



Planning Commission Adoption Hearing

November 21, 2019

Presentation Overview

I. Background

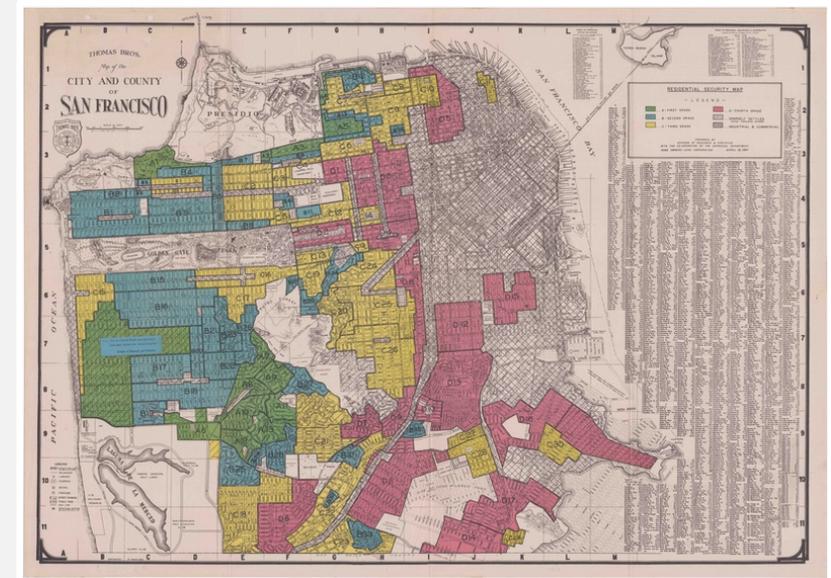
a. Initiative Components

b. Implementation

II. Next Steps

Why Racial & Social Equity?

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



Red Lining Map

What is Racial Equity?

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

Outcome:

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

– *Center for Assessment and Policy Development*

Process:

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

– *Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment Report*

San Francisco's Vision

A safe, vibrant and inclusive City of shared prosperity



Residents and families that thrive



Clean, safe and livable communities



A diverse, equitable and inclusive city



Excellent city services



A city and region prepared for the future

Office of Racial Equity (Human Rights Commission Division)

- Develop the City's Racial Equity framework and policy priorities
- Publish a biennial Racial Equity Report Card
- Create Budget Equity Assessment Tool
- Analyze pending Board of Supervisor Ordinances for potential disparities
- Develop a racial reconciliation process
- Oversee and assist departmental Action Plan development

Office of Racial Equity (continued)

- City Departments must:
 - Complete Action Plan with metrics by December 2020
 - Present publicly
 - Update every three years
 - Prepare annual progress reports
 - Designate departmental racial equity leaders
 - Submit a staffing plan
 - Senior managers to support and engage with leaders
 - Ensure non-retaliation

San Francisco Planning's Equity Work

- Eastern Neighborhoods
- Green Connections
- Health Care Services Master Plan
- Sustainable Chinatown
- Mission Action Plan 2020 and Calle 24 Special Use District
- Cultural Districts
 - Japantown Cultural Heritage and Economic Sustainability Strategy
 - SoMa Pilipinas Cultural Heritage District
 - LGBTQ+ Cultural Heritage Strategy
 - African American Arts and Cultural District



Components & Implementation

Initiative Components

- Phase I Action Plan (internal operations)
 - Racial & Social Equity Vision
 - Staff training and baseline survey
 - Interim Racial & Social Equity Assessment Tool
 - Implementation roadmap
- Phase II Action Plan (external operations)
 - Community engagement
 - Tailored Racial & Social Equity Assessment Tools
- Ongoing
 - Implementation and integration
 - Monitoring and tracking
 - Plan updates every three years, annual reporting

Phase I: Department Goals

- Goal 1
 - Hiring
- Goal 2
 - Organizational Culture and Staff Capacity
- Goal 3
 - Budget and Resources
- Goal 4
 - Procurement and Contracting
- Goal 5
 - External and Functions

