

The Office of Racial Equity and the
Requirement to Draft a Racial Equity
Action Plan

San Francisco Board of Appeals

January 6, 2021

Office of Racial Equity (“ORE”)

- Created in July 2019 by Ordinance No. 188-19.
- ORE is a Division of the SF Human Rights Commission.
- ORE’s purpose is to advance Racial Equity in the City and repair harm done by government policy decisions that have created, upheld, or exacerbated Racial Disparities in the City.
- ORE has authority to enact a citywide Racial Equity Framework, to direct Departments of the City and County of San Francisco to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions.

Racial Equity Action Plan

- A process and strategic plan for a City department guided by the Citywide Racial Equity Framework, to enact institutional and structural change to achieve racial equity.
- The Plan shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes 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.
- Plans must be presented publicly and submitted by December 31, 2020.
- Plans should match the scope/scale of the department.
- There are two phases to the Racial Equity Action Plan.

Racial Equity Action Plan: Phase 1

- Focuses on internal programs and policies, workforce as well as boards and commissions. Centers on internal, overarching strategies regarding the workplace:
 - Hiring and Recruitment
 - Retention, Promotion, and Protection
 - Discipline and Separation
 - Diverse and Equitable Leadership and Management
 - Mobility and Professional Development
 - Organizational Culture of Inclusion and Belonging
 - Boards and Commission

Racial Equity Action Plan: Phase 2

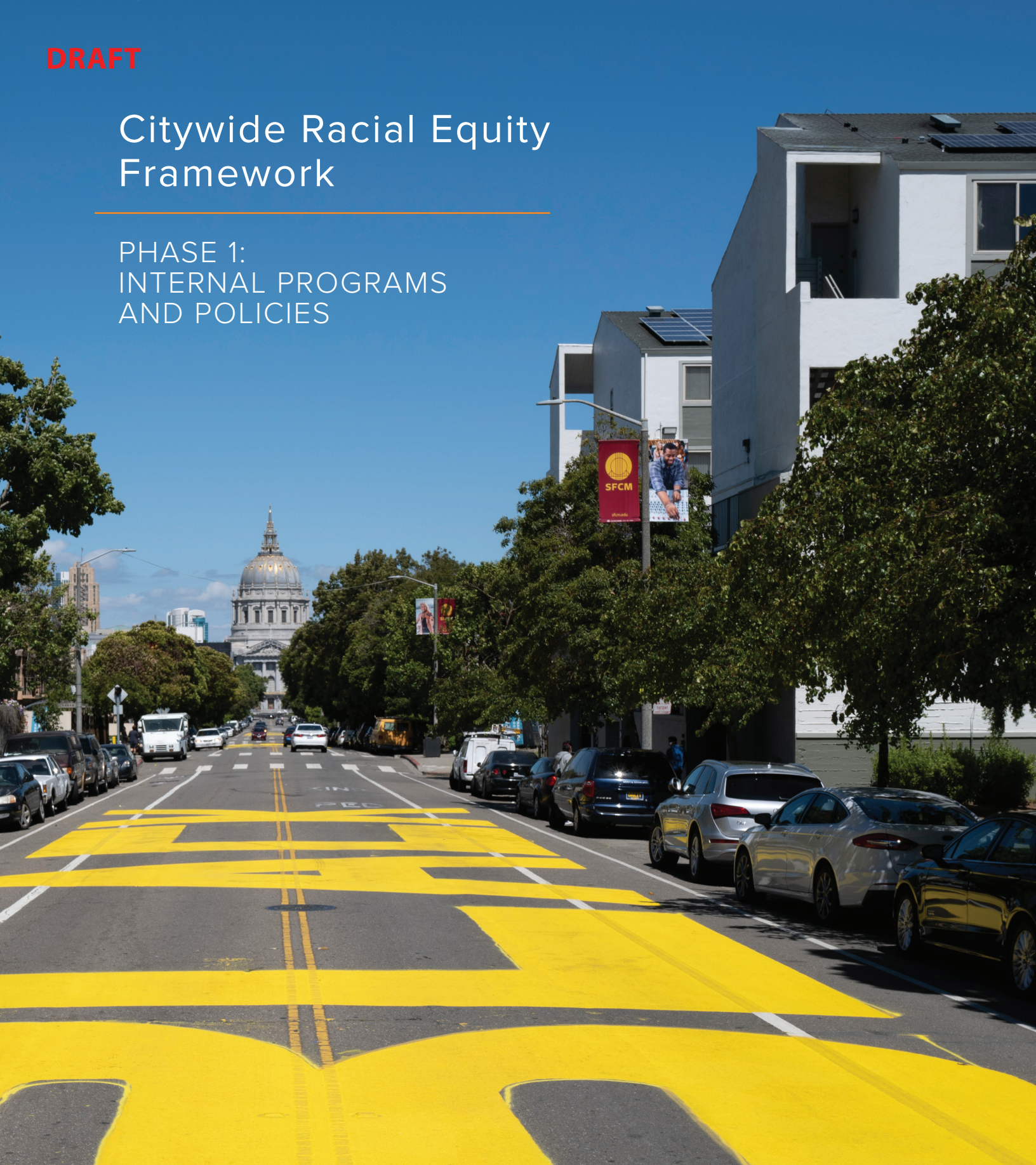
- Focuses on City procurement, contracting/grants, and delivery of services and programs to San Franciscans.
- Centers on external equity indicators and support for historically marginalized communities.

ORE Citywide Racial Equity Framework (Draft)

DRAFT

Citywide Racial Equity Framework

PHASE 1:
INTERNAL PROGRAMS
AND POLICIES



OFFICE *of* RACIAL EQUITY

A DIVISION OF THE SAN FRANCISCO HUMAN RIGHTS COMMISSION

OFFICE OF RACIAL EQUITY VISION

TRANSFORMING SYSTEMS TO
SUPPORT THE COLLECTIVE LIBERATION
OF BLACK, INDIGENOUS, AND PEOPLE
OF COLOR IN SAN FRANCISCO.

ABOUT THE OFFICE OF RACIAL EQUITY

In July 2019, the Office of Racial Equity (ORE) ([Ordinance No 188-19](#)) was created by Supervisors Sandra Lee Fewer and Vallie Brown as a division of the San Francisco Human Rights Commission. In December 2019, Director Shakirah Simley and Senior Policy Advisor Sami Iwata joined the ORE team. ORE was legislated in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems. Creating ORE was the result of successful advocacy and organizing by Black City workers, labor leaders and community members. With the establishment of ORE, San Francisco joins a national movement to address the government's role in resolving the inequitable outcomes it created.

The Office of Racial Equity has the authority to enact a citywide Racial Equity Framework, to direct Departments of the City and County of San Francisco to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions. In addition, the legislation requires that City departments designate employees as racial equity leaders acting as a liaison to the Office, and requires the Department of Human Resources to assess and prioritize racial equity with the City's workforce. Lastly, the Office centers racial equity within the City's budget process, and can make recommendations on funding of departments should certain racial equity metrics not be met.

DEFINING RACIAL EQUITY

Racial equity is 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.

— Adapted from Anti-Oppression
Resource and Training Alliance (AORTA)

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CITYWIDE RACIAL EQUITY FRAMEWORK PHASE 1

It's time to prioritize systemic change and racial equity within the San Francisco City government on behalf of all workers and communities. By 2030, more than half of the existing workforce in the United States and all net new workforce growth will be made up of people of color. By 2032, most workers without a four-year college degree will be people of color; this represents a tremendous opportunity to invest in our workforce. The City and County of San Francisco is San Francisco's largest employer, with more than 37,000 people across sixty departments; thus it holds an incredible opportunity to dismantle the harmful cultures, practices, and policies that reinforce anti-Blackness, structural racism and bias.

A safe, equitable workplace is an actively anti-racist workplace. Creating an inclusive workplace means aligning with the lived realities of people of color. Further, due to the persistence of structural racism, anti-Black racism, and inequities within City workplaces, more work will need to be done by all City agencies to ensure that our worksites are supportive for all employees. This work means the active dismantling of structures, behaviors and norms that lead to unequal outcomes that fall along racial lines. The completion of department-specific Racial Equity plans is a necessary step in this work, and can catalyze meaningful action towards institutional change.

The opposite of racist isn't "not racist." It is "anti-racist." What's the difference? One endorses either the idea of a racial hierarchy as a racist, or racial equality as an anti-racist. One either believes problems are rooted in groups of people, as a racist, or locates the roots of problems in power and policies, as an anti-racist. One either allows racial inequities to persevere, as a racist, or confronts racial inequities, as an anti-racist. There is no in-between safe space of "not racist."

— Ibram X. Kendi, author
"How to be an Antiracist"

The development of Departmental Racial Equity Action Plans will direct City Departments to 1) assess current conditions in seven key focus areas for all employees, especially for Black, indigenous, and people of color, 2) to identify necessary staffing and resources, 3) to hold themselves accountable by setting timely, measurable goals and commitments, 4) intentionally address interpersonal and institutional racism within Departments.

Ultimately, all City agencies must build a culture, space, and workplace that is accessible and welcoming to all current and future employees, and to actively build an environment in which all people, regardless of background, identity, or ability, can be equal participants. In this way, our City employees, throughout departments and at all organizational levels, can reflect the communities we serve.

THE OFFICE OF
RACIAL EQUITY
SETS FORTH
THE FOLLOWING
FRAMEWORK
AND BASELINE
STRATEGIES FOR
ALL CITY AGENCIES
TO ADDRESS
WITHIN THEIR
RACIAL EQUITY
WORK AND RACIAL
EQUITY PLANS

Lead with race and center intersectionality. Programs and policies must expand to acknowledge and include the needs and lived experiences of our beloved community, including but not limited to: those who are trans and queer, women and femmes, formerly incarcerated, immigrants, undocumented, unhoused, multi-lingual, disabled and low-income.

Investigate and challenge “race-neutral” or colorblind policies with positive intentions that may have negative, disparate impacts in practice on people of color. For example: using educational requirements and qualifications not related to job function.

Commit to reviewing and conducting all internal policies and practices with a racial equity lens, specifically: hiring, recruitment, promotions, discipline, compensation, and leadership appointments.

Disaggregate and transparently share departmental data by race and gender for management and staff. This also includes disaggregating racially-monolithic classifications such as “Asian.”

Strengthen racial and ethnic diversity of employees at all levels from staff positions to managerial and director level positions.

Create and maintain responsive systems and feedback loops for employees to safely voice their concerns to maintain internal accountability.

Base data and decision-making around local and regional demographics that acknowledge the historical segregation, outmigration and displacement of people of color, especially the Black, Latinx and indigenous community from San Francisco and the Bay Area.

Provide continuous, standardized supervisory, implicit/explicit bias, and anti-racism training opportunities for all staff, especially Department leadership, mid-level managers and other individuals in a position to hire, fire, manage, and develop teams.

Adopt policies and strategies that will dismantle occupational segregation, which funnels and concentrates Black, Latinx and indigenous workers into lower classification positions.

Develop action plans that redress workplace issues that enact harm upon employees, but do not meet Equal Employment Opportunity standards.

Evaluate, review, and update existing disciplinary and separation protocols to eliminate racial inequity, specifically around anti-Black bias.

Assess and re-establish fair pay structures that disrupt racial and gender pay gaps.

Review data around training, travel and professional development funds distribution and create intentional strategies to support the professional development of staff from historically marginalized communities.

Provide support for departmental affinity groups for historically marginalized communities to create safe spaces at work.

Invest in training, mentorship, and professional development opportunities for vulnerable groups with barriers to employment, including but not limited to: previously justice-involved people, transitional-aged youth, people with disabilities, immigrants, older workers, transgender and gender non-conforming people.

Increase membership and representation of historically marginalized communities throughout the ranks of the 26 Building Trades by reducing employment barriers and increasing career preparedness.

