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.
- » **White Privilege:** the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.
- » **White Supremacy:** an historically based, institutionally perpetuated system of exploitation and oppression of continents, nations and peoples of color by white peoples and nations of the European continent; for the purpose of maintaining and defending a system of wealth, power and privilege.
- » **Xenophobia:** fear or hatred of strangers or foreigners.

RACIAL & SOCIAL EQUITY PLAN STRATEGIES

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

SAN FRANCISCO PLANNING DEPARTMENT RACIAL & SOCIAL EQUITY ACTION PLAN

Last Updated - 10/01/2025

Number of Employees: 200 employees

Annual Budget: \$55 million (FY24-25)

Department's Racial Equity Primary Contact(s):

Claudia Flores, Equity Officer/Plan Manager

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Equity Plan Core Team:

Carla de Mesa, Sr. Community Development Specialist, Carla.demesa@sfgov.org

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Equity Plan Extended Team:

Lisa Gibson, Environmental Review Officer, Director of Environmental Planning

Monica Huggins, Planner Technician II

Rich Sucre, Deputy Director of Current Planning

Deborah Sanders, Executive Assistant to the Director

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Zoey Feng, HR Analyst

Danielle Ngo, Senior Planner

Reanna Tong, Senior Planner

ACTION PLAN SECTIONS:

- 1. Hiring and Recruitment**
- 2. Retention, Professional Development and Promotions**
- 3. Discipline and Separation**
- 4. Organizational Culture of Inclusion and Belonging**
- 5. Boards and Commissions**
- 6. Resource Allocation**
- 7. Procurement and Consultants**
- 8. Equitable Planning**
- 9. Community Engagement**

SECTION 1. HIRING & RECRUITMENT

DEPARTMENT GOAL: The Department expands and ensures equitable opportunities for all candidates, including underrepresented professionals, and fosters diversity within the planning field at all classification levels.

Strategy 1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s Racial & Social Equity Action Plan.

ACTION	TIMELINE	PRIORITY
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.	Complete	
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.	Complete-Recurring	
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.	Complete	
4. Adhere to a hiring and recruitment policy that aligns with the Citywide Racial Equity Framework and the departmental Racial and Social Equity Action Plan.	Complete-Recurring	

Strategy 2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTION	TIMELINE	PRIORITY
5. Develop a clear, consistent, and expansive recruitment process that addresses most basic barriers to access employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	Complete-Recurring	
6. Foster relationships with new and unexpected outlets such as, community-based organizations, professional networks and associations that reach historically under-represented groups, re-entry programs, SFUSD and community college systems that could feed into open positions.	Complete-Recurring	
7. Review, simplify, and standardize job descriptions to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences.	Complete-Recurring	
8. Reduce unnecessary or outdated minimum qualifications and degree requirements.	3 Years	X
9. Use holistic and accurate assessments of skills and experience. Consider alternatives to multiple choice tests, essay questions, and oral interviews.	Complete-Recurring	
10. 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.	Complete-Recurring	
11. Work with DHR to more prominently post their FAQs on employment with each job posting; and create a “work with us” page on our website with additional information on the hiring process to improve accessibility to a wider candidate pool.	Complete-Recurring	
12. Research limitations and opportunities in hiring to inform the equitable hiring and recruitment policy.	Complete	
13. Develop and implement strategies to increase diversity in professional, management and leadership positions.	1 Year	

Strategy 3. Invest in a diverse and equitable talent pool by formalizing robust internship programs and providing equal opportunity towards permanent employment.

ACTION	TIMELINE	PRIORITY
14. Create, maintain, and develop paid internship or fellowship opportunities, for entry-level and mid-career candidates to gain skills and knowledge relevant to the department. Be clear and upfront about the paid opportunities during the hiring process.	Complete-Recurring	
15. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the City's Opportunities for All program.	Complete	
16. Disrupt hiring patterns that rely on a model that focuses on candidates from limited institutions and universities. Target local community colleges, trade schools, training programs, community-based associations, re-entry programs, public high schools, etc. e.g. SF Unified School District's Career Pathways Program.	Complete-Recurring	
17. Ensure participants receive mentoring and career development support throughout the program. Include learning opportunities to expand their knowledge, including about the department's equity work.	Complete-Recurring	
18. 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.	Complete-Recurring	
19. 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) 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.	Complete-Recurring	

Strategy 4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTION	TIMELINE	PRIORITY
20. Maintain a standardized and holistic interview process with structured interview questions.	Complete-Recurring	
21. Ensure a diverse hiring panel for each interview.	Complete-Recurring	
22. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.	Complete-Recurring	
23. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Complete-Recurring	
24. Share and post all job openings internally. Abide by department's Racial & Social Equity Action Plan goals to create and streamline professional mobility.	Complete-Recurring	
25. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	Complete-Recurring	
26. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	1 Year	
27. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	Complete-Recurring	
28. 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.	Complete-Recurring	

SECTION 2. RETENTION, PROFESSIONAL DEVELOPMENT & PROMOTIONS

DEPARTMENT GOAL: The Department ensures diverse, inclusive, and equitable retention, professional development and promotion practices and addresses systemic barriers to support all staff to contribute, meet their goals and advance at all levels, including staff of color and other historically underrepresented groups.

Strategy 1. Ensure salaries and benefits meet or exceed industry standards and allow for a dignified livelihood for all staff, including but not limited to people of color and people of all genders.

ACTION	TIMELINE	PRIORITY
29. Conduct annual internal reviews of salary within the department and against industry standards to identify pay parity issues.	1 Year	
30. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. (e.g. parental leave policy, short-term disability, etc.)	Complete-Recurring	
31. Review staff needs for paid time off, leaves, shift scheduling, and consider how to increase flexibility in your department's practices to value religious and cultural holidays, family responsibilities, etc.	1 Year	

Strategy 2. Create transparent and equitable paths to promotion.

ACTION	TIMELINE	PRIORITY
32. Determine standard factors considered for raises and promotions. Make this information available to staff.	Complete-Recurring	
33. Develop a formal and transparent process for raises and promotions.	Complete	
34. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time, and for staff to gain new work experience and receive appropriate credit or compensation.	Complete	

ACTION	TIMELINE	PRIORITY
35. Identify classifications that have a low rate of promotion, focusing on “drop-off” trends by demographics and create upward paths such as by using alternative classifications or adding bridging responsibilities to existing roles.	1 Year	X
36. Identify classifications that do not have a clear promotional path within the department or the City and create a clear upward path for continued opportunities.	1 Year	X

Strategy 3. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ACTION	TIMELINE	PRIORITY
37. Ensure all staff have opportunities for both internal and external professional development, regardless of seniority and appointment type; and develop an equitable procedure for your department to approve professional development requests and provide stipends (registration, travel, and other costs for conferences and courses etc.).	Complete-Recurring	
38. Track professional and skill development and assess on an ongoing basis. Identify and address any disparities or obstacles to accessing professional development.	1 Year	X

Strategy 4. Encourage collaboration between staff and supervisors that are consistent and thoughtful, and that center and address staff’s needs in a timely manner in order to perform and excel at their jobs.

ACTION	TIMELINE	PRIORITY
39. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities and identify staff needs outside of the workplace and support them, understanding that this contributes to overall work quality.	Complete-Recurring	
40. Facilitate mentorships, job shadowing, informational interviews, and other ways for staff to learn from each other (particularly junior from senior staff) about developing their careers.	1 Year	X

ACTION	TIMELINE	PRIORITY
41. Create a process where staff can submit accommodation requests. The overall timeline process should be transparent and easily accessible.	Complete-Recurring	
42. Respect religious and cultural practices of employees.	Complete-Recurring	

SECTION 3. DISCIPLINE & SEPARATION

DEPARTMENT GOAL: The Department ensures fair and unbiased discipline and separation practices and fosters an equitable and inclusive management culture.

Strategy 1. Create clear, equitable, and accountable protocols for corrective actions.

ACTION	TIMELINE	PRIORITY
43. Conduct annual internal reviews of corrective actions and separations to identify any potential disparities or patterns of bias.	1 Year	X
44. Implement alternative dispute resolution opportunities in your department to resolve interpersonal issues.	1 Year	
45. Standardize corrective actions and discipline procedures and expand restorative alternatives to ensure all staff are treated fairly, compassionately, and consistently. Ensure ongoing learning about bias and discrimination in discipline, equitable discipline, as well as EEO and union protections for all staff, especially supervisors. Strategies can include: · Implementing clear, department-wide discipline guidelines to ensure fairness and transparency. · Offering alternate dispute resolution tools such as mediation and conflict coaching. · Encouraging scaled-back, learning-focused corrective actions for low-level issues. · Embedding equity checks into the discipline process to monitor and reduce disparities.	1 Year	

SECTION 4. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

DEPARTMENT GOAL: Foster a culture of equity and belonging by ensuring all Planning Department staff understand and advance racial and social equity in their work, managers support all staff to be leaders in their roles, and internal and external practices promote a culture where staff and residents feel respected, valued and accepted for who they are and their perspectives.

Strategy 1. Foster an effective and intentional organizational culture that is committed to inclusion and belonging.

ACTION	TIMELINE	PRIORITY
46. Ensure that the Department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Complete	
47. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its Racial and Social Equity Action Plan goals.	Complete	
48. Develop a Racial and Social Equity Action Plan that is updated regularly and available to the public.	Complete-Recurring	
49. Regularly report to staff, board, and commissioners on Racial and Social Equity Action Plan updates.	Complete-Recurring	
50. Commit to and enable staff and leadership to participate in learning, conferences, and department discussions that promote a deeper understanding of racial equity. Program department meetings to center a diverse range of speakers and inclusive speakers while offering space for staff engagement, include education and engagement on topics related to equity. Support and provide space for affinity-based discussions and affinity groups. Build mutual understanding of diverse cultures through team building and community building activities (e.g. heritage month events).	Complete-Recurring	X
51. Honor and protect individual forms of identity expression (e.g. using gender pronouns, modifying outdated dress codes, affirming diverse hairstyles and hair textures, etc.). Ensure all staff, especially supervisors, understand how to prevent bias and discrimination related to individual or culturally specific identity expressions.	Complete-Recurring	

ACTION	TIMELINE	PRIORITY
52. Conduct a regular staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Complete-Recurring	
53. Provide spaces for staff to take breaks, be in community, access resources, and for religious and cultural practices. Incorporate public art and decor that reflects the cultural traditions of local communities.	Complete-Recurring	
54. Collaborate with other City family agencies to develop an equity training program (i.e. share curriculum, etc.).	Complete-Recurring	
55. Develop an equitable leadership that will foster a culture of inclusion and belonging by managers completing training specifically focused on recruitment, retention and management for diverse and inclusive organizations.	Complete-Recurring	
56. Develop function-specific goal setting and action plans to uncover and address opportunities to advance racial and social equity.	Complete	
57. Establish evaluation and accountability measures for plans.	1 Year	

Strategy 2. Develop internal communication processes and procedures that promote equity.

ACTION	TIMELINE	PRIORITY
58. Ensure all staff have easy access to regular departmental communications and can also share information with each other. Provide and maintain any necessary processes, equipment or facilities (e.g. email lists, tablets, bulletin board, etc.).	Complete-Recurring	
59. Facilitate ongoing discussions with staff about how to address their needs inside and outside of the workplace. Incorporate stay interviews and exit interviews. Center the most vulnerable individuals, such as those with multiple worksites or shift schedules. Engage staff in department decision-making processes that affect them. Maintain a simple and anonymous process for staff to provide input to senior leadership.	1 Year	
60. Evaluate current Department racial and social equity initiatives and activities to inventory and build on what is needed.	Complete	

Strategy 3. Ensure accessibility and safety at work.

ACTION	TIMELINE	PRIORITY
61. Evaluate and improve physical accessibility, digital accessibility, and language accessibility for your department to meet or exceed standards. Ensure your department processes for accommodation and language access requests are clear for staff and visitors; and accessibility protocol is known and utilized by all staff across all department events and communications. Consider the needs of people with disabilities, seniors, families, etc. (e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.)	Complete-Recurring	
62. Monitor and analyze future Disaster Service Worker department deployments to ensure assignments are equitable and credited. Ensure staff needs during deployment (e.g. PPE, caregiving responsibilities, etc.) are fully met.	Complete-Recurring	
63. Monitor and analyze any disparities in injuries at department worksites. Identify ways to proactively reduce injuries and improve ergonomic and safety equipment for staff. Ensure your department's Injury and Illness Prevention Plan and Workplace Violence Prevention Plan are up to date.	Complete-Recurring	
64. Invest in translation services.	Complete-Recurring	

Strategy 4. All staff possess core competencies and capacity necessary to advance racial and social equity meaningfully and this work is incorporated into staff performance plans and measures.

ACTION	TIMELINE	PRIORITY
65. All staff complete 12 hours of the basic racial and social equity training by January 2019.	Complete	
66. Incorporate racial and social equity training into new staff onboarding process.	1 Year	X
67. Staff track participation in racial and social equity activities through PPTS.	Complete-Recurring	
68. 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.	Complete-Recurring	
69. Develop essential shared tools and frameworks to ensure that staff members are empowered to advance racial and social equity from their respective roles.	Complete-Recurring	

SECTION 5. BOARDS & COMMISSIONS

DEPARTMENT GOAL: The Planning Commission and Historic Preservation Commission ensure representation of voices from all communities in the city, including from historically underrepresented groups. Guided by their Equity Resolutions, they commit to equitable and inclusive decision-making.

Strategy 1. Ensure a diverse and equitable board and commission membership that reflects the San Francisco community.

ACTION	TIMELINE	PRIORITY
70. Review and revise Rules & Regulation to include inclusive language and to align with the Department's Racial and Social Equity Action Plan.	Complete	
71. Have board/commission adopt a resolution around racial equity.	Complete	
72. Racial equity-related items are regularly agendized.	Complete-Recurring	
73. Expand ability for commission members to hear from diverse voices.	1 Year	
74. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.	Complete	
75. 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.	Complete	
76. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.	3 Years	

Strategy 2. Ensure members feel welcomed and valued, not tokenized or patronized.

ACTION	TIMELINE	PRIORITY
77. Determine a regular and standardized protocol for accommodation requests for both commissioners and community members who attend hearings, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	Complete-Recurring	
78. Commit to ongoing racial equity training being mindful of ongoing and current issues	Complete-Recurring	
79. Facilitate mentorships between newer and more experienced board/commission members.	Complete-Recurring	

SECTION 6. RESOURCE ALLOCATION

DEPARTMENT GOAL: The Planning Department aligns budget with equity goals and incorporates public input into resource planning, and contributes to addressing disinvestment in historically marginalized communities.

Strategy 1. Resource and prioritize efforts that advance positive and equitable outcomes and racial and social equity across the City.

ACTION	TIMELINE	PRIORITY
80. Analyze the Department's budget utilizing the Racial and Social Equity Assessment Tool.	Complete-Recurring	
81. Analyze individual programs and projects, where applicable, within the Department using the Racial and Social Equity Assessment Tool.	Complete-Recurring	
82. Adequately resource projects, plans, and efforts in all neighborhoods, including 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.	Complete-Recurring	
83. 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 budget cycles and target interventions.	Complete-Recurring	
84. Bring a Racial and Social Equity lens to process improvements while ensuring other goals such as efficient service delivery are met.	1 Year	

SECTION 7. PROCUREMENT & CONSULTANTS

DEPARTMENT GOAL: The Planning Department embeds equity in our contracting and procurement practices to ensure opportunities for all and partner with diverse, culturally competent consultants and community organizations.

Strategy 1. Promote equitable contracting to ensure opportunities for all business sizes and types to contract with the City.

ACTION	TIMELINE	PRIORITY
85. Develop guidelines for staff who manage contracts and for contractors to promote equitable contracting. The guidelines should include suggestions and best practices for: conducting broader outreach such as to the City’s LBE registered suppliers and local community-based organization; examples of clear criteria for RFP/RFQ review panelists as well as requirements for consultants to demonstrate experience working with diverse communities when relevant for the work; recommendations for diverse review panels; training for staff on the guidelines and procurement process; etc.	1 Year	

SECTION 8. EQUITABLE PLANNING

The San Francisco Planning Department is committed to addressing the needs and visions of all communities and reversing the inequities created by past planning practices. Historically, many urban plans and policies concentrated equity communities such as Black, American Indian, communities of color, and low-income residents, in areas with limited access to affordable housing, economic opportunity, quality cultural spaces, and environmental protections. This systemic exclusion has produced lasting disparities that continue to affect community stability and environmental health.

Today, our equitable planning practices focus on creating policies that recognize cultural resources of communities, supports wealth creation in low-income communities, expand affordable housing, and prioritize climate resilience in vulnerable neighborhoods.

DEPARTMENT GOAL: The Planning Department champions equitable land use practices, supporting access to housing, economic opportunities, and resilience to create a more just and thriving city for all.

Strategy 1. Advance equitable housing development to ensure affordable and improved living conditions for equity communities.

ACTION	TIMELINE	PRIORITY
86. Develop a Community Investment Toolkit, report, and informational materials to promote equitable development, tangible benefits, and to support affordable housing in San Francisco's equity communities.	3 Years	X
87. Support a needs assessment of Single Room Occupancy (SROs) to identify improvement needs and implement targeted reforms to enhance safety, affordability, and residents' living conditions.	3 Years	
88. Analyze potential sites for affordable housing and develop strategies for acquiring sites, ensuring fair access and distribution.	5 Years	
89. Track and evaluate progress on Affirmatively Furthering Fair Housing (AFFH) actions, equity housing priorities, affordable housing funding, production, and preservation, and support the implementation of Affordable Housing Leadership Council recommendations.	5 Years	
90. Develop tools to provide technical assistance and support community affordable housing initiatives.	5 Years	
91. Support the development of small to mid-sized buildings affordable to middle-income households by conducting analysis, creating policies, and developing programs in partnership with Planning Divisions, City agencies, community organizations, and development partners.	3 Years	

ACTION	TIMELINE	PRIORITY
92. Affirmatively further fair housing by expanding housing availability—including affordable housing—by increasing density in well-resourced neighborhoods, especially along transit and commercial corridors.	1 Year	X
93. Implement AFFH Program Action 9.4.6. by creating a long-range community facilities plan for public facilities including parks, recreation centers, schools, public safety facilities, child development centers, and libraries to accommodate a thirty-year projected population growth and ensure equitable access in Priority Equity Geographies.	5 Years	
94. Facilitate the creation of affordable housing units by leveraging Development Agreements (e.g., Freedom West, Candlestick) and implementing strategic initiatives, policy changes, and process improvements to accelerate construction and unlock housing opportunities (e.g., Housing Pipeline).	5 Years	
95. Strengthen Planning Code and other controls to enhance protection for existing multi-family housing from demolition to create stability for tenants.	1 Year	
96. Develop and enhance Planning Code language and City programs to assist small businesses displaced by new housing development.	1 Year	

Strategy 2. Partner with equity communities to support capacity building and foster community self-determination.

ACTION	TIMELINE	PRIORITY
97. Collaborate with the Planning Department's Community Equity Advisory Council to develop community-based strategies and provide input on Planning processes and practices.	3 Years	X
98. Create an Investment Blueprint for the Tenderloin to foster long-term growth and resilience.	1 Year	
99. Develop Cultural Corridor Strategies in equity communities that anchor community culture and support wealth building.	5 Years	
100. Complete the implementation of Community Action Projects funded by the Tenderloin Community Action Plan (TCAP), and leverage additional funding towards public space improvement, youth investments, street stewardship, community wellness, and small business support.	1 Year	X

ACTION	TIMELINE	PRIORITY
101. Coordinate with interagency partners to mobilize investment and advocate for state, federal, and philanthropic funding that supports community-identified strategies.	Ongoing	
102. Play a key role in supporting Treasure Island Development Authority's (TIDA) Equity Program encompassing critical projects aimed at embedding equity into the systems shaping Treasure Island's development; ensuring Treasure Island becomes an inclusive, diverse, and equitable neighborhood.	5 Years	
103. Provide staff support to the Reimagine Japantown Committee's creation of a vision for the future of the Japan Center Malls that considers the community's priorities and property owners' goals.	1 Year	
104. Through the Permit SF initiative, collaborate with small businesses and community organizations to identify barriers, streamline approvals, and improve equitable access to the City's permitting process.	1 Year	X

Strategy 3. Advance equitable cultural preservation and community representation.

ACTION	TIMELINE	PRIORITY
105. Support the adoption and implementation of Cultural History, Housing, and Economic Sustainability Strategies (CHHESS) reports for Cultural Districts.	5 Years	
106. Center equity communities in preservation planning and enhance their inclusion in the City's landmark designation program, including through implementation of the Community Engagement Framework for the Citywide Cultural Resources Survey (SF Survey).	5 Years	
107. Complete historic context statements for Chinese American, Pan Latino, and Native American communities to ensure their histories and cultural contributions are recognized and preserved, fostering inclusive planning that respects and integrates diverse heritage.	1 Year	
108. Develop and implement Cultural District Objective Design Standards to preserve and enhance the unique features and identity of Cultural Districts while complying with state housing laws.	3 Years	X

Strategy 4. Center equity in the Planning Code, regulatory processes, and policy development.

ACTION	TIMELINE	PRIORITY
109. Develop, implement, and regularly update the Planning Department's Equity Dashboard to track progress, uphold accountability, and ensure the achievement of equity goals.	5 Years	X
110. Conduct an Equity Audit to identify and address policies that may disproportionately impact historically underrepresented and marginalized communities, including low-income populations, and establish an ongoing process to review and update the Planning Code to promote fairness, inclusion and equitable outcomes.	Ongoing	X
111. Develop and pilot an Impact Analysis Guidelines to incorporate equity analysis into the review process for projects with development agreements to inform project, community benefits, and project impact discussions.	1 Year	X
112. Adapt the Department's Racial and Social Equity Assessment Tool into all long-range and comprehensive policy and planning and integrate into the Division's Essential Practice Documents.	3 Years	X

Strategy 5. Promote environmental justice and climate resilience to protect communities and address environmental inequities.

ACTION	TIMELINE	PRIORITY
113. Apply the Environmental Justice Framework when updating General Plan elements to ensure policies enhance protections for equity communities.	Ongoing	
114. Create a pilot program to raise awareness of mitigation measures in historically underserved communities, providing residents with the knowledge and tools to understand and benefit from environmental protections.	Ongoing	X
115. Develop the Yosemite Slough Adaptation Plan to address sea level-rise caused by climate change predicted in Bayview Hunters Point, integrating equity, resilience, restoration, and environmental justice into a supported plan to adapt the Slough.	1 Year	
116. Establish a streamlined tribal consultation process for ministerial housing project reviews (e.g. Senate Bill 423) and CEQA reviews, ensuring meaningful Native American engagement.	3 Years	

ACTION	TIMELINE	PRIORITY
117. Participate in the Bayview Hunters Point AB 617 Community Emissions Reduction Plan (CERP) process by assisting with policy development and serving as subject-matter experts on City government.	Ongoing	
118. As part of environmental review, apply more protective air quality standards in health-vulnerable zip codes in areas with poor air quality (the Air Pollutant Exposure Zone (APEZ)).	Ongoing	

Strategy 6. Advance an equitable, inclusive, and culturally vibrant recovery for downtown San Francisco.

ACTION	TIMELINE	PRIORITY
119. Implement the Equity Council's Downtown Vision by partnering with City agencies, community organizations, and nonprofits to expand equitable access to City programs and funding opportunities.	Ongoing	
120. Support housing Downtown including conversions of underutilized commercial spaces into affordable and workforce housing through education, advocacy and promotion.	Ongoing	
121. Work with OEWD, SF Chamber, community groups and other Downtown organizations to attract colleges and universities downtown, including Historically Black Colleges and Universities (HBCU).	5 Years	
122. Support the implementation of Public Realm projects and activations, as funding is identified, by ensuring permitting is streamlined and supporting agency coordination, to increase public space activation and cultural programming Downtown.	5 Years	

SECTION 9. COMMUNITY ENGAGEMENT

Community engagement and partnership lie at the heart of the Planning Department’s mission, ensuring that policies and projects meet the diverse needs of the city. Urban planning significantly shapes both the physical environment and community well-being, making accessible and inclusive engagement essential. Traditional participation methods, however, often favor individuals with the time, resources, and knowledge to navigate planning processes, leaving many—particularly those from underserved communities—without a voice. These methods frequently position the public as passive participants, rather than recognizing communities as active decision-makers who best understand their own priorities and needs.

To address this imbalance, the Department implements strategies to remove barriers and expand access, such as culturally responsive outreach, partnerships with community organizations, and flexible participation options that meet people where they are. This approach enhances decision-making, builds community trust, and ensures urban development benefits are equitably shared, creating a city that uplifts everyone.

DEPARTMENT GOAL: The Planning Department is committed to fostering inclusive and accessible community engagement, building partnerships that broaden participation, and empowering staff and community members to collaboratively shape equitable and impactful outcomes.

Strategy 1. Empower staff with tools, training, and resources to lead inclusive, accessible, and transparent community engagement.

ACTION	TIMELINE	PRIORITY
123. Develop a community engagement framework supported by ongoing staff training in areas such as cultural competency, active listening, storytelling, and customer service to ensure culturally responsive, multilingual, and accessible outreach and engagement.	3 Years	X
124. Create a centralized resource library with essential tools and best practices (e.g., Metrics Template to Assess Outreach, Guide for Integrating Community Input, and Outreach Best Practices) to guide staff in improving outreach and engagement.	3 Years	X
125. Increase community engagement resources to promote diverse participation, with considerations such as offering incentives for participation, transportation, childcare, and translation services.	Ongoing	
126. Coordinate with sister agencies to expand a database of community partners and integrate with Gov Delivery to ensure timely notifications about meetings, updates, and engagement opportunities while broadening outreach to include more stakeholders.	Ongoing	X

ACTION	TIMELINE	PRIORITY
127. Establish a network of qualified community-based organizations and local vendors to support the Department in planning, outreach, and engagement activities, with a focus on cultural sensitivity, language access, and diverse perspectives.	3 Years	
128. Implement post-event surveys and feedback sessions tailored for non-English speakers to evaluate the quality, accessibility, and effectiveness of language assistance services, while exploring improvements in alignment with the City's Language Access Ordinance.	Ongoing	

Strategy 2. Strengthen outreach coordination to ensure efforts are strategically aligned, culturally responsive, and effectively tailored to community needs for maximum engagement and impact.

ACTION	TIMELINE	PRIORITY
129. Establish a structured process that includes monthly meetings for outreach coordinators and project teams to discuss engagement strategies, share updates, identify opportunities for cross-project collaboration, and request support for planning and executing outreach and engagement activities.	1 Year	X
130. Evaluate outreach and engagement efforts annually through mid-project and end-of-project metrics reviews, documented by project managers, to assess impact, document findings, and capture successes for continuous improvement.	Ongoing	
131. Expand the community liaison model by assigning dedicated Planning staff to support all Equity Geographies.	5 Years	X

Strategy 3. Support communities in engaging with the Planning Department through accessible education, neighborhood support, and an inclusive website for project information and participation.

ACTION	TIMELINE	PRIORITY
132. Develop core “Planning 101” workshops and educational materials tailored to different communities, using clear language and visual aids to explain complex processes like the permit process, development and environmental review, and other relevant planning efforts.	5 Years	X
133. Re-establish the mobile permit information counters or “pop-up planning clinics” in equity neighborhoods, offering in-person assistance with permits and planning inquiries.	5 Years	X
134. Improve the Department’s website for an inclusive user experience and add a ‘Get Involved’ page to promote access to projects seeking public input.	1 Year	X

Strategy 4. Establish a centralized data resource as a permanent, comprehensive tool to support staff in designing outreach strategies, assessing equity impacts, and making data-informed decisions.

ACTION	TIMELINE	PRIORITY
135. Select and establish a scalable platform for the permanent tool and identify initial data sets, with a phased plan to include racial equity indicators.	3 Years	X
136. Work towards data integration with DataSF and key city departments (e.g., MOHCD, OEWD, Public Works, SFMTA) for streamlined and consistent data sharing.	3 Years	X
137. Develop interactive, customizable visual tools (e.g., maps, charts) with export options for user-generated reports and comprehensive training materials, such as video tutorials and user guides.	3 Years	X
138. Gather ongoing user feedback and schedule regular updates to add features, enhance data, improve usability, and maintain security and privacy standards.	3 Years	X



ASSESSMENT TOOL OVERVIEW

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.



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 Reference the [Communications and Engagement Protocol](#).

2024 STAFF CULTURE SURVEY REPORT

Project Team: Carla de Mesa and Benjamin Lamb

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EXECUTIVE SUMMARY

Since 2017, the Planning Department has conducted four Staff Culture Surveys ("the Survey") to assess progress and identify challenges in integrating racial and social equity into its work. The Survey is administered biennially, with the most recent conducted in the summer of 2024. This report presents key findings from the 2024 Survey.

Significant progress has been made in raising awareness of the Planning Department's racial and social equity initiatives, with many staff expressing pride in their contributions to these efforts. However, persistent challenges remain, including disparities in staff experiences based on race, ethnicity, and gender, as well as issues related to leadership accountability, limited resources, and barriers to collaboration. Furthermore, an increase in negative responses (e.g., disagreement) suggests that some staff feel discomfort or opposition to the equity initiatives. This highlights the need for stronger leadership and clearer communication to foster unity and sustain momentum in advancing equity goals.

Key Themes and Findings:

1. Increased Awareness and Confidence

There has been a significant rise in awareness and confidence among staff regarding racial and social equity. Many staff are better able to define racial and social equity and feel empowered to integrate equity into their work, with confidence in using equity tools rising from 38% in 2022 to 56% in 2024.

2. Growing Disagreement and Disengagement

Despite the department's overall progress, a notable increase in "strongly disagree" responses in 2024 indicates rising discomfort or opposition to equity initiatives among some staff. This growing polarization highlights the need for more inclusive approaches to equity work and clearer communication about the department's efforts, ensuring that all staff feel engaged and aligned with equity goals.

3. Disparities in Perceptions of Equity Despite Increased Policy Awareness

Awareness of inclusive hiring and recruitment policies has significantly increased, with 79% of staff recognizing these efforts in 2024, up from 49% in 2022. Although overall perceptions of equitable promotional opportunities have improved, disparities remain in how different racial, ethnic, and gender groups perceive access. Many White staff feel that promotional opportunities and workplace standards are applied equitably, but fewer Black, Latina/o/x, and other minority groups share this view. Gender disparities are also evident, with women and non-binary staff expressing less confidence in the fairness of these processes.

4. Barriers to Equity Efforts

Time constraints (46%) and limited resources (31%) are identified as the biggest barriers to fully engaging in equity work. There are also calls for more actionable tools, better cross-division collaboration, and more support from senior leaders to implement racial and social equity into daily tasks.

5. Leadership Accountability and Perceptions

Leadership accountability remains a central concern, with staff expressing both appreciation and skepticism about management's role in supporting racial and social equity initiatives. While many agree that management is making time for equity discussions, there are ongoing concerns about performative behaviors and a lack of visible commitment from senior leaders.

