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# 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](#)*

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## Office of Community Investment & Infrastructure

Racial Equity Lead

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Last Updated

12/30/2020

## Racial Equity Team

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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

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## 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

## PROCESS

OCII's Phase 1 Racial Equity Plan was developed by reviewing current internal processes related to the full life-cycle of OCII employment practices-recruitment, retention, training & professional development, discipline, organizational development and leadership. Key stakeholder involved in the process include the Racial Equity Team, Executive Management, and Commissioners. The Racial Equity Plan was also informed by the Racial Equity Survey conducted with all staff. The first major steps taken to develop the plan were: (1) Identify a Racial Equity Lead; (2) establish a departmental background concerning its contribution to racial inequity; (3) assess workforce demographic data; and (4) undertake a department assessment and employee survey concerning racial equity.

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## DEPARTMENT BACKGROUND

*The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.*

Number of Employees 46

Annual Budget \$527.3M (FY20/21)

### Department History

*San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.*

*As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.*

*Example: [Planning Commission Resolution No. 20738, June 11, 2020](#)*

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The San Francisco Redevelopment Agency (SFRA) was established in August 1948. SFRA, along with all 400 redevelopment agencies in California, was dissolved in February 2012 by order of the California Supreme Court in a decision issued in December 2011. In response to the requirements set forth in Dissolution law, the City and County of San Francisco created the Office of Community Investment & Infrastructure (OCII) as the Successor Agency to the SFRA.

Historically, the core mission of the SFRA/OCII focused on three primary areas:

- 1) **Housing:** provide a catalyst for the development of affordable and market rate housing; and
- 2) **Economic Development:** this includes facilitation of job creation and job training; small business assistance, assistance in site location or relocation; and expansion of the tax base.
- 3) **Quality of life:** improve the quality of life for residents and businesses by investing in improvements such as parks, cultural and art institutions, and other public amenities.

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Despite the nobility of the mission, the agency’s redevelopment activities have created and reinforced racial inequity through its policies and practices. Through its past use of eminent domain and focusing blight analyses on neighborhoods of color, many communities of color have suffered through displacement and outmigration. The drop in the African American population in San Francisco is one statistic that can be directly tied to past redevelopment policy and practices. OCII is committed to understanding how we can be a part of rectifying the impact of this history through a rigorous analysis of past policy, its impact on the current communities we serve, and how to examine and address the disparate impact and unintended consequences of our work.

**Vulnerable Populations Served**

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

*[Please See Appendix 1-Vulnerable Populations Served]*

**Vulnerable Populations Engagement Assessment**

Please share how you engage with individuals and groups in San Francisco’s communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.

*[Please See Appendix 2- Vulnerable Populations Engagement Assessment]*

| POPULATION | STAKEHOLDER ENGAGEMENT | % OF BUDGET | CRITICAL ISSUES | ACCOMPLISHMENTS |
|------------|------------------------|-------------|-----------------|-----------------|
|            |                        |             |                 |                 |
|            |                        |             |                 |                 |
|            |                        |             |                 |                 |
|            |                        |             |                 |                 |

**CURRENT WORKFORCE DEMOGRAPHIC DATA**

**Note:** The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. *As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis.* The Phase II report will provide a more

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granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. *In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.*

*[Please See Appendix 3- OCII Workforce Demographic Data]*

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## 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?*

*[Please See Appendix 4- OCII Employee Survey Results]*

### 1. HIRING AND RECRUITMENT

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

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

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#### DEPARTMENT GOAL

OCII goal is to have our staff -in all levels- reflect the communities we serve by addressing barriers to employment and promotion through our recruitment and retention policies and praxis. We will analyze our applicant and hiring data to determine gaps in our recruitment pipeline and identify any occupational segregation within organization.

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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.<br>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.  | HR Staff (2.5 FTE)<br>Estimated Staff<br>Hours: 160 hours   | Barriers assessment is completed   | March 2021   | <ul style="list-style-type: none"> <li>Review past job announcements/requisition to determine if minimum qualifications created barriers to employment</li> <li>Analyze applicant/job offer statistics to determine if Black/BIPOC are experiencing disparate impact in the recruitment process</li> <li>Determine the number of internal promotions over the past 5 years; present findings disaggregated by race</li> </ul> | Not Started | Monica Stean |
| 1.1.2.<br>Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. <sup>1</sup> | HR Staff (2.5 FTE)<br>Estimated Staff<br>Total Hours: 160   | Survey is administered annually<br><br>Survey results are included in the department annual review | October 2021 | <ul style="list-style-type: none"> <li>Review the 2018 Employee Survey &amp; 2020 Employee Survey for areas of improvement regarding hiring and recruitment</li> <li>Create Focus Group to develop survey; members from all departments to be represented.</li> </ul>   | Not Started | Monica Stean |
| 1.1.3.<br>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.                       | HR Staff (2.5 FTE)<br>OCII Focus Group (estimated 4 FTE)<br>Total Staff: 6.5 FTE<br>Total Estimated<br>Hours: 360 | Policy is created, implemented, and reviewed annually to maximize results                          | January 2022 | <ul style="list-style-type: none"> <li>Conduct Best Practices Research in Equitable and inclusive recruiting practices.</li> <li>Review the 2018 Employee Survey &amp; 2020 Employee Survey for areas of improvement regarding hiring and recruitment</li> </ul>  | Not Started | Monica Stean |

<sup>1</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.