Leverage existing apprenticeships and pre-apprenticeship programs to advance racial equity goals.

Need to include broader strategy on Civil Service Reform

Create culture of inclusion and belonging, free from micro-aggression and micro-inequities and dismantles white-dominant work culture.

ABOUT DEPARTMENTAL RACIAL EQUITY ACTION PLANS

ORE will oversee the development of each City department's RE Action Plan and will review and provide necessary input to the department during development and implementation. The Office issues guidance to City departments concerning the development process and content to include in RE Action Plans, as well as content to include in the annual reports on departmental progress on the RE Action Plan.

— [Ordinance No 188-19](#)

Per the [legislative mandate](#) of the Office of Racial Equity, each City Department is required to complete a Racial Equity Action Plan. Each Department's Racial Equity Action Plan is a declaration of the Department's key role and commitment to ensuring equitable and inclusive outcomes in San Francisco.

The Racial Equity Action Plan (RE Action Plan) provides a blueprint for advancing racial equity in all aspects of the department's work over the next three years. It is a process and a strategic plan, guided by the Citywide Racial Equity Framework (see below), to enact institutional and structural change to achieve racial equity. Each RE Action Plan includes indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy in addressing racial disparities within the department as well as in external programs.

Plans should match the scope/scale of the department. Plan goals, indicators, and accountability should match the department's size and capacity.

Final RE Action Plans will be reviewed and scored by the Office of Racial Equity, and submitted to the Mayor's Office and Board of Supervisors. The ORE-reviewed plans will also be posted to each Department's website.

City departments will also integrate the Racial Equity Action Plan into departmental five year strategic plans. Beginning in 2022, each department will prepare an annual report on the department's progress towards goals set forth in its RE Action Plan. The RE Action Plan will be next updated by December 31, 2023.

RACIAL EQUITY ACTION PLAN SECTIONS FOR PHASE 1

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

A PHASED APPROACH

Citywide Racial Equity Framework (RE Framework) guides the RE Action Plans by outlining the City’s vision, goals and framework to advance Racial Equity in the City, especially City government. Due to the unforeseen challenges of the COVID-19 global pandemic, ORE has been focused on COVID-response. Engagement on the RE Framework was paused and will resume in Summer 2020.

To allow departments maximum time and support to start development, ORE is releasing the RE Action Plan templates in conjunction with the Citywide Racial Equity Framework in two phases:

Phase 1

Focuses on internal programs and policies, workforce as well as boards/commissions. Phase 1 includes a Racial Equity Departmental Assessment and Employee Survey for departments to deliver to inform their plan.¹ Citywide Racial Equity Framework Phase 1 will center on internal, overarching strategies regarding our workforce.

Phase 2

Focuses on City procurement, contracting/ grants, and delivery of services and programs to San Franciscans. Phase 2 template will be informed more directly by community engagement. The Citywide Racial Equity Framework Phase 2 will center on external equity indicators and support for historically marginalized communities.

1 If a department has already completed an employee survey centering racial equity-related issues and would like to use that instead, ORE will meet with its RE Lead(s) to assess comparability.

RACIAL EQUITY ACTION PLAN EXAMPLES

City departments are in different phases of RE Action Plan development. For reference, the Planning Department and the Arts Commission have both completed RE Plans and are operationalizing them.

- [Planning Phase 1](#)
- [Arts Commission](#)

TIMELINE FOR RACIAL EQUITY ACTION PLAN DEVELOPMENT

To ensure Departments produce plans that will meaningfully advance racial equity in the City, ORE will provide technical assistance, both formally and informally, throughout the Action Plan development period.

| MONTH | DEPARTMENT ACTIVITIES | ORE ACTIVITIES |
|---------------|---|---|
| Jun. 30, 2020 | | Provide Framework and Racial Equity Action Plan template to departments for Phase 1 (Internal-facing processes and practices) |
| July 2020 | <p>Complete and submit Vulnerable Populations Engagement Assessment document to ORE by July 10, 2020.</p> <p>Develop plan to administer Racial Equity Employee Survey: Assign staff with skills to administer, collect, and analyze the results and provide raw data and takeaways to ORE. Department timing should factor time to analyze results and incorporate into its RE Action Plan.</p> <p>Review RE Action Plan template (Phase 1) and appoint staff member to lead (e.g., Racial Equity Lead), with additional support as needed across the department.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> | <p>Kick-off meeting for RE Action Plan staff leads.</p> <p>Develop and release Department Assessment and Employee Survey</p> <p>Develop and release Budget Equity Guiding Principles</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> |

| MONTH | DEPARTMENT ACTIVITIES | ORE ACTIVITIES |
|------------|---|---|
| Aug. 2020 | <p>Review Citywide Racial Equity Framework and Phase 2 (External-facing processes and practices) template and incorporate in RE Action Plan.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> | <p>Continue community and City department engagement in Citywide Racial Equity Framework development.</p> <p>Release Citywide Racial Equity Framework and RE Action Plans: Phase 2 (External-facing processes and practices) template.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Share scoring criteria for RE Action Plans</p> |
| Sept. 2020 | <p>Continue work on RE Action Plan.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> | <p>Check-in with all departments on RE Action Plan progress to date.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p> |
| Oct. 2020 | <p>Continue work on RE Action Plan.</p> <p>Optional: Submit draft RE Action Plan to receive ORE preliminary feedback.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> <p>Present draft RE Action Plan publicly, through departments' commission or other oversight or advisory body or a public meeting.</p> | <p>Check-in with all departments on RE Action Plan progress to date.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p> |

| MONTH | DEPARTMENT ACTIVITIES | ORE ACTIVITIES |
|-----------|--|---|
| Nov. 2020 | <p>Continue work on RE Action Plan.</p> <p>Optional: Submit draft RE Action Plan to receive ORE preliminary feedback.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> <p>If not already done, present draft RE Action Plan publicly, through department’s commission or other oversight or advisory body or a public meeting.</p> | <p>Check-in with all departments on RE Action Plan progress to date.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p> |
| Dec 2020 | <p>Submit draft RE Action Plan to receive ORE preliminary feedback.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> <p>Submit RE Action Plan to ORE by 5 pm, December 31, 2020.</p> | <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p> <p>Manage and track RE Action Plan submission process.</p> |

PROCESS AND STAKEHOLDER ENGAGEMENT

As described earlier, not only is the Racial Equity Action Plan a strategic plan, it is also a process. Meaningful stakeholder engagement is vital to inform the plan.

For Phase 1, ORE offers some guiding questions to inform the development process.

- How will the RE Action Plan development process include a diverse, inclusive group of staff members with various backgrounds and positions of power within the department?
- What will be the process for including these various stakeholders?
- How will dissenting voices be included?
- Who will review the plan before it is approved?

RACIAL EQUITY CONTEXT SETTING

Against the backdrop of the global COVID-19 pandemic with troubling racial health disparities, and the ongoing uprising against state-sanctioned violence against Black and brown people, San Francisco must affirm its commitment to racial justice. Historical inequities in educational attainment, health outcomes, and wages are the result of past and present policies and practices that have systemically limited educational and economic opportunities for Black, Latinx, Native, and certain Asian American and Pacific Islander communities.

The continued marginalization of people of color in San Francisco via the legacy of redlining to rapid economic shifts resulting in displacement and gentrification have all reinforced racial inequities of exclusion and economic opportunity. There are numerous documents, reports, and statements that affirm this history of harm and current inequity in San Francisco and within City government. Below is a sampling of the documents and data used to inform the urgency and necessity of this work:

- [2020 Annual Workforce Report, Phase I](#)
- [COVID-19 SF Data Tracker](#)
- [The Office of Racial Equity Ordinance](#)
- [San Francisco Community Health Needs Assessment \(full presentation\)](#)
- [Sexually Transmitted Disease 2017 Annual Report](#) (page 29 for the racial disparities)
- [2018 Black/African American Health Report](#)
- [2018 Food Security Assessment](#)
- SF Planning Context Statements:
 - [African American Context Statement](#)
 - [Other Context Statements](#)
- [Black to the Future Report](#)
- [DCYF's 2016 Community Needs Assessment](#)
- [Our Children Our Families Council Equity Benchmarks](#)
- [Out-Migration Trends from 1990-2000](#) prepared for the Task Force on African American Out-migration
- [The Unfinished Agenda: The Economic Status of African Americans in San Francisco 1964-1990](#)
- [Fair Chance Ordinance 2016 Report](#)
- [Bay Area Equity Atlas](#)

RACIAL EQUITY GLOSSARY

ANTI-BLACKNESS

Anti-Black racism is 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.

BIPOC

Black, indigenous and people of color. Specifically naming Black and indigenous people acknowledges they have and continue to face the worst impacts of white supremacist culture.

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. Implicit bias is when bias is unconscious, as racial bias often is. Explicit bias refers to conscious prejudice against a group or groups. When addressing bias, for example in a process or individual, the focus should not be on intent, but rather on the impact and outcomes that result.

DEGREE INFLATION

Requiring a college degree for jobs that previously did not require one. Also known as “upcredentialing.”

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. A broad definition includes not only race, ethnicity and gender — the groups that most often come to mind when the term diversity is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and physical appearance. It also involves different ideas, perspectives and values.¹

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.²

EQUITY

Full and equal access to opportunities, power and resources, whereby all people may thrive and prosper regardless of demographics.

1 University of California-Berkeley Center for Equity, Inclusion and Diversity. (n.d.). Glossary of terms. Retrieved from <http://diversity.berkeley.edu/glossary-terms>.

2 Othering & Belonging Institute

ETHNICITY

A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.

Examples of different ethnic groups are: Cape Verdean, Haitian, African American (Black); Chinese, Korean, Vietnamese (Asian); Cherokee, Mohawk, Navaho (Native American); Cuban, Mexican, Puerto Rican (Latino); Polish, Irish, and Swedish (White).³

IMPLICIT BIAS (see Bias)

INCLUSION

Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power.⁴

INDIVIDUAL OR INTERNALIZED RACISM

Racism that exists within individuals. It is when one holds negative ideas about his/her own culture, even if unknowingly. Xenophobic feelings or one's internalized sense of oppression/ privilege are two examples of individual or internalized racism.

Examples: skin bleaching/whitening products, group/self-blaming, unconscious practices.

3 Teaching for Diversity and Social Justice: A Sourcebook. Maurianne Adams, Lee Anne Bell, and Pat Griffin, editors. Routledge, 1997.

4 Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. OpenSource Leadership Strategies Some Working Definitions

INSTITUTIONAL RACISM

Refers to institutional and cultural practices that perpetuate racial inequality. Benefits are structured to advantage powerful groups at the expense of others.

Example: racial profiling by law enforcement, Jim Crow segregation laws, grocery store redlining practices.

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: hate speech or symbols.

INTERSECTIONALITY

A 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.⁵

OCCUPATIONAL SEGREGATION

The 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.

5 Adapted from <https://time.com/5786710/kimberle-crenshaw-intersectionality/>.

OTHERING

A set of dynamics, processes, and structures that engender marginality and persistent inequality across any of the full range of 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.⁶

RACE

A political construction created to concentrate power with white people and legitimize dominance over non-white people.⁷

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.⁸

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: Prison industrial complex, unequal educational outcomes.

UPSKILLING

A process for teaching employees new skills so they can thrive in their current positions and also increase employability for other opportunities. Upskilling includes training programs and development opportunities.

6 <http://www.otheringandbelonging.org/the-problem-of-othering/>.