6. Call for Measurable Outcomes and Structural Change

Staff are calling for clearer metrics and measurable outcomes in the department's equity work, with a strong demand for leadership to communicate the tangible impact of these initiatives. Emphasizing the need for structural change, staff want equity integrated into daily practices across all divisions, with clear frameworks and accountability. There was a focus on practical tools and measurable progress, moving beyond formalities to drive meaningful, systemic improvements.

While the Department has made significant progress in embedding racial and social equity into its processes, key challenges must be addressed to sustain momentum. Leadership needs to demonstrate stronger, more visible accountability, and resources should be better aligned to support the implementation of the Equity Plan across divisions. Enhancing communication and transparency in tracking progress will foster a more unified and engaged staff. Increasing diversity in leadership also remains crucial to ensuring equitable representation and driving systemic change over the long term.

The design of the Staff Culture Survey should be refined to ensure that questions are clear, and that respondent privacy is prioritized. Although collecting demographic data is crucial for identifying disparities among different staff groups, it should be made explicitly optional to safeguard confidentiality. Additionally, enhancing participation through targeted outreach is necessary, as the current response rate of 56% may impact the representativeness of the results. By making these adjustments, the department can obtain more accurate insights and implement more effective measures to advance equity.

SECTION 1: BACKGROUND

Purpose

The purpose of the Staff Culture Survey (“The Survey”) is to track and measure implementation of the Planning Department’s Racial & Social Equity Action Plan (“Equity Plan”). The Survey is also used to assess staff’s understanding and competencies for advancing equity in their roles in the workplace.

Staff Survey

The first staff survey was distributed to Planning staff in 2017 to assess their knowledge of racial equity and perceptions of the Department’s practices and efforts related to addressing racial and social equity. Subsequent surveys were distributed in 2019 and 2022, which included the same questions from 2017, as well as a few additional questions, to gauge other types of support that staff could benefit from outside of existing resources already offered. The most recent survey, distributed in 2024, contained questions from previous years and included new questions to gain deeper insights related to workforce equity, diversity, morale and fostering a culture of inclusion and belonging.

Surveying all staff on a biennial basis helps gather valuable feedback and data on the Department's progress in implementing key initiatives outlined in the Equity Plan. This regular assessment ensures the department stays aligned with its goals and can make necessary adjustments to improve its efforts.

Racial and Social Equity Plan

The Phase 1 Equity Plan was adopted in 2019 and revised in 2020 to align with the San Francisco Office of Racial Equity's Citywide Racial Equity Framework. The Department's Equity Plan is an essential component of Planning's work. Phase 1 of the Equity Plan contains specific goals, objectives, actions, and accountability measures to implement and track progress on our internal racial and social equity goals. The Department is in its fourth year of implementation of Phase 1 actions and is undergoing development of two additional sections focused on improving Department services, programs, and policy practices that impact communities. Findings from the 2024 Survey will inform improvements to our implementation efforts as well as guide progress monitoring and evaluation.

Equity Plan Sections Most Related to the Staff Survey with reference to associated Key Targets:

- Section 2 – Retention and Promotion (Key Targets 3, 4, 5, 6, 8, 9)
- Section 5 – Mobility and Professional Development (Key Targets 3, 4, 5, 6, 8)
- Section 6 - Organizational Culture of Inclusion and Belonging (Key Targets 3, 5, 8, 10, 11, 12)

SECTION 2: SURVEY DESIGN & METHODOLOGY

What We Asked

A range of questions were asked to learn more about staff's understanding of equity. Questions were formatted as five-point Likert scales (strongly agree to strongly disagree), or a binary "yes/no," as well as open-ended qualitative questions. Grouped thematically, staff were surveyed on:

1. Employee thoughts and understanding about racial and social equity in the San Francisco Planning Department
2. Departmental efforts towards workforce equity, diversity, and fostering a culture of inclusion and belonging
3. Departmental Progress in implementing racial and social equity actions across commissions and divisions
4. Department leadership and commitment to advancing racial and social equity
5. Demographics and final impressions

Respondents

61% of respondents identified as female, 29% as male, 1% as non-binary, and 8% preferred not to answer. Nearly half (49%) of respondents were Senior Planners, Analysts, or Specialists, while 19% were Managers, with fewer responses from Support Staff and Senior Managers. In terms of race and ethnicity, 35% of respondents identified as White, 17% as Asian, and 9% as Latina/o/x, with smaller representation from Black, Middle Eastern, and Pacific Islander staff. Additionally, 13% identified as two or more races (multiracial), and 16% chose not to disclose their race or ethnicity.

Response Rate

The 2024 survey showed a diverse range of participation across divisions, with the largest response coming from Current Planning, although with a relatively low response rate of 37 out of 82 staff (45%). Administration followed with a moderate response rate of 19 out of 36 (53%), while divisions like Community Equity and Citywide had stronger engagement at 82% and 81%, respectively. However, some divisions, such as the Director's Office and Commission Affairs, had notably lower participation, with only 4 out of 24 staff (17%) responding. These varying participation rates across divisions highlight the need for targeted outreach to ensure more representative feedback in future surveys.

Table 1: Responses by Race & Ethnicity Over Time

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

Figure 1. Respondent Race and Ethnicity

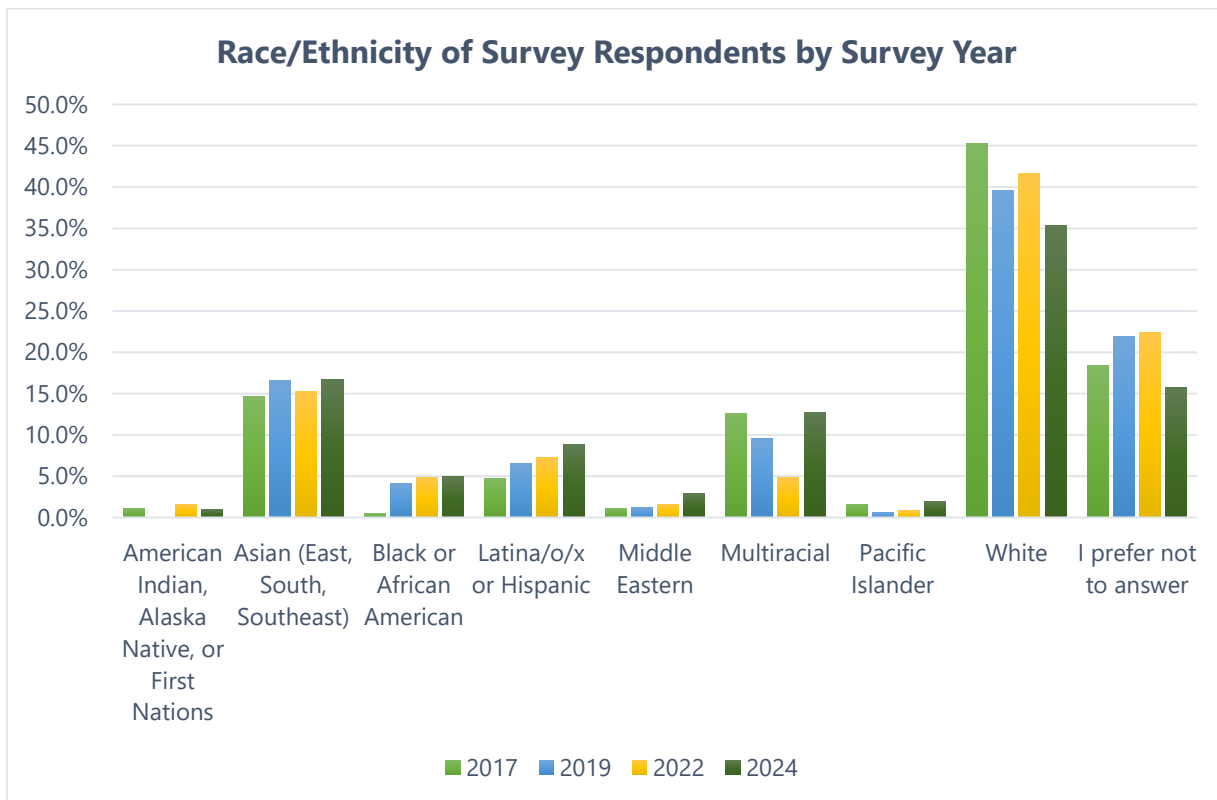


Figure 2. Responses by Division



**total number of survey responses is 113, however only 105 respondents answered the question “Please select your division”.*

METHODOLOGY

In the 2024 Survey, several methodological changes were implemented to enhance the analysis and reporting of findings. These changes were designed to provide more accurate and actionable insights. Changes include:

1. **Transition to Percentage-Based Reporting for Confidentiality:** The shift to percentage-based reporting enhances confidentiality by protecting individual responses, especially in smaller groups. It offers a clearer, aggregated view of trends and makes data easier to interpret, while still allowing flexibility to adjust reporting methods for future surveys to track long-term changes.
2. **Removal of “Neutral” Responses:** To gather more decisive feedback, the “Neutral” option was removed from questions and replaced with an “I don’t know” option. This change aimed to prompt respondents to provide clearer opinions on key questions. For some questions, the share of responses previously under "Neutral" shifted to "I don’t know," maintaining their non-committal stance. However, in other cases, former "Neutral" responses shifted toward "Agree" or "Disagree," suggesting that the removal of the neutral option prompted respondents to take a firmer position on certain issues.
3. **Shift to Binary Scale:** In cases where a binary outcome was more appropriate, some questions were revised from a scaled "Agree/Disagree" format to a straightforward "Yes/No" option. For example, questions like “Have you read the current RSE plan?” were modified to reflect a clear, definitive response. This change allows for more precise and actionable insights in situations where nuanced opinions are less relevant, ensuring respondents provide direct answers to simple, factual questions.

4. **Streamlined Survey Questions:** To streamline the survey and improve its relevance, several questions were removed and replaced with more targeted ones. The new questions shifted the focus from the department level to the respondent's specific division, allowing for more precise insights into divisional dynamics. Additionally, the wording of several questions was updated to enhance clarity and consistency. These revisions were made to ensure the survey better captures staff experiences at a more granular level while reducing redundancy and improving the overall quality of the feedback collected.
5. **Relocation of Demographic Questions:** In the 2024 survey, demographic questions were initially placed at the beginning to prompt respondents to reflect on their identities. However, due to concerns about confidentiality, the questions were moved to the end of the survey midway through the process. Demographic data is essential for comparing response rates across groups, but protecting respondent privacy is a priority. Currently, the Office of Racial Equity (ORE) is developing data standards for more accurately requesting and tracking race and ethnicity data. The 2026 survey should reference ORE's recommendations to improve data collection while ensuring confidentiality.

SECTION 3: ANALYSIS OF STAFF RESPONSES

Employee Thoughts and Understanding About Racial and Social Equity at the San Francisco Planning Department

From 2022 to 2024, staff understanding of racial and social equity improved, with more staff "Strongly Agreeing" that they recognize racial disparities and feel confident identifying institutional racism (Figure 3). However, this period also saw the emergence of a small but notable group of employees who "Strongly Disagree," indicating growing polarization around these issues. The removal of the "Neutral" option in 2024 led to a significant rise in disagreement, suggesting that previously undecided employees were pushed to express dissatisfaction with certain aspects of racial and social equity initiatives.

Despite growing confidence among many staff members, some employees voiced concerns about how racial and social equity is implemented, with issues ranging from feeling the initiatives were ideologically framed to a lack of clear leadership accountability and sufficient resources. While more respondents supported the need for discussing systemic racism, there was also a slight increase in opposition (Figure 6). Overall, while most employees are becoming more supportive of equity efforts, the department faces rising disengagement and the need for clearer goals, stronger leadership, and better integration of racial and social equity into everyday tasks to ensure sustained progress.

Figure 9 shows that the biggest reported barrier to involvement in racial and social equity work is a lack of time (46%), followed by the need for more resources (31%) and *other factors (37%). Training (30%) and support from senior leaders (28%) are also important, while direct supervisor support (12%) is less of a concern. Addressing time and resource limitations could boost engagement in these efforts. From the "Other" responses, several common themes emerge, revealing a mix of engagement

levels, from those calling for more support and clearer direction to those feeling disengaged or content with their current involvement. Leadership support, integrating RSE into daily tasks, and more collaboration are key areas of focus.

- **Need for Leadership and Accountability:** Many respondents highlighted the need for stronger support and accountability from senior management. They expressed concerns about the lack of leadership involvement, dwindling support, and the need for clearer accountability mechanisms for those not addressing racial and social equity.
- **Collaboration and Teamwork:** Several responses pointed to the desire for more cross-division collaboration and teamwork in addressing racial and social equity. Some expressed that it is easier to make progress as a team rather than as individuals and that greater interdepartmental cooperation is needed.
- **Clarity and Structure:** Respondents mentioned the need for better-defined goals and a more strategic direction. There is a call for actionable plans and specific, smaller goals to make the work less overwhelming. Some feel their work already addresses RSE but that more structured guidelines and integration into policy are needed.
- **Integrating RSE in Everyday Work:** A number of responses emphasized the need for racial and social equity to be engrained in daily processes and across all staff roles. They believe RSE should be incorporated into every job description and made a part of all planning work, rather than viewed as a separate task.
- **Concerns with Current RSE Implementation:** Some respondents voiced concerns about how RSE is currently implemented, suggesting it feels ideologically framed or hostile, and thus may hinder deeper understanding and progress.
- **Contentment with Current Engagement:** A few respondents felt they were already actively involved in RSE work or felt adequately supported, suggesting that additional time or resources were unnecessary for them.
- **Disinterest or Disengagement:** A small group expressed either disinterest in further involvement with RSE or believed they were doing enough in their current capacity.
- **Need for External Support:** Some respondents called for support from external entities like the Mayor and Supervisors, as well as the need to address inequities through tangible policies, such as simplifying the building permit process or providing financial assistance to low-income homeowners.

Figure 3. I have a basic understanding of racial and social disparities that exist in San Francisco

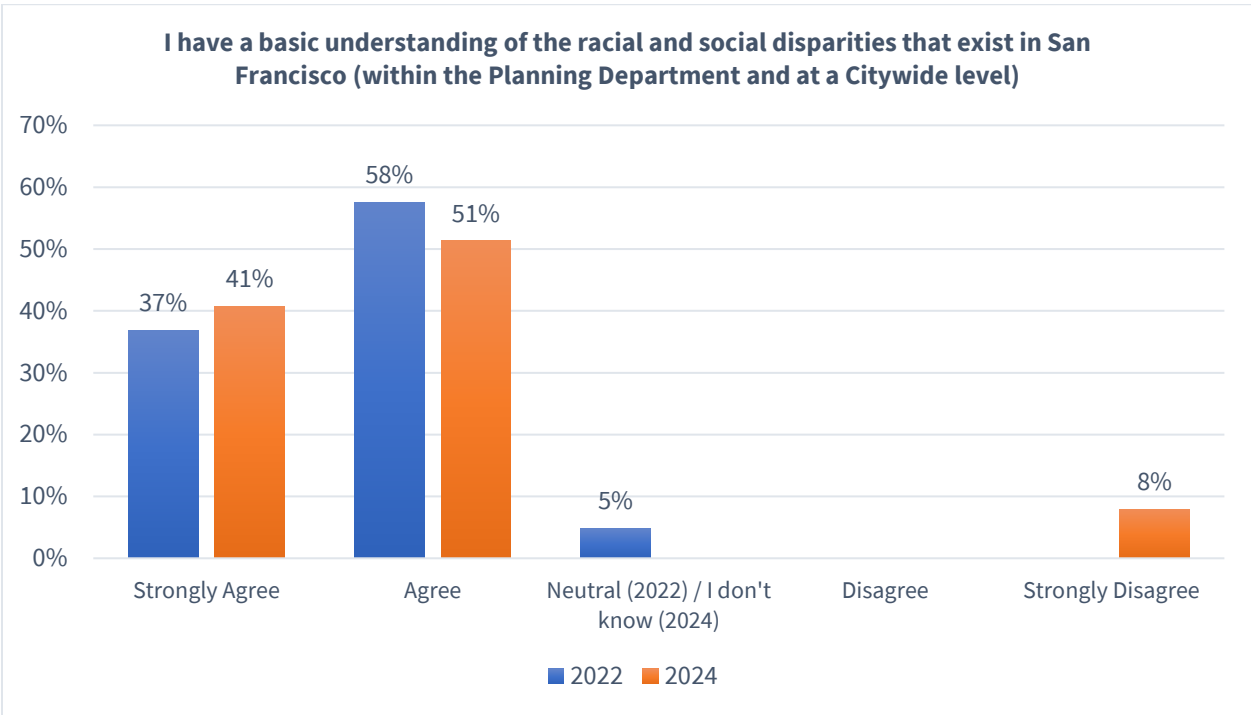


Figure 4. I can identify examples of institutional racism

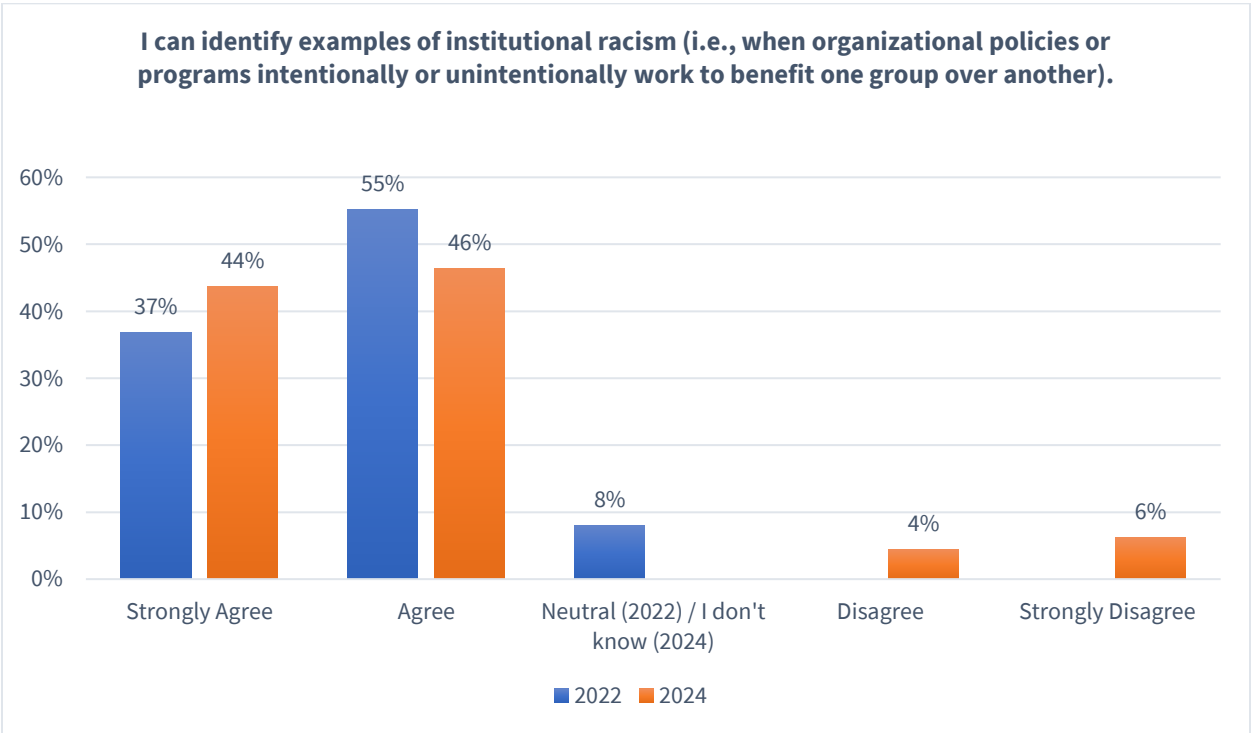


Figure 5. I understand why it is important for the Planning Department to make racial and social equity a priority in our work

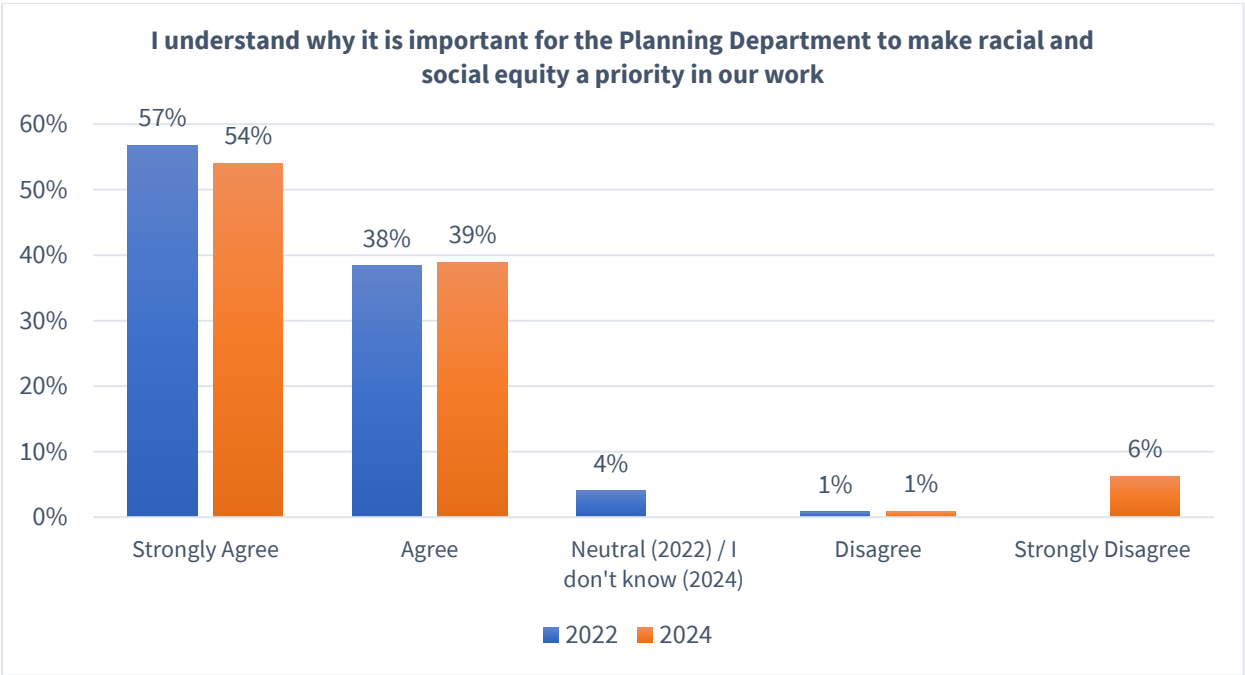


Figure 6. I think its valuable to discuss impacts of race / institutional and systemic racism

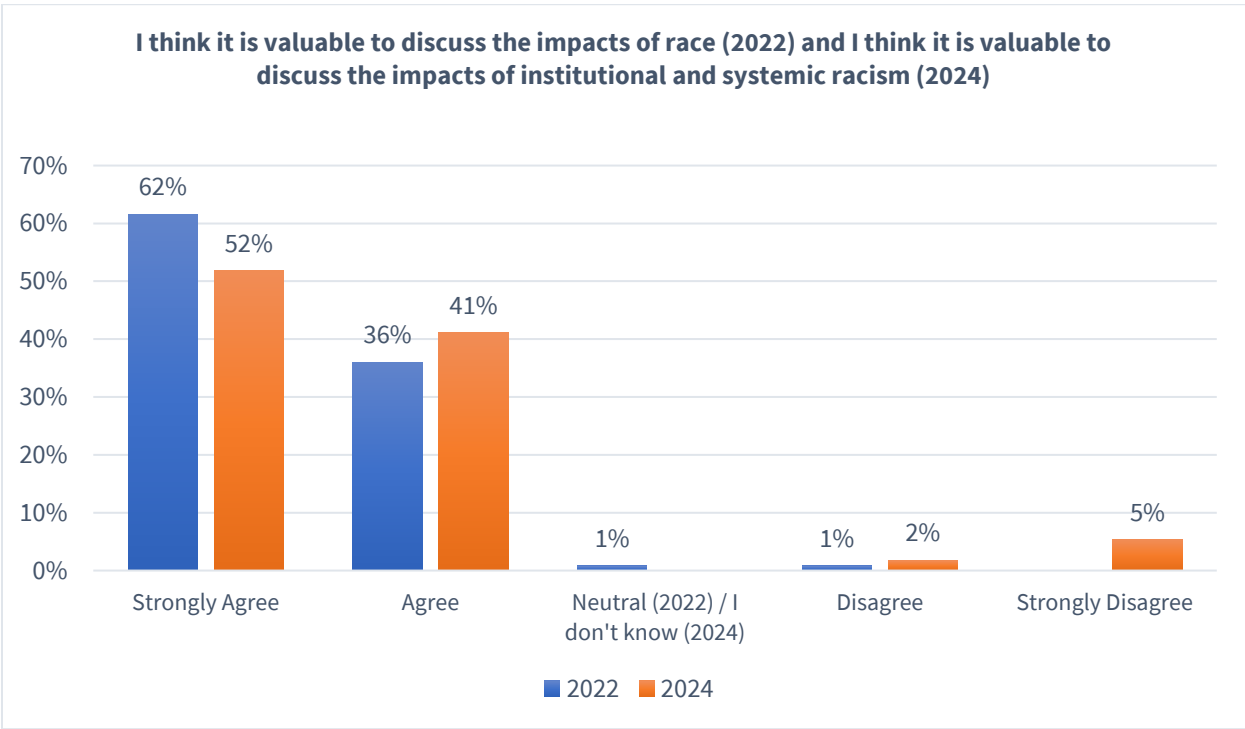


Figure 7. I feel comfortable talking about race and other inequities within my department

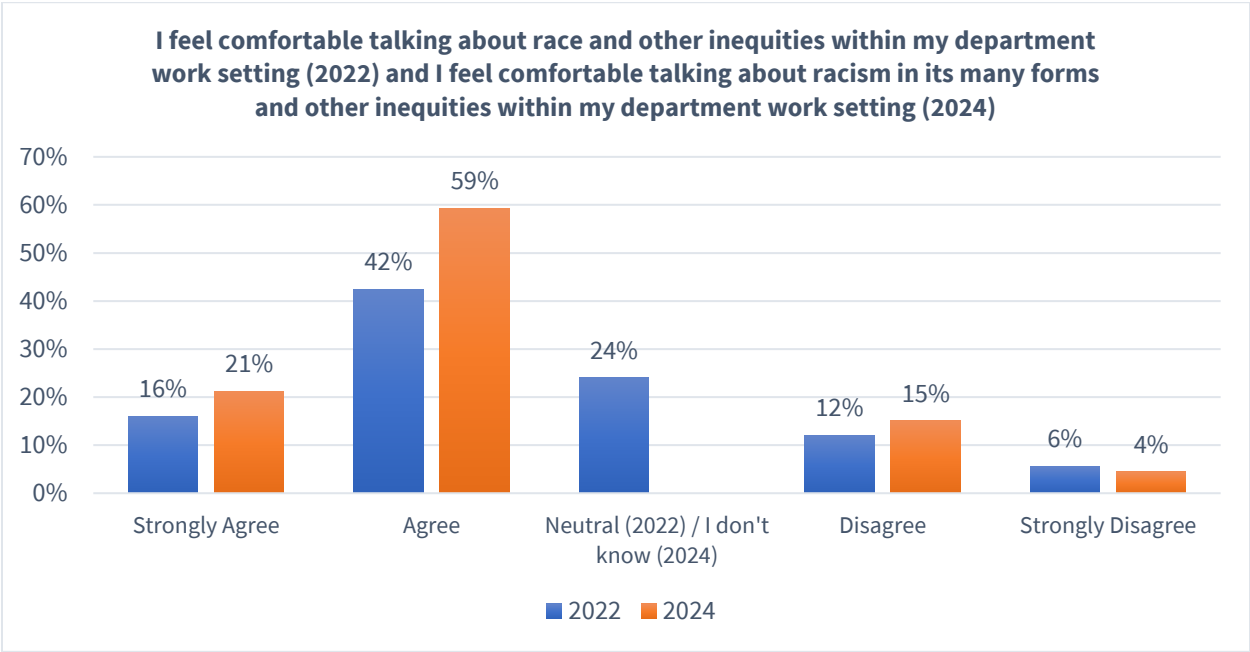


Figure 8. I believe I have the tools to address institutional racism and other “-isms” in my workplace

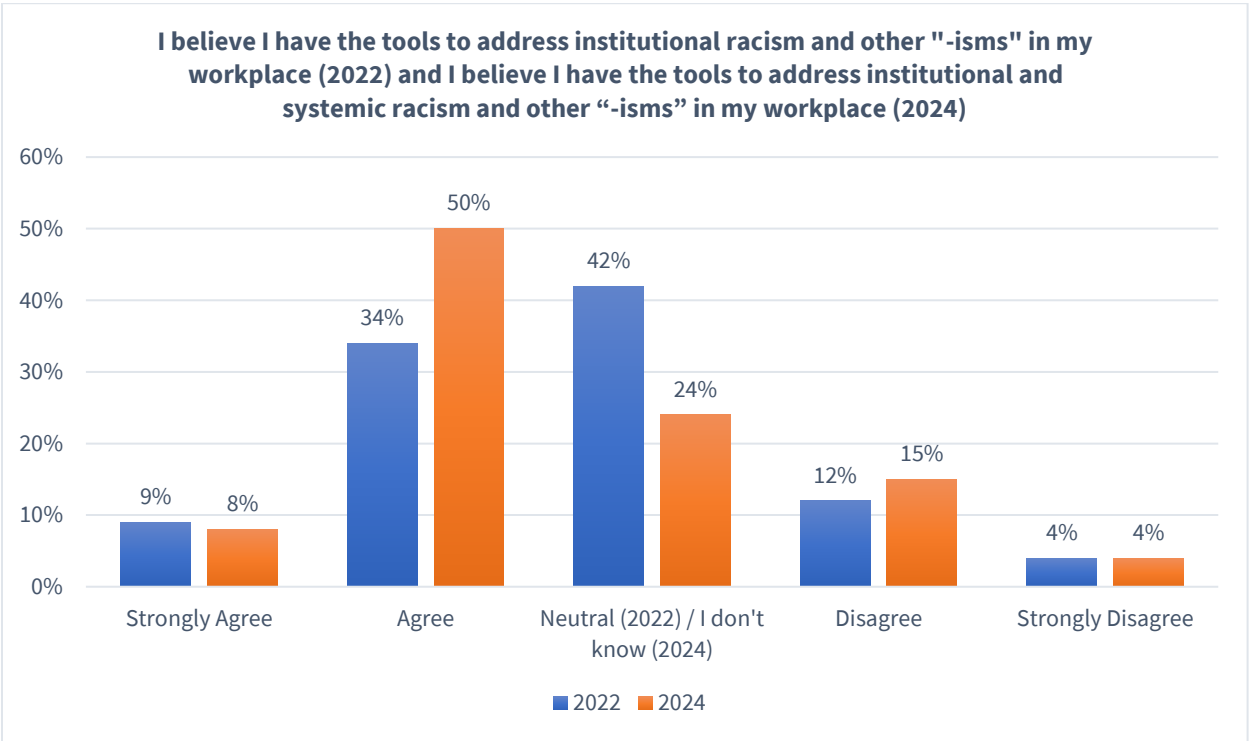


Figure 9. I would consider becoming more actively involved in addressing racial and social equity and other disparities through my work within the Planning Department if...

