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
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

<table>
<thead>
<tr>
<th>Goals</th>
<th>DRAFT Key Indicators (is anyone better off?)</th>
</tr>
</thead>
</table>
| Hiring, Promotions and Retention goal                                | • 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 | • % 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                                            | • 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                                     | • LBEs are well represented in consultant pools/applications and can easily access information                                                                                                             |
### Accountability: Draft Implementation Matrix

#### 1. Hiring, Promotions and Retention Goal

<table>
<thead>
<tr>
<th>ASSOCIATED ACTIONS</th>
<th>PERFORMANCE MEASURES &amp; ACCOUNTABILITY – RESULTS AND OUTCOMES</th>
<th>IMPLEMENTATION TIMELINE (COMPLETION)</th>
<th>DUE DATE / STATUS</th>
<th>LEAD / PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How much did we do? (e.g. # of activities)</td>
<td>How well did we do it?</td>
<td>0-6 MONTHS (first half of 2019)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6-12 MONTHS (second half of 2019)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>1-2 YEARS (2020-2021)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>3-5 YEARS (2022-2024)</td>
<td></td>
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</table>

**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
- % increase in applicants from diverse backgrounds by job class and division
- Consistent use by all hiring managers of enhanced outreach and recruitment list
- # of conversations / events with targeted contacts.

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

1.2 Work with DHR to enhance their info and its prominence

- Look at DHR’s FAQs
- Create our own page
- Include our “work for us” page in our job postings
- Measure traffic to this page

1.3 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

1. Desired results
2. Analysis of data
3. Community engagement
4. Strategies for racial equity
5. Implementation plan
6. Communications and accountability
Assessment Tool: Application to Projects

ConnectSF Goals

- Equity
- Environmental Sustainability
- Economic Vitality
- Safety and Livability
- Accountability and Engagement
## ConnectSF Racial Equity Work Plan

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

**Public Benefits Recommendations**

**Public Benefits Summary**

The Plan would create up to...

- **9,710 Housing Units**
- **$946M Public Benefits**

**Housing Units**

- **8,070** New Units (Existing)
- **9,710** New Units (Proposed)
- **1,640** New Units

**Public Benefits Breakdown**

- Affordable Housing Fees: $122M
- Transit Fees: $94M
- Complete Streets Fees: $18M
- Open Space Fees: $68M
- Childcare Fees: $11M

**Additional Notes**

An increase in height would produce an additional...
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

2016
- Government Alliance on Race & Equity Year-Long Training
- Steering Committee kick-off
- Phase I Plan Draft release
- Phase II launch

2017
- Core Team formalized
- Phase I Plan launch
- All-staff training launch
- Browns bags launch

2019
- Phase I Commissions’ adoption
- Phase I implementation matrix, indicators and accountability
- Budget tool
- Complete staff and Commissions training
- Community engagement launch
- SF Office of Racial Equity

2020
- Phase II adoption + implementation plan
- Ongoing staff training

2020-23
- Full Implementation
- Annual status updates
- Plan updated every 3 years
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?