7 OpenSource Leadership Strategies. Some Working Definitions.

8 Adapted from Anti-Oppression Resource and Training Alliance (AORTA).

WHITE PRIVILEGE

Refers to 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.⁹

STRUCTURAL WHITE PRIVILEGE

A system of white domination that creates and maintains belief systems that make current racial advantages and disadvantages seem normal. The system includes powerful incentives for maintaining white privilege and its consequences, and powerful negative consequences for trying to interrupt white privilege or reduce its consequences in meaningful ways. The system includes internal and external manifestations at the individual, interpersonal, cultural and institutional levels.¹⁰

The accumulated and interrelated advantages and disadvantages of white privilege that are reflected in racial/ethnic inequities in life-expectancy and other health outcomes, income and wealth and other outcomes, in part through different access to opportunities and resources. These differences are maintained in part by denying that these advantages and disadvantages exist at the structural, institutional, cultural, interpersonal and individual levels and by refusing to redress them or eliminate the systems, policies, practices, cultural norms and other behaviors and assumptions that maintain them.

9 White Privilege and Male Privilege: A Personal Account of Coming to See Correspondences Through Work in Women Studies. Peggy McIntosh. 1988.
10 Structural, Interpersonal, Cultural, and Institutional white privilege definitions from Transforming White Privilege: A 21st Century Leadership Capacity, CAPD, MP Associates, World Trust Educational Services, 2012.

INTERPERSONAL WHITE PRIVILEGE

Behavior between people that consciously or unconsciously reflects white superiority or entitlement.

CULTURAL WHITE PRIVILEGE

A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other worldviews.

INSTITUTIONAL WHITE PRIVILEGE

Policies, practices and behaviors of institutions — such as schools, banks, non-profits or the Supreme Court — that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as white, and maintaining or increasing disadvantages for those racial or ethnic groups not defined as white. The ability of institutions to survive and thrive even when their policies, practices and behaviors maintain, expand or fail to redress accumulated disadvantages and/or inequitable outcomes for people of color.

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.¹¹

11 MP Associates and Center for Assessment and Policy Development. (2013). www.racialequitytools.org/glossary (PDF). Retrieved from http://www.racialequitytools.org/images/uploads/RET_Glossary913L.pdf.

BOA Draft Racial Equity Action Plan

DRAFT

RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

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](#)

Board of Appeals

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Last Updated

12/30/20

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action’s success; how much, how well, or is anyone better off?

TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action’s current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

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

DRAFT

PROCESS

The Board of Appeals is a very small Department: It has five Board members, one Executive Director, and four, full-time staff positions. Of the four staff positions, one position is vacant (8173 Legal Assistant) and one of the employees has not worked with the Department since March 2020 (the employee has been a DSW worker at the Emergency Operations Center and additionally was on extended leave). Consequently, the Racial Equity (RE) Action Plan was developed through a collaboration among the Executive Director and two employees. The following steps have or will be taken to advance racial equity:

- Educate staff about the ORE and Phase 1 of the Citywide Racial Equity Framework.
- Administer employee survey to staff members to help gauge staff perceptions of the BOA's commitment to racial equity principles and practices.
- Develop concrete actions the Department will take to advance racial equity through the seven key areas set forth in the framework provided by the City's Office of Racial Equity.
- Commit to ongoing racial equity training for all Board and staff members with the goal of this training to take place on a quarterly basis.
- Schedule racial equity topics/trainings to be presented at regular public meetings.
- Hold meetings focused on specific stakeholder communities/groups to hear directly from members of these groups regarding issues they experience within the BOA system.

The Department is committed to creating a work environment in which employees of all racial and ethnic backgrounds feel valued, respected, and supported in carrying out the Department's mission of advancing racial equity through fair and inclusive policies.

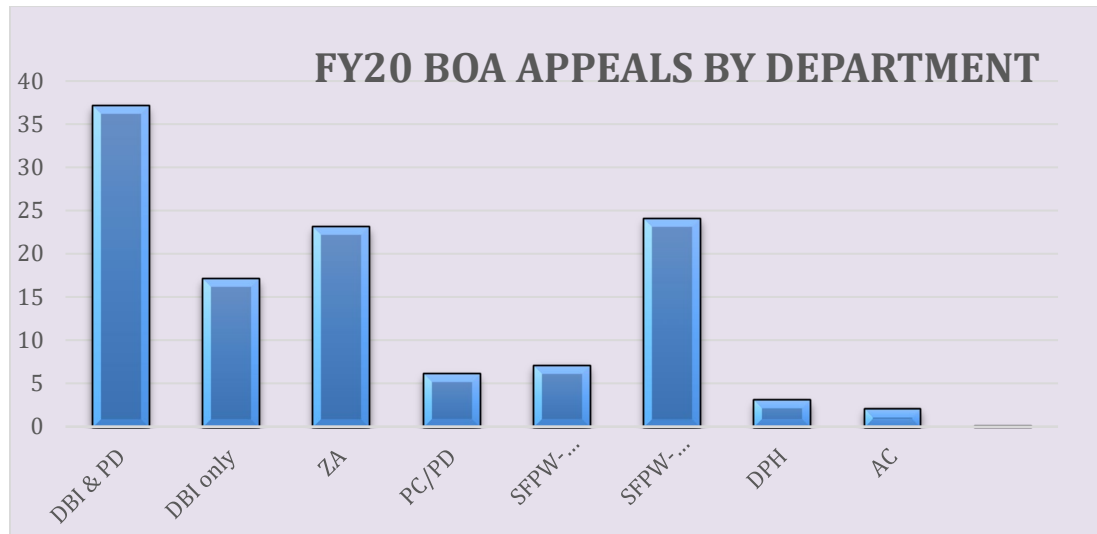
DEPARTMENT BACKGROUND

The San Francisco Board of Appeals, a quasi-judicial body, was established by Charter in 1932 and provides the final administrative review for a wide range of City determinations. Its mission is *to provide an efficient, fair and expeditious public hearing and decision-making process before an impartial panel*. Appeals may be taken on decisions to grant, deny, suspend, revoke or modify permits, licenses, and other use entitlements issued by most of the departments, Commissions and other entities of the City and County of San Francisco. The five-member Board is comprised of three members appointed by the Mayor and two by the President of the Board of Supervisors. All appointments are to staggered, four-year terms and require approval by the Board of Supervisors.

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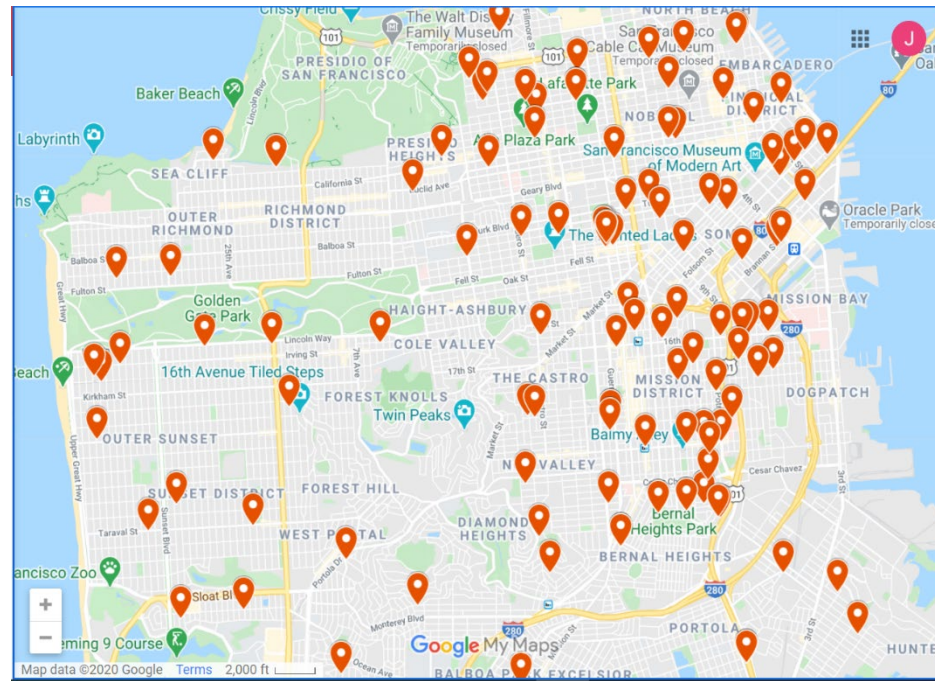
One of the pillars of the Board’s work is to ensure that all parties have an equal opportunity to have their concerns aired and considered. In the context of equity, we seek to accomplish this goal by providing information about the appeal process in each of the languages covered under the City’s Language Access Ordinance, providing interpretation services throughout the appeal process when needed, and by offering a fee waiver for those who cannot afford to pay the appeal fee. In addition, staff are trained to work effectively with the wide variety of individuals who seek the Board’s services. We recognize, for instance, that someone who is highly educated or who has the financial means to retain an attorney or other professional to represent their interests may have advantages over someone without similar resources. Board members also are aware of the imbalance this may cause and will work with parties as needed to ensure they fully understand Board processes and have equal access.

For FY20, approximately 70% of the appeals filed were of land-use decisions made by the Department of Building Inspection, the Planning Department, the Planning Commission and the Zoning Administrator. Approximately 26% of the appeals were of permits and orders issued by the San Francisco Public Works Department (appeals of tree removal orders, wireless facility permits and mobile food truck permits). The remainder of the appeals were of determinations by the Department of Public Health and San Francisco Arts Commission.



Geographic Distribution of Appeals in FY20:

As part of its annual report, the Board has looked at where in the City the properties subject to appeal are located. For these property-related appeals, there is a pattern of underrepresented neighborhoods, primarily those areas that are more economically disadvantaged. (Note: some appeals are not included in this analysis because they are not tied to specific parcels of property, such as appeals dealing with the revocation of licenses). The highest concentration of appeals is seen in the northeast quadrant. Further research is needed to evaluate why appeal volume is significantly lower in certain neighborhoods and what Board services would benefit the residents of those underrepresented communities. In addition, an assessment is needed of what outreach efforts would be most effective and at the same time appropriate given the Board’s role as a quasi-judicial body.



RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results.

- *Did this survey uncover any issues related to issues of interpersonal racism in the Department?*
- *Did this survey uncover any issues related to issues of institutional racism within the Department?*
- *Do all employees have regular access to training opportunities and professional development? If not, why not?*
- *Do all employees feel safe and included at work?*
- *Do all employees have equal access to advancement and promotional opportunities?*

A 13-question survey was delivered and completed by the two staff members currently working at the Department. This survey included questions about their understanding of racial disparities and institutional racism in San Francisco and the Board of Appeals and questions about how to address racial disparities and how to promote racial equity in the workplace. Overall staff perceived the Board of Appeals as being fair and equitable. One area for development would be to provide more opportunities for staff training and more discussions about institutional racism.

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for diverse candidates and people with non-traditional backgrounds to apply, Departments can and should actively seek these

individuals out. This includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

Create a hiring and recruitment plan that focuses on increasing the diversity of the pool of candidates; identify existing hiring barriers and create policies that increase racial equity at BOA.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION PLAN | STATUS | LEAD |
|---|---------------------|--|--------------------------|---|--|-------------------------|
| 1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply. | Staff time | Barriers assessment is completed | Jan. 2021- April 2021 | Hold staff sessions to identify experiences regarding conditions and barriers to hiring and recruitment. | Not Started | JRosenberg and DHR rep. |
| 1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and | Staff time | Survey is administered annually Survey results are included in the department annual review | Ongoing | Survey Administered and Completed. Hold a meeting specifically on the review, revision and distribution of annual staff survey to measure awareness and opinions related to racial equity, | Completed Next Survey: September 2021 | JRosenberg |

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results are disaggregated and included in the department annual review.

diversity and inclusion. Solicit feedback on the Department’s progress towards fostering an equitable workplace, and shape the Department’s priorities over the next three years. Present results at a staff meeting.