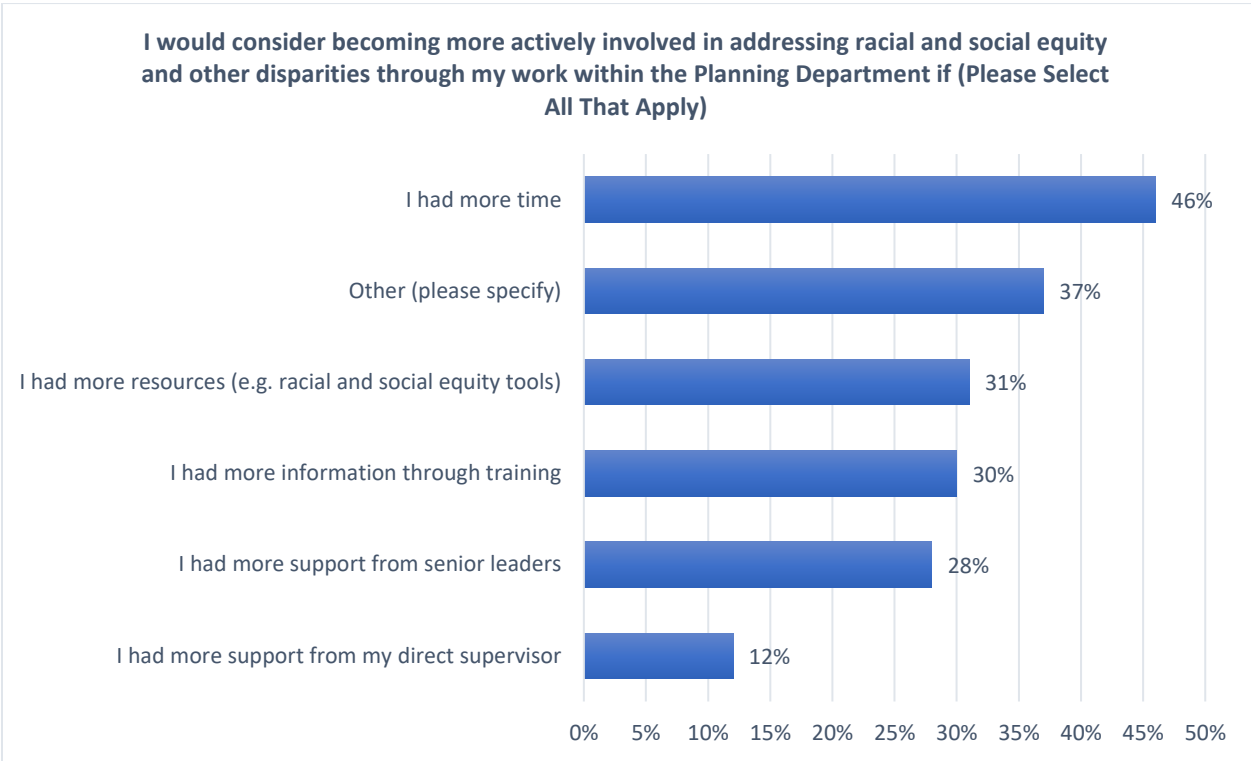
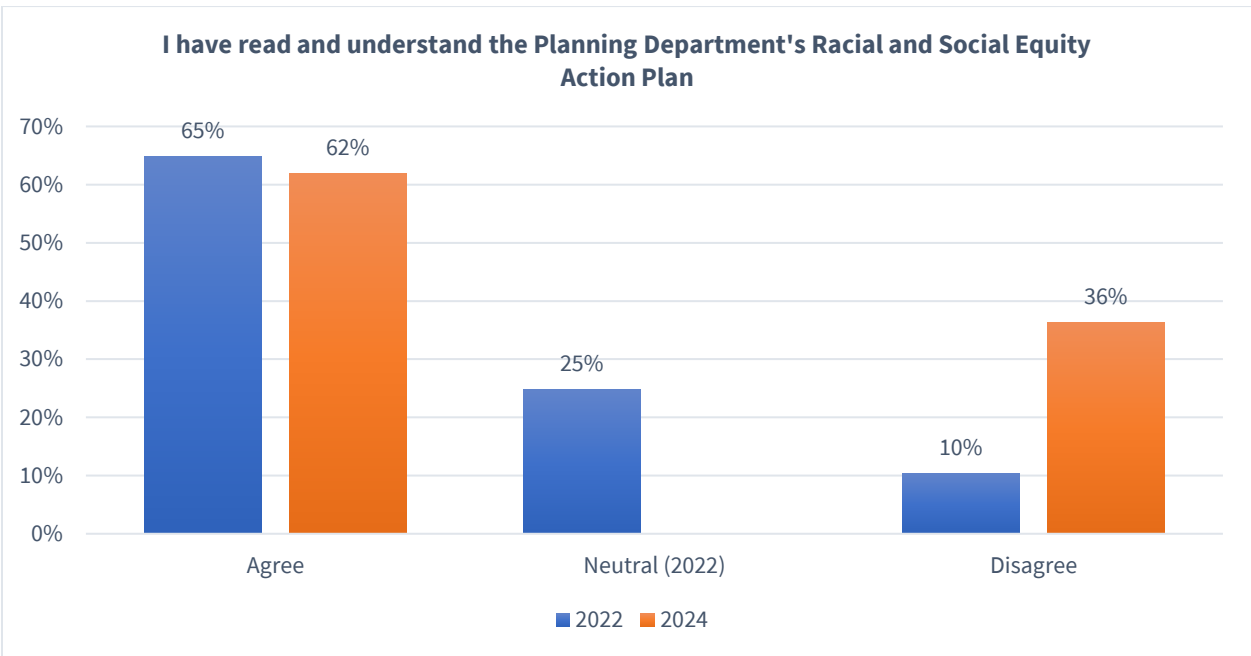


Figure 10. I have read and understand the Planning Department’s Racial and Social Equity Action Plan



Departmental Efforts Towards Workforce Equity, Diversity, and Fostering a Culture of Inclusion and Belonging

From 2022 to 2024, there has been a significant increase in awareness and support for the Department's efforts to promote workforce equity and foster inclusion. In 2024, 88% of respondents agreed that equity and inclusion initiatives were actively promoted, up from 70% in 2022. However, slight increases in disagreement suggest that some employees still feel disconnected from these efforts (Figure 11). Awareness of the Equitable and Inclusive Hiring and Recruitment Policy also improved, with agreement rising from 49% in 2022 to 79% in 2024 (Figure 12).

Perceptions of equitable access to promotional opportunities improved as well, increasing from 42% in 2022 to 67% in 2024. However, disparities by race, ethnicity, and gender remain. White staff are more likely to agree that promotional opportunities are accessible to all, while fewer Black, Latina/o/x, and non-binary employees share this view. Similarly, perceptions of workplace fairness and the belief that supervisors hold all employees to the same standards also varied, with higher agreement among White and male employees compared to other racial, ethnic, and gender groups.

Support for engaging in racial and social equity work has increased, with 86% of respondents feeling supported in 2024 (Figure 17). Yet, disparities persist, with female and non-binary staff, as well as employees from minority racial and ethnic groups, feeling less supported compared to their male and White counterparts.

Figure 11. I am aware of efforts in the Planning Department to increase workforce equity and foster a culture of inclusion and belonging