Accountability: Draft Implementation Matrix

SF Planning's Racial & Social Equity Action Plan Phase I (Internal) – DRAFT Indicators/Outcomes Dashboard	
Goals	DRAFT Key Indicators (is anyone better off?)
Hiring, Promotions and Retention goal	<ul style="list-style-type: none"> • People of color and other marginalized populations are hired, retained and can equally advance their careers within the Department (Demographics/diversity across job classification levels disaggregated by race/ethnicity, sex and gender) • A representative pool of applicants from diverse backgrounds for all positions • Tenure by race/ethnicity and other demographics
Department Culture, Staff Capacity-Building and Core Competencies goal	<ul style="list-style-type: none"> • % of staff who understand and support racial and social equity best practices as measured by the bi-annual staff survey • # of policies/processes/programs that used the Racial & Social Equity Assessment tool • Racial and Social Equity Plan is well supported by managers and Commissioners measured by adoption of action plan and implementation status
Resource Allocation goal	<ul style="list-style-type: none"> • Final resource allocation for projects (where there is discretion) prioritizes equity - funding areas with disparities (low-income communities of colors and other vulnerable populations) - and reflects relative neighborhood need. • Commissions retain proposed and expand resource allocation recommendations towards racial and social equity
Procurement and Consultants goal	<ul style="list-style-type: none"> • LBEs are well represented in consultant pools/applications and can easily access information

Accountability: Draft Implementation Matrix

1. Hiring, Promotions and Retention Goal

ASSOCIATED ACTIONS	PERFORMANCE MEASURES & ACCOUNTABILITY – RESULTS AND OUTCOMES		IMPLEMENTATION TIMELINE (COMPLETION)				DUE DATE / STATUS	LEAD / PARTNERS
	How much did we do? (e.g. # of activities)	How well did we do it?	0-6 MONTHS (first half of 2019)	6-12 MONTHS (second half of 2019)	1-2 YEARS (2020-2021)	3-5 YEARS (2022-2024)		
OBJECTIVE 1.1 Staff recruitment strategies are consistent, inclusive, easy to understand, transparent and work to advance racial and social equity and diversity.								
1.1.1 Analyze current outreach and recruitment strategies to determine whether practices are consistent across divisions and include strategies to advance equity and broaden job posting distribution.	Annual update of outreach and recruitment list with # of identified locations (e.g. Historic Black Colleges) that reach diverse audiences # of conversations / events with targeted contacts.	% increase in applicants from diverse backgrounds by job class and division Consistent use by all hiring managers of enhanced outreach and recruitment list	Update outreach / recruitment list and identify key targeted contacts to prioritize.	Increase outreach by contacting key targeted contacts (e.g. career center point staff)	Increase outreach by contacting key targeted contacts (e.g. career center point staff)	Increase outreach by contacting key targeted contacts (e.g. career center point staff)	Dec 1 2019 to update list, identify and implement year 1 targets. Ongoing after / Started	HR & Core team for updating list. HR & Hiring managers for making targeted calls
1.1.2 Work with DHR to more prominently post their FAQs on Employment with each job posting; and create a page on our website (“Work for Us”) with additional information on the process to improve accessibility to a wider candidate pool.	# of postings that include this link.	% job postings with the FAQ # of hits to our own “work for us” page	Look at DHR’s FAQs	Work with DHR to enhance their info and its prominence Create our own page	Include our “work for us” page in our job postings Measure traffic to this page	Include our “work for us” page in our job postings	Dec 1 2019 to create our own page and begin including in our postings / started	Core team member and HR manager

Implementation: Proposed Priorities

- Training
 - Advanced training for managers
 - Fairness in hiring training
 - Implicit bias training
- Enhanced outreach and recruitment
 - Hiring
 - Contracting and grants
- Guidelines and/or criteria
 - Hiring managers, resume reviewers and interview panelists
 - Contractor expectations and reviewer scoring criteria
- Budget Assessment Tool