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| 1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group. | Staff time | Policy is created, implemented, and reviewed annually to maximize results | May 2021-July 2021 | Draft an equitable and inclusive hiring policy. | Not Started | J.Rosenberg DHR rep. |
|---|------------|---|--------------------|---|-------------|-------------------------|

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION PLAN | STATUS | LEAD |
|--|---------------------|--|-----------------|---|-------------|------------|
| 1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts. | Staff time. | Candidate pool is increasingly more diverse and referred from a variety of sources | May-August 2021 | Develop a Hiring and Recruitment Policy that outlines equitable and inclusive practices and incorporates information learned from the employee survey and assessment of barriers to hiring. | Not Started | JRosenberg |
| 1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions. | Staff time. | Candidate pool is increasingly more diverse and referred from a variety of sources | Ongoing | Compile a contact list of non-traditional outlets, community-based organizations and community colleges to reach potential candidates. | Not Started | JRosenberg |

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| <p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.</p> | <p>Staff time.</p> | <p>Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse</p> | <p>March 2021- July 2021</p> | <p>Create a standard job description which includes the BOA's racial equity statement and relevant desired qualifications section.</p> | <p>Not started.</p> | <p>JRosenberg</p> |
| <p>1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.</p> | <p>Staff time</p> | <p>An increase in applicants with more diverse life, education, and professional experiences</p> | <p>March 2021- August 2021</p> | <p>Review minimum qualifications information with DHR. Assess if the MQs are relevant to the job classifications at BOA. If lacking, identify desirable qualifications that are more aligned to work.</p> | <p>Not Started</p> | <p>JRosenberg and DHR rep.</p> |
| <p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.¹</p> | <p>Staff time</p> | <p>An increase in applicants with more diverse life, education, and professional experiences</p> | <p>Ongoing</p> | <p>Assess relevancy of supplemental written questions to each position’s tasks.</p> | <p>Not started</p> | <p>JRosenberg and DHR rep.</p> |
| <p>1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.</p> | <p>Staff time</p> | <p>An increase in applicants with more diverse life, education, and professional experiences</p> | <p>Ongoing</p> | <p>Develop general criteria and information for hard and soft skills required for the jobs. Assess and determine desirable qualifications that can be included in descriptions of positions.</p> | <p>Not Started</p> | <p>JRosenberg and DHR rep.</p> |
| <p>1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.</p> | | <p>Candidate pool is increasingly more diverse and referred from a variety of sources</p> | <p>N/A</p> | <p>The BOA does not utilize outside recruiters.</p> | | |

¹ From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitaleHiringTool.docx>.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---|--|--|--------------------|---|--------------|------------------------|
| 1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process. | Availability of Funding to be determined during next budget cycle. | # of paid interns/fellows, increase annually or meets department needs/capacity | January 2021 | Review budget for future internship opportunities. | Not started | JRosenberg and HR Rep. |
| 1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program. | Availability of Funding to be determined during next budget cycle. | # of Opportunities for All placements and mentors | January-April 2021 | Assess internal needs and hire participants as permitted by funding. | Not started. | JRosenberg |
| 1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District’s Career Pathways Program . | Staff time. | Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources | March 2021 | Compile a list of institutions and programs to add to a recruitment list. | Not started. | JRosenberg |
| 1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion. | Staff time | # of opportunities during internship/fellowship | Ongoing | Include interns in racial equity and diversity training sessions. | Not started | JRosenberg |

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| 1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly. | Staff time. | Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle | April-August 2021 | Prepare an evaluation and tracking system for internship programs. | Not started | JRosenberg |
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1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---|---------------------|---|----------|--|---|-------------------------|
| 1.4.1. Maintain a standardized and holistic interview process with structured interview questions. | Staff time | Standardized interview process with a set of inclusive interview questions | Ongoing | Continue to use standard interview questions to minimize personal biases and allow for more objective interviews. Identify and remove any questions that may create or contribute to racially inequitable barriers. | Not Started. | JRosenberg and DHR Rep. |
| 1.4.2. Ensure a diverse hiring panel for each interview. | Staff time | Demographic composition of panels Increase in diverse interview panels | Ongoing | Ensure hiring panels are diverse to mitigate unconscious bias. Given the small size of the department, seek collaboration with other departments that can “loan” employees for interview panels, as needed, to ensure diversity. | Ongoing | JRosenberg |
| 1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows | Staff time | Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had | Ongoing | Ensure all staff will take the City’s training on implicit bias and hiring. | Not started for staff; training has been completed by the Executive Director. | JRosenberg |

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| 1.4.4. Adopt a tool to track application progress and reach assistance through multiple means. | Staff time | Tool created and implemented # of applicants increased Increased assistance to job seekers | Dependent on when DHR selects a vendor to provide applicant tracking software. | Develop tool and establish implementation. | Not started. | JRosenberg and DHR Rep. |
| 1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals for accessibility. | Staff time | Increase in internal part-time and full-time staff, interns and fellows applying for job openings | Ongoing | All job announcements will be sent through all-staff emails. | Will start the next time there is a job announcement. | JRosenberg |
| 1.4.6. 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. | Staff time | Hiring, interviewing, and onboarding processes standardized Lag times/wait times | March 2021 | Work with DHR representative to identify potential causes for delay. | Not started. | JRosenberg and DHR Rep. |
| 1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers. | Staff time | All new hires are processed similarly regardless of position | Ongoing | Draft an onboarding checklist (separate from the DHR onboarding process). | Not Started. | JRosenberg and DHR Rep. |
| 1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more. | Staff time | # number of diverse candidates increased Overall faster hiring times | Ongoing | Will review with DHR. Rule of 10 is already used for the 8173 Legal Assistant position. Request that Rule of 10 be applied to the 8106 Legal Clerk position. | Ongoing | JRosenberg and DHR Rep. |

1.5. Include the BOA’s statement regarding its commitment to Racial Equity on all key human resource documents.

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
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| 1.5.1 Include the BOA’s Racial Equity Statement on all key human resource documents, including job announcements, interview questions and on-boarding materials. | Staff time | Staff and applicants are aware of BOA’s commitment to Racial Equity and diversity. | March-April 2021 | Develop a statement regarding the BOA’s commitment to Racial Equity and include on relevant HR documents such as job announcements, interview scripts and questions, employee training and onboarding materials. | Not started | JRosenberg |
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2. RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended

families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

The Board of Appeals is a very small department, consequently there are limited opportunities for advancement. The Department currently has three 8106 Legal Clerk positions and one 8173 Legal Assistant position. The only opportunity would be for an 8106 to advance to the 8173 position if it should become vacant. To that end, the Department is committed to providing training opportunities to all employees to assist them in advancing both within and outside of the Department.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|---|--------------|---|--|------------|
| 2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. | Staff time | Tracking mechanism implemented Demographic data analyzed | Ongoing | Only one of the four employees at BOA is a DSW worker. | Ongoing, Deployment tracked by Executive Director. | JRosenberg |
| 2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future | Staff time | Budget analysis completed | January 2021 | As part of annual budget cycle, work with the Mayor’s Office of Public Policy and Finance to build on existing strategies to conduct budget | Not Started | JRosenberg |

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staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.

Strategies developed and published

analysis through a racial equity lens, to preserve budget investments that support racial equity, and to prevent inequitable compliance with potential city-mandated layoffs and furloughs.

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| 2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials. | N/A | PPE access protocol established DSW workers have an increased awareness of PPE access protocol | N/A | The BOA employee on DSW duty is working at the Command Center. The BOA is not involved with supplying DSW workers with appropriate PPE necessary for them to perform her job function. | | |
| 2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers. | Staff time | Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits | January 2021 | Make information about compensation, paid sick leave and flex time benefits available to all employees by providing links to information posted on DHR website and additionally emailing all staff with this information. | Not Started | JRosenberg |
| 2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts | Staff time | Caretaking and safe transportation sections included in DSW deployment protocol | Ongoing | Request guidance from DHR | Ongoing | JRosenberg and DHR rep. |

2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---------|---------------------|---|----------|--|--------|------|
| 2.2.1. | N/A | Pay inequities are reduced and aligned annually after salary data is reviewed | N/A | The BOA is not involved in establishing salaries for City classifications. | | |

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Conduct annual internal reviews of salary standards against industry standards to ensure parity.

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| 2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc. | N/A | Benefits provided are annually improved | N/A | The BOA is not involved in establishing benefits for any City classifications. | | |
| 2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays. | N/A | PTO policy is annually improved # of staff taking PTO increases | N/A | The BOA is not involved in establishing any Citywide HR-related policies for any City classifications. | | |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|---|-------------------|---|--------------|-------------------------|
| 2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff. | Staff time. | Increase in knowledge about raises and promotions | June-October 2021 | Request DHR comments. Raises are built into classifications. Promotional opportunities are very limited at the BOA given that there are only 4 staff positions (3 of which are 8106 Legal Clerks). | Not started. | JRosenberg and DHR rep. |
| 2.3.2. Develop a formal and transparent process for raises and promotions. | Staff time | Increase in staff feedback about promotion and raise process | June-October 2021 | Work with DHR to determine if there are opportunities for raises and promotions within civil service rules. | Not started. | JRosenberg and DHR rep. |
| 2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation. | Staff time | Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff | FY22 | Current work should be identified in employee performance plans/reviews to note the additional level of work being conducted. Accountability measures should be put into place for future “acting/interim” cases. | Not started. | JRosenberg and DHR rep. |

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| <p>2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.</p> | <p>N/A</p> | <p>Reversal of diversity drop-offs in 182x classifications</p> | <p>N/A</p> | <p>There are no drop offs in employment diversity within the BOA. The department only has four staff positions, one of which (8173 Legal Assistant) is vacant. There is diversity within the three 8106 positions.</p> | |
| <p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p> | <p>Staff time</p> | <p>Identify “dead end” classification and revise</p> | <p>April 2021</p> | <p>Request DHR comments for assessment of “dead end” classifications. Develop strategies to help educate employees within these classifications of upward opportunities in similar roles outside of the department.</p> | <p>JRosenberg and DHR rep.</p> |

2.4. Provide racially equitable ongoing opportunities for staff education, skills enhancement and career development.

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|------------------------------------|---|----------------|---|----------------|-------------------|
| <p>2.4.1. Remove any barriers that may be encountered by staff when accessing professional development opportunities and resources for setting career advancement goals.</p> | <p>Leverage existing resources</p> | <p>Staff is aware of learning and promotional opportunities</p> | <p>Ongoing</p> | <p>Provide ongoing, easily accessible, and up-to-date information about existing learning opportunities and enrollment processes.</p> | <p>Ongoing</p> | <p>JRosenberg</p> |

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and

discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

What is the department’s overall goal on Discipline and Separation?

The BOA’s goal is to ensure that all decisions involving disciplinary actions are made based on objective criteria and these criteria are evaluated through a racial equity lens to ensure they do not result in discriminatory action.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---|---------------------|--|----------|--|-------------|-------------------------|
| 3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. | Staff time | Create tracking mechanism Analyze data annually | Ongoing | Develop a disciplinary tracking system and establish an annual review process for such data. Given the small size of the Department, this will be a simple task. | Not Started | JRosenberg and DHR Rep. |

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| | | Increase accountability in disciplinary actions | | | | |
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| 3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. | Staff time | Create tracking mechanism Analyze data annually | Ongoing | Annually analyze data on separations to determine whether there are any disparities by race or other demographics related to separation and update the racial equity action plan as needed in an effort to eliminate disparities. Given the size of the department, this will be easy to track. | Not Started | JRosenberg |
| 3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation. | Staff time | # of trainings completed annually | Ongoing | The Executive Director is the only “Manager/Supervisor” for the Department and will take training annually. | The Executive Director has already taken the 3-day the Implicit Bias Course offered by DHR. Training will be ongoing. | JRosenberg |
| 3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process. | Staff time | Human resources trained on alternative dispute resolution | April-October 2021 | In collaboration with DHR, implement an ADR method to be used for resolving interpersonal disputes. Create an associated policy document. | Not Started. | JRosenberg and DHR Rep. |
| 3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy. | Staff time | Reduction of racial disparities in disciplinary actions | August 2021 | Refer to DHR policies for guidance. | Not Started | JRosenberg and DHR Rep. |

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department’s leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus,

it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

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

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

DEPARTMENT GOAL

What is the department’s overall goal on Diverse and Equitable Leadership?