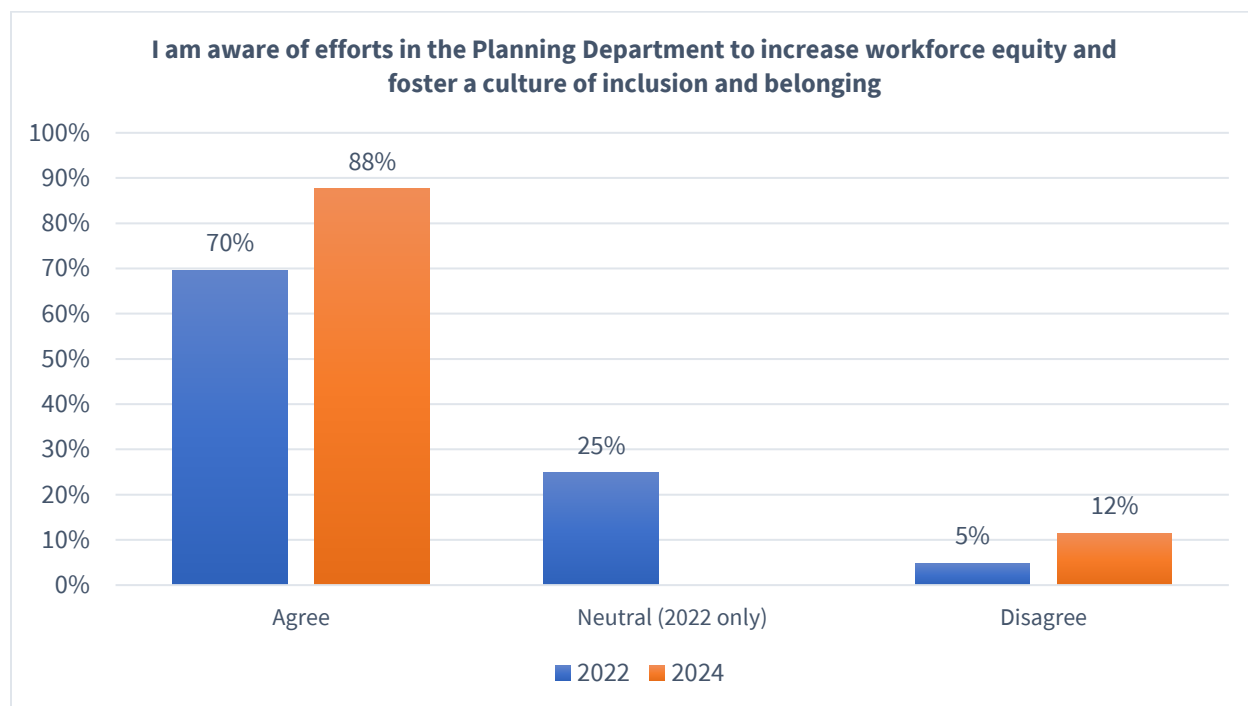


Figure 12. Equitable and Inclusive Hiring and Recruitment Policy and Guidelines

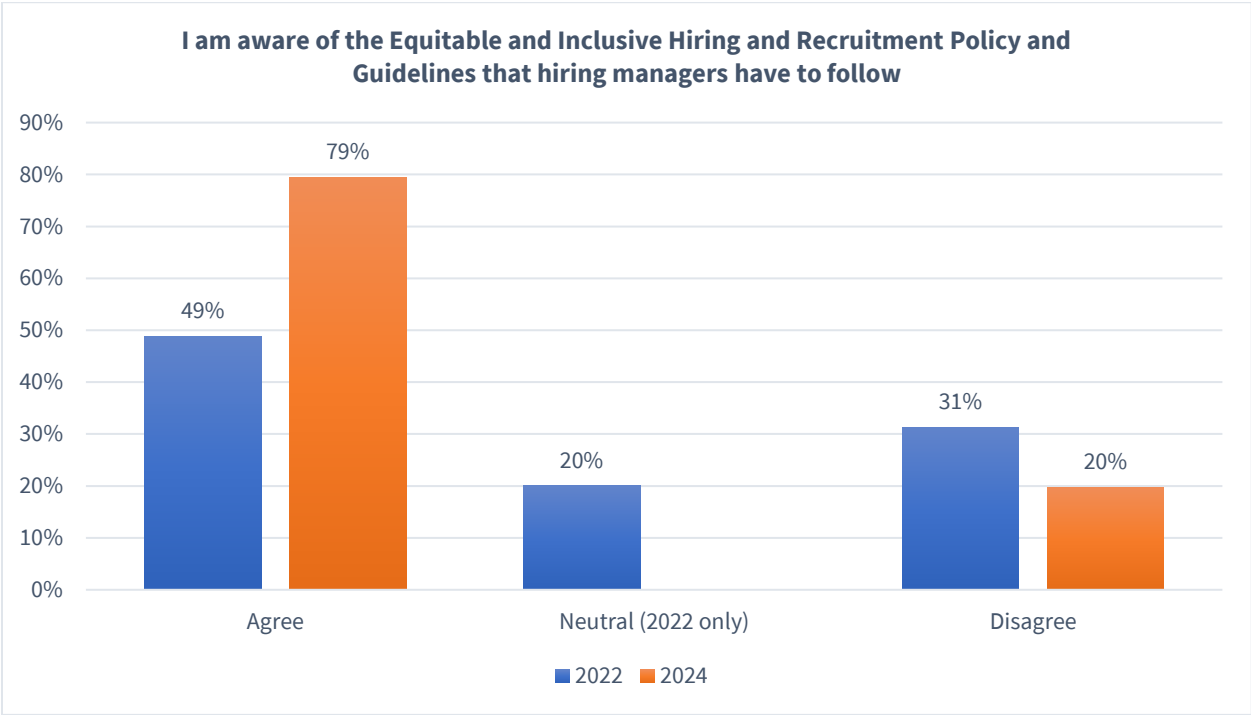


Figure 13. Equitable Promotional Opportunities

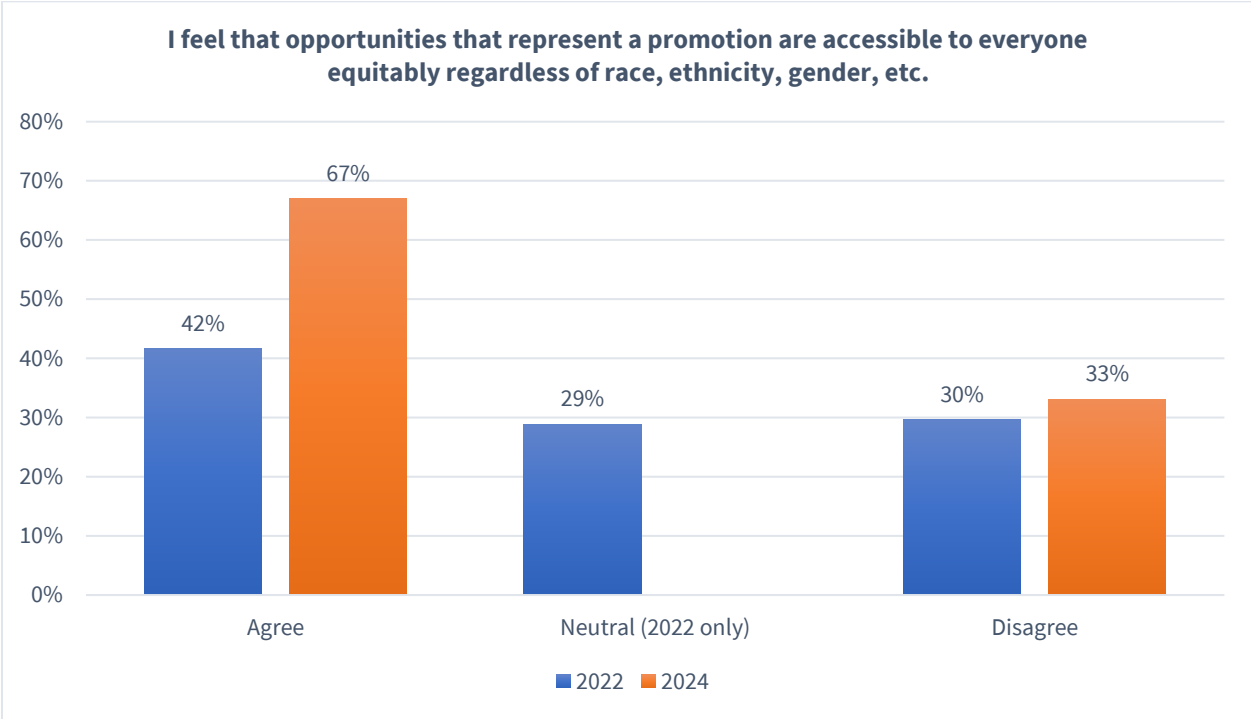


Figure 14. Equitable Promotional Opportunities by Race and Ethnicity

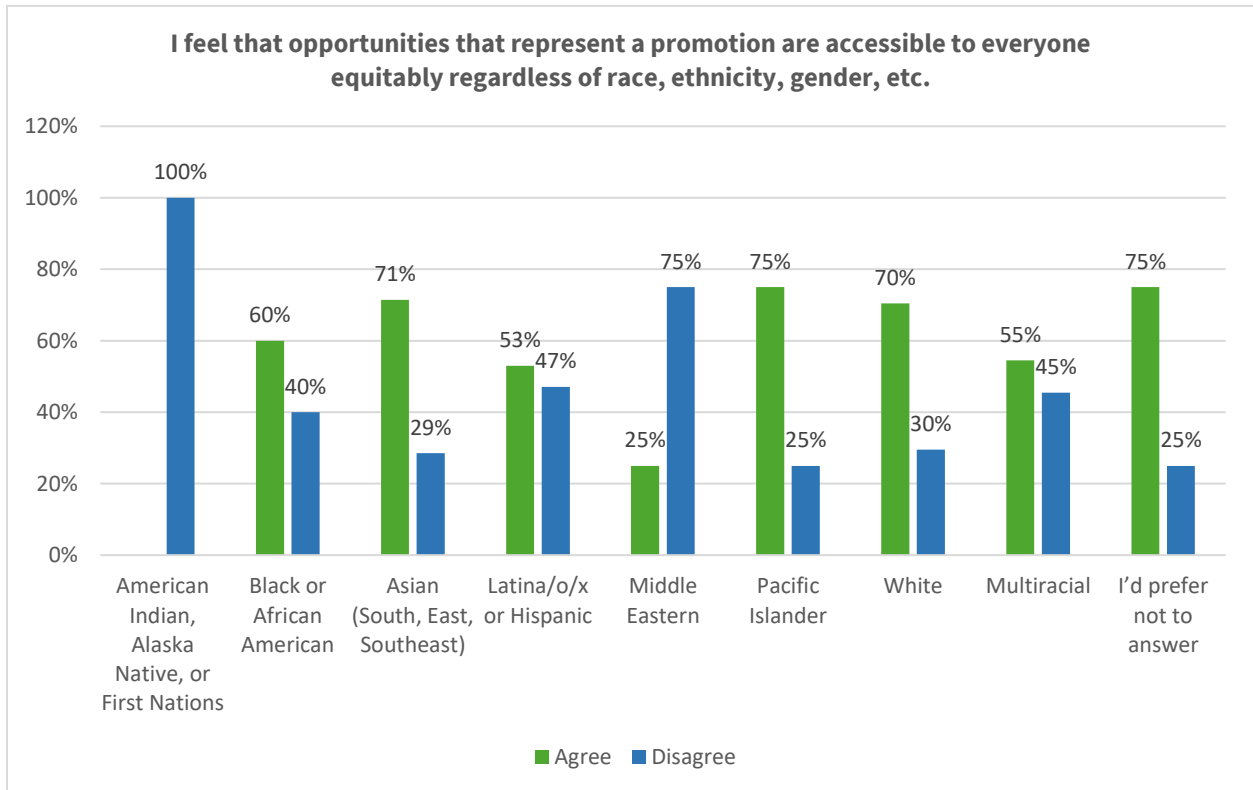


Figure 15. Equitable Promotional Opportunities by Gender

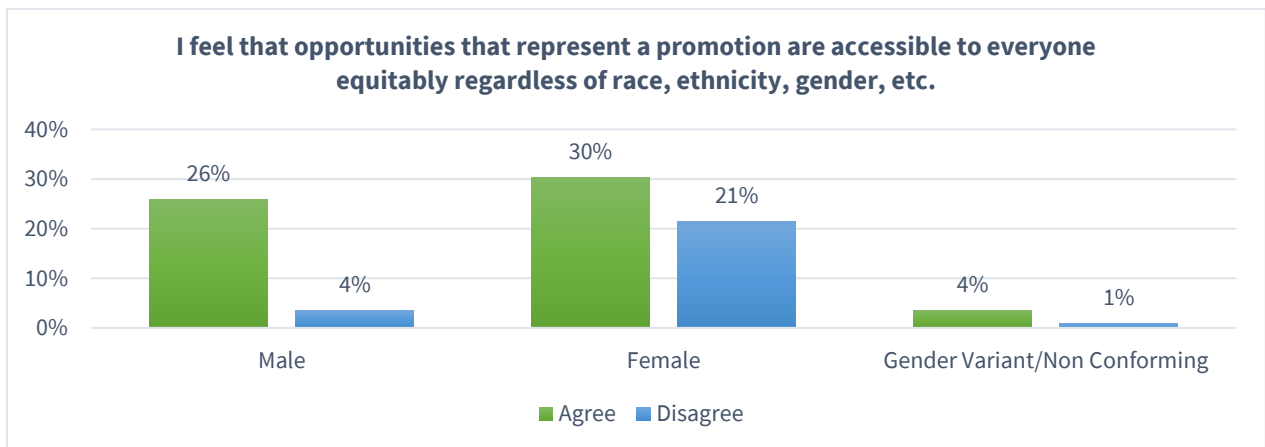


Figure 16. Equitable Promotional Opportunities by Divisions

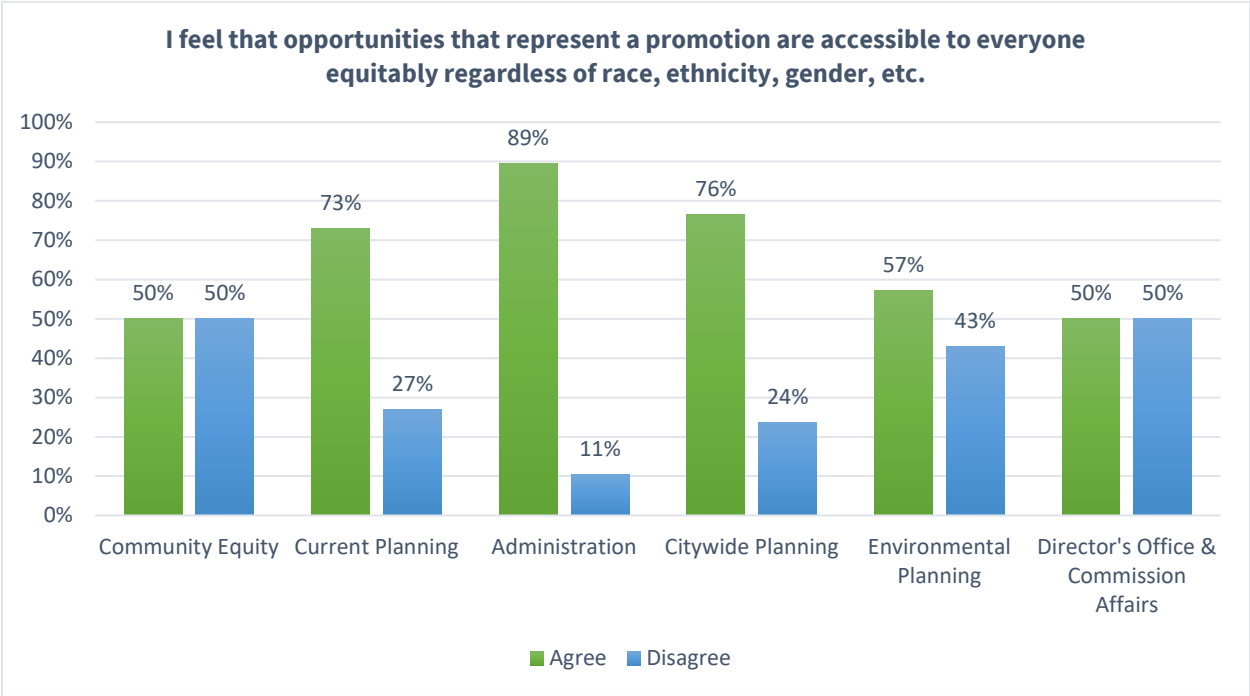


Figure 17. Express Interest, Engage, and Take on RSE Work

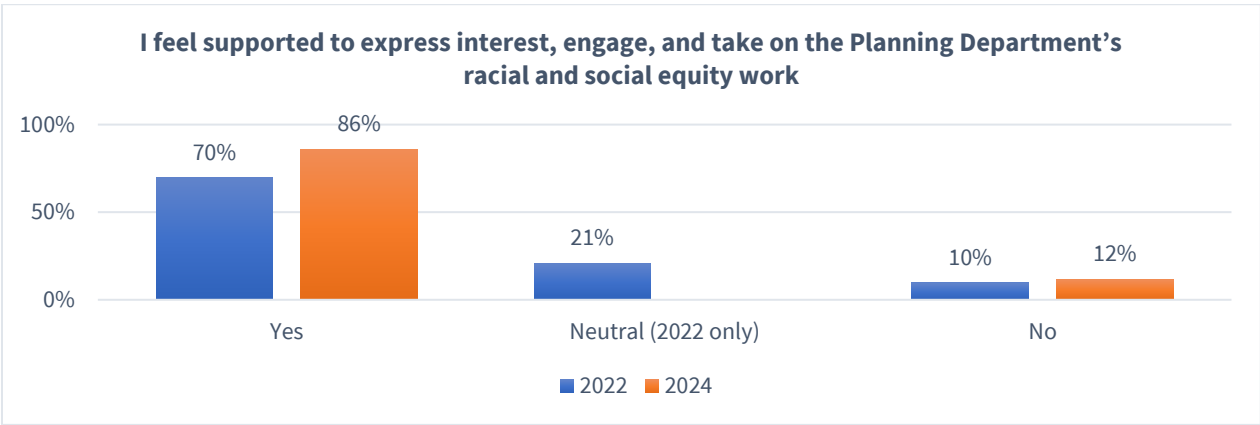


Figure 18. Express Interest, Engage, and Take on RSE Work by Race and Ethnicity

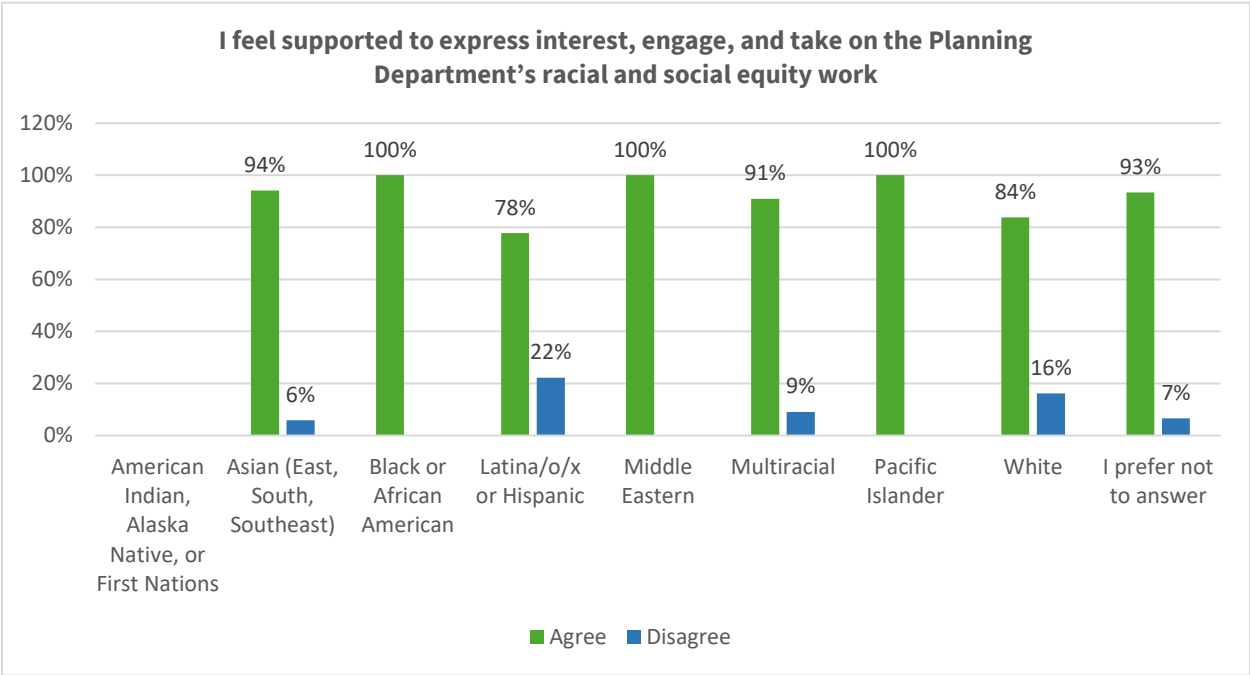


Figure 19. Express Interest, Engage, and Take on RSE Work by Gender

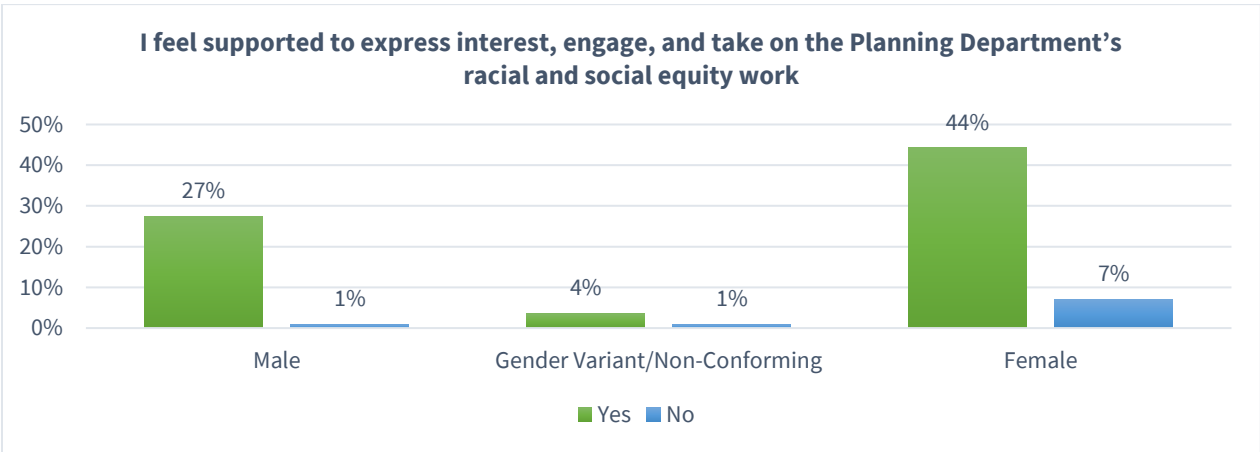


Figure 20. Express Interest, Engage, and Take on RSE Work by Division

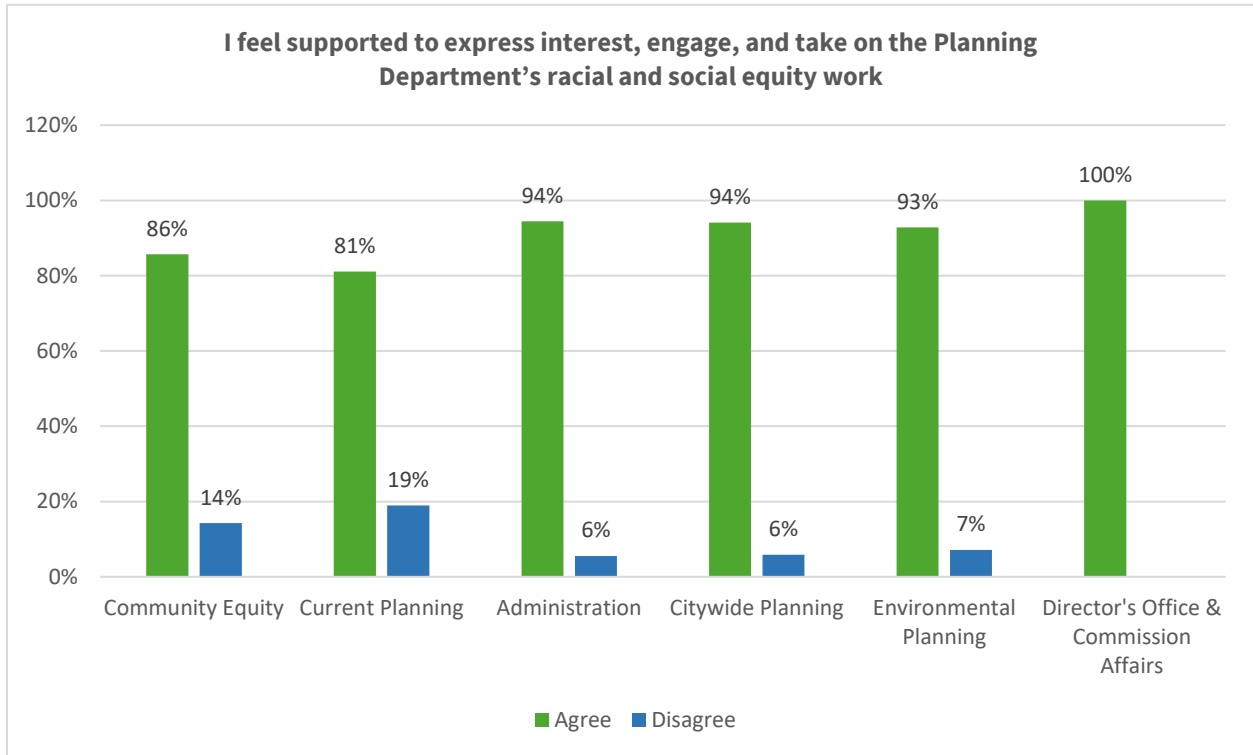


Figure 21. Disciplinary Standards

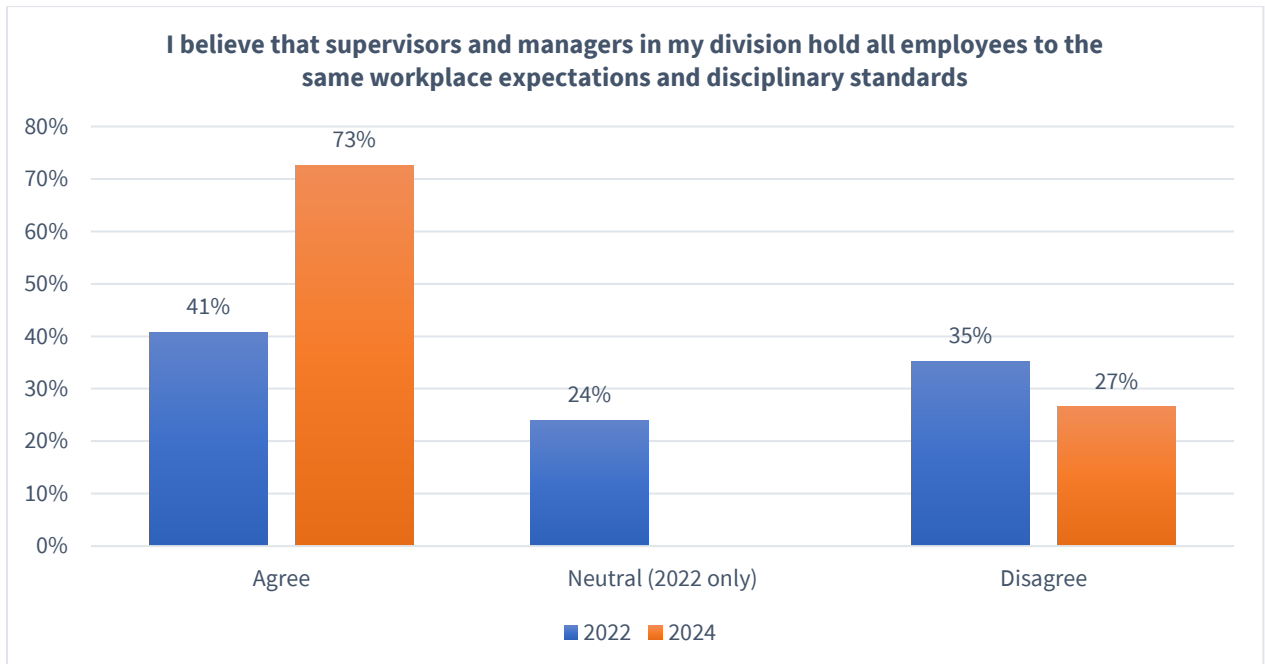


Figure 22. Disciplinary Standards by Race and Ethnicity

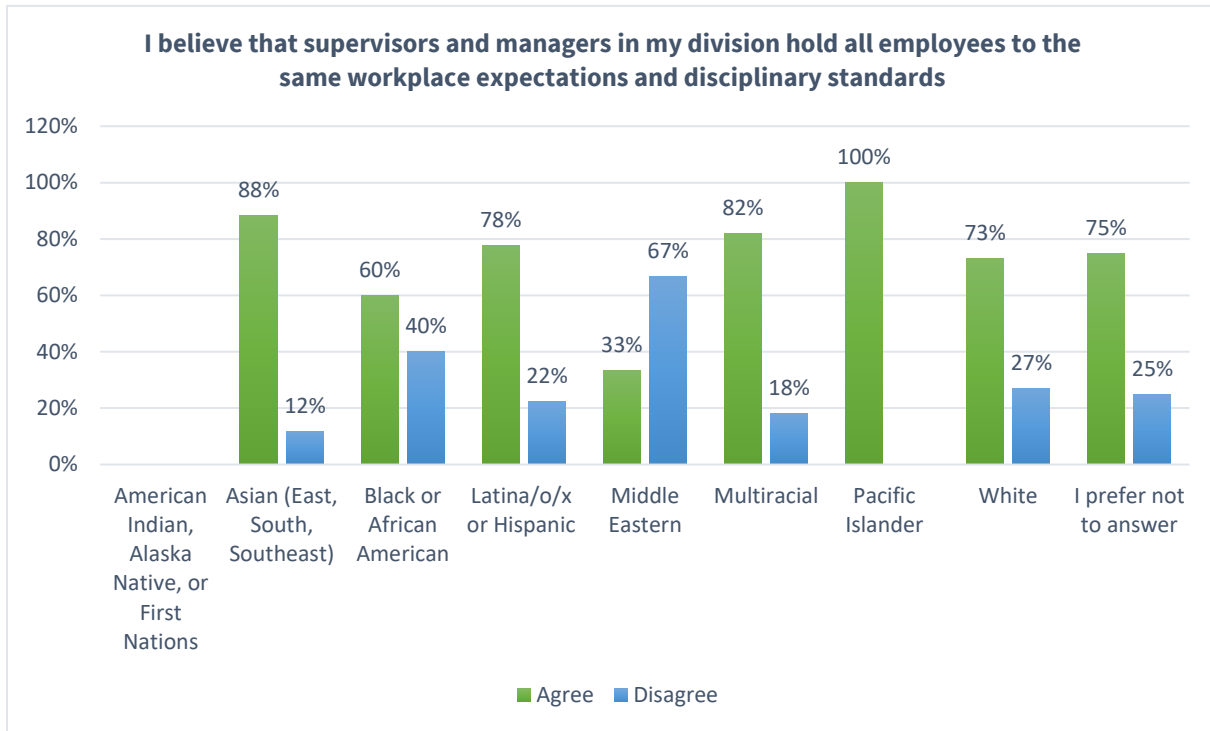


Figure 23. Disciplinary Standards by Gender

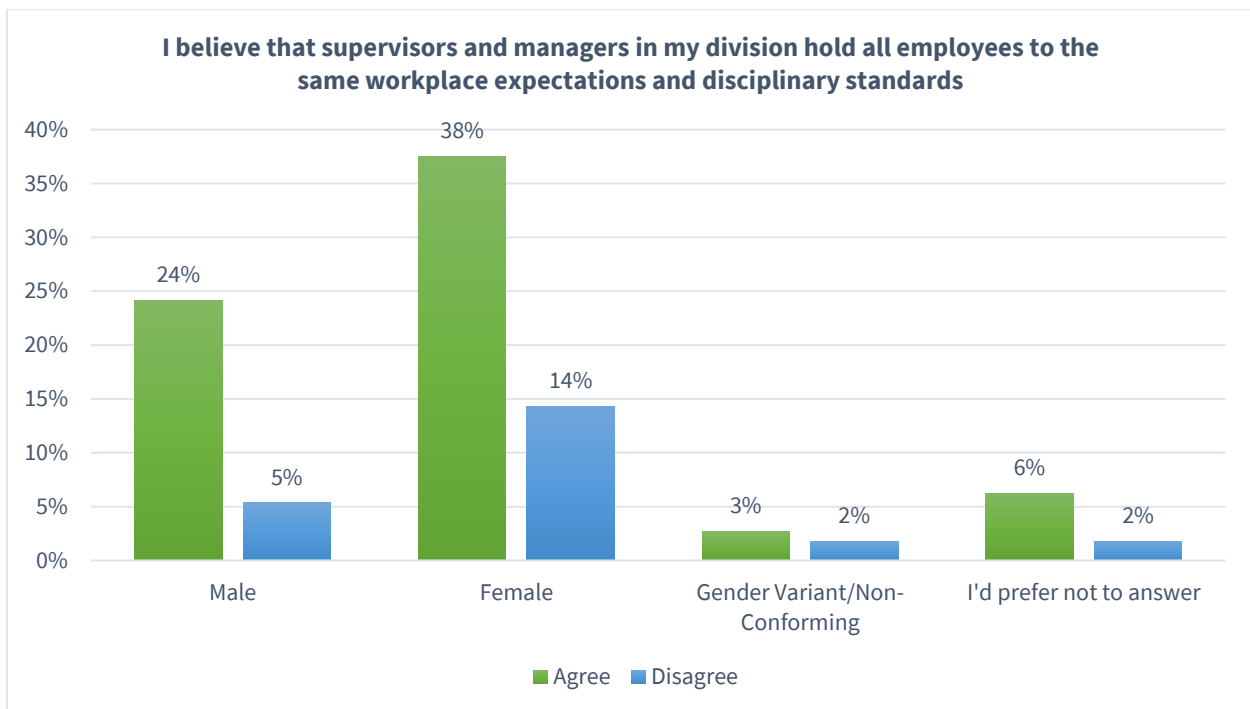
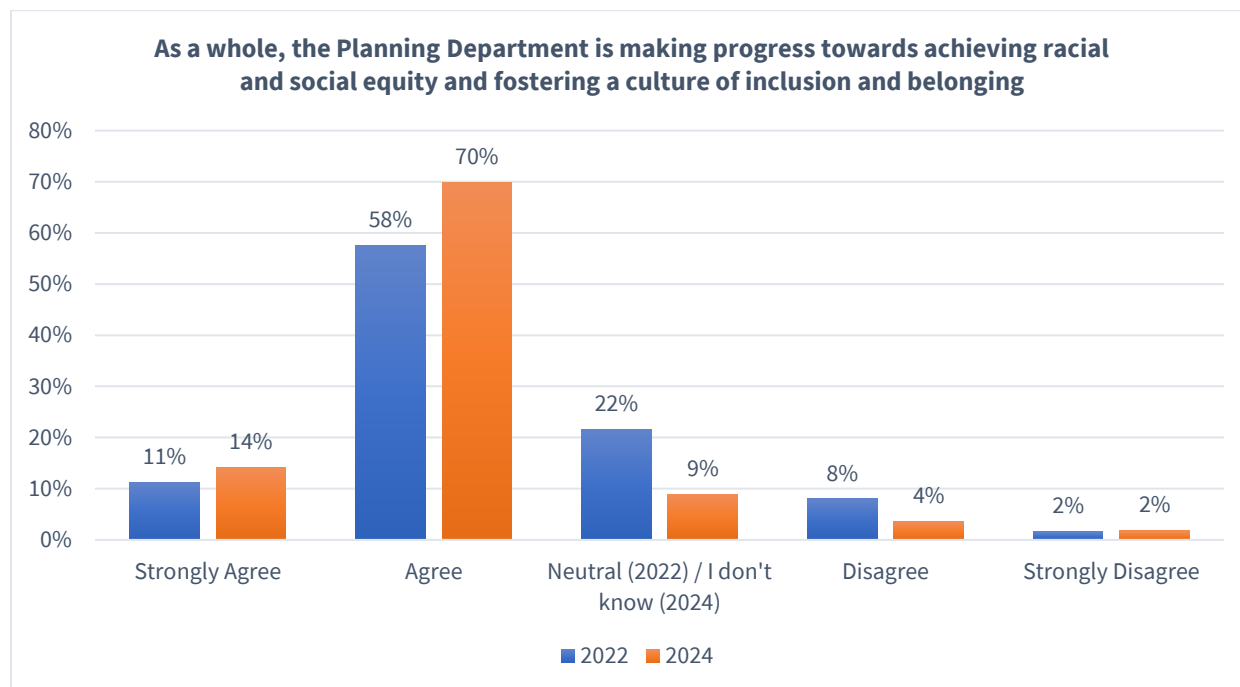


Figure 24. Progress Toward RSE and Culture of Inclusion and Belonging



Departmental Progress in Implementing Racial and Social Equity Actions Across Commissions and Divisions

There is notable recognition of racial and social equity efforts across the Planning and Historic Preservation Commissions, but a significant level of uncertainty remains. For the Planning Commission, 45% of respondents agree that its actions foster equity, yet 43% are unsure, and a small minority disagrees (Figure 25). Similarly, 61% of respondents are unsure about the Historic Preservation Commission's role in promoting equity (Figure 26), indicating the need for greater transparency and communication of their efforts.

Awareness of division-specific racial and social equity tools varies significantly across divisions, with higher awareness in Citywide and Administration but lower awareness in others, such as the Current Planning and the Director's Office. Additionally, while a majority (61%) of respondents are aware that their division uses the Racial and Social Equity Assessment Tool in budget development, 39% are unaware. Regarding community engagement, staff perceive that divisions such as Current Planning (18%) and Citywide (15%) actively seek input from racially minoritized communities (Figure 30). These findings highlight the need for stronger communication and consistent implementation of equity initiatives to reduce uncertainty and boost engagement across the department.

Figure 25. Actions taken by Planning Commission

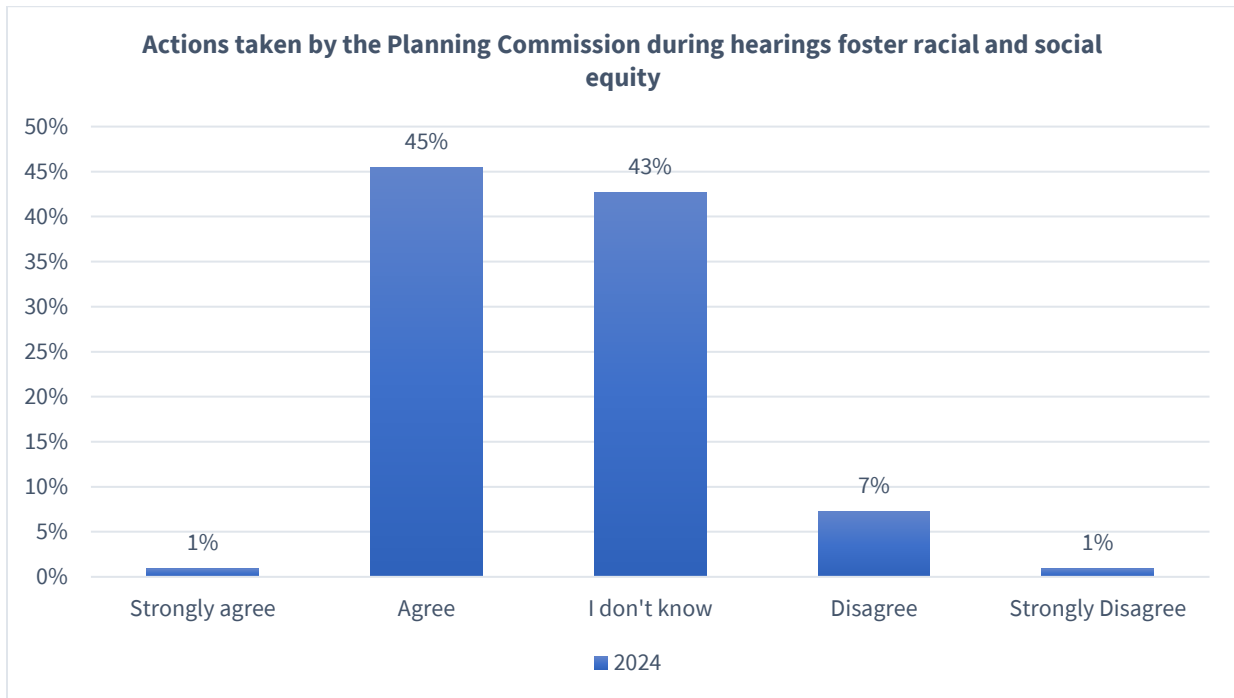


Figure 26. Actions taken by Historic Preservation Commission

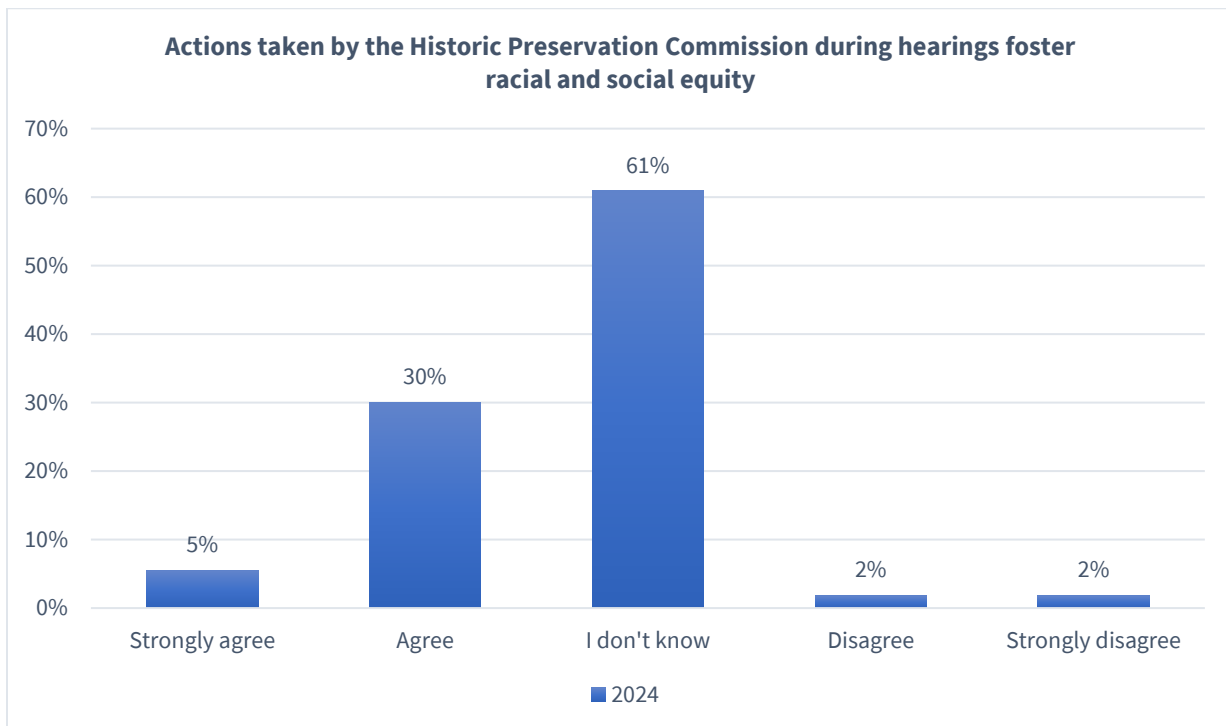


Figure 27. Racial and Social Equity Tools by Division

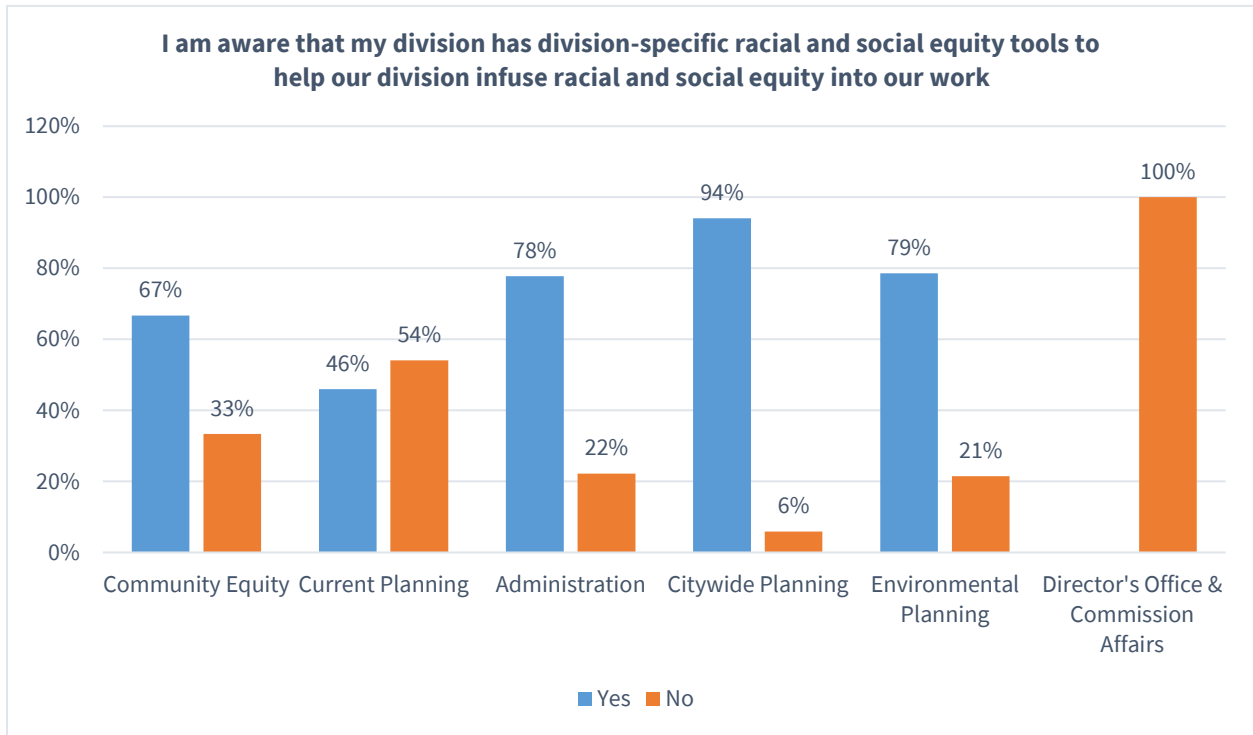


Figure 28. Budget Equity Tool

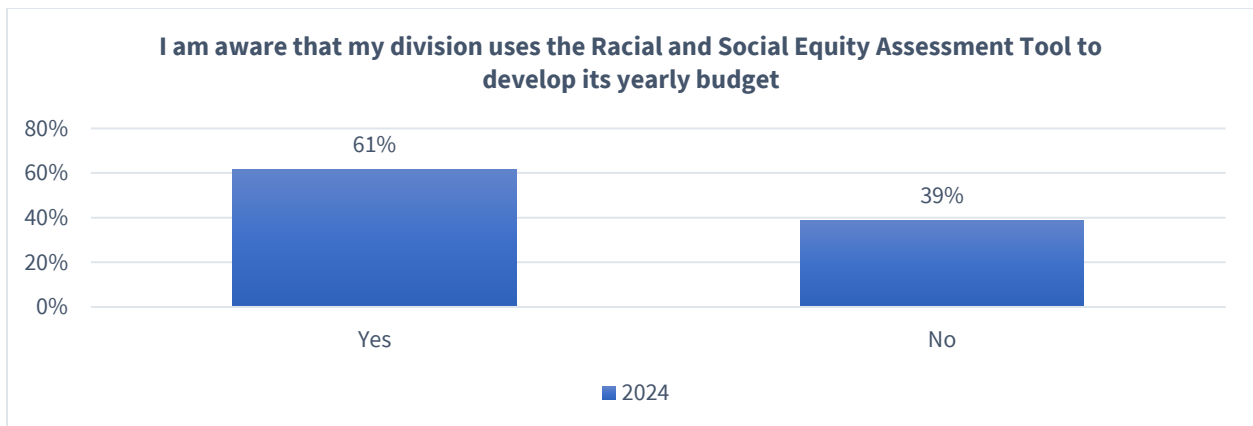


Figure 29. Division Efforts Toward Inclusive Public Outreach and Engagement by Division

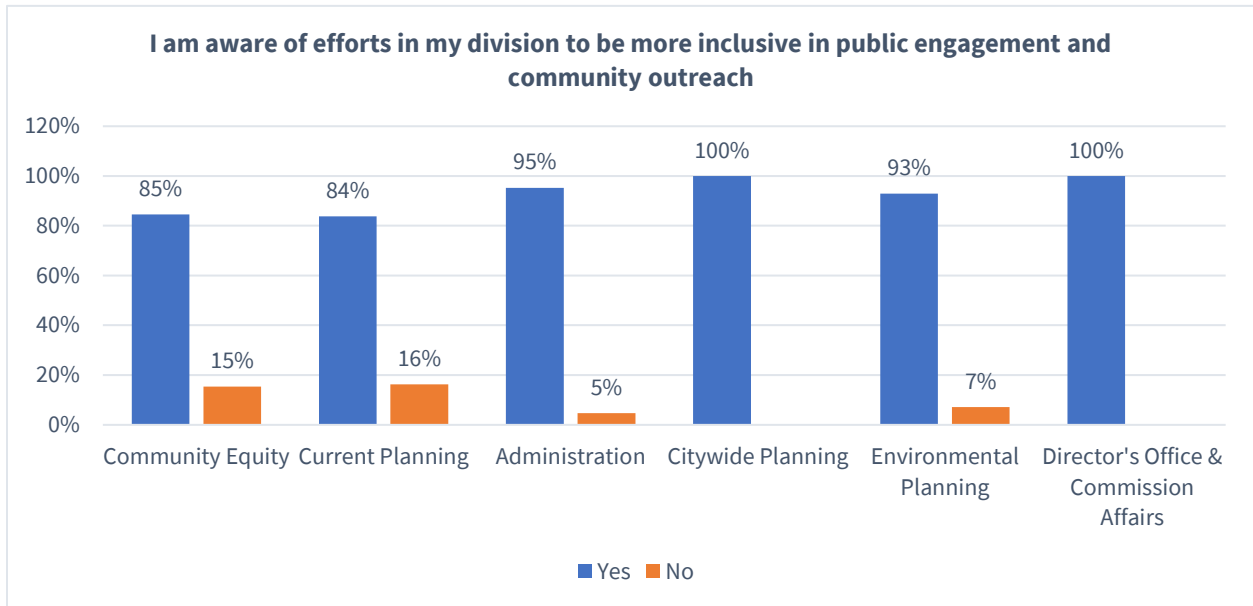
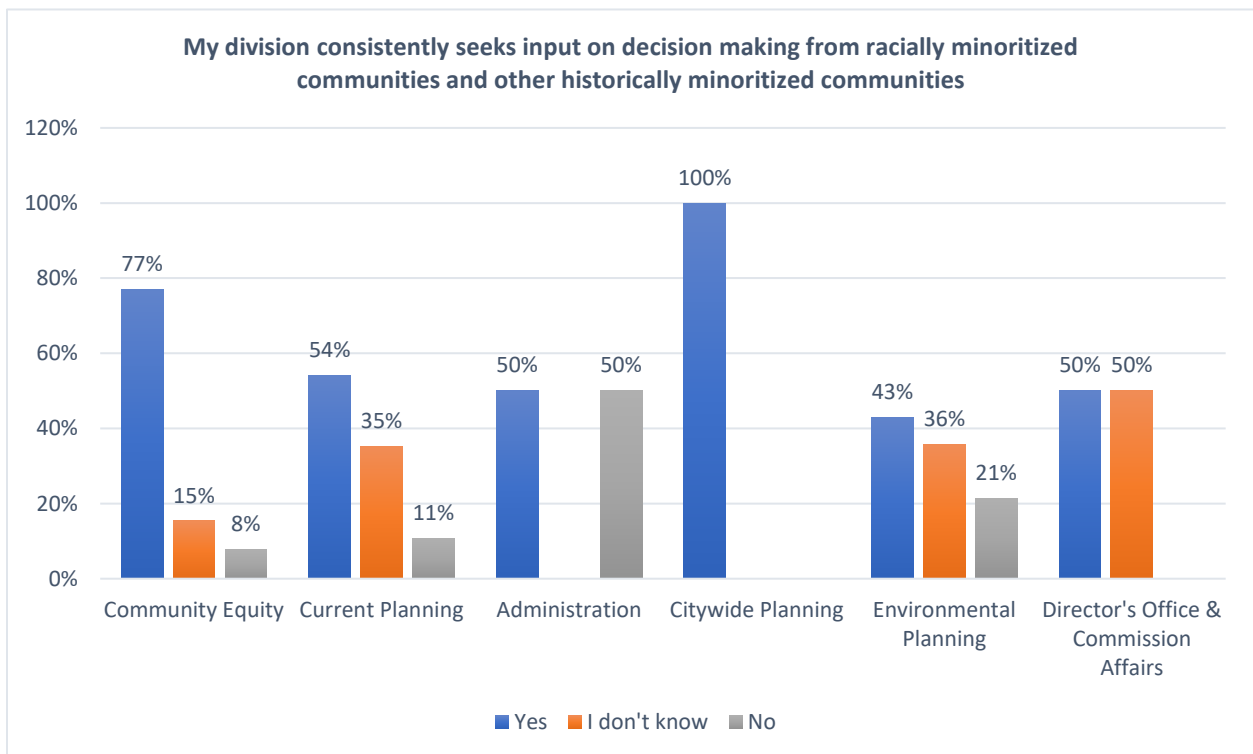


Figure 30. Seeking Input from Minority Communities by Division



Planning Department Leadership and Commitment to Advancing Racial and Social Equity

From 2022 to 2024, perceptions of senior management's role in advancing racial and social equity showed mixed progress. Overall, agreement that leadership supports equity conversations rose slightly (Figure 32), with more staff expressing confidence that management is creating space for these discussions (Figure 33). However, skepticism about leadership's commitment also grew, reflected in a notable increase in disagreement and a reduction in uncertainty. This suggests that while many see improvement, a growing number of staff are questioning the depth of leadership's involvement.