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              |
|---|--|--|---|---|-------------------------------------|-------------------|
| <p>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 new and unexpected outlets and networks. Map and track outreach efforts.</p>        | <p>HR Staff (2.5 FTE)<br/>Estimated Staff<br/>Total Hours: 160</p>   | <p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>                              | <p>June 2021</p>                                      | <ul style="list-style-type: none"> <li>Conduct analysis of job posting sites and applicant data to determine where applicants are sourced and hired. Report findings disaggregated by race/ethnicity</li> </ul>   | <p>Not Started</p>                  | <p>April Ward</p> |
| <p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>   | <p>HR Staff (2.5 FTE)<br/>OCII Focus Group (estimated 4 FTE)<br/>Total Staff: 6.5 FTE<br/>Total Estimated Hours: 360</p> | <p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>                              | <p>January 2022</p>                                   | <ul style="list-style-type: none"> <li>Develop outreach strategy and calendar of events for job fairs</li> <li>Identify and partner with community-based organizations for job posting opportunities</li> <li>Continue to leverage relationships with OEWD and other city partners for internship opportunities</li> </ul>  | <p>Not Started<br/><br/>Ongoing</p> | <p>April Ward</p> |
| <p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p> | <p>HR Staff (2.5 FTE)<br/>Estimated Staff<br/>Total Hours: 160</p>   | <p>Job descriptions display consistent and inclusive language<br/><br/>Candidate pool is increasingly more diverse</p> | <p>In Process/<br/>Ongoing<br/><br/>December 2022</p> | <ul style="list-style-type: none"> <li>Job descriptions and job postings include the following language: Minimum qualifications include any combination of experience and training that would likely provide the required knowledge and abilities is qualifying experience.</li> <li>Applicants can mail and email job applications.</li> <li>Agency’s has adopted new HRIS system that will better enable candidate tracking and engagement</li> </ul> | <p>Ongoing</p>                      | <p>HR Staff</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>HR Staff (2.5 FTE)</p> | <p>An increase in applicant pool with more diverse life, education, and professional experiences</p> | <p>Completed</p>                                | <ul style="list-style-type: none"> <li>• See 1.2.3 above</li> </ul>   | <p>Ongoing</p> | <p>HR Staff/Hiring Managers</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.<sup>2</sup></p>  | <p>HR Staff (2.5 FTE)</p> | <p>An increase in applicant pool with more diverse life, education, and professional experiences</p> | <p>Ongoing /based on current staffing needs</p> | <ul style="list-style-type: none"> <li>• HR to Partner with Hiring Managers and interview panelist to develop interview questions and case studies that are relevant to position and do not create barriers to employment</li> </ul>  | <p>Ongoing</p> | <p>HR Staff/Hiring Managers</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>HR Staff (2.5 FTE)</p> | <p>An increase in applicant pool with more diverse life, education, and professional experiences</p> | <p>Ongoing/ based on current staffing needs</p> | <ul style="list-style-type: none"> <li>• See 1.2.3 above</li> <li>• Job descriptions and job postings include the following language: Minimum qualifications include any combination of experience and training that would likely provide the required knowledge and abilities is qualifying experience.</li> </ul> | <p>Ongoing</p> | <p>HR Staff/Hiring Managers</p> |
| <p>1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.</p>   | <p>HR Staff (2.5 FTE)</p> | <p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>            | <p>Ongoing/ based on current staffing needs</p> | <p>RFP/Qs for any future outside recruitment agencies will require use of equitable and inclusive hiring practices.</p>   | <p>Ongoing</p> | <p>HR Staff/Hiring Managers</p> |

<sup>2</sup> From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.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.<br>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.   | HR Staff (2.5 FTE)<br>Executive Leadership (5 FTE)   | # of paid interns/fellows, increase annually or meets department needs/capacity                          | FY 21/22 Budgeting process | <ul style="list-style-type: none"> <li>In partnership with Executive Management identify possible funds within our budget authority to fund paid internships and fellowships</li> <li>Continue to participate in Opportunities for All.</li> </ul>   | Not started        | Monica Stean |
| 1.3.2.<br>Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <a href="#">Opportunities for All</a> program.  | HR Staff (2.5 FTE)<br>Executive  | # of Opportunities for All placements and mentors  | Completed/On going         | <ul style="list-style-type: none"> <li>OCII has participated in Opportunities For All since its inception.</li> </ul>  | In-process Ongoing | April Ward   |
| 1.3.3.<br>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.<br><br>e.g. SF Unified School District’s <a href="#">Career Pathways Program</a> . | HR Staff (2.5 FTE)<br>OCII Focus Group (estimated 4 FTE)<br>Total Staff: 6.5 FTE<br>Total Estimated Hours: 360 | Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources | January 2022               | <ul style="list-style-type: none"> <li>Develop outreach strategy and calendar of events for job fairs</li> <li>Identify and partner with community-based organizations for job posting opportunities</li> <li>Continue to leverage relationships with OEWD and other city partners for internship opportunities</li> </ul> | Not Stated         | Monica Stean |

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|---|--|---|--|---|--------------------|---------------------|
| <p>1.3.4.<br/>Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>  | <p>HR Staff (2.5 FTE)<br/>OCII Focus Group (estimated 4 FTE)<br/>Total Staff: 6.5 FTE<br/>Total Estimated Hours: 360</p> | <p># of opportunities during internship/fellowship</p>  | <p>March 2022</p>                                    | <ul style="list-style-type: none"> <li>Ensure interns and fellows participate in all OCII Racial Equity Trainings.</li> </ul>                   | <p>Not Started</p> | <p>April Ward</p>   |
| <p>1.3.5.<br/>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.</p> | <p>HR Staff (2.5 FTE)</p>  | <p>Tracking system implemented</p> <p>% of evaluations completed</p> <p>Internship/fellowship program updated before next cycle</p> | <p>TBD/Based on current hiring/staffing timeline</p> | <ul style="list-style-type: none"> <li>Agency's has adopted new HRIS system that will better enable tracking of recruitment outcomes</li> </ul> | <p>Not Started</p> | <p>Monica Stean</p> |

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

| ACTIONS   | RESOURCES COMMITTED             | INDICATORS   | TIMELINE   | IMPLEMENTATION   | STATUS         | LEAD            |
|---|---------------------------------|--|--|--|----------------|-----------------|
| <p>1.4.1.<br/>Maintain a standardized and holistic interview process with structured interview questions.</p> | <p>HR Staff/Hiring Managers</p> | <p>Standardized interview process with a set of inclusive interview questions</p>    | <p>TBD/Based on current hiring/staffing timeline</p> | <p>Continue OCII practice of standard interview questions and structured interviews.</p>   | <p>Ongoing</p> | <p>HR Staff</p> |
| <p>1.4.2.<br/>Ensure a diverse hiring panel for each interview.</p>   | <p>HR Staff/Hiring Managers</p> | <p>Demographic composition of panels</p> <p>Increase in diverse interview panels</p> | <p>TBD/Based on current hiring/staffing timeline</p> | <ul style="list-style-type: none"> <li>Continue OCII practice of including all levels of staff in interview panels.</li> <li>Ensure all Black/BIPOC are included in process</li> </ul> | <p>Ongoing</p> | <p>HR Staff</p> |