This goal would apply to departments that have more than one leader, and therefore is not applicable to the BOA (One Executive Director and four staff positions).

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---|---|-------------------------|--|-------------|-------------------------|
| 4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan. | Staff time | % increase in diverse leadership | | Get further clarification from the ORE about the applicability of this action to the BOA given the fact that there is only one leadership position for the Board office. | Not Started | JRosenberg and DHR Rep. |
| 4.1.2. Commit to ongoing racial equity training and development for leadership. | Increase training fund. Amount TBD during budget cycle for FY22-23. | # of training & development completed by leadership per quarter | January 2021- June 2021 | Require Executive Director to regularly attend racial equity and racial bias training sessions approved by the City. | Ongoing | JRosenberg |

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|---|------------|--|----------------|--|-------------|
| 4.1.3. Incorporate senior leadership demographics in the department annual report. | Staff time | Senior leadership demographic included in the department annual report | September 2021 | Provide the demographic data of Executive Director in Annual Report. | JRosenberg. |
| 4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. | Staff time | % of staff is aware of the process | March 2021 | Consult with DHR regarding best practices for anonymous feedback. Given the small size of the department, it will be difficult for feedback to remain anonymous. | JRosenberg |

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee’s Needs are Met, so are the Department’s Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected

potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee’s journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

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

DEPARTMENT GOAL

What is the department’s overall goal on Mobility and Professional Development?

The BOA’s goal is to promote and encourage all employees to take advantage of relevant internal and external training and professional development options.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION PLAN | STATUS | LEAD |
|--|---|--|----------|---|--------------|-------------------------|
| 5.1.1. Require formal training for all staff regardless of full/part-time status or seniority. | Increase training fund. Amount TBD during budget cycle for FY22-23. | # of available professional development opportunity # of completed training | Ongoing | Create a reference document with relevant training opportunities. | Not Started | JRosenberg and DHR Rep. |
| 5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments. | Increase training fund. Amount TBD during budget cycle for FY22-23. | # of attended, external conferences | Ongoing | Proactively research and advertise upcoming conferences that may be of interest to staff, including virtual events. | Not Started | JRosenberg |
| 5.1.3. | Increase training fund. Amount TBD | # of staff enrolling and completing extended learning | Ongoing | Educate staff about City partnerships with institutions such as the City University program | Not Started. | JRosenberg |

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Offer opportunities for continual and extended learning. Include in the annual budget. during budget cycle for FY22-23. \$ dedicated to extended learning annually and Extended Courses available through San Francisco State University. Educate staff about DHR training opportunities.

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|--|---|---|---------|--|--------------|------------|
| 5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities. | Increase training fund. Amount TBD during budget cycle for FY22-23. | # of staff participating in outside events or opportunities | Ongoing | Share professional development opportunities and encourage staff to utilize them. | Not Started. | JRosenberg |
| 5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color. | Staff time | Adopt a tracking system, analyze annually # of staff of color utilizing professional development | Ongoing | Track employees’ participation in training, workshops, skills building seminars and conferences. Specialized tracking tool not necessary given the small size of the department. | Not Started. | JRosenberg |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION PLAN | STATUS | LEAD |
|---|---------------------|---|---------------------|--|-------------|-------------------------|
| 5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities. | Staff time. | Bi-annual performance evaluation program to all staff | PPAR cycle for 2021 | Incorporate professional development goals in Performance Plans | In progress | JRosenberg |
| 5.2.2. Create a mentorship program between senior and junior level staff. | Staff time | # of mentorship programs per year # of mentorship programs per year # of meetings per program cycle | Ongoing | Identify potential opportunities for and interest in a mentorship program. | Not Started | JRosenberg and DHR Rep. |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---|---------------------|---|-----------------|--|--------------|-------------|
| 5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible. | N/A | Process developed % of staff aware of accommodation process # of accommodations made increased | N/A | The Executive Director notifies staff that requests can be made in-person, by phone or email. Such requests are responded to within 48 hours or immediately as determined by the circumstances. | | |
| 5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process. | Staff time. | Accommodations discussed and recorded during bi-annual performance evaluation process | Next PPAR cycle | Include staff needs in performance plans and reviews. Provide staff opportunities to provide feedback on PPAR. | Not Started. | JRosenberg |
| 5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices. | Staff time. | Improvement in overall staff mental health, increase in staff feedback | N/A | Office currently closed due to COVID. BOA’s new office space at 49 SVN has multiple locations available for staff to utilize for breaks and community gatherings. | | |
| 5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc. | Staff time. | Assessment performed annually \$ set aside for accommodations Increase in staff awareness of accommodations | Ongoing | Let employees know the availability of resources that support critical staff needs outside of the workplace, including the City’s Employee Assistance Program and the Domestic Violence Liaison Program. Encourage employees to take advantage of the City’s wellness programs. | Not Started | JRosesnberg |

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must

actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

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

DEPARTMENT GOAL

What is the department’s overall goal on Organizational Culture of Inclusion and Belonging?

The BOA’s goal is to cultivate a workplace environment in which employees of all racial and ethnic backgrounds feel respected, recognized, and supported.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION PLAN | STATUS | LEAD |
|--|---------------------|---|-------------------------|--|--------------|------------|
| 6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging. | Staff time | Department mission, policies, and procedures are updated and available | June 2021-December 2021 | Revise the Department’s mission statement to clarify the BOA’s commitment to racial equity and incorporate equity and inclusion objectives into the Department’s strategic plan. | Not Started. | JRosenberg |
| 6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals. | Staff time | Regular, scheduled meetings with RE Team to implement RE Action Plan plan | July-December 2020 | Create a Racial Equity Team responsible for: (1) ensuring the actions set forth in the Plan are implemented, and (2) revisiting the actions annually. | Completed | JRosenberg |

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| 6.1.3. Develop a RE Action Plan that is updated regularly and available to the public. | Staff time | RE Action Plan is published on department website | January 2021 | After developing the Racial Equity Action Plan, create a process for regularly reviewing and amending the Plan and posting it on the Department's website. | Ongoing | JRosenberg |
| 6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates. | Staff time | Ongoing reporting | Ongoing | Provide regular updates to staff through email and at Commission meetings. | Ongoing | JRosenberg |
| 6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples. | Staff time | | Ongoing | Meet with staff to identify interest and opportunities for the creation of affinity spaces. | Not started. | JRosenberg |
| 6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity. | Staff time | # of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter | Ongoing | Provide consistent training and coaching opportunities to staff. Solicit recommendations and feedback from other city agencies on training opportunities that advance staff understanding of racial equity. | Ongoing | JRosenberg |
| 6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging. | Staff time | Annual survey with disaggregated data and feedback | September-November 2021 | Review questions on survey administered in 2020 and propose, if necessary, updated questions that are designed to gauge the BOA's commitment to an organizational culture of inclusion and belonging. | Not Started. | JRosenberg |
| 6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity. | Staff time | Increase in staff engagement | TBD when the office reopens. | When the office reopens, solicit feedback from staff as to type of art and décor they would like to see. [There is currently no artwork/décor displayed at the BOA's new office located at 49 SVN] | Not Started. | JRosenberg |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION PLAN | STATUS | LEAD |
|---------|---------------------|------------|----------|---------------------|--------|------|
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|--|------------|---|---------|---|--------------|-------------|
| 6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications. | Staff time | Increase in staff feedback, participation, and response to communications | Ongoing | Department mailing list is updated for new and departing staff. | Completed. | JRosenberg |
| 6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics. | Staff time | Ongoing staff participation and feedback | Ongoing | Invite staff to suggest agenda topics. | Not started. | JRosenberg |
| 6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information. | Staff time | Ongoing staff participation and feedback | Ongoing | Utilize Teams to share information. Identify physical spaces upon return to office in 2021. | In progress. | JRosenberg. |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|--|--|--|--------------|------------|
| 6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions. | Staff time | Protocol distributed internally and with any outward-facing interactions | | Assess common meeting spaces, both virtual and physical, and draft accessibility protocol. | In progress. | JRosenberg |
| 6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc. | Staff time | A plan for physical space improvement \$ funding secured Successful implementation | When office and hearing rooms reopen in 2021 | Solicit staff feedback and utilize tools provided by MOD. | Not started. | JRosenberg |
| 6.3.3. | Staff time. | A plan for digital improvement | Q2 & Q3 | Solicit staff feedback and utilize tools provided by MOD. | | |

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Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.

\$ funding secured

Successful implementation

e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.

| | | | | | | |
|--|--|--|---------------|---|--------------|------------|
| 6.3.4. Invest in translation services. | Budget increases for increased translation services TBD during budget cycle for FY22-FY23. | # Increase in translated materials | February 2021 | Assess translation needs and develop LAO Plan. | In Progress. | JRosenberg |
| 6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc. | Staff time | Increase in staff using inclusive identity expression, second nature | Ongoing | Provide identity expression resources to staff in order to build an inclusive work environment. | In Progress. | JRosenberg |
| 6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request. | Staff time | Information exists on department website | Ongoing | During development phase of new BOA website, ensure accessibility information is prominent. | In Progress | JRosenberg |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---------|---------------------|--|----------|---|--------|------|
| 6.4.1. | Staff time | Community will have an impact on all department projects | | Solicit feedback from the public on Board processes for discussion at a public meeting. | | |

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Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.

7. BOARDS AND COMMISSIONS

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

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

DEPARTMENT GOAL

What is the department's overall goal on Boards and Commissions?

Pursuant to Article IV, Section 4.106 of the San Francisco Charter, the five Board members are appointed by the Mayor and the President of the Board of Supervisors. These appointments are subject to Section 4.101 which mandates that the composition of the Board reflect the interests and contributions of all races, ethnicities, sexual orientations, and types of disabilities.

Given the foregoing, the Department does not have control over the appointment of new commissioners.

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---|---------------------|---|----------|---|--------------|-------------|
| 7.1.1. Review and revise by-laws to include inclusive language and align with the department's RE Action Plan. | Staff time | By-laws successfully amended | FY22 | Review and revise Board Rules to include inclusive language and to align with the Racial Equity Plan. | Not started. | JRosenberg. |
| 7.1.2. Collect current board and/or commission demographic data and include in the department annual report. | Staff time | Annually collect board/commission demographic data Include data in annual report | | Utilize the Department of Status of Women's Commission survey to uniformly collect this data and include in FY21 annual report. | Not started | JRosenberg |

| | | | | | |
|--|------------|--|--|--|---|
| | | Use data to guide recruitment efforts | | | |
| 7.1.3. Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation. | | # of diverse board/commission members | | N/A: Commissioners are appointed by the Mayor and President of Board of Supervisors. | |
| 7.1.4. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions. | Staff time | # of policies passed with RE lens Budget equity completed | | Will seek direction from consortium of Citywide Commission secretaries and Mayor’s Office. | Not started. JRosenberg and DHR Rep. |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|--|-------------------|---|--------------|------------------------------|
| 7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc. | Staff time | # of diverse board/commission members % of board/commission retention | FY22 | Incorporate Racial Equity Plan into onboarding process for new commissioners. Onboarding should also include a check-in regarding accommodation requests by commissioners. | Not started | JRosenberg and City Attorney |
| 7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues. | Staff time | # of completed training per quarter Increased participation rate | FY22 | Will seek guidance from ORE for Citywide requirements for implicit bias and racial equity training for commissioners. Implicit bias annual online training has already been implemented for commissioners. | Ongoing | JRosenberg |
| 7.2.3. | | Increased board/commission retention | March-August 2021 | Will review models and seek resources from other comparable programs. | Not started. | JRosenberg |

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Develop a mentorship program between newer and more experienced board/commission members.