Although more respondents recognized management's efforts to address racial disparities and implement internal and external equity policies, significant uncertainty remains, especially regarding leadership's external actions. Confidence that senior management values racial and social equity has increased (62% agree in 2024, up from 50% in 2022), but a small portion of staff continues to express doubt (Figure 38). These findings highlight the need for clearer, more visible leadership actions to reinforce their commitment and reduce skepticism.

Figure 32. Senior Management – Acknowledgement and Support of RSE conversations

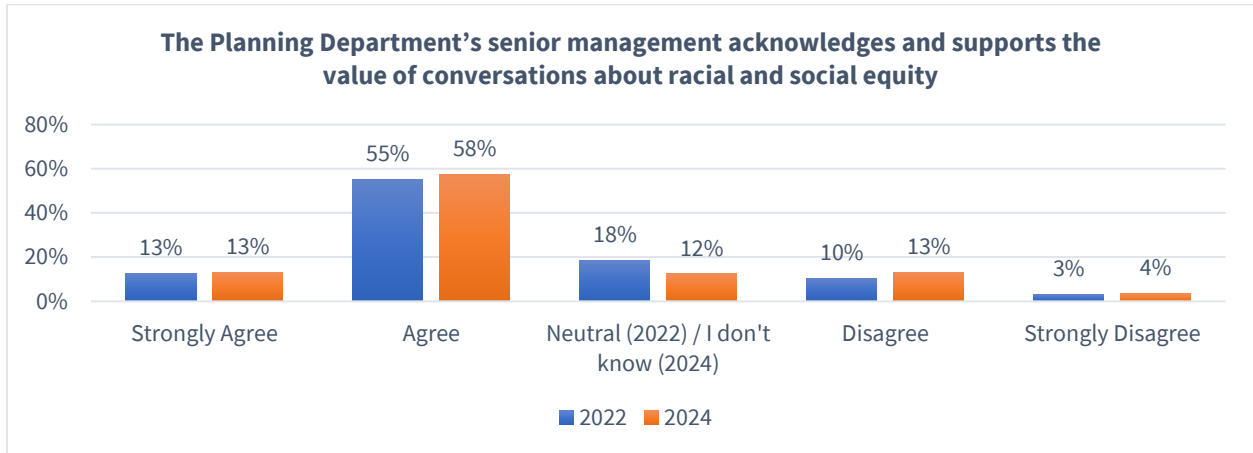


Figure 33. Senior Management – Participation in RSE Conversations

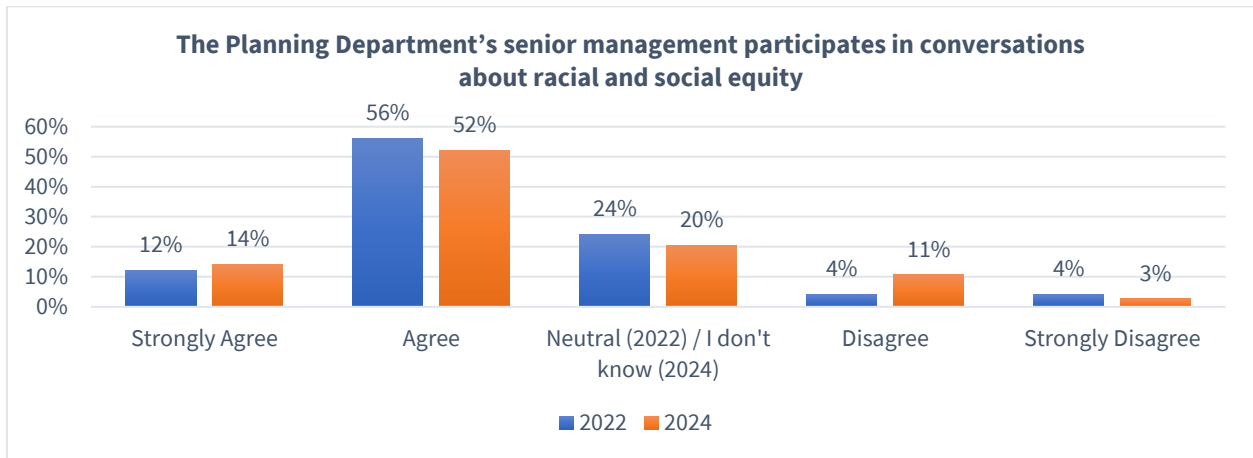


Figure 34. Senior Management – Create Time and Space for RSE Discussions

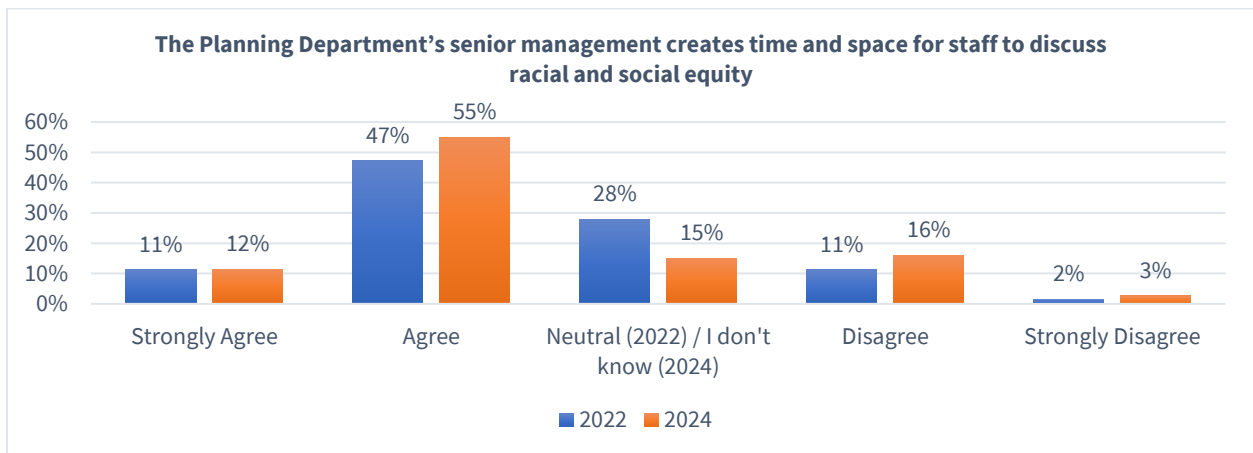


Figure 35. Senior Management – Address Disparities

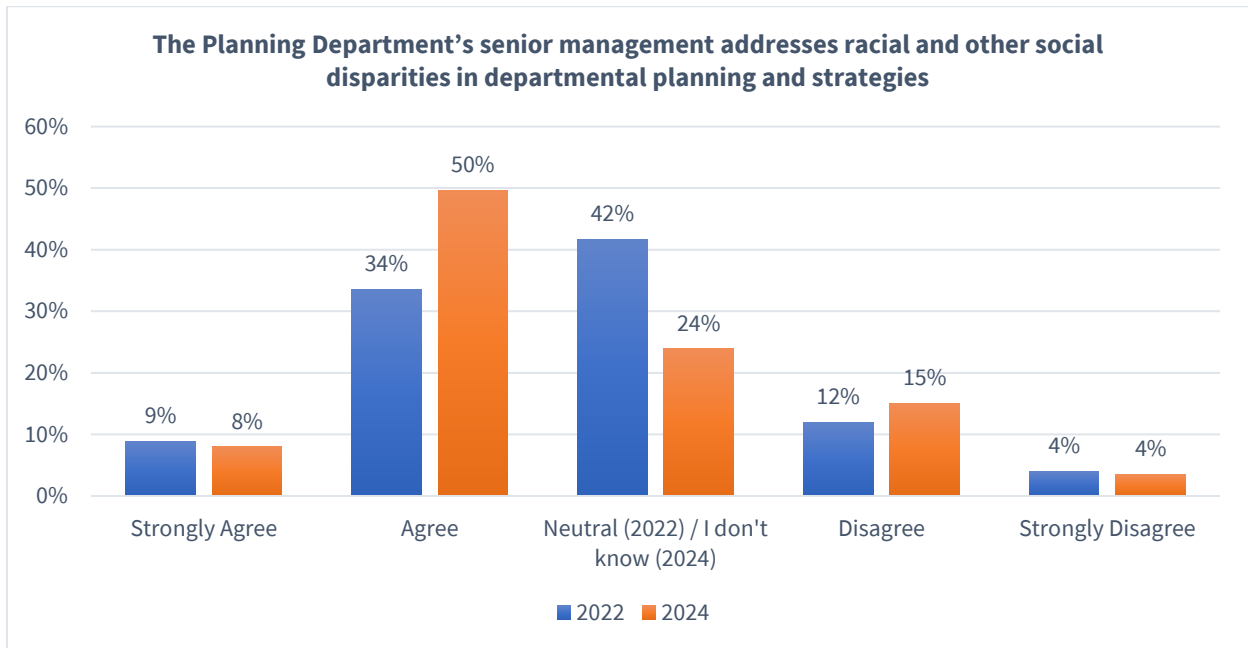


Figure 36. Senior Management – Internal Policies that foster RSE

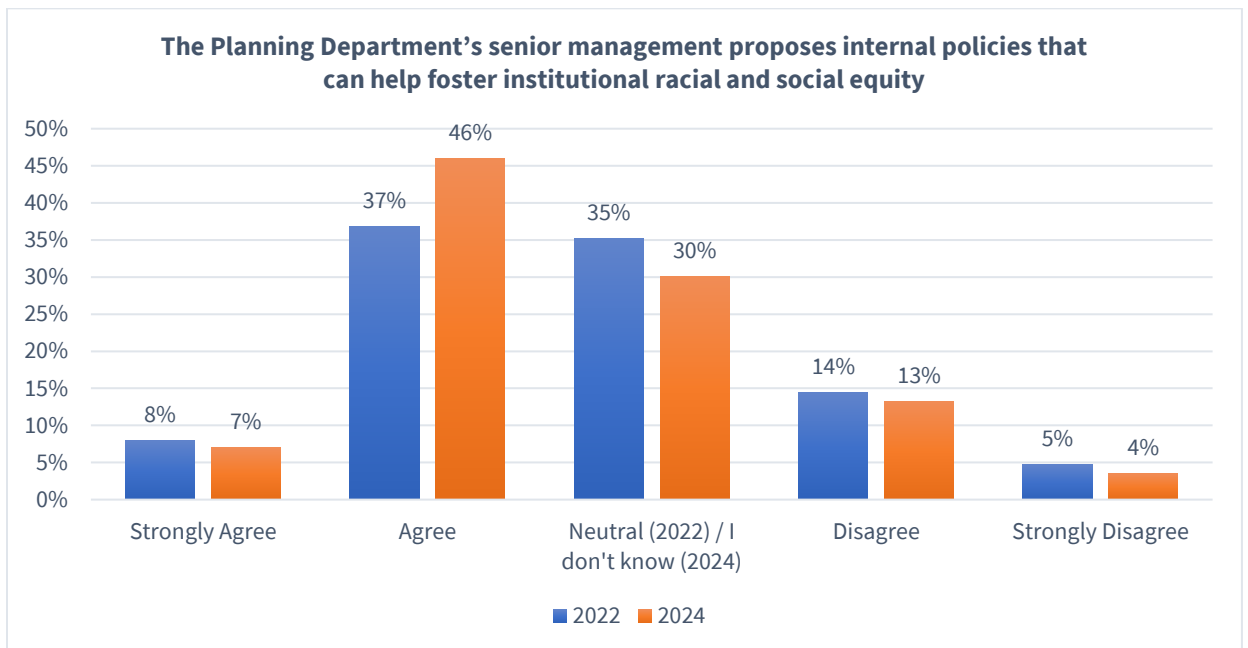


Figure 37. Senior Management – External Policies that foster RSE

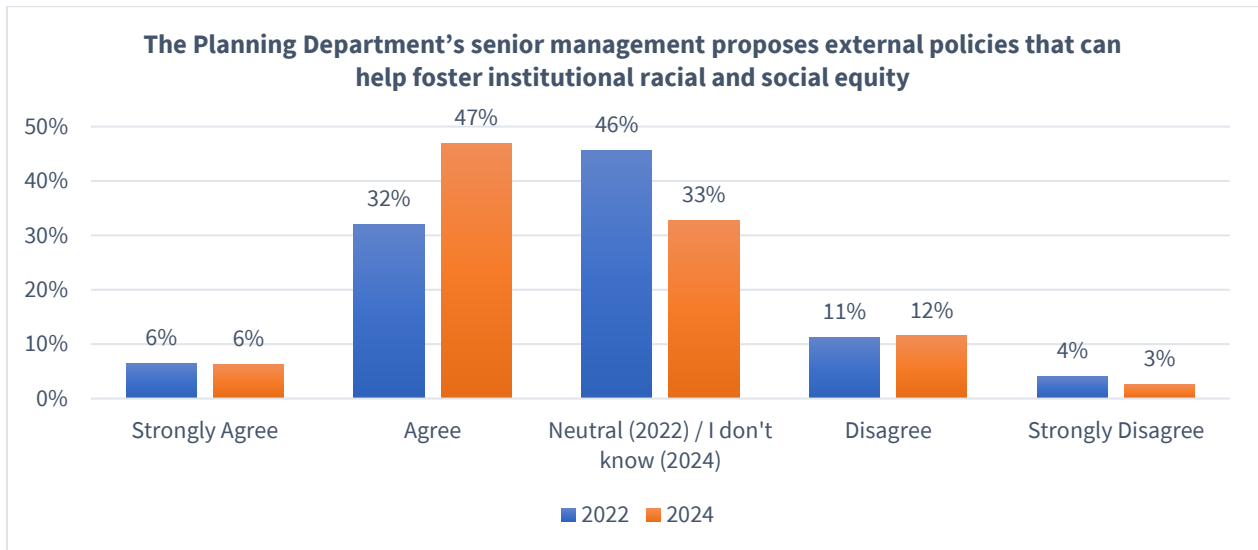
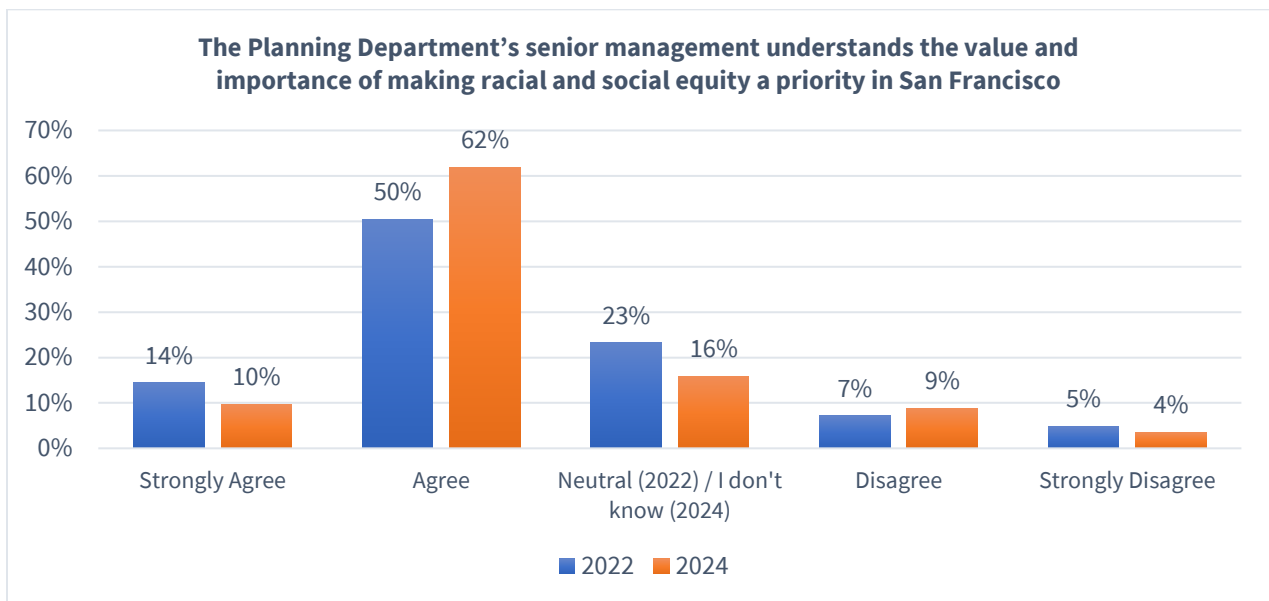


Figure 38. Senior Management – Values RSE



KEY THEMES – QUALITATIVE DATA ANALYSIS

The survey included five open-ended (qualitative) questions aimed at gaining a deeper understanding of staff perceptions and experiences with the Department's racial and social equity initiatives. These questions were:

1. How would you define racial and social equity?
2. Please describe how your individual work contributes to racial and social equity.
3. Why did you join the Planning Department?
4. What improvements would you suggest enhancing racial and social equity in your work?
5. In one word, how would you describe racial and social equity at SF Planning?

In analyzing the responses to these questions, three key themes emerged, highlighting both the progress made and the ongoing areas for improvement in embedding equity into the department's work:

- **Increased Awareness and Engagement in Racial and Social Equity:** Many respondents demonstrated a strong awareness and engagement with racial and social equity, particularly in areas such as affordable housing, community engagement, and environmental justice. The use of equity tools and process improvements, like inclusive hiring and recruitment, is helping to advance equity across the department, and many respondents expressed pride in their contributions to these efforts.
- **Empowering Staff to Integrate Equity into Daily Work:** While many respondents feel empowered to incorporate equity into their work, others report feeling limited by a lack of resources, tools, or support. Some divisions experience inconsistencies, leaving certain teams disconnected from equity initiatives and unsure how to apply them in their daily tasks.
- **Key Challenges to Address:** Despite growing awareness and engagement, significant challenges remain in fully integrating racial and social equity into daily operations. Addressing these barriers is essential to creating more empowered and accountable teams that can better align with the department's equity goals.

How would you define racial and social equity?

The majority of respondents demonstrate a solid understanding of racial and social equity, with common themes including the need for access to opportunities and resources for marginalized groups and eliminating disparities. Many recognize the importance of addressing historical injustices, designing policies to undo the effects of racism, and creating systems where everyone can thrive regardless of race or social status. Additionally, respondents often highlight the role of intentional systemic change, acknowledging that equity requires more than just equal treatment—it necessitates differentiated support to those who have been historically marginalized to ensure fair outcomes for all.

However, some responses reveal a tendency to focus on merit-based fairness or assuming equal treatment leads to equitable outcomes, overlooking systemic inequalities. This indicates a need for

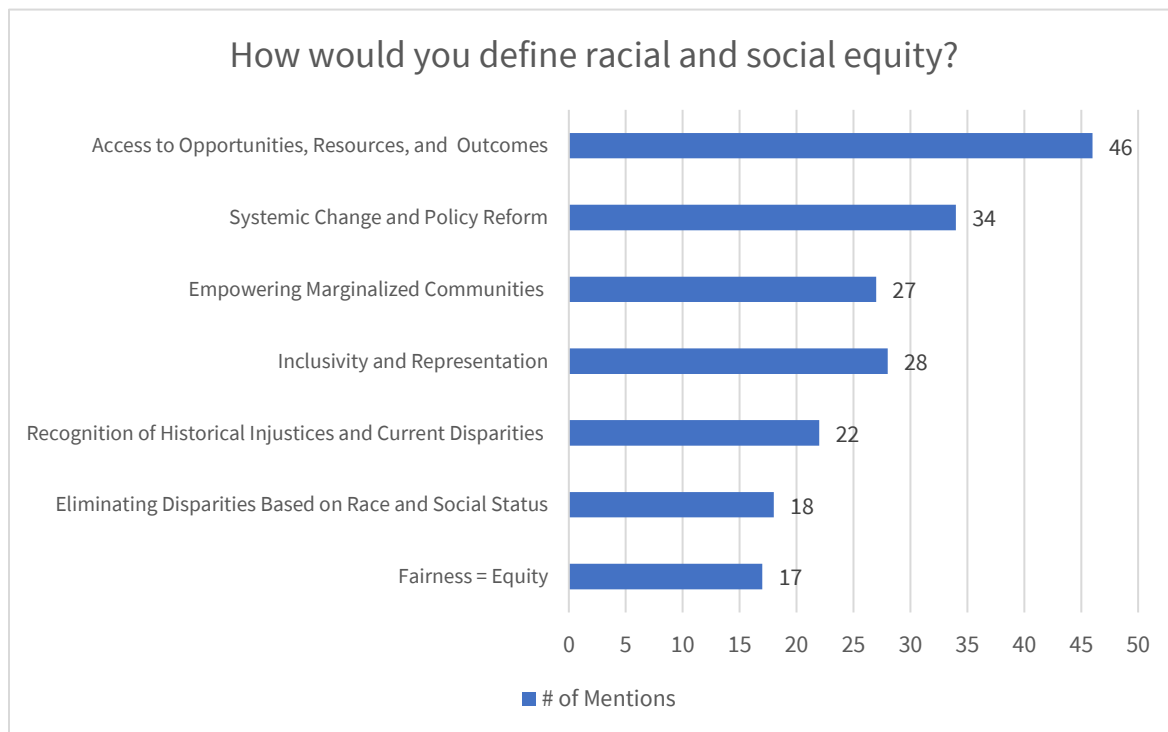
more education on how historical injustices shape opportunities today and effectively strengthen staff understanding of the difference between equality and equity.

TABLE 2. Key Themes – How would you define racial and social equity?

Theme	Quotes
Access to Opportunities, Resources, and Outcomes The importance of everyone having equal access to opportunities and resources that lead to equitable outcomes, regardless of race or social standing.	• <i>"Racial equity is eliminating the practices and policies that would result on different outcomes by race. Social equity is fairness for all people."</i> • <i>"Creating opportunities for those who have historically been discriminated against."</i> • <i>"Providing tools and resources to those who have been historically disadvantaged by their race in order to achieve better outcomes."</i>
Recognition of Historical Injustices and Current Disparities The idea that racial and social equity acknowledges the impact of historical injustices and aims to rectify them through intentional change.	• <i>"It means 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."</i> • <i>"Racial and social equity is an intentional and active process of undoing the historic barriers created to oppress and/or exclude certain demographics."</i> • <i>"Race and social equity mean employing a system that is equitable and fair across all measures, and also allows for the extra help that historically underrepresented communities might face."</i>
Systems Change and Policy Reform The need to redesign systems, structures, and policies to undo the impacts of racism and social inequalities.	• <i>"Proactively creating new institutional policies that result in equitable power dynamics and opportunities for marginalized communities most impacted by racism."</i> • <i>"Acknowledging and addressing past and current inequities, working to change systems, structure, policies to create more equitable outcomes."</i> • <i>"Redesign systems to remove impediments rooted in racial/social bias or discrimination while redesigning such systems to provide equal access and opportunity for all, which may look different to different people."</i>
Eliminating Disparities Based on Race and Social Status The focus of eliminating disparities in outcomes and opportunities that are based on race or socioeconomic status.	• <i>"Racial equity is eliminating the practices and policies that would result in different outcomes by race."</i> • <i>"Equity of all kinds acknowledges that inequalities exist and works to eliminate them."</i> • <i>"Eliminating racial and social disparities and improving outcomes for everyone."</i>
Inclusivity and Representation Intentionally including and ensuring representation from historically marginalized and harmed groups in decision-making is emphasized as essential for achieving equity.	• <i>"Creating opportunities for those who have historically been discriminated against."</i> • <i>"It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color."</i>

	“Ensuring disadvantaged folks have the support and tools to stand at or above those that have generally and historically had a racial and societal advantage.”
Empowering Marginalized Communities Empowerment of those most affected by inequalities is highlighted as an essential part of the process toward equity.	“Providing voices for oppressed and underrepresented minority groups, removing existing barriers to their success and increased opportunities for their advancement.” “Providing tools and resources to those who have been historically disadvantaged by their race in order to achieve better outcomes.” “Building community capacity, breaking barriers to success, giving community the resources they need.”
Conflating Fairness and Equity Some respondents equate fairness with equity, assuming equal treatment ensures equitable outcomes. This view overlooks systemic disparities and the need for tailored support to address historical and ongoing inequities, potentially perpetuating inequality.	“I won't refer to you as a white man and you won't refer to me a black man. I will refer to you as a man.” - For social equity, I will base my opinion upon merit!” - Everyone is treated fairly; promotions are based on merit; hard work is recognized across the department.” “Fair and just treatment of all individuals.” “Justice and fairness for everyone.”

FIGURE 39. Number of Mentions – How would you define racial and social equity?



Please describe how your individual work is contributing to racial and social equity.

The responses highlight a strong commitment to racial and social equity, with many believing that key efforts in affordable housing, equitable access to public services, community engagement, and environmental justice are essential in advancing these goals. Respondents emphasized improving inclusivity within internal practices and making data and decision-making processes more transparent and accessible. While many see their work as contributing positively to equity goals, some noted systemic barriers that limit their direct impact. Overall, the commitment to advancing equity is evident, but challenges remain in fully integrating these values across all roles and processes.

TABLE 3. Areas where staff feel they are *advancing equity* in their work

Theme	Quotes
Community Engagement and Representation Respondents expressed satisfaction in their ability to engage underrepresented communities and make their voices heard.	• <i>"Working with the Bayview CAC to ensure the community's voice is heard and brought forward as it is a neighborhood that has historically faced inequities."</i> • <i>"My work involves supporting communities that historically have not been engaged or represented in City policies, processes, and programs."</i> • <i>"Ensuring we're directly providing resources to the communities we work for, so they have the power to shape their vision and implement relevant projects."</i> • <i>"My work in the Preservation Division is focused on finding ways to elevate histories of communities that have not historically been represented in Planning's preservation work program."</i>
Equitable Access to Services Several respondents emphasized their role in ensuring that public services are accessible and equitable for all, especially marginalized groups.	• <i>"By ensuring all abilities are able to access what they need."</i> • <i>"I offer Spanish translation services to members of the public."</i> • <i>"My work ensures that technology systems are accessible and inclusive for everyone."</i> • <i>"Striving to create a review process that is easily accessible to all."</i>
Affordable Housing and Housing Equity Many respondents felt their work directly contributed to expanding access to affordable housing, particularly for historically marginalized communities.	• <i>"Facilitate affordable housing construction so housing opportunities are available to the most vulnerable people."</i> • <i>"The Housing Element rezoning is specifically intended to undo historic patterns of racial and economic segregation."</i> • <i>"My individual work around affordable housing policy and community benefits better connects and provides access"</i>

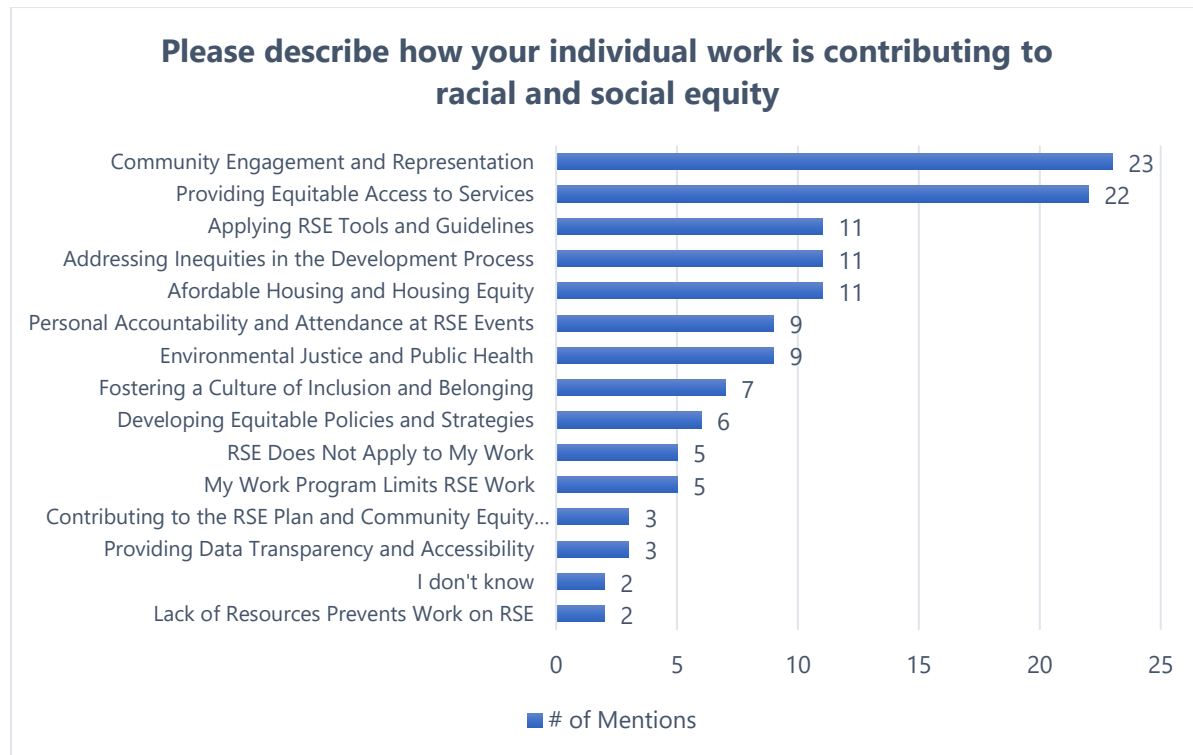
	<i>to priority equity communities that do not have these resources."</i> • <i>"Providing affordable housing in resource-rich areas historically closed to working-class households and households of color."</i>
Applying RSE Tools and Guidelines Some respondents focused on internal changes and applying RSE tools, such as inclusive hiring practices, to advance racial and social equity within their division or the department as whole.	• <i>Implementing inclusive recruitment practices; diversifying where the department advertises."</i> • <i>"I am considering RSE goals as part of my project (CEQA review), technical work, and program management"</i> • <i>"Ensuring staffing of our geographic teams includes people who represent traditionally underserved communities."</i> • <i>"My work uses fair hiring practices, ensure access to resources and support/trainings, and report/address issues promptly."</i>
Environmental Justice and Public Health Respondents felt their work contributed to protecting vulnerable communities from environmental harms.	• <i>"I work to protect the public health of all San Franciscans, with extra health protective measures for those living in areas with poor air quality."</i> • <i>"Targeting city resources to improving conditions for environmental justice and climate resilience."</i> • <i>"Environmental review helps ensure overburdened marginalized communities are protected."</i> • <i>"I also am applying zoning regulations which are rooted in basic environmental justice principles so that people are living, playing, working in places that are safe and appropriate."</i>
Fostering a Culture of Inclusion and Belonging Respondents shared their individual responsibility in creating a workplace where everyone feels valued, respected, and empowered to advance racial and social equity.	• <i>"I make an effort to be inclusive to staff that are different from me in my work encourage others to do the same."</i> • <i>"Doing the best I can to ensure that staff feel valued in the Department, feel safe and free from toxic behaviors which some managers and those of privilege tend to exhibit routinely..."</i> • <i>"I have tried to bring in support from staff of various shades and gender and have outreached to various groups using similar practices."</i>
Addressing Inequities in Development Processes Some staff try to ensure that development projects promote equity, recognizing both the potential for development to reduce inequities and the challenges posed by complex regulations and power imbalances.	• <i>"Development has the potential to either reinforce or break down structures of inequity. While many factors determining that potential are outside of my control, I encourage project sponsors to tailor their projects to the needs and aspirations of their communities."</i> • <i>"I guide project sponsors to align the vision of their projects with City policies and priorities, including racial and social equity (RSE) objectives."</i> • <i>"Treating development in Priority Equity Geographies with greater care as opposed to higher resourced areas."</i> • <i>"Using my role to inform project sponsors of land use considerations to make a project more equitable."</i>

Personal Accountability and Attendance at RSE Events Respondents take personal accountability for advancing racial and social equity by embedding it into their daily work, addressing bias and advocating for marginalized communities even when not directly connected to formal projects.	• “With the understanding that each circumstance and community have different needs, I try to listen intently and disregard my own assumptions or biases.” • “I try to embed racial and social equity in my work even though there’s not a direct connection sometimes.” • “Adapting to different beliefs and cultures by attending and participating in events sponsored by different ethnicities” • “My contribution is to ensure staff have the tools, knowledge, and understanding to pursue racial and social equity in the work they do.”
Data Transparency and Accessibility Several employees highlighted their work in making data accessible and using it to promote informed, equitable decisions.	• “My work involves making our city’s data more accessible and reliable. The products I work on, such as public dashboards, improve transparency.” • “The democratization of data and tech tools will allow those without technical programming capacity to access data and information.” • “My work contributes to racial and social equity by ensuring that technology systems are accessible and inclusive for everyone. By advocating for and supporting equitable practices in technology, I help create a more inclusive digital environment that benefits all users.”