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|--|---------------------------------|--|--|---|-------------------------------|---------------------------------|
| <p>1.4.3.<br/>Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows</p>  | <p>HR Staff/Hiring Managers</p> | <p>Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had</p> | <p>August 2021</p>                                   | <ul style="list-style-type: none"> <li>Conduct Interview Training for all staff with a focus on the impact of implicit bias in the recruitment process</li> </ul>   | <p>Not started</p>            | <p>Monica Stean</p>             |
| <p>1.4.4.<br/>Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>   | <p>HR Staff/Hiring Managers</p> | <p>Tool created and implemented<br/><br/># of applicants increased<br/><br/>Increased assistance to job seekers</p>  | <p>TBD/Based on current hiring/staffing timeline</p> | <ul style="list-style-type: none"> <li>Agency's has adopted new HRIS system that will better enable tracking of recruitment outcomes and increased engagement</li> </ul>  | <p>In Process</p>             | <p>April Ward</p>               |
| <p>1.4.5.<br/>Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.</p>   | <p>HR Staff/Hiring Managers</p> | <p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>             | <p>TBD/Based on current hiring/staffing timeline</p> | <ul style="list-style-type: none"> <li>Per OCII/Labor Partners MOAs, all openings are required to post internally before posting externally. OCII to continue the practice</li> <li>Engage and educate Hiring Managers to identify internal candidates for positions</li> </ul>                                   | <p>In Process<br/>Ongoing</p> | <p>HR Staff/Hiring Managers</p> |
| <p>1.4.6.<br/>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.</p> | <p>HR Staff/Hiring Managers</p> | <p>Hiring, interviewing, and onboarding processes standardized<br/><br/>Lag times/wait times</p>                     | <p>TBD/Based on current hiring/staffing timeline</p> | <ul style="list-style-type: none"> <li>As OCII is quasi-state agency with our own internal HR department, our recruitment process is significantly streamlined as compared to CCSF sister agencies.</li> <li>OCII is committed to being nimble, flexible and responsive in our recruitment strategies.</li> </ul> | <p>In Process<br/>Ongoing</p> | <p>HR Staff/Hiring Managers</p> |
| <p>1.4.7.<br/>Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>   | <p>HR Staff</p>                 | <p>All new hires are processed similarly regardless of position</p>  | <p>TBD/Based on current hiring/staffing timeline</p> | <ul style="list-style-type: none"> <li>OCII's New HRIS systems include a standardized onboarding process/system.</li> <li>OCII will continue to refine our onboarding process to ensure all staff have a sense of belonging and inclusion</li> </ul>  | <p>In Process<br/>Ongoing</p> | <p>HR Staff</p>                 |

|   |     |  |     |  |
|---|-----|--|-----|--|
| 1.4.8.<br>Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more. | N/A | Increase in number of diverse candidate pools<br><br>Overall faster hiring times | N/A | <ul style="list-style-type: none"><li>The Civil Service Rules are not applicable to OCII</li></ul> |
|---|-----|--|-----|--|

1.5. [Additional Department-Specific Goal]

| ACTIONS  | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|------------|----------|----------------|--------|------|
| 1.5.1.<br>[A description of the action to reach the goal goes here.] |                     |            |          |                |        |      |

## 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

As with all public agencies, OCII historically has had limited upward mobility due to the long-tenure of its staff; promotions typically happen upon retirement or other means of attrition. OCII is committed to create opportunities for continued learning, training and upskilling to ensure staff retention and promotional opportunities are available. We must also be intentional about ensuring our Black/BIPOC staff are not segregated in certain occupations/classifications.

### 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.<br>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. <sup>3</sup> | N/A. OCII is deemed non-essential agency and not a CCSF department. Staff can volunteer as DSW if so desired | Tracking mechanism implemented<br><br>Demographic data analyzed | N/A      | <ul style="list-style-type: none"> <li>OCII is deemed non-essential agency and not a CCSF department.</li> <li>Staff can volunteer as DSW if so desired</li> </ul> | N/A    | N/A  |

<sup>3</sup> Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

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|--|---|--|----------------------------------|--|--------------------|-----------------------------|
| <p>2.1.2.<br/>Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.</p>                   | <p>Executive Leadership/HR Staff (6 FTEs)</p> | <p>Budget analysis completed<br/><br/>Strategies developed and published</p>   | <p>FY 21/22<br/>January 2021</p> | <ul style="list-style-type: none"> <li>OCII budget authority is set by CA Department of Finance and CA Dissolution law. With that said, OCII will include racial equity lens to layoffs and furloughs if required</li> </ul>   | <p>As required</p> | <p>Executive Leadership</p> |
| <p>2.1.3.<br/>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.</p> | <p>N/A</p>                                    | <p>PPE access protocol established<br/><br/>DSW workers have an increased awareness of PPE access protocol</p>   | <p>N/A</p>                       | <ul style="list-style-type: none"> <li>OCII staff are not public facing, deemed non-essential and working remotely.</li> <li>OCII does provide PPE equipment for staff that need to come into the office periodically (IT/Admin/Payroll)</li> </ul>  | <p>Ongoing</p>     | <p>HR Staff</p>             |
| <p>2.1.4.<br/>Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>   | <p>N/A</p>                                    | <p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed<br/><br/>Increased employee awareness of additional benefits</p> | <p>Ongoing</p>                   | <ul style="list-style-type: none"> <li>OCII staff are not public facing, deemed non-essential and working remotely.</li> <li>OCII has adopted COVID 19 compensations policies to allow for additional sick time , expansion of vacation, sick and floating caps, Federal and State COVID leave policies in response to the public health emergency</li> <li>OCII regularly updates all staff on available leave</li> </ul> | <p>Ongoing</p>     | <p>HR Staff</p>             |
| <p>2.1.5.<br/>Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.<br/><br/>e.g. graveyard shifts</p>  | <p>N/A</p>                                    | <p>Caretaking and safe transportation sections included in DSW deployment protocol</p>   |                                  | <ul style="list-style-type: none"> <li>OCII staff are not public facing, deemed non-essential and working remotely</li> </ul>  | <p>N/A</p>         | <p>N/A</p>                  |