Member experience satisfaction survey

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Ordinance No. 188-19

1 [Administrative Code - Office of Racial Equity]

2
3 **Ordinance amending the Administrative Code to create an Office of Racial Equity as a**
4 **Division of the Human Rights Commission Department, with authority to create a**
5 **citywide Racial Equity Framework, assist City departments with the development of**
6 **Racial Equity Action Plans, analyze and report on the impact of ordinances on racial**
7 **equity, and carry out various other policy and reporting functions regarding racial**
8 **equity; require City departments to create Racial Equity Action Plans and to provide**
9 **annual updates on such Plans; require City departments to designate employees as**
10 **racial equity leaders, and require the Department of Human Resources to produce an**
11 **annual report concerning racial equity in the City workforce.**

12 NOTE: **Unchanged Code text and uncodified text** are in plain Arial font.
13 **Additions to Codes** are in *single-underline italics Times New Roman font*.
14 **Deletions to Codes** are in *strikethrough italics Times New Roman font*.
15 **Board amendment additions** are in double-underlined Arial font.
16 **Board amendment deletions** are in ~~strikethrough Arial font~~.
17 **Asterisks (* * * *)** indicate the omission of unchanged Code
18 subsections or parts of tables.

19 Be it ordained by the People of the City and County of San Francisco:

20 Section 1. Findings.

21 **(a) History of Structural Racism.**

22 San Francisco has a long history of creating and/or enforcing laws, policies, and
23 institutions that perpetuated racial inequity in our city, much of which is difficult to document
24 due to historical erasure. The conditions that have created such racial inequity are also
25 compounded by the intersection of race with class, gender, sexuality, immigration status, and
other identities and experiences that have resulted in inequitable treatment or opportunities.

1 With the acknowledgement that these findings are by no means an exhaustive list of
2 systemic racism in San Francisco, this history includesing but is not limited to the following:

3 (1) The state of California has had a violent history with regard to
4 American Indians, which has included genocide, exploitation, and dispossession of land,
5 carried out by means of the State's laws and policies. In 1854, the federal government
6 established an Indian policy for California, and in subsequent actions the federal, state, and
7 city authorities essentially decimated the local indigenous population, including the Ohlone
8 populations who inhabited San Francisco and the South Bay Area, spending in excess of \$1.4
9 million in the process.

10 (2) As American chattel slavery was actively occurring and being contested in
11 the Southern United States, the Compromise of 1850 was passed by Congress, admitting
12 California to the Union as a free state but also enacting the Fugitive Slave Act which required
13 that all escaped slaves, upon capture, be returned to their masters. Compliance with the
14 Fugitive Slave Act was required of all states in the Union, including California. In 1852,
15 California legislators passed a fugitive slave law of its own, reinforcing the existence of
16 Antebellum slavery in the state into the 1960s.

17 (32) In 1870, San Francisco passed its first zoning law, Order 939 Regulating
18 Lodging Houses, also known as the Cubic Air Ordinance. This legislation was created at the
19 urging of anti-Chinese labor groups that had formed in response to heightened Gold Rush
20 immigration. The new law required 500 cubic feet of space per occupant of any lodging room
21 in the city, but it was only enforced in areas housing mostly Chinese residents, resulting in
22 hundreds of arrests.

23 (43) In 1880, San Francisco enacted an ordinance prohibiting the operation of a
24 laundry in a wooden building without a permit. At the time, about 95% of laundries in the City
25 were operated in wooden buildings, and approximately two-thirds of those laundries were

1 owned by Chinese people. The Board of Supervisors denied permits to all Chinese applicants
2 while virtually all non-Chinese applicants were granted permits. In 1886, the United States
3 Supreme Court, reviewing this ordinance, ruled that a law that is race-neutral on its face but is
4 administered in a prejudicial manner violates the 14th Amendment to the United States
5 Constitution.

6 (54) In 1937, San Francisco was one of 239 cities that was “redlined,” by the
7 Federal Home Loan Bank Board and the Home Owners’ Loan Corporation. This process
8 involved the creation of “residential security maps” which divided cities into areas that were
9 appropriate for investment and areas that were more risky. In San Francisco, neighborhoods
10 with large populations of people of color including the Western Addition, the Haight,
11 Chinatown, and parts of the Mission were deemed risky. Some San Francisco neighborhoods
12 were deemed risky by the Home Owners’ Loan Corporation because of “undesirable racial
13 elements,” explicitly referring to Black residents, Jews, immigrants, and other people of color.
14 While residents in majority-white neighborhoods saw their property values and wealth rise,
15 people of color in redlined neighborhoods were denied loans, city investment, and
16 infrastructure upgrades. This, in addition to the practice of racial covenants, resulted in
17 systemic concentrations of poverty and blight in racially segregated communities.

18 (65) In 1942, shortly after the bombing of Pearl Harbor and the U.S.’s official
19 involvement in World War II, and in response to President Franklin Roosevelt’s Executive
20 Order to exclude Japanese from the West Coast, the San Francisco Police Department joined
21 the FBI in sweeps and the internment of thousands of persons of Japanese ancestry in
22 “relocation camps.” More than 1105,000 Japanese people on the West Coast were sent to
23 internment camps; evicted and then incarcerated via internment camps; most Japanese
24 Americans from San Francisco were sent to Tanforan Racetrack near San Francisco
25 International Airport. As World War II continued, African Americans were recruited from the

1 South to the Bay Area for jobs in the shipyards and other war industries; many moved into
2 the homes, businesses, and properties in the Fillmore that were left behind vacant by
3 interned Japanese Americans. were declared a “slum area” by San Francisco government
4 officials and the city made plans to tear it down.

5 (76) In 1947, the San Francisco Planning Commission submitted a plan to raze
6 and rebuild a large zone in the Fillmore encompassing 36 blocks. The following year, the San
7 Francisco Redevelopment Agency was founded, which subsequently used the redlined map
8 redlining and the Planning Commission’s proposed plan to institute “urban renewal” in the
9 Fillmore and Western Addition, a historically which had become a vibrant Black neighborhood
10 but that was deemed “blighted” by San Francisco authorities. Over the next twenty years in
11 the names of “slum clearance,” many homes were razed, businesses destroyed, and more
12 than 10,000 Blacks residents were displaced as a result of the policy. Urban renewal was also
13 instituted in other San Francisco neighborhoods, including South of Market, where 4,000 low-
14 income and working class residents of color and more than 700 small businesses were
15 displaced.

16 (8) In the 1950s and beyond, particularly in the context of a national Civil Rights
17 Movement, systemic racism in San Francisco became much less explicit. Moving away from
18 overtly race-based exclusionary policies regarding land or business ownership, the City’s
19 more recent and increasingly sophisticated racism has been defined by inaction or lack of
20 intervention with regards to racial discrimination in employment, housing, education, health
21 care, or the criminal justice system.

22 (7) According to the San Francisco District Attorney’s Office, in 2000, African-
23 Americans were 7.8% of San Francisco’s population but comprised 41% of marijuana arrests.
24 By 2010 and 2011, African-Americans made up about 50% of the marijuana-related arrests,
25 yet represented only 6% of the City’s population.

1
2 **(b) Current Racial Disparities.**

3 Although the City has taken steps to undo the damage caused by past policies and
4 practices, the racial disparities caused continue to the present day. Despite progress in
5 addressing explicit discrimination, racial inequities continue to be deep, pervasive, and
6 persistent in San Francisco. Across every social indicator, when data is disaggregated by
7 race, the legacy of more than two hundred years of racially discriminatory government policies
8 is evident, as measured by the following:

9 (1) Unemployment: According to a study by the Brookings Institution, in 2015,
10 San Francisco had the ninth-highest general employment rate in the country (79%), but it was
11 one of the cities with the highest employment disparity between Black people (53%) and white
12 people (84%) in the country.

13 (2) ~~Life Expectancy:~~ Health: According to a study on life expectancy by the San
14 Francisco Health Improvement Partnership ("SFHIP"), the life expectancy at birth in San
15 Francisco from 2015-17 was 72.1 for Blacks, 76 for Pacific Islanders, 81.7 for white people,
16 85.1 for Latinxs, and 87 for Asians. The 2019 San Francisco Community Health Needs
17 Assessment found that racial health inequities and poverty were foundational issues that
18 affect the health of San Franciscans, including nutrition, stress, heart disease, and more.

19 (3) ~~Maternal Mortality:~~ In San Francisco, Black women are twice as likely as
20 white women to give birth prematurely, and Black and Pacific Islander women have the
21 highest rates of prenatal morbidity. SFHIP also found that between 2007 and 2016, Black
22 mothers had about 4% of births in San Francisco, but experienced 50% of maternal deaths,
23 and 15% of infant deaths. While the overall rate of infant mortality in California has been
24 declining since 2005, the American Indian/Alaska Native infant mortality rate in California
25 remains high, averaging 6-7 infant deaths per 1,000 live births between 2005 and 2012.

1 Mothers of American Indian/Alaska Native infants are more likely to experience preterm birth
2 and low birth weight babies compared to all California mothers. Food insecurity in San
3 Francisco also strongly trends along racial lines, for instance, 20–30% of Black/African
4 American and Latinx pregnant women are food insecure.

5 (34) Household Income: In San Francisco, median income for white households
6 was \$106,919 in 2016, \$105,295 for Asian households, \$70,290 for Latinx households, and
7 \$46,571 for Black households. Black residents experience poverty at 3 times the overall
8 poverty rate in San Francisco, with 46% of Black children living in poverty (in comparison to
9 27% of Pacific Islander children, 15% of Latinx children, 10% of Asian children, and 3% of
10 white children). Nearly 40% of San Francisco households that bring in less than 30% of Area
11 Median Income (AMI) are Asian American or Pacific Islander. The majority of Latinx
12 households in SF make less than 100% AMI, with the largest proportion of Latinx households
13 falling in the 30-50% AMI designation.

14 (45) Housing and Displacement: The impact of the redlining that went into effect
15 in 1937 in San Francisco can still be seen today; 87% of redlined neighborhoods in San
16 Francisco are low-income neighborhoods currently undergoing gentrification. The 2010
17 Census data showed a decline in the number of children of every racial group in San
18 Francisco except white and multiracial children, including Black, Latinx, and Asian and Pacific
19 Islander. Between 1990 and 2014-15 there was a significant decrease in the percentage of
20 low-income workers living in San Francisco, while a 30% increase in median rent paid was
21 associated with a 21% decrease in low-income households of color – a correlation not seen
22 for low-income white households. Further, as housing prices rose, the share of low-income
23 Black households in San Francisco living in high-poverty, segregated neighborhoods rose
24 from 41% in 2000 to 65% in 2015, in comparison to low-income Asian (27%), Latinx (19%),
25 and White (12%) households. Black and Latinx residents have the lowest home ownership

1 rates at 31% and 32% respectively. Latinxs reported the highest percentage, 24%, of having
2 been threatened with eviction, with 11% of those evictions having been raised with no cause,
3 exceeding the percentage of no-cause evictions for other racial groups. 34% of Latinxs also
4 reported having faced unstable living conditions in the last five years with 36% stating they
5 would have no other options if they were forced to move from their current residence.