TABLE 4. Areas where staff experience challenges in advancing equity in their work.

	Theme	Quotes
1	My Work Program Limits RSE Work Some respondents expressed frustration at the limitations of their roles, feeling that the nature of their work or systemic issues made it difficult to contribute meaningfully to equity.	• “My individual work doesn’t directly contribute to racial and social equity.” • “I don’t think my work does that since I can’t, in general, pick and choose what to work on.” • “While we can treat all applicants fairly regardless of race, we can’t account for the imbalance of power and resources between them.” • “There are systemic barriers to racial and social equity embedded in how planning decisions are made and enforced.”
2	Lack of Resources Prevent RSE Work Several participants highlighted challenges in advancing equity due to a lack of resources, tools, or organizational support. Others expressed a need for more training and raised concerns about insufficient organizational support and accountability for equity initiatives.	• “It’s not. There needs to be more sharing across divisions. CP is on the front lines, and we don’t have the tools to integrate any of the work CED does into our work.” • “I don’t think I am contributing much, but I am interested in taking more trainings on how I can improve racial and social equity in the workplace.” • “Providing training, actively participating, and following through to achieve tangible results and accountability.”

FIGURE 40. Number of Mentions: Please describe how your individual work is contributing to racial and social equity



Why did you decide to join the Planning Department?

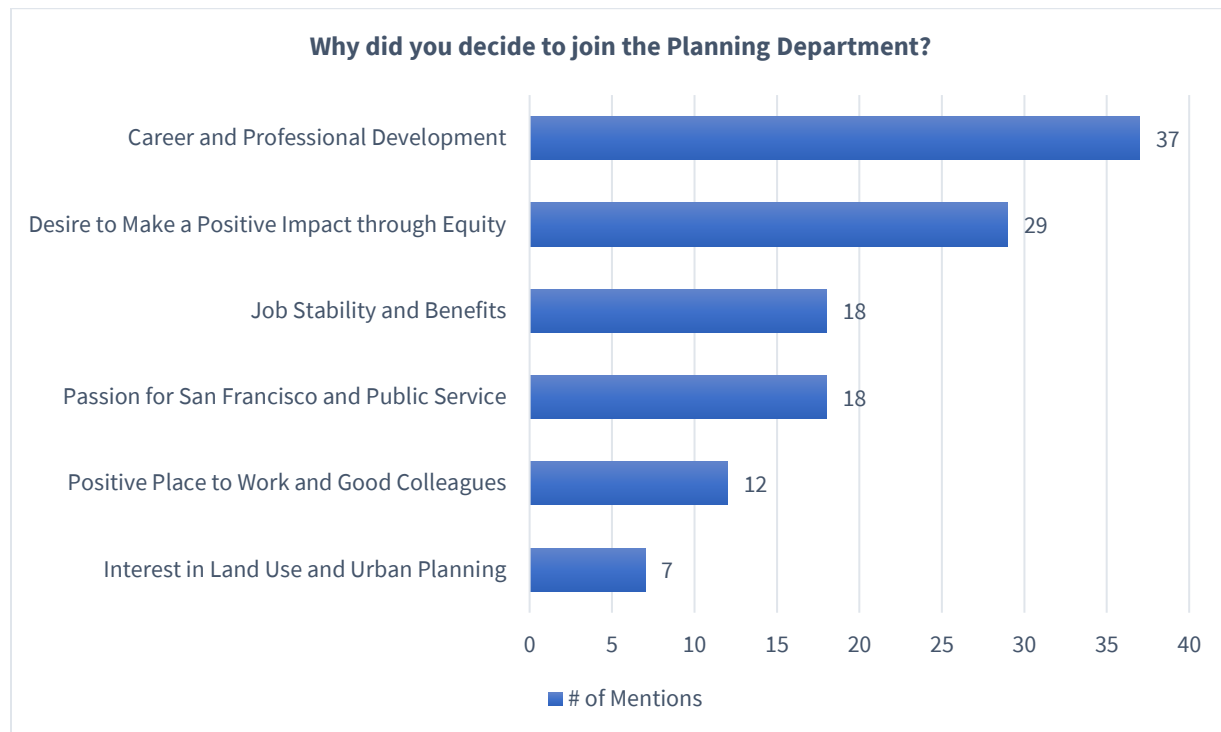
Many respondents were motivated to join the Planning Department for career development and professional growth, viewing it as a place to apply their education, advance skills, and contribute to public service. Additionally, a deep passion for San Francisco and a desire to shape the city's development and improve quality of life for its residents were common reasons for joining. Some respondents expressed interest in land use and urban planning, while others were driven by a commitment to equity and social justice, aiming to impact policies that address disparities and create more equitable communities. Job stability and benefits were also frequently cited, with many seeing the department as offering a stable, well-paying position with strong benefits.

TABLE 5. Key Themes – Why did you decide to join the Planning Department?

Theme	Quotes
Career Development and Professional Growth Many respondents joined the department for the opportunity to advance professionally, align with their educational background, or gain experience in public service. The department is seen as a place where skills can be developed and used to address complex issues.	"It was an opportunity to use my graduate degree in my field of study." "Planning offered an opportunity to grow professionally while being relatively stable and well-paying." "I thought it was a good choice for career development when aligned with my educational experience." "Professional and personal growth."

Desire to Make a Positive Impact through Equity and Social Justice Many respondents joined the department to make a meaningful contribution to the community, with a strong focus on shaping policies that address housing, equity, and environmental justice. They view planning as a key tool for reducing disparities and promoting equitable outcomes, seeing their work as an opportunity to create lasting, positive change in historically marginalized communities.	• "I wanted to work at an institution and city at the forefront of promoting racial and social equity in planning." • "I wanted to influence policy change and provide my community-led lens to the work." • "I wanted to join Planning to help marginalized communities have access to opportunities to shape their neighborhoods and promote healthy neighborhoods across the city." • "Land use planning is at the heart of an equitable society." • "I previously worked in youth development and public health, and I joined SF Planning because I wanted to be able to impact the systems and policies that create inequitable outcomes."
Passion for San Francisco and Public Service Several respondents were motivated by a deep connection to San Francisco, wanting to contribute to the city's development and improve the quality of life for its residents.	• "I care about San Francisco and it's a location where my expertise and appreciation for the city intersect well." • "I love SF (and lived here) and wanted to work for the City" • "It was a way to serve a neighborhood that I love very much." • "I want a better San Francisco where everyone benefits from a growing city, a diverse city, a walkable and livable city."
Interest in Land Use and Urban Planning Respondents expressed a strong passion for land use planning, seeing it as a key tool to shape the city's physical form and influence its long-term development. Many are driven by the opportunity to impact San Francisco's built environment and guide its evolution.	• "I wanted to work on urban planning long-range policies and plans to affect the city's physical form." • "I wanted to be involved in affecting the evolution of our urban environment." • "I enjoy project management and love San Francisco's built environment." • I wanted to impact the built environment."
Job Stability and Benefits Many respondents were drawn to the department for its stability, good pay, pension, and benefits, particularly in comparison to other sectors.	• "Good pay and a pension." • "The job was a stable and good-paying position for my family with good benefits." • "I love San Francisco, high pay & great benefits, engaging work happens in-house rather than being contracted out." • "Interesting work and job security."
Positive Place to Work and Good Colleagues Some respondents shared that the Planning Department is a supportive workplace with passionate colleagues, offering meaningful work, career growth, and a positive culture.	• "Work environment and work/life balance." • "I had heard good things from current and past employees about the culture of the Department and the work that the Department is involved in." • "There is compassion and kindness at Planning. Plus, lots of competent, passionate, good, smart people."

Figure 42. Number of Mentions – Why did you decide to join the Planning Department?



What would you improve in order to increase racial and social equity in your work?

The data highlight several recurring concerns. Leadership and senior management accountability are major issues, with calls for stronger, more unified leadership to effectively drive racial and social equity efforts. Many respondents feel the department is siloed, emphasizing the need for better collaboration across divisions. There is also a push for clearer integration of RSE into daily work, along with greater transparency and communication about goals and progress. Community engagement and outreach is seen as critical, alongside a need for more resources, training, and staffing to support RSE initiatives. Respondents also stress the importance of increasing diversity in hiring and promotions, addressing toxic management, and ensuring that equity efforts produce tangible, measurable outcomes. Lastly, structural policy changes are seen as vital to advancing equity in a meaningful way.

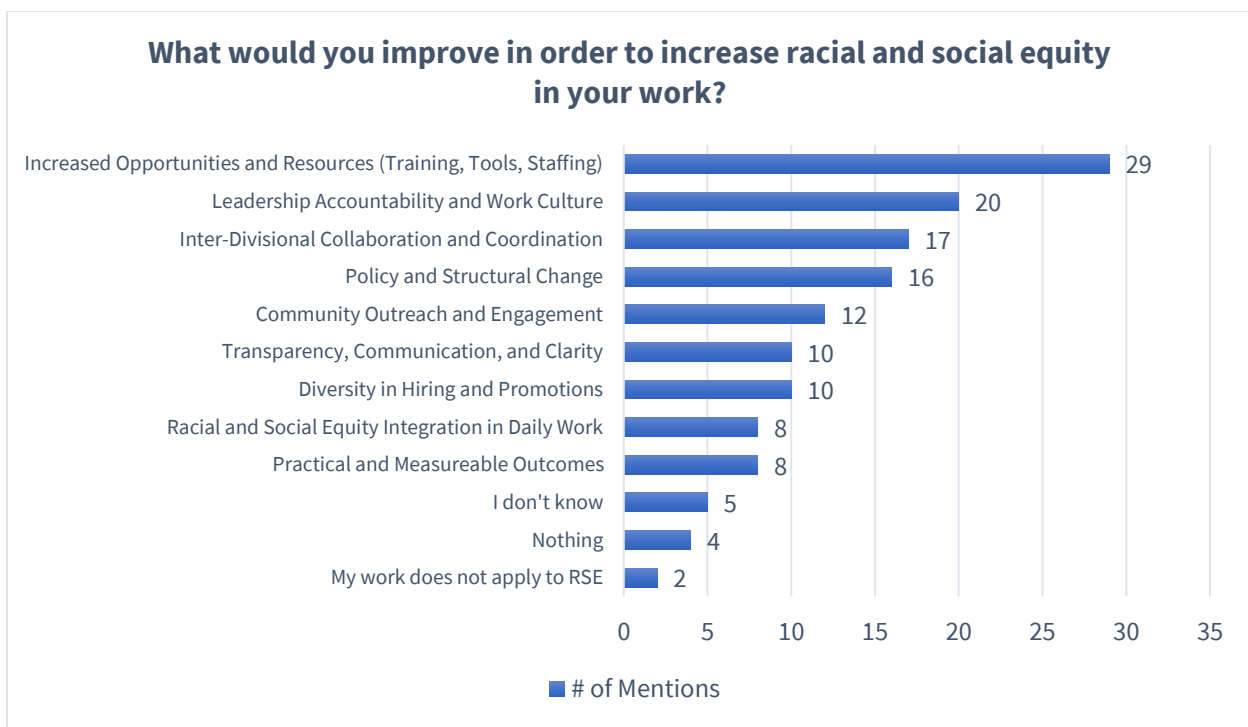
TABLE 6. Key Themes – What would you improve in order to increase racial and social equity in your work?

Theme	Quotes
Increased Opportunities and Resources (Training, Tools, and Staffing) Desire for more resources, tools, staff time, and training to effectively support RSE goals.	• <i>"More consistent programming (my understanding is it's only once or twice a year at the moment) and achievable RSE things each of us can do every day."</i> • <i>"We need more practical, usable tools to implement racial and social equity goals at a micro level in our daily projects."</i> • <i>"Develop tools or ways to measure the effectiveness of our RSE efforts."</i> • <i>"I would like to see more resources and tools allocated to RSE work so that staff can dedicate the time and energy needed to truly engage with these goals."</i>
Leadership Accountability and Work Culture Calls for stronger leadership and greater accountability, particularly regarding performative actions and a lack of senior management buy-in. Respondents criticize toxic leadership behaviors and misalignment at the top levels, with many advocating for the removal or reform of problematic managers to foster a more inclusive, equitable work environment.	• <i>"Leadership is meant to set the example of a culture of inclusion and belonging, but they are the ones that are keeping us siloed and separated."</i> • <i>"Senior management that honestly cares, is educated on the topic, and leads by example. And gives staff support to do this work and not punish us for doing this work."</i> • <i>"A lot of our work and confidence to color outside the lines of the status quo feels driven by senior management and mid-level management comfort levels and City-level politics."</i> • <i>"Toxic management behavior has discouraged staff from pursuing higher education or from staying committed to promoting equity in the department."</i> • <i>"Changes in Sr Management. Hold managers accountable for being performative with respect to RSE or who have described people of color as 'not value adds' in the Department."</i>
Inter-Division Collaboration and Coordination The need for better cross-division collaboration, reducing silos, and improving coordination between teams.	• <i>"I would increase collaboration between divisions and between senior management of divisions. Each division still feels very siloed and while we are doing the best we can, racial and social equity does not feel like a collaborative effort across all divisions."</i> • <i>"I think the Community Equity Team needs to try to understand more about the work we do in Current Planning. There are some disconnects."</i> • <i>"We need to work on integrating RSE practices among the different divisions rather than everyone continuing to implement it on their own and as they please."</i> • <i>"More cross division coordination/collaboration. It feels like folks that work on RSE are siloed within the RSE division – difficult if not in that division."</i>

Community Engagement and Outreach Importance of engaging with the community more effectively and offering clear ways for communities to participate in shaping equity-related outcomes.	• <i>"We need more opportunities to interact with the community and local politicians to discuss changes to the Planning Code, City Budget, and programs to help our communities better and help proactively change the urban environment."</i> • <i>"We need more community engagement tools and better training to help staff lead these discussions with community members."</i> • <i>"Proactive wide outreach before enforcement."</i> • <i>"Do more outreach with priority equity geographies about CEQA."</i> • <i>"Remove politics from the equation, so that money and investment go to the communities that need it most."</i>
Transparency, Communication, and Clarity Requests for more transparent communication about RSE goals, deliverables, and the work being done within departments.	• <i>"It would help me if the department would improve clarity, communication, and transparency about substance and status of the overall RSEAP effort."</i> • <i>"More transparency on deliverables of the RSE division. Other than hiring practices altered, I haven't seen the effectiveness. Would like to see more action in place, not just talk about it."</i> • <i>"More communication is needed around the RSE action plan, especially on progress and expected outcomes. It feels like we're in the dark."</i> • <i>"We need clearer communication and transparency from senior management about how they expect us to achieve racial and social equity goals in our daily work."</i>
Diversity in Hiring and Promotions Emphasis on increasing diversity at all levels of the organization, especially in management roles.	• <i>"Broader diversity in gender, race, and sexual orientation in management levels (Planner IV and above) could be improved and be more reflective of the broader SF community."</i> • <i>"I would like to see more efforts to retain and promote staff from underrepresented backgrounds, especially at management levels."</i> • <i>"I would focus on hiring a more diverse pool and group of employees/management, peer mentoring/training for the advancement and retention of employees."</i>
Structural Change and Measurable Outcomes for Racial and Social Equity Focuses on embedding racial and social equity into daily practices by shifting responsibility to all divisions and creating clear, measurable frameworks. Emphasizes accountability, the need for practical tools and deliverables, and moving beyond formalities to track progress and revise systemic practices, such as zoning laws, to promote equity.	• <i>"It would help if all of the department teams were able to define and articulate how racial and social equity goals translate into their daily work and what metrics could be used to determine benchmarks for success or failure."</i> • <i>"Shift the responsibility of executing the Department's RSE goals entirely to each division and hold the division directors responsible for results."</i> • <i>"More opportunities to interact and integrate work within Current Planning would be helpful."</i> • <i>"It feels like the department has a lot of formalities about RSE but hasn't fully integrated it into daily work practices."</i>

	• "Reinventing the program so it was not ideologically based, did not impose formalities as indicators of accomplishment." • "We need more practical, usable tools to implement racial and social equity goals at a micro level in our daily projects." • "More deliverables, accountability, and communication are needed to truly integrate racial and social equity into our day-to-day work." • "There needs to be a clearer framework for how RSE work applies across all divisions in their daily tasks, with measurable outcomes to track progress." • "I would codify racial and social equity considerations and get rid of code sections/zoning that has been rooted in systemic racism."
Perception that Racial and Social Equity Does Not Apply to the Work Some respondents believe that racial and social equity initiatives do not directly apply to their roles, as their work is governed by established policies, codes, and regulations, leaving little room for equity considerations.	• "NA, my work is subject to city contracting rules and regulations." • "No need because my work is based on policies and codes."

Figure 43. Number of Mentions – What would you improve in order to increase racial and social equity in your work?



In one word, how would you describe racial and social equity at SF Planning?

The key takeaway from the data is that staff perceptions of racial and social equity are mixed, with many acknowledging ongoing efforts and progress but others highlighting challenges like slow execution, complexity, and inconsistency. The responses range from optimistic ("hopeful," "improving," "progressing") to critical ("disappointing," "performative," "misguided"), indicating both aspiration and frustration.

The top 5 most frequently stated words are:

- Progressing (8 times)
- Hopeful (4 times)
- Improving (4 times)
- Aspirational (3 times)
- Evolving (2 times)

Figure 44. Word cloud describing racial and social equity work at SF Planning



SECTION 4: CONCLUSION & RECOMMENDATIONS

The 2024 Survey offered important insights into the Department's progress in advancing racial and social equity, while also identifying key areas in need of improvement. Although staff engagement with equity initiatives has grown, several significant challenges persist. To build on this momentum and further advance these efforts, the Department can take targeted actions to address the issues outlined in this report, fostering a more inclusive and equitable workplace and continuing to drive progress toward its racial and social equity goals.

- **Enhance Survey Design:** Future surveys should be refined to enhance clarity and inclusiveness, allowing for more meaningful feedback while making confidentiality and anonymity more explicit. By ensuring questions are clear and accessible, and by reinforcing that responses are both anonymous and confidential, respondents will feel more comfortable sharing their honest opinions, enabling the department to gather deeper insights that directly inform and strengthen its equity initiatives.
- **Targeted Recruitment and Outreach:** Actively engage staff and divisions with lower participation, such as Current Planning, Director's Office, and Commission Affairs, through tailored outreach efforts. This will ensure that all voices are represented in equity discussions and help identify barriers to participation.
- **Strengthen Leadership Accountability and Increase Diversity:** Staff feedback highlights the need for stronger leadership in advancing equity efforts, with some concerns raised about inconsistent support. Encouraging senior management to take a more active role in guiding and aligning equity initiatives across the department, with clear expectations for their involvement, will help foster a more inclusive culture and drive progress. Additionally, increasing diversity in leadership remains a priority for staff. Strengthening efforts to diversify hiring and promotions, particularly in senior positions, will ensure more equitable representation and support long-term systemic change.
- **Embed Equity Across Divisions and Foster Collaboration:** To create a unified approach to racial and social equity, it is crucial to break down silos between divisions and encourage cross-division collaboration. Equity should be embedded into the daily operations of every division, with shared goals and practices that ensure all teams contribute to and benefit from these initiatives. This will promote a department-wide culture of inclusion and collective responsibility.
- **Provide Resources and Tools:** Many staff report a need for practical resources, tools, and training to effectively integrate equity into their work. The department should invest in providing actionable tools and support to empower all staff in their equity efforts.
- **Measure and Communicate Progress:** Establish clear metrics for the Equity Plan and regularly update staff on its progress. This will help maintain staff engagement, ensure transparency, and connect individual contributions to the department's broader equity goals.

APPENDIX A: SURVEY QUESTIONS

SF Planning Staff Culture Survey 2024

Introduction

This biennial survey helps us gain insight on how you think our department is progressing on the development and implementation of the Racial and Social Equity (RSE) Action Plan and feedback on areas where the Department can improve its progress toward RSE goals, which include: (1) 60%+ staff are racially diverse across all classifications, (2) 50%+ of the budget is allocated for RSE, (3) 75%+ of contracts are focused on increasing RSE, and (4) SF Planning is 100% inclusive. This survey will also provide insight into how the Department is doing in fostering a culture of equity, inclusion, and belonging.

This survey will take less than 30 minutes to complete, and your submission and answers will remain anonymous. We want to hear your honest reflections as your feedback and participation are invaluable! Thank you for taking the time to complete this survey.

If you have questions about the survey, please contact Dr. Kofi Akinjide, kofi.akinjide@sfgov.org or Benjamin Lamb, benjamin.lamb@sfgov.org.

Definitions for Reference and Context

While completing the survey, please note the following definitions for reference and context:

- **Racial Equity** - A set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.
- **Social Equity** - Fairness and justice in the management of public institutions, forming of policy and delivery of public services, taking into account historical and current inequities among groups, such as along gender identity, sex, religion, and disability status.

Employee Thoughts and Understanding about Racial and Social Equity in the San Francisco Planning Department

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
9. I have a basic understanding of the racial and social disparities that exist in San Francisco (within the Planning Department and at a citywide level).					

10. I can identify examples of institutional racism (i.e., when organizational policies or programs intentionally or unintentionally work to benefit one group over another).					
11. I understand why it is important for the Planning Department to make racial and social equity a priority in our work.					
12. I think it is valuable to discuss the impacts of institutional and systemic racism.					
13. I feel comfortable talking about racism in its many forms and other inequities within my department work setting.					
14. I believe I have the tools to address institutional and systemic racism and other “-isms” in my workplace.					

15. How would you define racial and social equity?

16. Please describe how your individual work is contributing to racial and social equity.

17. I would consider becoming more actively involved in addressing racial and social equity and other disparities through my work within the Planning Department if (Please Select All That Apply):

- I had more information through training
- I had more time
- I had more resources (e.g., racial and social equity tools)
- I had more support from my direct supervisor
- I had more support from senior leaders
- Other, please specify _____

18. I have read the current version of the Planning Department’s Racial and Social Equity Action Plan.

- Yes
- No

San Francisco Planning Department Leadership and Commitment to Advancing Racial and Social Equity (RSE Action Plan: Focus Area 4)

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
19. The Planning Department's senior management acknowledges and supports the value of conversations about racial and social equity.					
20. The Planning Department's senior management participates in conversations about racial and social equity.					
21. The Planning Department's senior management creates time and space for staff to discuss racial and social equity.					
22. The Planning Department's senior management addresses racial and other social disparities in departmental planning and strategies.					
23. The Planning Department's senior management proposes internal policies that can help foster institutional racial and social equity.					
24. The Planning Department's senior management proposes external policies that can help foster institutional racial and social equity.					
25. The Planning Department's senior management understands the value and importance of making racial and social equity a priority in San Francisco.					

Departmental and Divisional Efforts toward Workforce Equity, Diversity, and Fostering a Culture of Inclusion and Belonging (RSE Action Plan: Focus Areas 1-3; 5-6)

	Yes	No
26. I am aware of efforts in the Planning Department to increase workforce equity and foster a culture of inclusion and belonging (e.g.,		

strategies and practices to improve diversity on all levels and across functions, and to promote a positive office culture where everyone belongs).		
27. I am aware of the Equitable and Inclusive Hiring and Recruitment Policy and Guidelines that hiring managers have to follow.		
28. I am aware of the Retention, Promotions, and Professional Development Standards and Guidelines that hiring managers have to follow.		
29. I feel that opportunities that represent a promotion are accessible to everyone equitably regardless of race, ethnicity, gender, etc.		
30. I feel supported to express interest, engage, and take on the Planning Department's racial and social equity work.		
31. I believe that supervisors and managers in my division hold all employees to the same workplace expectations and disciplinary standards.		
32. I believe that professional development opportunities and trainings (i.e., conferences, trainings, education, and other professional development activities) are equally accessible to all staff.		
33. I believe that my manager and team will provide the necessary support for me to be successful in my role.		
34. I feel valued and respected as an employee, and feel encouraged to bring my authentic self to work settings?		

	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
35. How satisfied are you working for the Planning Department?				
36. How satisfied are you working for your division?				

37. Do you experience toxic or negative stress due to workplace interactions or work culture that affects your life inside and outside the organization?

- Yes
- No

	Very Unlikely	Unlikely	Likely	Very Likely
35. Based on your experience regarding employee morale, how likely are you to recommend the Planning Department to others for employment?				

36. Based on your experience regarding employee morale, how likely are you to recommend your division to others for employment?				
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Racial and Social Equity Efforts in Hearings, Budgeting, and Implementation of Equity Tools (RSE Action Plan: Focus Areas 7-8; 10)

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
40. Actions taken by the Planning Commission during hearings foster racial and social equity.					
41. Actions taken by the Historic Preservation Commission during hearings foster racial and social equity.					

	Yes	No	I don't know
42. I am aware that the Planning Department uses a racial and social equity assessment tool to develop its yearly budget and work program.			
43. I am aware that my division uses a racial and social equity assessment tool to develop its yearly budget and work program.			
44. I am aware that my division has division-specific racial and social equity tools to help our division infuse racial and social equity into our work.			

Departmental and Divisional Efforts toward Equitable Contracting and Inclusive Public Engagement (RSE Action Plan: Focus Areas 9; 11)

	Yes	No	I don't know
45. The Planning Department attempts to hire contractors/suppliers that are racially and socially diverse.			
46. My division attempts to hire contractors/suppliers that are racially and socially diverse.			
47. The Planning Department hires contractors/suppliers that have competence working with racially minoritized communities and other historically minoritized communities.			

48. My division hires contractors/suppliers that have competence working with racially minoritized communities and other historically minoritized communities.			
49. The Planning Department partners with other institutions, departments, and/or organizations to foster racial and social equity.			
50. My division partners with other institutions, departments, and/or organizations to foster racial and social equity.			
51. I am aware of efforts in the Planning Department to be more inclusive in public engagement and community outreach.			
52. I am aware of efforts in my division to be more inclusive in public engagement and community outreach.			
53. The Planning Department consistently seeks input on decision-making from racially minoritized communities and other historically minoritized communities.			
54. My division consistently seeks input on decision making from racially minoritized communities and other historically minoritized communities.			

Final Impressions

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
55. As a whole, the Planning Department is making progress towards achieving racial and social equity and fostering a culture of inclusion and belonging.					
56. As a whole, my division is making progress towards achieving racial and social equity and fostering a culture of inclusion and belonging.					

57. Why did you decide to join the Planning Department?
58. What would you improve in order to increase racial and social equity in your work?
59. In one word, how would you describe racial and social equity at SF Planning?

Demographic Information

- Please select your division (Please Select All That Apply):
 - Administration Division

- Citywide Planning Division
- Commission Affairs
- Community Equity Division
- Current Planning Division
- Director's Office
- Environmental Planning Division

2. Please select your job role:

- Division Deputy Director
- Intern
- Manager (i.e., Not a Senior Manager or Division Deputy Director)
- Planner I or IT I
- Planner II or Analyst
- Senior Manager
- Senior Planner, Analyst, or Specialist (i.e., Planner III, Project Manager, Sr. Analyst, CDS I, and CDS II)
- Support Staff (i.e., Executive Secretaries and Sr. Clerks)

3. How do you identify racially? (Please Select All That Apply)

- African American
- American Indian, Alaska Native, or First Nations
- East Asian American
- European American
- Latina/o/x or Hispanic American
- Middle Eastern American
- Pacific Islander American
- South Asian American
- Southeast Asian American
- Not listed, please specify _____
- I'd prefer not to answer

4. Do you identify as the following? (Please Select All That Apply)

- Immigrant
- Refugee
- Not listed, please specify _____
- I'd prefer not to answer

5. What is your gender identity? (Please Select All That Apply)

- Female
- Gender Variant/Non-Conforming

- Male
- Transgender
- Not listed, please specify _____
- I'd prefer not to answer

6. Do you identify as the following? (Please Select All That Apply)

- Bisexual
- Gay
- Lesbian
- Queer
- Questioning
- Not listed, please specify _____
- I'd prefer not to answer

7. Are you a person with a disability?

- No
- Yes
- I'd prefer not to answer

8. How many years have you worked at SF Planning?

- 0-6 months
- 6-12 months
- 1-3 years
- 3-5 years
- 5-10 years
- Over 10 years

Thank you for your participation in the 2024 SF Planning Staff Culture Survey! Your contributions will help develop future racial and social equity goals and actions.

If you have questions about the survey, please contact Dr. Kofi Akinjide, kofi.akinjide@sfgov.org or Benjamin Lamb, benjamin.lamb@sfgov.org.