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

| ACTIONS   | RESOURCES COMMITTED          | INDICATORS  | TIMELINE          | IMPLEMENTATION   | STATUS      | LEAD         |
|---|------------------------------|---|-------------------|--|-------------|--------------|
| 2.2.1.<br>Conduct annual internal reviews of salary standards against industry standards to ensure parity.  | HR/Finance Staff<br>(4 FTES) | Pay inequities are reduced and aligned annually after salary data is reviewed | July 2022         | <ul style="list-style-type: none"> <li>Determine if OCII staff to conduct the analysis or submit an RFP/Q for vendor.</li> <li>Collaborate with Labor Partners in classification study (as need and if required)</li> </ul>  | Not Started | Monica Stean |
| 2.2.2.<br>Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.<br><br>e.g. parental leave policy, short-term disability, etc. | HR/Finance Staff<br>(4 FTES) | Benefits provided are annually improved                                       | July 2021         | <ul style="list-style-type: none"> <li>All Staff/Departments have the same benefit packages (medical/dental/vision; retirement; voluntary benefits)</li> <li>As part of the annual open enrollment process, HR staff to review and evaluate benefit plan design options for possible enhancement.</li> </ul> | Ongoing     | Monica Stean |
| 2.2.3.<br>Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.   | HR Staff                     | PTO policy is annually improved<br><br># of staff taking PTO increases        | July 2021/Ongoing | <ul style="list-style-type: none"> <li>Conduct PTO utilization analysis to identify if Staff are impacted by work allocation imbalances; disaggregate findings by demographics.</li> <li>Update OCII Personnel Policy to ensure all religious and cultural holidays are allowed and encouraged.</li> </ul>   | Ongoing     | April Ward   |

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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.<br>Determine standard factors considered for raises and promotions. Make this information available to staff.   | Executive Leadership/HR Staff (6 FTES)<br>Staff Focus Group | Increase in knowledge about raises and promotions   | October 2021  | <ul style="list-style-type: none"> <li>Ensure raises/COLA codified in MOAs are done in timely matter</li> <li>Identify performance metrics for promotion consideration</li> </ul>  | Not Started | Monica Stean |
| 2.3.2.<br>Develop a formal and transparent process for raises and promotions.  | Executive Leadership/HR Staff (6 FTES)<br>Staff Focus Group | Increase in staff feedback about promotion and raise process  | October 2021  | <ul style="list-style-type: none"> <li>In Collaboration with Labor Partners, develop training/communication strategies around the Local MOAs Extended Range Policy</li> </ul>  | Not Started | Monica Stean |
| 2.3.3.<br>Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.   | Executive Leadership/HR Staff (6 FTES)<br>Staff Focus Group | Acting/interim staff process included in internal policies and processes<br><br>Increased awareness of process for acting/interim staff | October 2021  | <ul style="list-style-type: none"> <li>In partnership with Labor partners, develop training/communication strategies on the Local MOAs rules on Acting Pay</li> <li>HR develop process/protocol to ensure staff are fairly designated as Acting and fairly compensated per Local MOAs</li> </ul> | Not Started | Monica Stean |
| 2.3.4.<br>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. | Executive Leadership/HR Staff (6 FTES)<br>Staff Focus Group | Reversal of diversity drop-offs in 182x classifications   | December 2021 | <ul style="list-style-type: none"> <li>Conduct Demographic Classification analysis to determine if Black/BIPOC staff are disproportionately classified in lowing paying classification.</li> <li>Address in occupational segregation in staff training and development programs.</li> </ul>      | Not Started | Monica Stean |
| 2.3.5.<br>Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.   | Executive Leadership/HR Staff (6 FTES)<br>Staff Focus Group | Identify “dead end” classification and revise   | December 2021 | <ul style="list-style-type: none"> <li>See 2.3.4</li> </ul>  | Not started | Monica Stean |

2.4. [Additional Department-Specific Goal]

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---------|---------------------|------------|----------|----------------|--------|------|
|---------|---------------------|------------|----------|----------------|--------|------|

2.4.1.  
[A description of the action to reach the goal goes here.]

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### 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.<sup>1</sup> 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.<sup>2</sup> 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.

<sup>1</sup> 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/>.

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

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#### DEPARTMENT GOAL

Historically, performance management and discipline policies centered the managers’ subjective assessment of staff performance. This subjectivity is ripe with implicit bias and implicit expectations. OCII’s goal is to create a collaborative and standardized performance management process that centers **both** the staff and managers perspective. Managers will be trained on how implicit bias informs the evaluation process, the investment in training/development, and how discipline is applied. The outcomes of these efforts will be a work culture where staff, particularly Black/BIPOC staff , are fully supported in advocating for themselves in the advancement of their careers.

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

| ACTIONS  | RESOURCES COMMITTED | INDICATORS  | TIMELINE       | IMPLEMENTATION  | STATUS      | LEAD         |
|--|---------------------|---|----------------|---|-------------|--------------|
| 3.1.1.<br>Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. | HR Staff            | Create tracking mechanism<br><br>Analyze data annually<br><br>Increase accountability in disciplinary actions | September 2021 | <ul style="list-style-type: none"> <li>Review past disciplinary actions to identify any patterns that have disparate impact on Black/BIPOC staff</li> </ul> | Not Started | Monica Stean |