Interim Racial & Social Equity Assessment Tool



Assessment Tool: Application to Projects



Equity



**Environmental
Sustainability**



**Economic
Vitality**



**Safety
and
Livability**



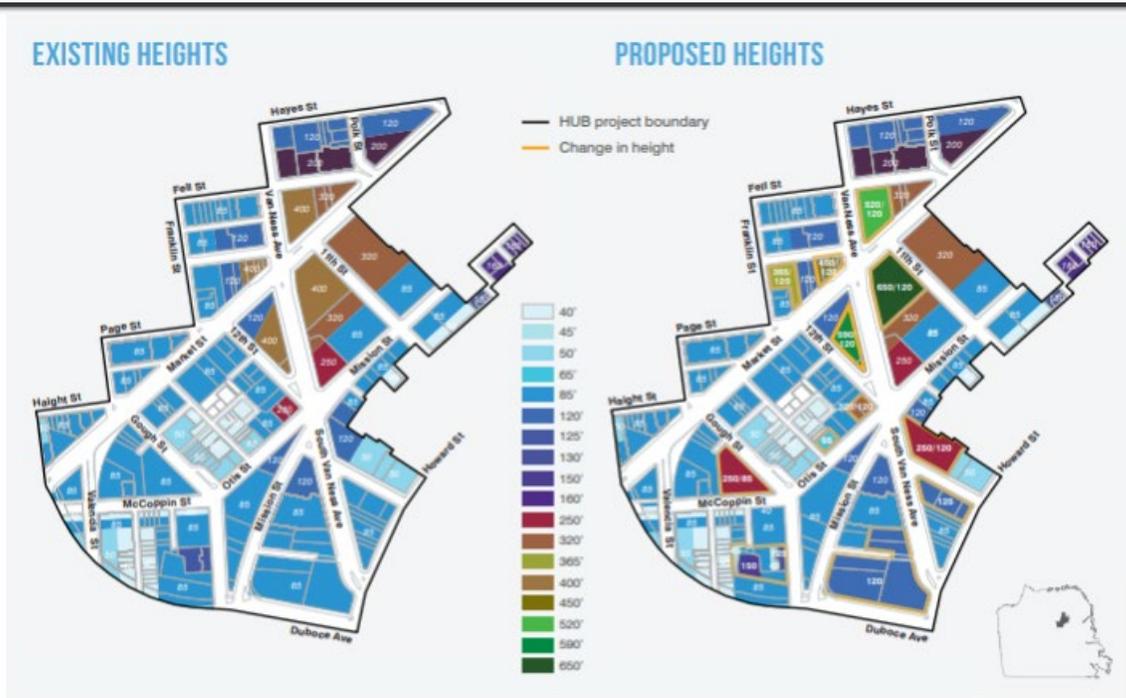
**Accountability
and
Engagement**

ConnectSF Goals

ConnectSF Racial Equity Work Plan

Major Task	Sub Task	Potential REIC Tasks	Racial Equity Tool Step
<i>Garnt</i>			
Public Participation Plan	Public Participation Plan Consultant Contract		
Public Outreach	Develop Online Engagement Tools Citywide Outreach Corridor-Specific Outreach Implementation Strategy Outreach		
Transit Corridor Concept Evaluation	Evaluate Potential Transit Alignments	ID concepts that advance racial equity, Outreach Engagement	4
	BART Alignment Evaluation	CoC overlays of proposed alignments	4
	BART Alignment Land Use Considerations	Study potential benefits and burdens	4
	Recommend Concepts for Project Development		
	BART Alignment Recommendations Evaluate relocation options for 22nd Street station and local transit corridor concept alignments		
Transit Corridor Project Description	Define Projects descriptions and benefits	Outreach Engagement	3
	Estimate Project Benefits	How can racial equity and inclusion be included in "benefits"	4
Storage and Maintenance Facilities	Assess Storage and Maintenance Facilities Needs		
Preliminary Cost Estimation	Preliminary Cost Estimation	These will be quantitative costs. Have other studies or projects factored in racial equity and inclusion quantitatively?	4

Market Octavia Area Plan (The Hub) Amendments



HOUSING UNITS	Under Current Height Limits	Under Proposed Height Limits	An increase in height would produce an additional:
	8,070 NEW UNITS ¹	9,710 NEW UNITS ¹	1,640 NEW UNITS

PUBLIC BENEFITS RECOMMENDATIONS

PUBLIC BENEFITS SUMMARY

The Plan would create up to...



Calle 24 Special Area Design Guidelines

Equity Goals

- Increase cultural and aesthetic representation of Latino community in built environment
- Guidelines are attainable for low-income and immigrant property and business owners and do not contribute to displacement
- Decrease community, project applicant, and staff resources for design review