6 (56) Criminal Justice: In 2015, the Burns Institute found that Black adults in San
7 Francisco are 11 times as likely as white adults to be booked into County Jail; Latinx adults
8 are 1.5 times as likely to be booked as white adults. Blacks accounted for 41% of those
9 arrested between 2008 and 2014, 43% of those booked into jail, 38% of cases filed by the
10 San Francisco District Attorney's Office, and 39% of new convictions despite only accounting
11 for 6% of the population of the county. Of incarcerated people in San Francisco County Jail,
12 53% are Black. Among youth in the juvenile justice system, 54% are Black. The effects of the
13 40+ year War on Drugs continue to reverberate disproportionately in communities of color;
14 according to the San Francisco District Attorney's Office, in 2000, African-Americans were
15 7.8% of San Francisco's population but comprised 41% of marijuana arrests. By 2010 and
16 2011, African-Americans made up about 50% of the marijuana-related arrests, yet
17 represented only 6% of the City's population. Of incarcerated people in San Francisco County
18 Jail, 53% are Black. Among youth in the juvenile justice system, 54% are Black. According to
19 the Urban Indian Health Institute, San Francisco has been identified as one of the cities with
20 the highest number of missing and murdered indigenous women cases with status unknown.
21 Racial misclassification compounds inequitable outcomes for these cases, especially involving
22 victims from tribes that are not federally recognized; for instance the Ohlone people, the
23 indigenous people of what is now San Francisco, are not a federally-recognized tribe.

24 (67) Police Violence: Black and Latinx people have been disproportionately
25 impacted by fatal police shootings. Since 2014, San Francisco police officers killed five people

1 – Alex Nieto, Amilcar Perez-Lopez, Mario Woods, Luis Góngora Pat, and Jessica Williams, all
2 of whom were either Black or Latino. In 2016, then-Mayor Ed Lee and then-Chief of Police
3 Gregory Suhr requested that the U.S. Department of Justice conduct an assessment of
4 whether racial bias existed within the San Francisco Police Department.

5 (78) Homelessness: According to the 2017 San Francisco Point in Time Count,
6 22% of homeless residents in San Francisco identified as Hispanic or Latinx (compared to
7 being 15% of the general population), and 34% identified as Black or African-American
8 (compared to being 6% of the general population).

9 (89) Education: 74.9% of Latinx students and 71.1% of Black students
10 graduated in the San Francisco Unified School District class of 2016 compared to 94.7% of
11 Asian students and 83.8% of white students. Racial and ethnic biases in discipline can also
12 have a significant impact on educational achievement and discipline. African American and
13 Latinx students are significantly more likely to be suspended or expelled for less serious
14 infractions than are their white classmates. For instance, in San Francisco, African American
15 students made up 37% of suspensions, compared to 7.3% of enrollment.

16 (940) City and County Workforce: Blacks comprised 23.4% of the City
17 workforce in 1976 but only 15.2% in 2018, mimicking a dramatic decline in the Black San
18 Francisco population and pointing to a push-out of the Black population as a whole. Black
19 workers are concentrated in the lowest-paid job classes, and are in a minority in the highest-
20 paid job classes. In 2018, while only approximately 15% of the workforce, Black workers
21 made up 36% of dismissals, 24% of probationary releases, and 38% of medical separations.

22 **(c) The Need for an Office of Racial Equity in San Francisco.**

23 (1) According to a 2019 report from the Board of Supervisors' Budget and
24 Legislative Analyst, municipalities across the United States have established Offices of Equity
25 in order to address the longstanding social, economic, and racial disparities within their

1 jurisdictions. The report identified 32 cities in the United States with such offices, though not
2 all of these offices focus solely on racial equity.

3 (2) The City lacks comprehensive data about racial disparities, with consistent
4 updates, within the City's workforce, and lacks data about racial inequities in terms of access
5 to services provided by or funded by the City. San Francisco must deepen its commitment to
6 racial equity and join cities across the country in this work, by developing concrete tools like
7 policy and budget analysis, public transparency, and accountability, to ensure that racial
8 equity is achieved.

9 (3) There have been many reports and initiatives addressing racial disparities
10 within the City over many years, including but not limited to the following: "One City or Two?
11 Report of the San Francisco Fair Housing Planning Committee for the Racial, Ethnic and
12 Economic Integration of Residential Neighborhoods in San Francisco," published in 1973;
13 "The Unfinished Agenda: The Economic Status of African Americans in San Francisco, 1964-
14 1990," published in 1993 by the Human Rights Commission of San Francisco's Committee on
15 African American Parity; "Environmental Racism: A Status Report and Recommendations,"
16 published by the Human Rights Commission in 2003; "Discrimination by Omission: Issues of
17 Concern for Native Americans in San Francisco," published by the San Francisco Human
18 Rights Commission in 2007; "Report of the San Francisco Mayor's Task Force on African-
19 American Out-Migration," published in 2009; "Socioeconomic Equity in the City of San
20 Francisco," published by the Budget and Legislative Analyst in 2013; several reports on racial
21 bias within the San Francisco Police Department including a 2002 American Civil Liberties
22 Union report, a 2007 City-commissioned Blue Ribbon Panel report on racial bias in policing, a
23 2013 Burns Institute report on racial disparities in the justice system, a 2016 report by the
24 federal Department of Justice documenting race-based policing, and a 2017 University of
25 Pennsylvania report on racial disparities in criminal case outcomes; two Board of Supervisor

1 hearings held in 2018 on “African-American Workforce Hiring, Retention, Promotional
2 Opportunities, Workplace Discrimination and Complaints;” and most recently a Mayoral
3 executive directive to address recruitment and training with regards to racial discrimination.
4 Beginning in 2016, the City launched an “Engineering for Equity” program in partnership with
5 the Government Alliance for Race and Equity, training City employees as part of the Citywide
6 Racial Equity Team and supporting City departments to develop strategies for racial equity in
7 their programs and policy. The San Francisco Human Rights Commission now holds this
8 important work, supporting City staff and departments in using the racial equity tools
9 developed by the Government Alliance for Race and Equity. This ordinance is designed to
10 build upon the foundation of these prior reports and initiatives and further advance racial
11 equity to make tangible and lasting change.

12
13 Section 2. Chapter 12A of the Administrative Code is hereby amended by adding
14 Section 12A.19, to read as follows:

15 **SEC. 12A.19. OFFICE OF RACIAL EQUITY.**

16 *(a) Definitions. For purposes of this Section 12A.19, the following definitions shall apply:*

17 “People of Color” means an inclusive and unifying term for persons who do not
18 identify as White, who have been historically and systemically disadvantaged by
19 institutionalized and interpersonal racism.

20 “Race” means a social and political construct that artificially divides people into
21 distinct groups based on characteristics such as physical appearance (particularly color), ancestral
22 heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic, and
23 political needs of a society at a given period of time. Racial categories subsume ethnic groups.

24 “Racial Disparity” means a condition where one racial group systemically and
25 disproportionately experiences worse outcomes in comparison to another racial group or groups.

1 Racial Disparities may occur in a range of areas, including but not limited to education, employment,
2 wealth, policing, criminal justice, health, transportation, housing, and homelessness.

3 “Racial Equity” means the systematic fair treatment of people of all Races that results
4 in equal opportunities, participation, and/or outcomes, while recognizing the historical context
5 and systemic harm done to specific racial groups, for everyone, so that Race can no longer be
6 used to predict life outcomes.

7 “Racial Equity Action Plan” means a process and strategic plan for a City department,
8 guided by the citywide Racial Equity Framework, to enact institutional and structural change to
9 achieve Racial Equity. A Racial Equity Action Plan shall include Racial Equity indicators to measure
10 current conditions and impact, outcomes resulting from changes made within programs or policy, and
11 performance measures to evaluate efficacy, that demonstrate how a City department will address
12 Racial Disparities within the department as well as in external programs.

13 “Racial Equity Framework” means a document outlining the City’s vision, goals, and
14 overarching strategies to address structural Racism and Racial Disparities, and advance Racial
15 Equity in the City, with a focus on the work of City government. It should provide guidelines for
16 addressing implicit and explicit bias, addressing individual, institutional, and structural Racism, and
17 advocating for more inclusive policies and practices that reduce Racial Disparities and promote Racial
18 Equity. The Racial Equity Framework shall set forth a vision for Racial Equity in the City and include
19 goals and strategies to advance Racial Equity and address structural Racism and Racial Disparities.
20 The Framework shall also include metrics by which departments, through the ensuing Racial
21 Equity Action Plans, can measure performance to address racial disparities within the
22 department’s workforce, service provision, grants, and contracts.

23 “Racial Equity Report Card” means an assessment measured in public data to provide a
24 snapshot or similar indicator of Racial Disparities that exist across the City in specific areas such as
25

1 but not limited to education, employment, wealth, policing, criminal justice, health, transportation,
2 environment, housing, and homelessness.

3 “Racial Reconciliation” means a multi-method approach using facilitated dialogue and
4 restorative justice processes, and possibly other tools, to build trust and bridge divides while publicly
5 acknowledging past wrongs created by individual and systemic Racism, and addressing the present
6 consequences.

7 “Racism” means racial prejudice and/or discrimination, which may be supported
8 intentionally or unintentionally by institutional power and authority, used to the advantage of one or
9 more Races and the disadvantage of one or more other Races.

10 (b) **Creation of the Office of Racial Equity.** There is hereby created the Office of Racial
11 Equity (“Office”), which shall be a division of the Human Rights Commission Department under the
12 authority and direction of the Executive Director of the Human Rights Commission.

13 (c) **Mission and Purpose.** The purpose of the Office is to advance Racial Equity in the City
14 and repair harm done by government policy decisions that have created, upheld, or exacerbated Racial
15 Disparities in the City. The Office will achieve this goal through policy analysis and development, data
16 collection and analysis, and support and accountability for City departments. The Office will address
17 structural Racism that limits opportunities for and impacts the wellbeing of P~~pe~~ople of C~~o~~lor in the
18 City. The Office will provide leadership and coordination to facilitate training, accountability,
19 planning and evaluation tools, policy direction, and solutions to achieve Racial Equity within City
20 government and across the City. The Office will work with City departments to eliminate Racial
21 Disparity in City policies, processes, decisions, and resource allocations, and will work with other
22 governmental entities, private businesses, non-government organizations, academia, and community
23 members to achieve measurable results reducing disparities within the City and throughout the
24 community. The Office will work to resolve policy issues rooted in racial bias and discrimination,
25 including examining through an intersectional lens, how Racial Disparities intersect engage with

1 disparities by gender, class, and sexuality, and more, through research, education, and policy
2 interventions. The Office will work with community partners to promote Racial Equity and inclusion
3 within the City and throughout the region, producing measurable improvements and disparity
4 reductions.

5 (d) Powers and Duties of the Office. The Office shall have the powers, and shall perform the
6 duties, set forth in this subsection (d).

7 (1) Racial Equity Framework. The Office shall develop a Racial Equity Framework
8 for the City to be submitted to the Board of Supervisors no later than June 30, 2020, for consideration
9 and possible adoption. The Racial Equity Framework shall be updated and resubmitted to the Board of
10 Supervisors for possible approval at least every three five years thereafter.

11 (2) Departments' Racial Equity Action Plans. The Office shall oversee the
12 development of each City department's Racial Equity Action Plan and shall review and provide
13 necessary input to the department during development and implementation. The Office shall issue
14 guidance to City departments concerning the development process and content to include in Racial
15 Equity Action Plans and the content to include in the annual reports on progress under the Racial
16 Equity Action Plans required by subsection (e).

17 (3) Racial Equity Report Card. The Office shall publish a biennial Racial Equity
18 Report Card on the status of Racial Equity and indicators of success by Race in the City in seven six
19 areas: (A) wealth, employment, and economic security, (B) transportation, (C) housing, land use, and
20 homelessness, (D) education, (E) health, and (F) policing and criminal justice, and (G) environment.
21 The Report Card is designed to measure indicators by Race for San Francisco as a whole in
22 the above areas and is not limited to City government performance. The Office may partner with
23 the Controller's Office, other City departments, or, consistent with the civil service provisions of the
24 Charter, an academic or non-profit policy institution to create the Report Card. The Office shall
25

1 submit the first Report Card to the Mayor and the Board of Supervisors no later than December 31,
2 2021.