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|   |  |  |                       |  |                    |                     |
|---|--|--|-----------------------|--|--------------------|---------------------|
| <p>3.1.2.<br/>Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.</p>  | <p>HR Staff</p>                                | <p>Create tracking mechanism<br/><br/>Analyze data annually</p>  | <p>September 2021</p> | <ul style="list-style-type: none"> <li>Review separations from 2012-YTD to determine if a pattern of Black/BIPOC turnover exists.</li> <li>Review past exit interviews to determine patterns and/or contributing factors for turnover</li> </ul>   | <p>Not Started</p> | <p>Monica Stean</p> |
| <p>3.1.3.<br/>Train supervisors on bias and equitable and compassionate discipline and separation.</p>  | <p>HR Staff/DHR training Programs</p>          | <p># of trainings completed annually</p>                         | <p>December 2021</p>  | <ul style="list-style-type: none"> <li>Identify training opportunities for inclusive, collaboration and equitable performance management</li> </ul>  | <p>Not Started</p> | <p>Monica Stean</p> |
| <p>3.1.4.<br/>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.</p> | <p>HR Staff/Senior Managers</p>                | <p>Human resources trained on alternative dispute resolution</p> | <p>June 2021</p>      | <ul style="list-style-type: none"> <li>Create an alternative Dispute/Coaching/Communication training curriculum for staff.</li> <li>CCSF Peer to Peer Mediation Trainings (as CCSF resources allow)</li> </ul>   | <p>Not Started</p> | <p>April Ward</p>   |
| <p>3.1.5.<br/>Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>   | <p>HR Staff/Senior Staff/Staff Focus Group</p> | <p>Reduction of racial disparities in disciplinary actions</p>   | <p>FY 21/22</p>       | <ul style="list-style-type: none"> <li>OCII recently revised the Performance Appraisal Plan process in partnership with Senior Staff and Labor Partner. The launch of this program impacted by COVID public health emergency.</li> <li>OCII will relaunch the Performance Plan Process in July 2021</li> </ul> | <p>In Process</p>  | <p>Monica Stean</p> |

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3.2. [Additional Department-Specific Goal]

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---------|---------------------|------------|----------|----------------|--------|------|
|---------|---------------------|------------|----------|----------------|--------|------|

3.2.1.  
[A description of the action to reach the goal goes here.]

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## 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.<sup>1</sup> 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.<sup>2</sup> 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.

<sup>1</sup> 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>.

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

### DEPARTMENT GOAL

OCII’s goal is to create a diverse and equitable leadership structure and culture by training our current leadership in racial equity best practices and developing future leaders within our organization that reflect both the demographics of the staff and the communities we serve.

#### 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.<br>Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan. | Executive Staff/HR/Staff Focus Group | % increase in diverse leadership | TBD/Based on current hiring/staffing timeline (Hiring & Recruitment Policy targeted for January 2022) | <ul style="list-style-type: none"><li>Conduct a demographic analysis of OCII Leadership Structure with a particular focus on Black/BIPOC representation</li><li>Ensure any recruitment of future leadership position emphasizes an inclusive and equitable process.</li></ul> | Not started | Monica Stean |

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|--|---|--|-------------------|--|-------------|--------------|
| 4.1.2.<br>Commit to ongoing racial equity training and development for leadership.   | OCII Training Budget/Racial Equity Team | # of training & development completed by leadership per quarter        | June 2021/Ongoing | <ul style="list-style-type: none"> <li>Identify racial equity training opportunities for senior leadership; codify these trainings into Racial Equity Curriculum for agency-wide participation</li> </ul>  | Not Started | Monica Stean |
| 4.1.3.<br>Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.                 | Racial Equity Team                      | Senior leadership demographic included in the department annual report | June 2021/Ongoing | <ul style="list-style-type: none"> <li>Conduct Senior Leadership Demographic Analysis.</li> </ul>  | Not Started | Monica Stean |
| 4.1.4.<br>Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup> | Staff Focus Group/Racial Equity Team    | % of staff is aware of the process                                     | June 2021         | <ul style="list-style-type: none"> <li>Establish working group to develop staff feedback process/tool.</li> <li>Develop communication/training strategy to launch process/tool.</li> <li>Create a mechanism to track and review any responses for EEO complaints/critical issues.</li> </ul> | Not Started | TBD          |

4.2. [Additional Department-Specific Goal]

| ACTIONS  | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|------------|----------|----------------|--------|------|
| 4.2.1.<br>[A description of the action to reach the goal goes here.] |                     |            |          |                |        |      |

<sup>4</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.

## 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.<sup>1</sup> 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.

<sup>1</sup> 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>.

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### DEPARTMENT GOAL

The quality of the work OCII provides to the communities we serve is directly correlated to the knowledge of our staff. Put another way, our knowledge is our product. OCII is committed to ensure all staff are afforded continual education; training and advancement opportunities that serves their professional and personal goals.

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#### 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.<br>Require formal training for all staff regardless of full/part-time status or seniority. | OCII Training<br>Budget | # of available professional development opportunity<br><br># of completed training | Ongoing  | <ul style="list-style-type: none"><li>OCII HR Department regular notifies staff of training opportunities. OCII staff regularly attends conferences and trainings.</li><li>Moving forward, HR will track and report the number of trainings attended and identify and address any disparities.</li></ul> | Ongoing | April Ward |

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|--|------------------------------|--|------------------------------|--|-------------------|---------------------|
| <p>5.1.2.<br/>Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.</p>   | <p>HR Staff</p>              | <p># of attended, external conferences</p>   | <p>February 2021/Ongoing</p> | <ul style="list-style-type: none"> <li>• HR currently conducts a quarterly brownbag on how to request training and the reimbursement of same.</li> <li>• The Agency’s new HRIS system has an intranet where all relevant forms and documents will be easily accessible.</li> </ul>   | <p>In Process</p> | <p>April Ward</p>   |
| <p>5.1.3.<br/>Offer opportunities for continual and extended learning. Include in the annual budget.</p>   | <p>HR/Finance Department</p> | <p># of staff enrolling and completing extended learning<br/><br/>\$ dedicated to extended learning annually</p> | <p>February 2021 Ongoing</p> | <ul style="list-style-type: none"> <li>• OCII currently has FY Training Budget available to all staff.</li> <li>• HR /Finance to review operation budget to identify any possible dollars to reallocate for training purposes.</li> </ul>  | <p>In process</p> | <p>Monica Stean</p> |
| <p>5.1.4.<br/>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.</p> | <p>HR/Senior Staff</p>       | <p># of staff participating in outside events or opportunities</p>   | <p>Ongoing</p>               | <ul style="list-style-type: none"> <li>• OCII HR Department regular notifies staff of training opportunities. OCII staff regularly attends conferences and trainings.</li> <li>• Moving forward, HR will track and report the number of trainings attended and identify and address any disparities.</li> </ul>  | <p>Ongoing</p>    | <p>April Ward</p>   |
| <p>5.1.5.<br/>Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>  | <p>HR Staff</p>              | <p>Adopt a tracking system, analyze annually<br/><br/># of staff of color utilizing professional development</p> | <p>Ongoing</p>               | <ul style="list-style-type: none"> <li>• OCII HR Department regular notifies staff of training opportunities. OCII staff regularly attends conferences and trainings.</li> <li>• The Agency’s new HRIS system has an intranet where all relevant forms and documents will be easily accessible.</li> <li>• Moving forward, HR will track and report the number of trainings attended and identify and address any disparities</li> </ul> | <p>In process</p> | <p>April Ward</p>   |