Next Steps

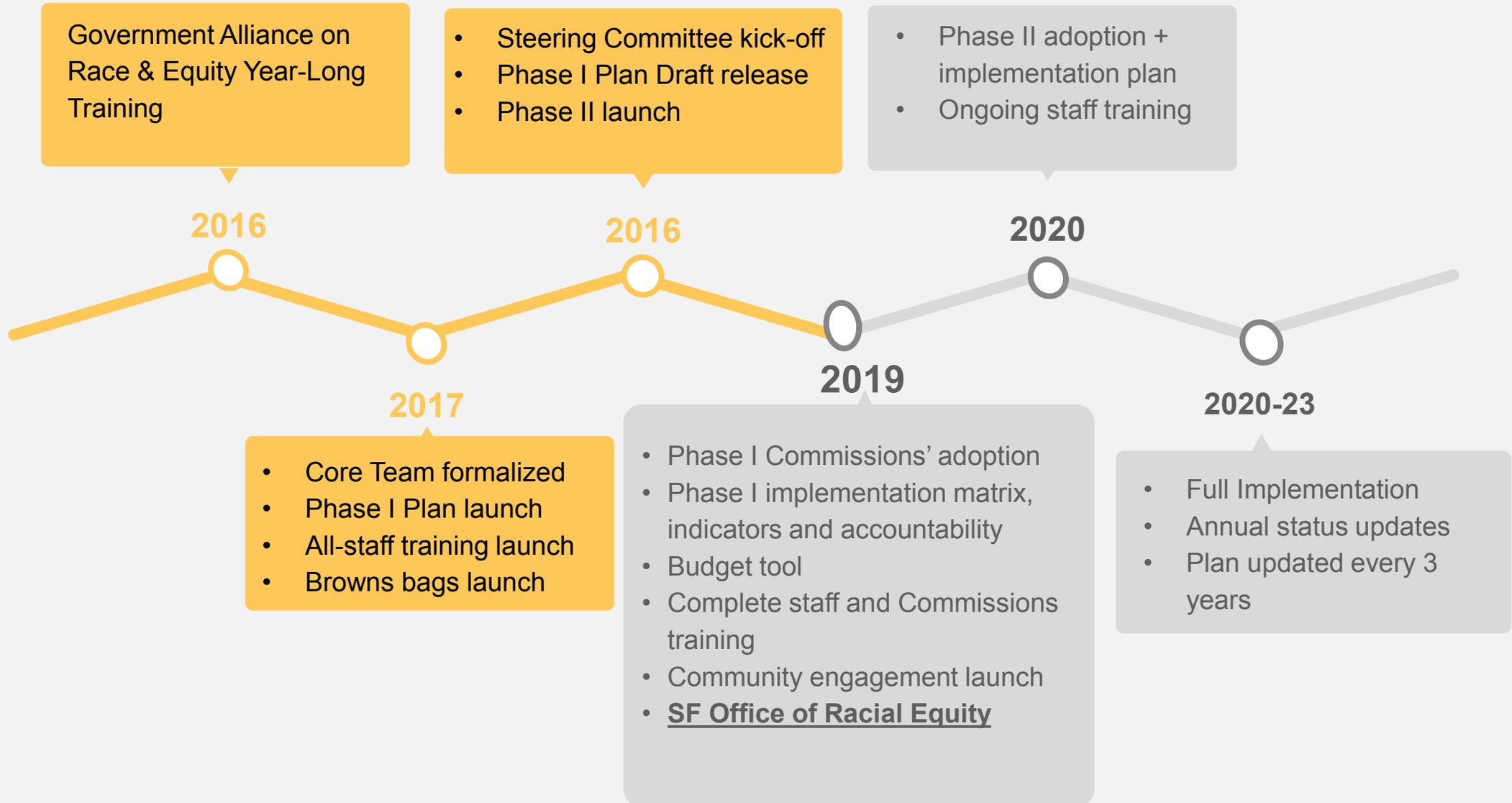
Phase II: Department Operation Areas

- Community Outreach, Engagement and Communications
- Community Plan Development
- Data Analysis
- Regulatory (CEQA, Planning Code) and Design Review
- Policy and Legislation Development (includes community planning)
- Historic Preservation
- Planning Code Enforcement and Monitoring

Summary of Commissions' Direction

- Align the Department's work priorities
- Prioritize implementation resources
- Implement hiring, recruitment, retention and staff cultural competency strategies
- Develop a policy statement, standards and criteria to guide work
- Investigate what are the constraints for Commissioners
- Provide direction and information to project sponsors
- Develop Racial & Social Equity Tool to guide Commission decisions
- Continue Commissioner education and collaboration spaces

Timeline



Planning Commission Action

- Adopt Racial & Social Equity Action Plan Phase I, inclusive of the Vision
- Direct Department staff to:
 - Implement Phase I Action Plan and finalize implementation matrix and performance metrics
 - Develop Phase II with community members, Office of Racial Equity and City agencies
 - Ensure historically underserved communities have equitable access to funding, regulatory relief and services
 - Propose General Plan amendments to incorporate racial and social equity



Thank you and Questions?