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SAN FRANCISCO PLANNING DEPARTMENT

Planning Commission Resolution No. 20738 Centering Planning on Racial and Social Equity HEARING DATE: JUNE 11, 2020

Project Name: Racial & Social Equity Initiative
Case Number: 2016-003351CWP
Staff Contact: Miriam Chion, Housing and Community Equity Manager
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RESOLUTION CENTERING THE PLANNING DEPARTMENT'S WORK PROGRAM AND RESOURCE ALLOCATION ON RACIAL AND SOCIAL EQUITY; ACKNOWLEDGING AND APOLOGIZING FOR THE HISTORY OF INEQUITABLE PLANNING POLICIES THAT HAVE RESULTED IN RACIAL DISPARITIES; DIRECTING THE DEPARTMENT TO IMPLEMENT ITS RACIAL AND SOCIAL EQUITY ACTION PLAN; DIRECTING THE DEPARTMENT TO DEVELOP PROACTIVE STRATEGIES TO ADDRESS STRUCTURAL AND INSTITUTIONAL RACISM, IN COLLABORATION WITH BLACK AND AMERICAN INDIAN COMMUNITIES AND COMMUNITIES OF COLOR; DIRECTING THE DEPARTMENT TO AMEND ITS HIRING AND PROMOTION PRACTICES TO ENSURE THAT THE DEPARTMENT'S STAFF REFLECTS THE DIVERSITY AND DEMOGRAPHICS OF THE COMMUNITY AT ALL STAFF LEVELS; RECOMMENDING THAT THE BOARD OF SUPERVISORS CONDEMN DISCRIMINATORY GOVERNMENT ACTIONS; AND, DIRECTING THE DEPARTMENT TO BUILD ACCOUNTABILITY THROUGH METRICS AND REPORTING.

PREAMBLE

WHEREAS, the Planning Commission has reflected on the current events of COVID-19 and its disproportionate effects on American Indian communities, Black communities, and communities of color; the murders of George Floyd, Breonna Taylor, Ahmaud Arbery, Alex Nieto, Mario Woods, Luis Góngora Pat, and countless others as a result of police brutality and misconduct; and underlying government and economic structures that create the platform for these events; and

WHEREAS, the San Francisco Human Rights Commission states that racial equity means 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; and,

WHEREAS, San Francisco has a long history of creating and/or enforcing laws, policies, and institutions that have promoted white supremacy and perpetuated racial inequities in the City and County of San Francisco ("the City"), much of which is difficult to document due to historical erasure. The conditions that have created such racial inequities are also compounded by the intersection of race with class, gender,

sexuality, immigration status, disability, and other social identities and experiences that result in inequitable treatment or opportunities; and,

WHEREAS, 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 Black communities, the American Indian community, and other communities of color. With the acknowledgement that this list is by no means exhaustive, examples include but are not limited to 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 American Indian community in San Francisco experienced a decline from 0.5% of the population in 2006 to 0.1% today; while the Black community in San Francisco decreased from 11% of the City’s population in 1990 to 5% in 2018; and,

WHEREAS, 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. In the 1950s and beyond, particularly in the context of a national Civil Rights Movement, systemic racism in San Francisco became much less explicit. Moving away from overtly race-based exclusionary policies regarding land or business ownership, 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; and,

WHEREAS, 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; and,

WHEREAS, San Francisco's American Indians, Blacks, and people of color have historically been, and many currently are, disproportionately exposed to more environmental stressors including air and soil pollution, illegal dumping, industrial uses and transportation impacts, and are more likely to live in housing conditions where degraded indoor air quality contributes to the prevalence of asthma, other airborne diseases, and other health disparities; and,

WHEREAS, stark disparities continue to exist for City residents along racial lines. Race predicts worse outcomes for people of color across key indicators, including education, income, health, and incarceration, among others. For example, household income for White households is close to three times that of Black families and close to double that of American Indian and Latinx households, respectively. 53% of inmates in San Francisco County Jail are Black, while they only comprise about 5% of the City's total population. In 2018, American Indian and Black San Franciscans were more than three times more likely to be unemployed than Whites (11.9% and 12.5% versus 3.6%, respectively); and unemployment rates were similarly high for Native Hawaiian / Pacific Islanders (8.8%) and Latinxs (9.4%); and,

WHEREAS, The 2019 San Francisco Community Health Needs Assessment conducted by the San Francisco Health Improvement Partnership ("SFHIP") found that racial health inequities and poverty were foundational issues affecting the health of San Franciscans, impacting life expectancy, infant and maternal health, nutrition, stress, heart disease, and more. For example, in 2015-2017, the life expectancy in San Francisco was 72.1 years for Blacks, 76 years for Pacific Islanders, 81.7 years for Whites, 85.1 years for Latinxs, and 87 years for Asians. (This report, as well as several other data sources in this resolution, did not include data on San Francisco's American Indians. Such data is often unavailable in urban areas due to low population counts, which perpetuates disparities in documentation and policies that address community needs.) The rates of asthma and COPD hospitalizations in the Black community are more than 10 times higher than for Asians; Pacific Islanders have the second highest rates. In San Francisco, Black women are twice as likely as White women to give birth prematurely, and Black and Pacific Islander women have the highest rates of prenatal morbidity. SFHIP also found that between 2007 and 2016, Black mothers had about 4% of births in San Francisco, but experienced 50% of maternal deaths, and 15% of infant deaths. While health data for the American Indian population in San Francisco is limited, this community also faces persistent health disparities across a number of indicators. For instance, even though the overall rate of infant mortality in California has been declining since 2005, the American Indian/Alaska Native infant mortality rate in California remains high, averaging 6-7 infant deaths per 1,000 live births between 2005 and 2012; and,

WHEREAS, the impact of the redlining that went into effect in 1937 in San Francisco can still be seen today: 87% of redlined neighborhoods in San Francisco are neighborhoods currently undergoing displacement. The 2010 Census data showed a decline in the number of children of every racial group (including American Indian, Black, Latinx, and Asian and Pacific Islander) residing in San Francisco except white and multiracial children. Between 1990 and 2014-15, as housing prices rose, neighborhoods became more segregated, with the share of Black households in San Francisco living in high-poverty neighborhoods increasing from 41% in 2000 to 65% in 2015 (compared to 27% of Asian households, 19% of Latinx households, and 12% of White households). 50% of Black households, 31% of American Indian, and 30% of

Latinx households are severely burdened by housing costs (spending more than 30% of their income on housing), while 16% of White households are similarly burdened. American Indian, Black, and Latinx residents have the lowest home ownership rates, at 0.3%, 4%, 9%, respectively. Latinxs reported the highest percentage of having been threatened with eviction (24%), with 11% of those evictions having been raised with no cause, exceeding the percentage of no-cause evictions for other racial groups. 34% of Latinxs also reported having faced unstable living conditions in the last five years, with 36% stating they would have no other housing options if they were forced to move from their current residence.

WHEREAS, Black and American Indian people are overrepresented among the homeless population. The 2019 San Francisco Homeless Count and Survey found that 37% of people experiencing homelessness were Black, while they represent only 5% of San Francisco's population. Overrepresentation in the homeless population was also high for American Indians (5% compared to 0.1%) and Pacific Islanders (2% compared to 0.2%). Of all people surveyed, 61% reported not being able to afford rent and 37% reported having no income. Discrimination and lack of access to opportunities for American Indian, Black and people of color put them at a higher risk of homelessness; and,

WHEREAS, racial disparities in the rates of infection and death from COVID-19 have been documented, with American Indian, Black, and people of color disproportionately impacted by the disease. As of June 3rd, 2020 COVID-19 data for San Francisco, indicate that Black communities in San Francisco comprised 9.3% of deaths, even though they comprise 5% of the population; Latinx communities comprised 47.8% of diagnosed cases (and comprise 15.2% of the population); American Indian communities comprised 0.4% of diagnosed cases (and comprise 0.1% of the population); and Asian communities comprised 46.5% of deaths (and comprise 34.1% of the population). In a study UCSF conducted in the Mission District in April 2020, 95% of the people who tested positive for COVID-19 were Latinx. 82% of those who tested positive reported having been financially affected by the economic fallout of the pandemic, and only 10% reported being able to work from home. Without swift action, the health and economic impacts of the pandemic are likely to exacerbate existing disparities; and,

WHEREAS, San Francisco and other cities across the nation are part of a movement to eliminate institutional racism in partnership with the Government Alliance on Race and Equity (GARE), a national network dedicated to achieving racial equity and advancing opportunities for all. The Department's ongoing participation in GARE since January 2016 has given staff the training, tools, and support to build the Department's organizational capacity to advance racial equity in its programs, policies, and services; and,

WHEREAS, the Board of Supervisors, through Resolution No. 190547 on July 11, 2019, amended the Administrative Code to create an Office of Racial Equity as a Division of the Human Rights Commission, with authority to create a citywide Racial Equity Framework, analyze the impact of Board ordinances on racial equity, and create a racial reconciliation process; require City departments to create Racial Equity Action Plans and to provide annual updates on such Plans; require City departments to designate employees as racial equity leaders, and require the Department of Human Resources to produce an annual report concerning racial equity in the City workforce; and,

WHEREAS, the General Plan includes multiple Area Plans encompassing the areas where people of color have settled and recognizing the importance of their contributions to the City's rich cultural fabric. For

example, the Mission Area Plan includes an objective that recognizing the Mission as the center of Latino life in San Francisco. Similarly, the East SoMa Area Plan and the Western SoMa Area Plans recognize the SoMa as the center of Filipino-American life in San Francisco. The Chinatown Area Plan includes an objective that directs the City to preserve the cultural heritage there as well. In contrast, the Hunters Point Shipyard Area Plan and the Bayview Hunters Point Area Plan, the two Area Plans encompassing the City's largest concentration of Black residents, lacks any explicit objectives or policies recognizing the Bayview as one of the areas integral to Black San Francisco or directing the City to preserve physical or cultural resources there. Further, the General Plan lacks any Area Plan for the Western Addition, another area of the City replete with the physical and cultural assets of Black San Francisco; and,

WHEREAS, in 1995, the Board of Supervisors established the Bayview Hunters Point Redevelopment Survey Area, whereby a majority of the Bayview Hunters Point neighborhoods was considered for the creation of a Redevelopment Project Area. Over the next seven years, Redevelopment staff worked with the Bayview community and the Project Area Committee to create the Bayview Hunters Point Revitalization Concept Plan, which set forth a community-based vision and strategy for revitalizing the neighborhood. Planning Department staff joined the effort in helping the revitalization effort by providing a major rewriting of Bayview's Area Plan; and,

WHEREAS, in 2006, both the Bayview Hunters Point Redevelopment and the amended Area Plan were adopted. The revised Bayview Hunters Point Area Plan (BVHP Area Plan) provides broad principles, objectives, and policies for community development in the Bayview neighborhood. The BVHP Area Plan discusses the need to arrest the demographic decline of the African American population; provide economic development and jobs, particularly for local residents; eliminate health and environmental hazards including reducing land use conflicts; provide additional housing, particularly affordable housing; provide additional recreation, open space, and public service facilities, and better address transportation deficiencies by offering a wider range of transportation options. Over the next several years, Planning and Redevelopment staff worked together with the Project Area Committee and Bayview community to consider zoning changes and economic development programs to strengthen the community consistent with the Revitalization Plan; and,

WHEREAS, in 2012, Redevelopment, as a planning tool, was eliminated in California, and with it, the ability to leverage community development funds through tax increment financing and convene community based redevelopment boards (Project Area Committees), With the elimination of redevelopment in California, the major framework that the City was using to pursue improving the Bayview for its workers and residents was lost; and,

WHEREAS, the Planning Department has more recently devoted staff time and resources to the Bayview. For example, the Department 1) published a draft African American Historic Context Statement, a milestone document that assists City staff and commissioners, property owners, business owners, residents and other stakeholders gain a better understanding of the development and evolution of San Francisco's African American communities; 2) collaborated with community stakeholders and other City agencies in the establishment of the African American Arts and Cultural District; 3) collaborated with the District Supervisor Shamann Walton and community stakeholders to preserve approximately 10 acres of industrially used lands in the Bayview Industrial Triangle; and

WHEREAS, Planning Department staff maintains an ongoing working relationship, in collaboration with the UC Berkeley based Youth – Plan, Learn, Act, Now (Y-Plan) educational strategy, with the youth of Malcolm X Elementary School in the Bayview, engaging the urban youth to become civically engaged through urban planning and to create adaptive strategies and community inspired solutions to confront sea level rise along Islais Creek in the Bayview; Planning Department staff has actively participated in transportation planning in the Bayview, including serving on the Municipal Transportation Agency's Community Based Transportation Plan Technical Advisory Committee; and,

WHEREAS, notwithstanding the foregoing, the Planning Department is professionally and morally obligated to devote further resources in this community given the historic neglect on the part of the City of San Francisco; and

WHEREAS, in the coming years the Department will amend the General Plan through adoption of updated Housing and Transportation Elements, adoption of a Preservation Element, and updates to incorporate environmental justice, racial and social equity, and climate resilience across all relevant elements. On May 28, 2020, the Department launched the first of these updates: the Housing Element 2022 Update. The Housing Element policies will be grounded on the following values: racial and social equity, minimum displacement, more housing for all in all neighborhoods, and neighborhoods resilient to climate and health crises. The Transportation Element will be the next Element to undergo an update and will center its policies in ConnectSF's goals of equity, economic vitality, environmental sustainability, safety and livability, and accountability and engagement; and,

WHEREAS, the Planning Commission (Commission) adopted the Racial & Social Equity Action Plan, Phase I on November 21, 2019 to guide the Department and Commission actions to strengthen our internal-facing processes and practices to address disparities in the Department's internal functions to advance organizational equity, through strategies that include: ongoing training for all staff; a biannual staff survey to assess Department attitudes and progress towards racial and social equity; and an interim Racial & Social Equity Assessment Tool to apply to relevant projects, policies, and practices; and,

WHEREAS, the Planning Commission adopted a Racial & Social Equity Vision on November 21, 2019, which envisions: inclusive neighborhoods that provide all with the opportunity to lead fulfilling, meaningful, and healthy lives; a city where public life and public spaces reflect the past, present and future of San Franciscans; a city where a person's race does not determine their lives' prospects and success; an inclusive Planning Department and Commissions that represent and engage the communities we serve; a Department that proactively infuses racial and social equity in both internal operations and external Planning work; and reimagines 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; and

WHEREAS, the Planning Commission directed the Department to develop a Racial & Social Equity Action Plan, Phase II in collaboration with the new Office of Racial Equity, other City agencies, the Mayor's Office, the Board of Supervisors, and community stakeholders, to carefully examine and address legacy racial and social inequities and disparities in the Department's programs and policies and to develop Phase II with bold and forward-thinking strategies to advance racial and social equity in San Francisco; and,

MOVED, that the Commission considered public comment and reviewed the information before them and hereby adopts this Resolution.

FINDINGS

Having reviewed the materials identified in the preamble above, and having heard all testimony and arguments, this Commission finds, concludes, and determines as follows:

The Resolution directs the Planning Department to center its work program and resource allocation on racial and social equity; acknowledges and apologizes for the history of racist, discriminatory and inequitable planning policies that have resulted in racial disparities; directs the Department to develop proactive strategies to address and redress structural and institutional racism, in collaboration with Black and American Indian communities and communities of color; directs the Department to amend its hiring and promotion practices to ensure that the Department's staff reflects the diversity and demographics of the community at all staff levels; recommends that the Board of Supervisors condemn discriminatory government actions; and directs the Department to build accountability through metrics and reporting.

General Plan Compliance. The Resolution is in conformity with the General Plan's overall principles and discussion of preserving the cultural and economic diversity of our neighborhoods, although further changes to the General Plan may be needed to implement better the Planning Department's racial and social equity policies. While the current General Plan contains some discussion of equity as indicated in the sections listed below, current objectives and policies across Elements do not adequately address disparities that are closely associated with race as well as other vulnerable populations.

I. HOUSING ELEMENT

POLICY 5.3. Prevent housing discrimination, particularly against immigrants and households with children.

POLICY 9.3. Maintain and improve the condition of the existing supply of public housing, through programs such as HOPE SF.

II. COMMERCE AND INDUSTRY ELEMENT

OBJECTIVE 3. PROVIDE EXPANDED EMPLOYMENT OPPORTUNITIES FOR RESIDENTS, PARTICULARLY THE UNEMPLOYED AND ECONOMICALLY DISADVANTAGED.

III. RECREATION AND OPEN SPACE ELEMENT

POLICY 1.2. Prioritize renovation in highly-utilized open spaces and recreational facilities and in high needs areas.

IV. TRANSPORTATION ELEMENT

POLICY 1.7. Assure expanded mobility for the disadvantaged.

V. COMMUNITY FACILITIES ELEMENT

POLICY 3.6 Base priority for the development of neighborhood centers on relative need.

VI. COMMUNITY SAFETY ELEMENT

OBJECTIVE 4. ASSURE THE SOUND, EQUITABLE AND EXPEDIENT RECONSTRUCTION OF SAN FRANCISCO FOLLOWING A MAJOR DISASTER.

VII. ARTS ELEMENT

OBJECTIVE II-2. SUPPORT ARTS AND CULTURAL PROGRAMS WHICH ADDRESS THE NEEDS OF DIVERSE POPULATIONS.

VIII. AIR QUALITY ELEMENT

POLICY 4.3. Minimize exposure of San Francisco's population, especially children and the elderly, to air pollutants.

IX. BAYVIEW HUNTERS POINT AREA PLAN

OBJECTIVE 15. COMBINE SOCIAL REVITALIZATION WITH PHYSICAL AND ECONOMIC REVITALIZATION EFFORTS.

POLICY 9.3

Support expanded role of African American firms in distribution and transportation industries.

POLICY 15.3. Make maximum use of Indigenous community resources to increase civic pride and support physical and economic revitalization.

X. CHINATOWN AREA PLAN

OBJECTIVE 1. PRESERVE THE DISTINCTIVE URBAN CHARACTER, PHYSICAL ENVIRONMENT AND CULTURAL HERITAGE OF CHINATOWN.

XI. EAST SOMA AREA PLAN

OBJECTIVE 7.3. REINFORCE THE IMPORTANCE OF THE SOUTH OF MARKET AS THE CENTER OF FILIPINO-AMERICAN LIFE IN SAN FRANCISCO.

XII. MISSION AREA PLAN

OBJECTIVE 7.3. REINFORCE THE IMPORTANCE OF THE MISSION AS THE CENTER OF LATINO LIFE IN SAN FRANCISCO.

XIII. WESTERN SOMA AREA PLAN

OBJECTIVE 9.4 REINFORCE THE IMPORTANCE OF THE SOUTH OF MARKET AS A CENTER FOR FILIPINO-AMERICAN AND LGBTQ LIFE IN SAN FRANCISCO.

POLICY 9.4.3. Protect and support Filipino, LGBTQ and other minority or culturally significant local business, structures, property and institutions in Western SoMa.

POLICY 9.4.6. Prioritize maintenance and support funding for cultural and service facilities that support Filipino-Americans, such as the Bayanihan Center, the Filipino Education Center, and the West Bay Pilipino Multi-Services Center.

THEREFORE, BE IT RESOLVED, that the Planning Commission condemns all forms of racism, sexism, homophobia, ableism, and other forms of discrimination; and affirms that all people – which explicitly includes American Indian people, Black people, and people of color – have a right to be in our City and have a right to safe and affordable housing, neighborhoods free from pollution and violence, opportunities for educational advancement and wealth creation, and access to essential services such as parks, transportation, health care, and places selling healthy food, among others; and,

BE IT FURTHER RESOLVED, that the Planning Commission stands in solidarity with the civil unrest and demands for justice of our fellow San Franciscans and communities across the nation, and affirms that Black Lives Matter; and,

BE IT FURTHER RESOLVED, that the Planning Commission must carry its responsibility for guiding the development of our city, streets, and open spaces with a central planning focus on racial and social equity; and,

BE IT FURTHER RESOLVED, that the Planning Commission condemns and apologizes for government practices that have resulted in and continue to have disproportionate impacts upon American Indian people, Black people, and people of color, including racist, discriminatory, and inequitable planning policies, such as redlining, exclusionary zoning, racial covenants, urban renewal and discriminatory enforcement of land use policies; and,

BE IT FURTHER RESOLVED, that the Planning Commission recommends that the Board of Supervisors condemn all discriminatory government practices, including law enforcement practices that have resulted in a disproportionate number of American Indian people, Black people and people of color dying at the hands of law enforcement; and,

BE IT FURTHER RESOLVED, that the Planning Commission recommends that the Board of Supervisors reallocate resources towards expanding access to open space, housing, transportation, and services for American Indian community, Black community, and communities of color; and that it minimize the negative impacts of budget cuts due to the COVID-19 pandemic on these communities; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs all Department staff to move beyond acknowledgement of injustice and take concrete actions that are visible in the reallocation of resources and work program to (1) increase the American Indian and the Black population and provide stability to communities of color; (2) expand access to open space, housing, transportation, quality amenities and public services, and reduce exposure to environmental pollution in these communities, while ensuring that such investments do not lead to displacement or exacerbate inequities; and, (3) develop and expand participation for American Indian communities, Black communities, and communities of color ; and

BE IT FURTHER RESOLVED, that the Planning Commission directs the Department to collaborate with the Office of Racial Equity (ORE) to align its work with ORE's framework to dismantle structural and institutional racism, which asserts that the City's work shall: (1) Affirmatively address racial and social inequities; (2) Assert that housing is a human right, and prioritize equitable housing development without displacement of American Indian communities, Black communities, and communities of color; (3) Develop public land strategies to meet affordable and inclusionary housing goals; (4) Support wealth-building through home ownership for American Indian communities, Black communities, and communities of color; (5) Champion housing choice by dismantling exclusionary zoning policies; (6) Promote environmental justice; and (7) Redress the consequences of government-sanctioned racial harm via meaningful City-supported, community-led processes; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs Department staff to expand the implementation of Phase I of the Racial & Social Equity Action Plan, to ensure that the Department's internal practices are thoughtfully examined and amended to advance racial and social equity across all of its core functions; and

BE IT FURTHER RESOLVED, that the Planning Commission directs Department staff to increase the resources necessary for the development and implementation of Phase II of the Racial & Social Equity Action Plan to ensure that: (1) plans, policies and programs actively address and redress structural and institutional racism, (2) equity metrics are created in partnership with Black, and American Indian communities and communities of color, and (3) new community strategies are funded based on equity metrics; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs Department staff to address racial and social equity as it develops policies and programs to respond to the health, economic and housing crises resulting from the COVID-19 pandemic, prioritizing meeting the needs of Black communities, American Indian communities, and communities of color through its policies and programs to support the adaptive use and design of the public realm, community engagement and planning, protection of tenants and cultural resources, affordable housing preservation and production, streamlining and other support for small businesses, and funding for public services and infrastructure, among others; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs the Department to assess, strengthen and fund its partnerships with Black and American Indian communities and communities of color to (1) center their voices in the development of plans, policies, regulations and investment strategies, (2) develop a specific definition of racial and social equity, and (3) identify community planning priorities. and (4) increase resources for participatory capacity building; and,

BE IT FURTHER RESOLVED, The Planning Commission directs the Planning Department to recommit to the holistic improvement of the areas of the city where Black communities, American Indian communities and communities of color have settled; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs the Planning Department to prepare work programs for the Commission's consideration that are designed to enrich the City's cultural fabric through comprehensive considerations of the communities' needs, particularly around racial and social equity; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs the Department to amend the General Plan to incorporate policies that explicitly prioritize racial and social equity for American Indian communities, Black communities, and communities of color; and that subsequent amendments to the General Plan utilize a racial and social equity lens; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs the Department to change hiring and promotion practices to correct the underrepresentation of American Indian people, Black people, and people of color across all staff levels and ensure the workforce reflects the needs of our communities; and,

BE IT FURTHER RESOLVED, that the Planning Commission directs the Department to build accountability by identifying actions it will implement to advance racial and social equity, including developing performance measures, incorporating a racial and social equity lens in budgeting decisions, and reporting to the Commission on its progress at regular intervals; and,

BE IT FURTHER RESOLVED, that the Planning Commission asserts that the responsibility for implementing these structural and institutional changes falls upon all Department staff, across all levels and functions, and that it should not fall solely or disproportionately upon the American Indian, Black, or people of color staff who are already burdened with their lived experiences of racism; and,

NOW THEREFORE BE IT RESOLVED that the Commission hereby ADOPTS the proposed Resolution.

I hereby certify that the foregoing Resolution was adopted by the Commission at its meeting on June 11, 2020.



Jonas P. Ionin
Commission Secretary

AYES: Chan, Diamond, Fung, Imperial, Johnson, Koppel, Moore

NOES: None

ABSENT: None

ADOPTED: June 11, 2020



SAN FRANCISCO PLANNING DEPARTMENT

Historic Preservation Commission Resolution No. 1127 Centering Preservation Planning on Racial and Social Equity HEARING DATE: JULY 15, 2020

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Case Number: 2016-003351CWP
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Reviewed by: Rich Hillis, Director Planning Department

RESOLUTION CENTERING THE PLANNING DEPARTMENT'S PRESERVATION WORK PROGRAM AND RESOURCE ALLOCATION ON RACIAL AND SOCIAL EQUITY; ACKNOWLEDGING AND APOLOGIZING FOR THE HISTORY OF INEQUITABLE PLANNING AND HISTORIC PRESERVATION POLICIES THAT HAVE RESULTED IN RACIAL DISPARITIES; RECOMMENDING THAT THE DEPARTMENT IMPLEMENT ITS RACIAL AND SOCIAL EQUITY ACTION PLAN; RECOMMENDING THAT THE DEPARTMENT DEVELOP PROACTIVE STRATEGIES TO ADDRESS STRUCTURAL AND INSTITUTIONAL RACISM, IN COLLABORATION WITH AMERICAN INDIAN, BLACK AND OTHER COMMUNITIES OF COLOR; RECOMMENDING THAT THE DEPARTMENT AMEND ITS HIRING AND PROMOTION PRACTICES TO ENSURE THAT THE DEPARTMENT'S STAFF REFLECTS THE DIVERSITY AND DEMOGRAPHICS OF THE COMMUNITY AT ALL STAFF LEVELS; AND, RECOMMENDING THAT THE DEPARTMENT BUILD ACCOUNTABILITY THROUGH METRICS AND REPORTING.

PREAMBLE

WHEREAS, The Historic Preservation Commission has reflected on the current events of COVID-19 and its disproportionate effects on Black communities, American Indian communities, and other communities of color; the killings of George Floyd, Breonna Taylor, Ahmaud Arbery, Alex Nieto, Mario Woods, Luis Góngora Pat, and countless others as a result of police brutality and misconduct; and the underlying government and economic structures that create the platform for these events; and,

WHEREAS, The Historic Preservation Commission supports Planning Commission Resolution No. 20738 to center planning on racial and social equity (June 11, 2020) and has substantially incorporated those findings herein in order to reinforce their importance and relevance to historic preservation and cultural heritage work; and,

WHEREAS, The Historic Preservation Commission adopts the San Francisco Human Rights Commission's definition that racial equity means 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; and,

WHEREAS, San Francisco has a long history of creating and/or enforcing laws, policies, and institutions that have promoted white supremacy and perpetuated racial inequities in the City and County of San Francisco (“the City”), much of which is difficult to document due to historical erasure. The conditions that have created such racial inequities are also compounded by the intersection of race with class, gender, sexuality, immigration status, linguistic inaccessibility, disability, and other social identities and experiences that result in inequitable treatment or opportunities; and,

WHEREAS, The City and the Historic Preservation Commission acknowledges that San Francisco is built on traditional Ramaytush Ohlone lands. In addition, the City and the Commission have a history of approving and supporting projects that have had and continue to have negative impacts on Native American people, sacred sites, cultural resources, and Native American human remains; and

WHEREAS, The City and its Historic Preservation Commission have established historical significance criteria for its landmark registry that highlight only structures traditionally owned by White, wealthy landowners and has favored policies catering to White and wealthy established residents; and,

WHEREAS, Using the power of zoning and land use, the City, its Planning Commission and 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 land, and resources from American Indian, Blacks, and other communities of color. This started with state sanctioned policies that promoted genocide, slavery, and dispossession of traditional lands and resources from American Indian people on whose land our state and nation were founded. For example, the City we currently refer to as San Francisco is located on the unceded traditional homelands of the Ramaytush Ohlone people who had thriving villages throughout the city prior to the arrival of the Spanish in the 1700s. Occupation of the land, the mission system, slavery, and disease was introduced in waves starting with the Spanish, Mexicans, and then Americans which caused genocide, loss of land, forced religious conversion, and ultimately a traumatic upheaval of Ohlone people and their way of life on their traditional homelands. These policies of coloniality continue to be advanced by the City, the Historic Preservation Commission, and the Planning Commission through the approval of projects and policies that create negative impacts on Native American people, sacred sites, and cultural resources, and unearth Native American human remains. The loss of affordable housing and erasure that results from these violent policies has also had a major impact on urban American Indians who have been in the city for generations due to federal relocation and termination policies. 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 incarceration of thousands of people of Japanese ancestry. In 1945, the Department’s first General Plan identified neighborhoods that were predominately inhabited by 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: American Indians in San Francisco who identify as “American Indian” only on the Census experienced a decline from 0.5% of the population in 2006 to 0.3% in 2018 (mixed-race American Indians being undercounted); while the Black community in San Francisco decreased from 11% of the City’s population in 1990 to 5% in 2018; and,

WHEREAS, 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. In the 1950s and beyond, particularly in the context of a national Civil Rights Movement, systemic racism in San Francisco became much less explicit. Moving away from overtly race-based exclusionary policies regarding land or business ownership, 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; and,

WHEREAS, 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; and,

WHEREAS, San Francisco’s American Indians, Blacks, and people of color have historically been, and many currently are, disproportionately exposed to more environmental stressors including air and soil pollution, illegal dumping, industrial uses and transportation impacts, and are more likely to live in housing conditions where degraded indoor air quality contributes to the prevalence of asthma, other airborne diseases, and other health disparities; and,

WHEREAS, Stark disparities continue to exist for City residents along racial lines. Race predicts worse outcomes for people of color across key indicators, including education, income, health, and incarceration, among others. For example, household income for White households is close to three times that of Black families and close to double that of American Indian and Latinx households, respectively. Fifty-three percent of inmates in San Francisco County Jail are Black, while they only comprise about 5% of the City’s total population. In 2018, American Indian and Black San Franciscans were more than three times more likely to be unemployed than Whites (11.9% and 12.5% versus 3.6%, respectively); and unemployment rates were similarly high for Native Hawaiian / Pacific Islanders (8.8%) and Latinxs (9.4%); and,

WHEREAS, The 2019 San Francisco Community Health Needs Assessment conducted by the San Francisco Health Improvement Partnership (“SFHIP”) found that racial health inequities and poverty were foundational issues affecting the health of San Franciscans, impacting life expectancy, infant and maternal health, nutrition, stress, heart disease, and more. For example, in 2015-2017, the life expectancy in San

San Francisco was 72.1 years for Blacks, 76 years for Pacific Islanders, 81.7 years for Whites, 85.1 years for Latinxs, and 87 years for Asians. (This report, as well as several other data sources in this resolution, did not include data on San Francisco's American Indians. Such data is often unavailable in urban areas due to inaccurate population counts, which perpetuates disparities in documentation and policies that address community needs.) The rates of asthma and COPD hospitalizations in the Black community are more than 10 times higher than for Asians; Pacific Islanders have the second highest rates. In San Francisco, Black women are twice as likely as White women to give birth prematurely, and Black and Pacific Islander women have the highest rates of prenatal morbidity. SFHIP also found that between 2007 and 2016, Black mothers had about 4% of births in San Francisco, but experienced 50% of maternal deaths, and 15% of infant deaths. While health data for the American Indian population in San Francisco is limited, this community also faces persistent health disparities across a number of indicators. For instance, even though the overall rate of infant mortality in California has been declining since 2005, the American Indian/Alaska Native infant mortality rate in California remains high, averaging 6-7 infant deaths per 1,000 live births between 2005 and 2012; and,

WHEREAS, The impact of the redlining that went into effect in 1937 in San Francisco can still be seen today: 87% of redlined neighborhoods in San Francisco are neighborhoods currently undergoing displacement. The 2010 Census data showed a decline in the number of children of every racial group (including American Indian, Black, Latinx, and Asian and Pacific Islander) residing in San Francisco except white and multiracial children. Between 1990 and 2014-15, as housing prices rose, neighborhoods became more segregated, with the share of Black households in San Francisco living in high-poverty neighborhoods increasing from 41% in 2000 to 65% in 2015 (compared to 27% of Asian households, 19% of Latinx households, and 12% of White households). 50% of Black households, 31% of American Indian, and 30% of Latinx households are severely burdened by housing costs (spending more than 30% of their income on housing), while 16% of White households are similarly burdened. American Indian, Black, and Latinx residents have the lowest home ownership rates, at 0.3%, 4%, 9%, respectively. In a survey conducted in 2018 by the Planning Department to inform the San Francisco Housing Needs and Trends Report of those reached by the survey, Latinxs reported the highest percentage of having been threatened with eviction (24%), with 11% of those evictions having been raised with no cause, exceeding the percentage of no-cause evictions for other racial groups. 34% of Latinxs also reported having faced unstable living conditions in the last five years, with 36% stating they would have no other housing options if they were forced to move from their current residence.