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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.<br>Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities. | HR Staff/Senior Staff/Staff Focus Group | Bi-annual performance evaluation program to all staff   | FY 21/22    | <ul style="list-style-type: none"> <li>OCII recently revised the Performance Appraisal Plan process in partnership with Senior Staff and Labor Partners. The launch of this program impacted by COVID public health emergency.</li> <li>OCII will relaunch the Performance Plan Process in July 2021</li> </ul> | In process  | Monica Stean |
| 5.2.2.<br>Create a mentorship program between senior and junior level staff.  | Senior/Staff Focus Group/HR Staff       | # of mentorship programs per year<br># of mentorship programs per year<br># of meetings per program cycle | August 2021 | <ul style="list-style-type: none"> <li>Establish working group to develop mentorship program.</li> <li>Develop communication strategy to launch program</li> <li>Create a mechanism to track and report with the new HRIS system.</li> </ul>  | Not started | TBD          |

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.<br>Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible. | HR Staff<br>OCII Facilities budget | Process developed<br>% of staff aware of accommodation process<br># of accommodations made increased | April 2021 | <ul style="list-style-type: none"> <li>HR currently has process for staff to request accommodation such as ergonomic needs.</li> <li>The Agency's new HRIS system has an intranet where all relevant forms and documents will be easily accessible</li> </ul> | In process | April Ward |

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|--|---------------------------------------|---|-------------------|--|-------------|--------------|
| 5.3.2.<br>Incorporate an assessment of staff needs into the staff performance evaluation process.  |                                       | Accommodations discussed and recorded during bi-annual performance evaluation process | Ongoing           | <ul style="list-style-type: none"> <li>Currently included the newly revised OCII Performance Appraisal Plan</li> </ul>   | In Process  | Monica Stean |
| 5.3.3.<br>Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).  | HR Staff                              | Improvement in overall staff mental health, increase in staff feedback                | TBD               | <ul style="list-style-type: none"> <li>Assignment of physical space dependent upon status of public health emergency</li> <li>OCII has incorporated Zoom happy hours and celebrations during to sustain and maintain working relationship during this public health emergency</li> </ul> | In Process  | April Ward   |
| 5.3.4.<br>Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals.<br><br>e.g. transportation stipends, exercise stipends, childcare, etc. | HR Staff<br>OCII Facilities<br>budget | \$ set aside for accommodations<br><br>Increase in staff awareness of accommodations  | Ongoing           | <ul style="list-style-type: none"> <li>HR currently has process for staff to request accommodation such as ergonomic needs.</li> <li>The Agency's new HRIS system has an intranet where all relevant forms and documents will be easily accessible</li> </ul>                            | In Process  | April Ward   |
| 5.3.5.<br>Respect religious and cultural practices of employees.   | HR Staff                              | Improvement in overall staff mental health  | July 2021/Ongoing | <ul style="list-style-type: none"> <li>Update OCII Personnel Policy to ensure all religious and cultural holidays are allowed and encouraged</li> </ul>  | Not Started | April Ward   |

5.4. [Additional Department-Specific Goal]

| ACTIONS  | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|------------|----------|----------------|--------|------|
| 5.4.1.<br>[A description of the action to reach the goal goes here.] |                     |            |          |                |        |      |

## 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.<sup>1</sup> 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.

<sup>1</sup> Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](https://ssir.org/articles/entry/the_bias_of_professionalism_standards).

### DEPARTMENT GOAL

OCII seeks to create a culture of inclusion and belonging by ensuring all staff perspectives, experiences and expression of identities are encouraged and advocated. OCII will centered staff needs in creating safe spaces for communication and relationship building.

#### 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. | Executive Leadership/Staff Working Group | Department mission, policies, and procedures are updated and available | TBD      | <ul style="list-style-type: none"> <li>Establish working group comprised of level of staff to review and refine the Agency’s mission and values.</li> <li>Organize an agency wide retreat/staff meeting to build consensus and buy-in of agency mission.</li> </ul> | Not started | TBD  |

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|--|----------------------------|--|------------|--|------------|--------------|
| 6.1.2.<br>Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals. | Executive Leadership       | Regular scheduled meetings with RE Team to implement RE Action Plan  | Ongoing    | <ul style="list-style-type: none"> <li>Racial Equity Lead and Team Established</li> </ul>  | Completed  | Monica Stean |
| 6.1.3.<br>Develop a RE Action Plan that is updated regularly and available to the public.  | Racial Equity Team/        | RE Action Plan is published on department website  | March 2021 | <ul style="list-style-type: none"> <li>OCII website revamp to launch March 2021; racial equity plan to post upon completion.</li> </ul>  | In process | Monica Stean |
| 6.1.4.<br>Regularly report to staff, board, and commissioners on RE Action Plan updates.   | Racial Equity Team         | Ongoing reporting  | March 2021 | <ul style="list-style-type: none"> <li>Racial Equity Team to create charter, mission statement and reporting cadence and governance.</li> </ul>  | In process | Monica Stean |
| 6.1.5.<br>Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.  | HR/Administrative Services | Solicit feedback from affinity groups on the accessibility   | TBD        | <ul style="list-style-type: none"> <li>Assignment of physical space dependent upon status of public health emergency</li> </ul>  | TBD        | Monica Stean |
| 6.1.6.<br>Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.                               | OCII Training Budget       | # of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter | Ongoing    | <ul style="list-style-type: none"> <li>OCII HR Department regular notifies staff of training opportunities. OCII staff regularly attends conferences and trainings.</li> <li>The Agency's new HRIS system has an intranet where all relevant forms and documents will be easily accessible.</li> <li>Moving forward, HR will track and report the number of trainings attended and identify and address any disparities</li> </ul> | In process | April Ward   |