3 (4) **Analysis of Pending Ordinances.** After January 1, 2021, the Office shall analyze
4 and report on ordinances introduced at the Board of Supervisors in the areas of housing/land use,
5 employment, economic security, public health and public safety that may have an impact on Racial
6 Equity or Racial Disparities. The Clerk of the Board of Supervisors shall refer all such ordinances to
7 the Office within ~~eight~~ five days of introduction. The Office may request that the Clerk of the Board of
8 Supervisors refer an ordinance to the Office. The Office shall prepare a report concerning the
9 ordinance that includes an analysis of whether the proposed ordinance would promote Racial Equity
10 by helping to close opportunity gaps for communities of color, or impede Racial Equity by furthering
11 Racial Disparities. The Office may solicit assistance from other City departments, and, consistent with
12 the civil service provisions of the Charter, other experts or professionals as may be appropriate. The
13 Office shall submit its report to the Board of Supervisors within 30 days of receiving the ordinance
14 from the Clerk of the Board of Supervisors, or prior to the consideration of the ordinance by a
15 committee of the Board of Supervisors or the full Board of Supervisors, whichever occurs sooner.

16 (5) **Racial Reconciliation.** The Office shall develop a process of Racial Reconciliation
17 to publicly address the specific needs of a racial group and its community and culture. The process
18 shall engage City stakeholders and community members to address the root causes of racial inequities
19 and divisions and ensure that the Racial Equity Framework, departments' Racial Equity Action Plans,
20 and any other steps taken are centered on a model of healing-informed governing for Racial Equity, to
21 repair ~~historical~~ harm done by structural Racism government-sanctioned actions.

22 (6) **Development of Policy Priorities for Racial Equity.** The Office shall work to
23 identify existing policies and practices in the City that contribute to, uphold, or exacerbate Racial
24 Disparities or lead to barriers to opportunities for communities of color, and shall develop legislative
25 priorities to address these disparities, to be recommended to the Mayor and Board of Supervisors.

1 (7) **Departmental Strategies for Racial Equity.** The Office shall support capacity
2 building and provide technical assistance for City departments to invest in strategies for Racial Equity,
3 including: employee training and support, convening of City department meetings concerning Racial
4 Equity, development of Racial Equity programming, and assisting departments with changes to
5 departmental policies and practices to improve Racial Equity outcomes.

6 (8) **Budget Equity Assessment Tool.** The Office shall create a budget equity
7 assessment tool for City departments to use in order to determine whether budget requests and annual
8 allocations benefit or burden communities of color. The Office shall develop this Assessment tool
9 to be submitted for possible approval by the Board of Supervisors, by December 31, 2021.

10 (9) **Public Accountability and Transparency.** In addition to ensuring that City
11 departments are abiding by the requirements of this Section 12A.19 and providing for public
12 access to any plans or reports referenced, the Office shall hold itself to a high standard of
13 public transparency. The Office shall abide by principles of integrity, inclusivity, transparency,
14 all with the ultimate aim of creating bold change for Racial Equity in San Francisco. The Office
15 shall provide monthly reports to the Human Rights Commission on the Office's work and
16 activities. The Office shall prioritize regular engagement with community stakeholders and
17 residents impacted by systemic racism, to collect input into the process and to guide the
18 development of the Office's work and plans.

19 (e) **Racial Equity Action Plans and Annual Reports.** Each City department shall develop a
20 Racial Equity Action Plan in alignment with the Racial Equity Framework. By December 31, 2020,
21 each City department shall submit its Racial Equity Action Plan to the Office, the Mayor, and the
22 Board of Supervisors, and shall post it on the department's website. The Racial Equity Action Plan
23 shall include internal metrics concerning the department's plans to achieve equity within the
24 department and external metrics concerning the department's services to the public.
25 Departments may consider ways of measuring equity outcomes in hiring and promotional

1 opportunities as well as contracts and provision of services. Prior to submission of these
2 plans, departments shall present them publicly, through the department's commission or other
3 oversight or advisory body. If a department does not have a commission, or other oversight
4 or advisory body, the Office may convene a public meeting for presentation of the
5 department's Plan. *The Racial Equity Action Plans shall be updated by December 31 every ~~five~~ three*
6 *years thereafter. City departments shall integrate the Racial Equity Action Plan into departmental*
7 *five-year strategic plans, as appropriate. Beginning in 2022, each department shall prepare an*
8 *annual report on the department's progress towards goals set forth in the Racial Equity Action Plan.*
9 *The annual report shall include relevant data on the status of Racial Equity in the department's*
10 *workforce and its provision of services to the public, including both direct services as well as*
11 *services provided through grants and contracts. Each department shall submit its annual report to*
12 *the Office, the Mayor, and the Board of Supervisors by ~~April~~ March 1 for the preceding calendar year.*
13 *The Board of Supervisors shall consider the annual reports in connection with the budget process. If a*
14 *department is not compliant with regards to the Action Plan and annual reports, or if progress*
15 *is not being made to address key Racial Equity disparities, the Board of Supervisors intends*
16 *to exercise its discretion to withhold spending authority or freeze hiring during the budget*
17 *process for the following fiscal year.*

18 *(f) Department Racial Equity Leaders. Each City department with an annual budget under*
19 *\$40 million shall designate at least one staff person to serve as a "racial equity leader," to coordinate*
20 *the department's Racial Equity strategy, Racial Equity Action Plan, and programs. Each City*
21 *department with an annual budget over \$10 million shall designate at least one staff person per*
22 *departmental division, and submit a staffing plan to the Office identify at least one staff person*
23 *per 50 full-time equivalent positions to ensure sufficient capacity, to be "racial equity leaders,"*
24 *to coordinate the department's Racial Equity strategy, Racial Equity Action Plan, and relevant*
25 *programs. Department leadership must consider existing duties for racial equity leaders so*

1 that this responsibility is not in addition to existing duties without adjustment of work
2 responsibilities. Each City department with more than one racial equity leader shall develop internal
3 systems to ensure communication about the department's Racial Equity strategy, Racial Equity Action
4 Plan, and programs, and coordination with the Office of Racial Equity. Department heads and
5 designated department senior management shall engage with and support the racial equity
6 leaders in the development of the above measures, to ensure these measures and outcomes
7 are a priority for the department. The Office shall provide ongoing training for racial equity
8 leaders. Racial equity leaders shall not be retaliated against for advancing plans to address
9 racial disparities within the department's operations or service provision.

10 (g) **Annual Workforce Report.** The Department of Human Resources, with support from the
11 Office and the Office of the Controller, shall release an annual report concerning Racial Equity in the
12 City government workforce. The report shall include an analysis of the status of City employees by
13 race, including current employees, new hires, applicant pools (to the extent available),
14 promotions, classifications, salaries, civil service and exempt positions, disciplinary actions,
15 probationary releases, medical separations, and complaints regarding racial discrimination, and
16 retaliation in the workplace along with their status and disposition. The data in the Workforce
17 Report shall be disaggregated by race, sub-ethnicity, gender, and department, except to the
18 extent disaggregation would violate any employee's right to privacy. In addition, data will be
19 disaggregated by city of residence for current employees, applicants, promotions, new hires,
20 classifications and salaries. The Department of Human Resources shall complete the first report by
21 December 31, 2019 March 1, 2020, and shall submit it to the Office, the Mayor, and the Board of
22 Supervisors. After the initial report, annual Workforce Reports shall be released publicly and in
23 conjunction with the department annual reports released on March 1 of each year as outlined
24 in subsection (e). Nothing in this subsection (g) requires the Department of Human Resources to
25 release information that would violate any employee's right to privacy or any applicable law.

1 (h) Contracts Report. The Controller's Office and the City Administrator, with support
2 from the Office, shall develop processes and systems to gather and report on racial and
3 gender equity in City contracting. No later than June 30, 2020, the offices shall submit to the
4 Mayor and Board of Supervisor an implementation plan to achieve this goal, including project
5 timelines, costs, and the ability to disaggregate data by contract type, level of contracting, and
6 race, sub-ethnicity and gender.

7 (i) Evaluation of Office. Five years after the creation of the Office, the Controller shall
8 conduct an evaluation of the Office with the intent to determine whether the existing structures
9 and staffing are sufficient and how the Office can most effectively to achieve its mission and
10 objectives.

11 (j) Composition of Office. Subject to the budgetary and fiscal provisions of the Charter, the
12 Office shall be staffed by a Director and ~~no fewer than five~~ four other full time employees, including
13 a Director, Deputy Director, and three policy analysts.

14 (k) Powers and Duties of Human Rights Commission. With respect to the work of the Office,
15 the Human Rights Commission shall hold all the powers and duties set forth in Section 12A.5 of this
16 Administrative Code and Section 4.102 of the City Charter. This includes, but is not limited to, the
17 power to hold public hearings on any subject relevant to the Office.

18 (l) Undertaking for the General Welfare. In enacting and implementing this Section 12A.19,
19 the City is assuming an undertaking only to promote the general welfare. It is not assuming, nor is it
20 imposing on its officers and employees, an obligation for breach of which it is liable in money damages
21 to any person who claims that such breach proximately caused injury.

22 (m) Severability. If any section, subsection, sentence, clause, phrase, or word of this Section
23 12A.19, or any application thereof to any person or circumstance, is held to be invalid or
24 unconstitutional by a decision of a court of competent jurisdiction, such decision shall not affect the
25 validity of the remaining portions or applications of the Section. The Board of Supervisors hereby

1 declares that it would have enacted this Section, including each and every subsection, sentence, clause,
2 phrase, and word not declared invalid or unconstitutional, without regard to whether any other portion
3 of this Section or application thereof would be subsequently declared invalid or unconstitutional.
4

5 Section 3. Effective Date. This ordinance shall become effective 30 days after
6 enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the
7 ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board
8 of Supervisors overrides the Mayor's veto of the ordinance.
9

10 APPROVED AS TO FORM:
11 DENNIS J. HERRERA, City Attorney

12 By:



13 BRADLEY A. RUSSI
14 Deputy City Attorney

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City and County of San Francisco

Tails Ordinance

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 190547

Date Passed: July 30, 2019

Ordinance amending the Administrative Code to create an Office of Racial Equity as a Division of the Human Rights Commission Department, with authority to create a citywide Racial Equity Framework, assist City departments with the development of Racial Equity Action Plans, analyze and report on the impact of ordinances on racial equity, and carry out various other policy and reporting functions regarding racial equity; 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.

July 11, 2019 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

July 11, 2019 Government Audit and Oversight Committee - CONTINUED AS AMENDED

July 18, 2019 Government Audit and Oversight Committee - RECOMMENDED AS COMMITTEE REPORT

July 23, 2019 Board of Supervisors - PASSED ON FIRST READING

Ayes: 11 - Brown, Fewer, Haney, Mandelman, Mar, Peskin, Ronen, Safai, Stefani, Walton and Yee


July 30, 2019 Board of Supervisors - FINALLY PASSED

Ayes: 10 - Brown, Fewer, Haney, Mandelman, Mar, Peskin, Ronen, Safai, Stefani and Yee

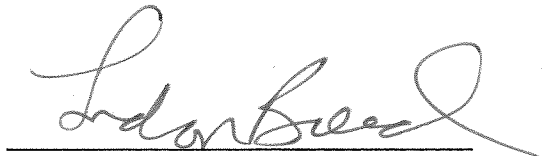
Excused: 1 - Walton

File No. 190547

I hereby certify that the foregoing Ordinance was FINALLY PASSED on 7/30/2019 by the Board of Supervisors of the City and County of San Francisco.



Angela Calvillo
Clerk of the Board



London N. Breed
Mayor

8.9.19

Date Approved