WHEREAS, Black and American Indian people are overrepresented among the homeless population. The 2019 San Francisco Homeless Count and Survey found that 37% of people experiencing homelessness were Black, while they represent only 5% of San Francisco's population. Overrepresentation in the homeless population was also high for American Indians (5% compared to 0.3%) and Pacific Islanders (2% compared to 0.2%). Of all people surveyed, 61% reported not being able to afford rent and 37% reported having no income. Discrimination and lack of access to opportunities for American Indian, Black and other people of color put them at a higher risk of homelessness; and,

WHEREAS, Racial disparities in the rates of infection and death from COVID-19 have been documented, with American Indian, Black, and people of color disproportionately impacted by the disease. As of June 3rd, 2020 COVID-19 data for San Francisco, indicate that Black communities in San Francisco comprised 9.3% of deaths, even though they comprise 5% of the population; Latinx communities comprised 47.8% of

diagnosed cases (and comprise 15.2% of the population); American Indian communities comprised 0.4% of diagnosed cases (and comprise 0.3% of the population); and Asian communities comprised 46.5% of deaths (and comprise 34.1% of the population). In a study UCSF conducted in the densest Census tract of the Mission District in April 2020, 95% of the people who tested positive for COVID-19 were Latinx. 82% of those who tested positive reported having been financially affected by the economic fallout of the pandemic, and only 10% reported being able to work from home. Without swift action, the health and economic impacts of the pandemic are likely to exacerbate existing disparities; and,

WHEREAS, San Francisco and other cities across the nation are part of a movement to eliminate institutional racism in partnership with the Government Alliance on Race and Equity (GARE), a national network dedicated to achieving racial equity and advancing opportunities for all. The Department's ongoing participation in GARE since January 2016 has given staff the training, tools, and support to build the Department's organizational capacity to advance racial equity in its programs, policies, and services; and,

WHEREAS, The Board of Supervisors, through Resolution No. 190547 on July 11, 2019, amended the Administrative Code to create an Office of Racial Equity as a Division of the Human Rights Commission, with authority to create a citywide Racial Equity Framework, analyze the impact of Board ordinances on racial equity, and create a racial reconciliation process; require City departments to create Racial Equity Action Plans and to provide annual updates on such Plans; require City departments to designate employees as racial equity leaders, and require the Department of Human Resources to produce an annual report concerning racial equity in the City workforce; and,

WHEREAS, The General Plan includes multiple Area Plans encompassing the areas where people of color have settled and recognizing the importance of their contributions to the City's rich cultural fabric. For example, the Mission Area Plan includes an objective that recognizing the Mission as the center of Latino life in San Francisco. Similarly, the East SoMa Area Plan and the Western SoMa Area Plans recognize the SoMa as the center of Filipino-American life in San Francisco. The Chinatown Area Plan includes an objective that directs the City to preserve the cultural heritage there as well. In contrast, the San Francisco General Plan also lacks any references to the Mission being of significance to the American Indian community, and any explicit language recognizing the contributions of this community or directing the City to preserve cultural or physical resources that honor this community. In addition, the Hunters Point Shipyard Area Plan and the Bayview Hunters Point Area Plan, the two Area Plans encompassing the City's largest concentration of Black residents, also lack any explicit objectives or policies recognizing the Bayview as one of the areas integral to Black San Francisco or directing the City to preserve physical or cultural resources there. Further, the General Plan lacks any Area Plan for the Western Addition, another area of the City replete with the physical and cultural assets of Black San Francisco; and,

WHEREAS, In 1995, the Board of Supervisors established the Bayview Hunters Point Redevelopment Survey Area, whereby a majority of the Bayview Hunters Point neighborhoods was considered for the creation of a Redevelopment Project Area. Over the next seven years, Redevelopment staff worked with the Bayview community and the Project Area Committee to create the Bayview Hunters Point Revitalization Concept Plan, which set forth a community-based vision and strategy for revitalizing the neighborhood. Planning Department staff joined the effort in helping the revitalization effort by providing a major rewriting of Bayview's Area Plan; and,

WHEREAS, In 2006, both the Bayview Hunters Point Redevelopment and the amended Area Plan were adopted. The revised Bayview Hunters Point Area Plan (BVHP Area Plan) provides broad principles, objectives, and policies for community development in the Bayview neighborhood. The BVHP Area Plan discusses the need to arrest the demographic decline of the African American population; provide economic development and jobs, particularly for local residents; eliminate health and environmental hazards including reducing land use conflicts; provide additional housing, particularly affordable housing; provide additional recreation, open space, and public service facilities, and better address transportation deficiencies by offering a wider range of transportation options. Over the next several years, Planning and Redevelopment staff worked together with the Project Area Committee and Bayview community to consider zoning changes and economic development programs to strengthen the community consistent with the Revitalization Plan; and,

WHEREAS, In 2012, Redevelopment, as a planning tool, was eliminated in California, and with it, the ability to leverage community development funds through tax increment financing and convene community-based redevelopment boards (Project Area Committees). With the elimination of redevelopment in California, the major framework that the City was using to pursue improving the Bayview for its workers and residents was lost; and,

WHEREAS, The Planning Department has more recently devoted staff time and resources to the Bayview. For example, the Department 1) published a draft African American Historic Context Statement, a milestone document that assists City staff and commissioners, property owners, business owners, residents and other stakeholders gain a better understanding of the development and evolution of San Francisco's African American communities; 2) collaborated with community stakeholders and other City agencies in the establishment of the African American Arts and Cultural District; 3) collaborated with the District Supervisor Shamann Walton and community stakeholders to preserve approximately 10 acres of industrially used lands in the Bayview Industrial Triangle; and

WHEREAS, Planning Department staff maintains an ongoing working relationship, in collaboration with the UC Berkeley based Youth – Plan, Learn, Act, Now (Y-Plan) educational strategy, with the youth of Malcolm X Elementary School in the Bayview, engaging the urban youth to become civically engaged through urban planning and to create adaptive strategies and community inspired solutions to confront sea level rise along Islais Creek in the Bayview; Planning Department staff has actively participated in transportation planning in the Bayview, including serving on the Municipal Transportation Agency's Community Based Transportation Plan Technical Advisory Committee; and,

WHEREAS, The Department's and Historic Preservation Commission'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 with and supported community-based projects to develop historic context statements focused on identifying and protecting historic resources associated with San Francisco's African American, Chinese American, Filipina/o American, Japanese American, Latina/o, LGBTQ+, and Women's histories. Those historic context statements that have yet to be adopted by the Commission and require deeper community engagement include the draft African American statement, which was published for review in 2016. Subsequently, the Department has worked to respond to and incorporate substantial public comment on

the document and has prepared a final draft to bring to the community for evaluation in Fall 2020. Adoption of this document and others like it begin to make visible the significant contributions and stories of marginalized peoples, help the City understand what needs to be protected in order to honor these stories, and details for us the many layers and forms of oppression suffered by these communities that we are now attempting to readdress; and,

WHEREAS, Since the hearing before the Historic Preservation Commission on the Draft African American Citywide Historic Context Statement (Final Draft January 2016), the Planning Department has devoted considerable staff time and resources to revising and making corrections to the Context Statement to reflect the comments and suggestions from the public at that hearing—including particular collaboration with the San Francisco African American Historical & Cultural Society; this effort has resulted in the completion of the “Final Draft, March 2019 African American Citywide Historic Context Statement”—a milestone document that when implemented creatively and aggressively will assist City staff, Commissioners, property owners, business owners, residents—and especially the African American communities of the Bayview and Western Addition to gain a better understanding of the development, evolution, and as well the unmet needs of the San Francisco African American community; thus, the “Final Draft, March 2019 African American Citywide Historic Context Statement” is an indispensable asset in the aspiration for racial and social equity in the San Francisco African American community; and,

WHEREAS, Following the completion of the “Final Draft, March 2019 African American Citywide Historic Context Statement” in late 2019, the Planning Department staff—in consultation and collaboration with the San Francisco African American Historical & Cultural Society—entered into discussions and planning for the public reviewing of the document in the San Francisco African American communities; these discussions and plans for public reviewing took place before the onset of the COVID-19 pandemic and were contemplated to be held prior to the Historic Preservation Commission hearing on the adoption of the “Final Draft, March 2019 African American Historic Context Statement.” The public health concerns dictated by the COVID-19 pandemic has necessitated a resetting of plans for community reviewing and participation regarding the March 2019 edition of the African American Historic Context Statement; and commensurately a reconsideration of scheduling the date of the Historic Preservation Commission hearing on the Context Statement; and,

WHEREAS, Understanding that less than 10% of San Francisco’s landmarks are designated for their cultural associations with American Indian, African American, Asian and Pacific Islander, Latin-x, or LGBTQ histories, the Historic Preservation Commission has worked to increase the representation of these communities in the registry, such that approximately 40% of the landmark designations now under review or identified in the Department’s landmark work plan are associated with communities of color and other marginalized communities; and,

WHEREAS, Understanding that significant aspects of cultural heritage and specifically the cultural heritage of marginalized social, racial and ethnic groups, are not embodied in the built environment, the Historic Preservation Commission has worked over the years to develop and promote tools that recognize and sustain the living aspects of culture, such as the Legacy Business Registry and the Cultural District program. This work was initiated by and advocated for by former Commissioner Alan Martinez and current Commissioners Diane Matsuda and Aaron Hyland, who formed this body’s Cultural Heritage Assets Committee; and,

WHEREAS, Notwithstanding the foregoing, the Planning Department is professionally and morally obligated to devote further resources in the American Indian community and the Black community given the historic neglect on the part of the City of San Francisco; and

WHEREAS, In the coming years the Department will amend the General Plan through adoption of updated Housing and Transportation Elements, adoption of a Heritage Conservation Element, and updates to incorporate environmental justice, racial and social equity, and climate resilience across all relevant elements. On May 28, 2020, the Department launched the first of these updates: the Housing Element 2022 Update. The Housing Element policies will be grounded on the following values: racial and social equity, minimum displacement, more housing for all in all neighborhoods, and neighborhoods resilient to climate and health crises. The Transportation Element will be the next Element to undergo an update and will center its policies in ConnectSF's goals of equity, economic vitality, environmental sustainability, safety and livability, and accountability and engagement; and,

WHEREAS, The Historic Preservation Commission endorsed the Racial & Social Equity Action Plan, Phase I on December 18, 2019 to guide the Department and Commission actions to strengthen our internal-facing processes and practices to address disparities in the Department's internal functions to advance organizational equity, through strategies that include: ongoing training for all staff; a biannual staff survey to assess Department attitudes and progress towards racial and social equity; and an interim Racial & Social Equity Assessment Tool to apply to relevant projects, policies, and practices; and,

WHEREAS, The Historic Preservation Commission endorsed a Racial & Social Equity Vision on December 19, 2019, which envisions: inclusive neighborhoods that provide all with the opportunity to lead fulfilling, meaningful, and healthy lives; a city where public life and public spaces reflect the past, present and future of San Franciscans; a city where a person's race does not determine their lives' prospects and success; an inclusive Planning Department and Commissions that represent and engage the communities we serve; a Department that proactively infuses racial and social equity in both internal operations and external Planning work; and reimagines 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; and

WHEREAS, The Historic Preservation Commission urges the Department to develop a Racial & Social Equity Action Plan, Phase II in collaboration with the new Office of Racial Equity, other City agencies, the Mayor's Office, the Board of Supervisors, and community stakeholders, to carefully examine and address legacy racial and social inequities and disparities in the Department's programs and policies and to develop Phase II with bold and forward-thinking strategies to advance racial and social equity in San Francisco; and,

WHEREAS, Some communities have been historically underrepresented in the preservation of cultural and historic resources due to the institutional and systemic mechanisms that have organized the distribution of power and resources differentially and unequally across race, gender, class, sexual orientation, gender expression, and other dimensions of individual and group identity. This manifests in unequal conditions that have valued certain cultural resources over others, excluded the heritage and history of people of color and other groups, and also deprived people of color of their historic and cultural assets through forced removal (e.g. of Ohlone from their lands and Black and Japanese Americans from the Fillmore) along with their property and many cultural assets; and,

WHEREAS, American Indians, African Americans, and other people of color are underrepresented in most careers related to cultural resources including archaeology and preservation fields. Data USA reports that approximately 1% of the historic preservation and conservation degrees awarded in 2017 went to American Indian and Native Alaskans while about 2% went to Blacks graduates. A February 2020 article in The New Yorker stated that African Americans, account for not quite 4% of archeologists, 5% of licensed architects and engineers, and less than 1% of professional preservationists. This disparity has resulted in a relatively homogenous professional group in which both conscious and unconscious racial and cultural biases are more likely to go unnoticed and uncorrected, hindering the profession's ability to make informed decisions about historical significance and cultural resource management; and,

WHEREAS, The contributions of past architects and non-licensed designers of color were often not recognized or documented during their time, making it difficult to properly attribute the work of significance buildings and sites. "Licensure" was historically used as a way to prevent people of color and women from advancing into the forefront of the architecture profession; and,

WHEREAS, Historically, the preservation movement in the U.S. has invested in maintaining White spaces, and, for much of American history, little was done to protect American Indian, Black and other people of color spaces. Of the nearly 95,000 entries on the National Register of Historic Places, only 2% focuses on the experience of Black Americans. Of the more than a \$100 billion awarded from the Federal Historic Preservation Fund since 1968, the majority has benefited White Americans; and,

WHEREAS, The roots of the historic preservation movement within San Francisco are grounded in efforts to protect the historic buildings threatened by the Redevelopment Agency's blight removal plans that began in the 1940s and resulted in the displacement and disenfranchisement of large segments of the Black and Asian and other marginalized populations throughout the second half of the 20th century; and,

WHEREAS, The preservation field's historic research practices rely mostly on written documentation, which does not uncover many histories related to marginalized communities that rely on oral histories or that have not benefitted from written histories due to lack on inclusion or access; and,

WHEREAS, The preservation of built heritage or safeguarding of cultural assets has been beyond the means of many underprivileged groups such that our shared built environment more often reflects the accomplishments and narratives of White people rather than the accomplishments and narratives of American Indian, Black, or other peoples of color; and,

WHEREAS, The preservation profession in Western cultures has prioritized material preservation over the safeguarding of practices and other intangible aspects of culture such that cultural groups that have relied less on material means of transmitting heritage either due to tradition or necessity are disadvantaged when attempting to apply the field's preservation tools; and,

WHEREAS, There is a tendency in past and current preservation practice to highlight architectural and aesthetic merit over associations with persons and events when evaluating historical significance, which privileges cultural groups with historical connections to high style architecture; and,

WHEREAS, Historical research methodologies in San Francisco regulatory practice for environmental review often do not require community outreach or public participation in the process of evaluating

historical significance, resulting in findings of historical significance that are often silent on the cultural or social value of the place; and,

WHEREAS, Cultural resource professionals are in the early stages of examining the structures of the field that may be perpetuating inequity, and there has been a lack of awareness and training concerning the issue; and,

WHEREAS, Historical and perpetual structural inequalities have shaped and continue to influence cultural resource disciplines, institutions, and how the past is interpreted.

MOVED, that the Commission considered public comment and reviewed the information before them and hereby adopts this Resolution.

FINDINGS

Having reviewed the materials identified in the preamble above, and having heard all testimony and arguments, this Commission finds, concludes, and determines as follows:

The Resolution directs the Planning Department to center its historic preservation work program and resource allocation on racial and social equity; acknowledges and apologizes for the history of racist, discriminatory and inequitable historic preservation policies that have resulted in racial disparities; recommends that the Department develop proactive strategies to address and redress structural and institutional racism, in collaboration with Black and American Indian communities and communities of color; recommends that the Department amend its hiring and promotion practices to ensure that the Department's staff reflects the diversity and demographics of the community at all staff levels; recommends that the Board of Supervisors condemn discriminatory government actions; and recommends that the Department build accountability through metrics and reporting.

General Plan Compliance. The Resolution is in conformity with the General Plan's overall principles and discussion of preserving the cultural and economic diversity of our neighborhoods, although further changes to the General Plan may be needed to implement better the Planning Department's racial and social equity policies. While the current General Plan contains some discussion of equity as indicated in the sections listed below, current objectives and policies across Elements do not adequately address disparities that are closely associated with race as well as other vulnerable populations.

I. HOUSING ELEMENT

POLICY 5.3. Prevent housing discrimination, particularly against immigrants and households with children.

POLICY 9.3. Maintain and improve the condition of the existing supply of public housing, through programs such as HOPE SF.

II. COMMERCE AND INDUSTRY ELEMENT

OBJECTIVE 3. PROVIDE EXPANDED EMPLOYMENT OPPORTUNITIES FOR RESIDENTS, PARTICULARLY THE UNEMPLOYED AND ECONOMICALLY DISADVANTAGED.

III. RECREATION AND OPEN SPACE ELEMENT

POLICY 1.2. Prioritize renovation in highly utilized open spaces and recreational facilities and in high needs areas.

IV. TRANSPORTATION ELEMENT

POLICY 1.7. Assure expanded mobility for the disadvantaged.

V. COMMUNITY FACILITIES ELEMENT

POLICY 3.6. Base priority for the development of neighborhood centers on relative need.

VI. COMMUNITY SAFETY ELEMENT

OBJECTIVE 4. ASSURE THE SOUND, EQUITABLE AND EXPEDIENT RECONSTRUCTION OF SAN FRANCISCO FOLLOWING A MAJOR DISASTER.

VII. ARTS ELEMENT

OBJECTIVE II-2. SUPPORT ARTS AND CULTURAL PROGRAMS WHICH ADDRESS THE NEEDS OF DIVERSE POPULATIONS.

VIII. AIR QUALITY ELEMENT

POLICY 4.3. Minimize exposure of San Francisco's population, especially children and the elderly, to air pollutants.

IX. BAYVIEW HUNTERS POINT AREA PLAN

OBJECTIVE 15. COMBINE SOCIAL REVITALIZATION WITH PHYSICAL AND ECONOMIC REVITALIZATION EFFORTS.

POLICY 9.3

Support expanded role of African American firms in distribution and transportation industries.

POLICY 15.3. Make maximum use of Indigenous community resources to increase civic pride and support physical and economic revitalization.

X. CHINATOWN AREA PLAN

OBJECTIVE 1. PRESERVE THE DISTINCTIVE URBAN CHARACTER, PHYSICAL ENVIRONMENT AND CULTURAL HERITAGE OF CHINATOWN.

XI. EAST SOMA AREA PLAN

OBJECTIVE 7.3. REINFORCE THE IMPORTANCE OF THE SOUTH OF MARKET AS THE CENTER OF FILIPINO AMERICAN LIFE IN SAN FRANCISCO.

XII. MISSION AREA PLAN

OBJECTIVE 7.3. REINFORCE THE IMPORTANCE OF THE MISSION AS THE CENTER OF LATINO LIFE IN SAN FRANCISCO.

XIII. WESTERN SOMA AREA PLAN

OBJECTIVE 9.4 REINFORCE THE IMPORTANCE OF THE SOUTH OF MARKET AS A CENTER FOR FILIPINO AMERICAN AND LGBTQ LIFE IN SAN FRANCISCO.

POLICY 9.4.3. Protect and support Filipino, LGBTQ and other minority or culturally significant local business, structures, property and institutions in Western SoMa.

POLICY 9.4.6. Prioritize maintenance and support funding for cultural and service facilities that support Filipino-Americans, such as the Bayanihan Center, the Filipino Education Center, and the West Bay Pilipino Multi-Services Center.

THEREFORE, BE IT RESOLVED, That the Historic Preservation Commission condemns all forms of racism, sexism, homophobia, ableism, and other forms of discrimination; and affirms that all people – which explicitly includes American Indian people, Black people, and other people of color – have a right to be in our City and have a right to safe and affordable housing, neighborhoods free from pollution and violence, opportunities for educational advancement and wealth creation, and access to essential services such as parks, transportation, health care, and places selling healthy food, among others; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission stands in solidarity with the civil unrest and demands for justice of our fellow San Franciscans and communities across the nation, and affirms that Black Lives Matter; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission must carry its responsibility for safeguarding the City's diverse cultural heritage with a central focus on racial and social equity; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission condemns and apologizes for government practices that have resulted in and continue to have disproportionate impacts upon American Indian people, Black people, and other people of color, including racist, discriminatory, and inequitable planning policies, such as redlining, exclusionary zoning, racial covenants, urban renewal and discriminatory enforcement of land use policies; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission supports the recommendation of the Planning Commission to the Board of Supervisors to condemn all discriminatory government practices, including law enforcement practices that have resulted in a disproportionate number of American Indian people, Black people and other people of color dying at the hands of law enforcement; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission supports the recommendation of the Planning Commission to the Board of Supervisors to reallocate resources towards expanding access to open space, housing, transportation, and services for American Indian community, Black community, and other communities of color; and that it minimize the negative impacts of budget cuts due to the COVID-19 pandemic on these communities; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that all Department staff move beyond acknowledgement of injustice and take concrete actions that are visible in the reallocation of resources and work program to (1) increase the American Indian and the Black population and provide stability to other communities of color; (2) expand access to open space, housing, transportation, historic preservation, quality amenities and public services, and reduce exposure to environmental pollution in these communities, while ensuring that such investments do not lead to

displacement or exacerbate inequities; and, (3) develop and expand participation for American Indian communities, Black communities, and other communities of color ; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that the Department collaborate with the Office of Racial Equity (ORE) to align its work with ORE's framework to dismantle structural and institutional racism, which asserts that the City's work shall: (1) Affirmatively address racial and social inequities; (2) Assert that housing is a human right, and prioritize equitable housing development without displacement of American Indian communities, Black communities, and other communities of color; (3) Develop public land strategies to meet affordable and inclusionary housing goals; (4) Support wealth-building through home ownership for American Indian communities, Black communities, and other communities of color; (5) Champion housing choice by dismantling exclusionary zoning policies; (6) Promote environmental justice; and (7) Redress the consequences of government-sanctioned racial harm via meaningful City-supported, community-led processes; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that Department staff expand the implementation of Phase I of the Racial & Social Equity Action Plan, to ensure that the Department's internal practices are thoughtfully examined and amended to advance racial and social equity across all of its core functions; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that Department staff increase the resources necessary for the development and implementation of Phase II of the Racial & Social Equity Action Plan to ensure that: (1) plans, policies and programs actively address and redress structural and institutional racism, (2) equity metrics are created in partnership with Black, and American Indian communities and communities of color, and (3) new community strategies are funded based on equity metrics; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that Department staff address racial and social equity as it develops policies and programs to respond to the health, economic and housing crises resulting from the COVID-19 pandemic, prioritizing meeting the needs of Black communities, American Indian communities, and communities of color through its policies and programs to support the adaptive use and design of the public realm, community engagement and planning, protection of tenants and cultural resources, affordable housing preservation and production, streamlining and other support for small businesses, and funding for public services and infrastructure, among others; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that the Department assess, strengthen and fund its partnerships with American Indian, Black and other communities of color to (1) center their voices in the development of plans, policies, regulations and investment strategies, (2) develop a specific definition of racial and social equity, and (3) identify community planning priorities, (4) increase resources for participatory capacity building, and (5) preserve their historic resources and cultural heritage; and,

BE IT FURTHER RESOLVED, The Historic Preservation Commission recommends that the Planning Department recommit to the holistic improvement of the areas of the City where American Indian communities, Black communities, and other communities of color have settled; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that the Planning Department prepare work programs for the Commission's consideration that are designed to enrich the City's cultural fabric through comprehensive considerations of the communities' needs, particularly around racial and social equity; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that the Department amend the General Plan to incorporate policies that explicitly prioritize racial and social equity for American Indian communities, Black communities, and communities of color; and that subsequent amendments to the General Plan utilize a racial and social equity lens; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that the Department change hiring and promotion practices to correct the underrepresentation of American Indian people, Black people, and people of color across all staff levels and ensure the workforce reflects the needs of our communities; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission recommends that the Department build accountability by identifying actions it will implement to advance racial and social equity, including developing performance measures, incorporating a racial and social equity lens in budgeting decisions, and reporting to the Commission on its progress at regular intervals; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission asserts that the responsibility for implementing these structural and institutional changes falls upon all Department staff, across all levels and functions, and that it should not fall solely or disproportionately upon the American Indian, Black, or people of color staff who are already burdened with their lived experiences of racism; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission seeks solutions that address the root causes of inequity in archaeology and historic preservation practice such that resources and power are distributed with an equity lens to include community members in decision making and the preservation and telling of their histories. A deliberate and measured examination of the archaeology and historic preservation field is necessary to identify organizational structures and practices that perpetuate racial and social inequities, and a creative and open approach is required to incorporate new ways of honoring and sustaining cultural heritage; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission finds that it is necessary to make the histories of marginalized groups visible in our historic landscapes through preservation and memorialization in order to advance an equitable society in which the contributions and stories of all members of our society are honored. In part, creating this visibility will require that the Department documents and acknowledges the histories of marginalized communities in our work and specifically in the Landmark designation and Cultural District programs; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission finds that as members of the historic preservation profession, each of the Commissioners, staff, preservation specialists, and interested members of the public have a responsibility to address the intangible qualities of culture in our current practice in order to safeguard living heritage and to preserve the histories of communities who have experienced migration, displacement, dispossession, or other circumstances that limit their material culture; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission finds that the practice of evaluating and managing the cultural heritage of marginalized communities should be deeply informed by and often led by the community. To this end, the Commission will work to ensure that the identification of cultural resources utilizes inclusive research methods that directly address past and current racial and social inequities, it will expand outreach to descendant communities when cultural resources associated with respective groups are potentially impacted by proposed development, and it will outreach to Ohlone and American Indian individuals and groups about cultural resources; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission will work to build capacity in communities of color and other marginalized communities to ensure that they have the resources necessary to safeguard their cultural resources, including continued support for the creation and maintenance of Cultural Districts as a means of supporting cultural groups that have experienced discrimination, oppression, and displacement; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission encourages utilization of the existing Legacy Business Program as a conduit to target resources towards those longstanding businesses owned and operated by people of color and those serving our vulnerable communities. The Commission will continue to advocate for the prioritization of Legacy Businesses for aid, recognizing that the racial and social disparities that the City's marginalized communities face are exacerbated in times of extreme stress such as this. The Commission recommends monitoring and assisting business in all our commercial corridors, but especially in Districts 5, 7, 10 and 11, and identify unrecognized and underrepresented Legacy Businesses that deserve to be nominated to the Registry and that would benefit from support through this program; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission supports the removal of monuments commemorating racial injustice from public spaces, such as the "Early Days" component of the Pioneer Monument and calls on the Arts Commission, Human Rights Commission, and the Recreation and Parks Department to partner with the Historic Preservation Commission in leading a public dialogue on the treatment and interpretation of such monuments within San Francisco; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission supports the removal of signage from public spaces and urges public agencies to rename public assets which commemorate racial injustices; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission urges the Department to review the Slavery Era Disclosure Ordinance adopted by the Board of Supervisors in 2006 (Section 12Y of the San Francisco Administrative Code) and assess whether this legal tool and policy directive addressing racial equity in economic development and contracting can be utilized to further the Department's goal to advance racial and social equity; and,

BE IT FURTHER RESOLVED, That the Historic Preservation Commission urges the Planning Department to advance racial and social equity through its historic preservation work and recommends consideration of the following actions to integrate equity into the Commission's and Department's historic preservation workplan in coordination with the completion and implementation of the Department's Phase II Racial & Social Equity Action Plan. In collaboration with communities of color and other marginalized communities:

(1) Complete the African American, Chinese American and Latin-x Historic Context Statements; (2) Create an inclusive research and evaluation process; (3) Assess our incentive, funding, and education programs to make them more accessible to underrepresented communities and preservation less burdensome; (4) Determine best practices for identification and preservation of intangible resources; (5) Prioritize Landmark and Legacy Business designations in underserved communities; (6) Assess historic resource inventories for omissions, biases, and disparities; (7) Address training needs and representation of historic preservation consultants and professionals.

NOW THEREFORE BE IT RESOLVED that the Commission hereby APPROVES the proposed Resolution.

I hereby certify that the foregoing Resolution was adopted by the Commission at its meeting on July 15, 2020.



Jonas P. Ionin
Commission Secretary

AYES: Hyland, Matsuda, Black, Foley, Pearlman, So
NOES: None
ABSENT: Johns
ADOPTED: July 15, 2020