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|   |  |  |              |  |             |              |
|---|--|--|--------------|--|-------------|--------------|
| 6.1.7.<br>Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging. | Racial Equity Team/Staff Working Group | Annual survey with disaggregated data and feedback | October 2021 | <ul style="list-style-type: none"> <li>Review the 2018 Employee Survey &amp; 2020 Employee Survey for areas of improvement regarding organizational culture of belonging and inclusio.</li> <li>Create Focus Group to develop survey; members from all departments to be represented.</li> </ul> | In process  | Monica Stean |
| 6.1.8.<br>Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.                                | OCII Facility Budget                   | Increase in staff engagement                       | April 2021   | <ul style="list-style-type: none"> <li>Created Staff working group to identify work of art et.all to include in works spaces.</li> <li>Encourage staff to decorate their workspaces in ways that affirm their identify</li> </ul>  | Not Started | Pam Sims     |

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

| ACTIONS   | RESOURCES COMMITTED                   | INDICATORS  | TIMELINE | IMPLEMENTATION PLAN   | STATUS     | LEAD           |
|---|---------------------------------------|---|----------|---|------------|----------------|
| 6.2.1.<br>Regularly update departmental mailing lists to ensure that all staff receive communications.  | IT Staff                              | Increase in staff feedback, participation, and response to communications | Ongoing  | <ul style="list-style-type: none"> <li>IT to review distributions list monthly</li> </ul>   | In process | Javarius James |
| 6.2.2.<br>Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics. | Executive Leadership/Department Teams | Ongoing staff participation and feedback                                  | Ongoing  | <ul style="list-style-type: none"> <li>OCII holds quarterly staff meetings with Staff Driven agendas. Leadership encourages all level of staff to lead topics.</li> <li>Departments also hold monthly lunch brownbags as subject matter experts on various topics. All staff are encouraged to attend.</li> </ul> | On going   | April Ward     |

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|  |  |  |                |   |             |              |
|--|--|--|----------------|---|-------------|--------------|
| 6.2.3.<br>Create, maintain, and make available a space, physical and/or digital, for staff to share information. | Racial Equity Team/Staff Working Group | Ongoing staff participation and feedback | September 2021 | <ul style="list-style-type: none"> <li>Establish staff working group to develop staff communication tool (i.e. digital newsletter)</li> </ul> | Not Started | Monica Stean |
|--|--|--|----------------|---|-------------|--------------|

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.<br>Create an accessibility protocol that is utilized across all events, communications, and departmental functions.   |                      | Protocol distributed internally and with any outward-facing interactions                                |          |  |        |      |
| 6.3.2.<br>Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.<br><br>e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc. | OCII Facility Budget | <p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p> | TBD      | <ul style="list-style-type: none"> <li>OCII office is located in CCSF Department of Real Estate (DRE). We also share a floor space with Mayor’s Office of Housing and OEWD (OSVN5_</li> <li>OSVN5 partners and shares expenses for any needed floor enhancements.</li> </ul> | TBD    | TBD  |

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|  |            |   |            |   |            |            |
|--|------------|---|------------|---|------------|------------|
| <p>6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p> | <p>TBD</p> | <p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>  | <p>TBD</p> | <ul style="list-style-type: none"> <li>• OCII new website will be mobile and accessible friendly.</li> <li>• OCII to determine what other communication tools need accessibility standards</li> </ul> | <p>TBD</p> | <p>TBD</p> |
| <p>6.3.4. Invest in translation services.</p>  |            | <p># Increase in translated materials</p>   |            |   |            |            |
| <p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>  |            | <p>Increase in staff using inclusive identity expression, second nature</p>   |            |   |            |            |
| <p>6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>  |            | <p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default</p> <p>Increased digital equity (e.g., access) for all employees</p> |            |   |            |            |

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

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| ACTIONS   | RESOURCES COMMITTED | INDICATORS   | TIMELINE | IMPLEMENTATION   | STATUS | LEAD |
|---|---------------------|--|----------|--|--------|------|
| 6.4.1.<br>Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community. | Project Area Staff  | Community will have an impact on all department projects | Ongoing  | <ul style="list-style-type: none"> <li>OCII Project Areas each have as community action committee that reviews and approves various program actions</li> </ul> |        |      |
| 6.4.2.<br>Find opportunities to invest into and support the communities the department serves.  |                     |  |          |  |        |      |

6.5. [Additional Department-Specific Goal]

| ACTIONS  | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|--|---------------------|------------|----------|----------------|--------|------|
| 6.5.1.<br>[A description of the action to reach the goal goes here.] |                     |            |          |                |        |      |

## 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 Boards and Commissions must be assessed through a racial equity lens.

### DEPARTMENT GOAL

The Commission on Community Investment and Infrastructure (CCII) is one of two governing bodies for OCII. CCII exercises land use, development and design approval authority for the Major Approved Development Projects (Mission Bay, Hunters Point Shipyard/Candlestick Point and Transbay) and manages the former Redevelopment Agency assets in YBC in place of the former San Francisco Redevelopment Agency Commission. The Oversight Board, the other governing body of the Successor Agency, oversees certain fiscal management of former Redevelopment Agency assets other than affordable housing assets. Our goal is for OCII governing bodies to evaluate and approve decision through an racial equity lens. OCII’s governing bodies will play a vital role in understanding how we can be a part of rectifying the impact of this history through a rigorous analysis of past policy, its impact on the current communities we serve, and how to examine and address the disparate impact and unintended consequences of our work.

### 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.<br>Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan. | Executive Leadership & Commission Secretary | Bylaws, rules of order or other procedures successfully amended | May 2021 | <ul style="list-style-type: none"> <li>In partnership with Commission Chair and General Counsel, review bylaws for inclusive language and alignment with Racial Equity Plan</li> </ul> | Not started | Aaron Foxworthy |

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|   |                                       |   |               |  |             |                 |
|---|---------------------------------------|---|---------------|--|-------------|-----------------|
| 7.1.2.<br>Collect current board and/or commission demographic data and include in the department annual report. | Racial Equity Team                    | Annually collect board/commission demographic data<br><br>Include data in annual report<br><br>Use data to guide recruitment efforts<br><br>Greater racial and gender equity in board and/or commission members | December 2021 | <ul style="list-style-type: none"> <li>• Conduct Demographic Analysis of OCII Governing Bodies</li> <li>• Our Commissioners are appointed by the Mayor’s office. We seek ways to partner in appointment process.</li> </ul>                            | Not started | Monica Stean    |
| 7.1.3.<br>Have board/commission adopt a resolution around racial equity.  | Executive Director/Racial Equity Team | Resolution adopted  | June 2021     | <ul style="list-style-type: none"> <li>• Draft Resolution for commission approval</li> </ul>   | Not Started | Aaron Foxworthy |
| 7.1.4.<br>Racial equity-related items are regularly agendized.  | Ongoong                               | # of policies and issues related to racial equity that are heard, reviewed and/or implemented   | TBD           | <ul style="list-style-type: none"> <li>• TBD</li> </ul>  | TBD         | TBD             |
| 7.1.5.<br>Expand ability for board/commission members to hear from diverse voices from a place of influence.    | TBD                                   | Participatory budgeting processes<br><br>Community advisory working groups<br><br>Issue-specific task forces  | TBD           | <ul style="list-style-type: none"> <li>• Commission had establish working groups around Contracting and Certificate of preference program.</li> <li>• In collaboration with Executive Director identify future actions items/working groups</li> </ul> | TBD         | TBD             |
| 7.1.6.<br>Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>                            | Racial Equity Team                    | Resolution adopted  | TBD           | <ul style="list-style-type: none"> <li>• Research language, draft language and agendize resolution.</li> </ul>   | TBD         | Aaron Foxworthy |

<sup>5</sup> <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

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|  |                               |  |            |   |            |                        |
|--|-------------------------------|--|------------|---|------------|------------------------|
| <p>7.1.7.<br/>Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.</p> | <p>Agency General Counsel</p> | <p>Greater racial and gender equity in board and/or commission members</p> | <p>TBD</p> | <ul style="list-style-type: none"> <li>Determine if Prop C2020 language is applicable to agency</li> <li>Incorporate language as deemed appropriate.</li> </ul> | <p>TBD</p> | <p>Aaron Foxworthy</p> |
| <p>7.1.8.<br/>Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.</p>  |                               | <p># of policies passed with RE lens<br/><br/>Budget equity completed</p>  |            |   |            |                        |

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

| ACTIONS  | RESOURCES COMMITTED | INDICATORS   | TIMELINE | IMPLEMENTATION  | STATUS | LEAD |
|--|---------------------|--|----------|---|--------|------|
| <p>7.2.1.<br/>Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.<br/><br/>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</p> |                     | <p># of diverse board/commission members<br/><br/>% of board/commission retention<br/><br/>Implementation of inclusive protocols</p> |          |   |        |      |
| <p>7.2.2.<br/>Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>  |                     | <p># of completed training per quarter<br/><br/>Increased participation rate</p>   |          | <ul style="list-style-type: none"> <li>Develop Racial Equity curriculum for Commission and Oversight Board</li> </ul> |        |      |
| <p>7.2.3.<br/>Develop a mentorship program between newer and more experienced board/commission members.</p>  |                     | <p>Increased board/commission retention<br/><br/>Member experience satisfaction survey</p>   |          | <ul style="list-style-type: none"> <li>Appointments are determined by Mayor's office</li> </ul>                       |        |      |

7.3. [Additional Department-Specific Goal]

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---------|---------------------|------------|----------|----------------|--------|------|
|---------|---------------------|------------|----------|----------------|--------|------|

7.3.1.  
[A description of the action to reach the goal goes here.]

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# RACIAL EQUITY ACTION PLAN APPENDIX 1

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## Vulnerable Populations Served

## Stean, Monica Davis (CII)

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**From:** Google Forms <forms-receipts-noreply@google.com>  
**Sent:** Monday, July 13, 2020 7:23 PM  
**To:** Stean, Monica Davis (CII)  
**Subject:** Vulnerable Populations Engagement Survey

This message is from outside the City email system. Do not open links or attachments from untrusted sources.



Thanks for filling out [Vulnerable Populations Engagement Survey](#)

Here's what we got from you:

[Edit response](#)

# Vulnerable Populations Engagement Survey

Many community stakeholders as well as City employees believe San Francisco is complicit in creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City. To address these concerns and perceptions, we encourage City departments to assess their engagement and support of underrepresented, historically marginalized communities. The Office of Racial Equity will work with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those departments to end those practices. This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current Fy20/21 budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low level budget allocations advance equity and support those most in need. As we prepare for budget hearings in August 2020, and given Mayor Breed and the SF Board of Supervisors' focus on equity and support for historically marginalized communities this budget season, City agencies have an opportunity to compile and assess this information in preparation for Budget Hearings. Given the impact of COVID-19, please include your department's work in COVID-19 response, re-opening and/or recovery/forward planning. Please complete BOTH: 1. This overview survey 2. Vulnerable Populations Engagement Details (Microsoft Word template) Please complete both parts by 6pm on Monday, July 13th, 2020.

Email address \*

monicadavis.stean@sfgov.org

Full Department Name \*

Office of Community Investment and Infrastructure

First and Last Name \*

Monica Davis Stean

Email \*

monicadavis.stean@sfgov.org

Division

Human Resources

Position \*

Human Resources and Administrative Services Manager

What is your current role, if any, in your Department in regards to racial equity? (Select all that apply)

- I am the/a Racial Equity Leader for my Department
- I am a member of my Department's Racial Equity Working Group
- I am a part of the Leadership Team for my Department
- I am a part of the Human Resources Team for my Department

I am a part of the Finance Team for my Department

I am a part of the Community Engagement Team for my Department

Other:

1. Which communities of color do you serve? (Select all that apply) \*

- Black or African-American
- Latino/a/x or Hispanic
- Middle Eastern or North African
- Indigenous, Native American or American Indian
- Pacific Islander/Native Hawaiian
- East Asian
- Southeast Asian
- South Asian/Indian
- Filipino/a/x

Other:

2. What other vulnerable groups/communities do you serve? (Select all that apply) \*

- Seniors and Older Adults
- Children and Youth
- Transgender, Gender Variant, Intersex People
- Lesbian, Gay, Bisexual, Queer People
- People with Disabilities and Medical Conditions
- People with Mental Health and Behavioral Health Issues
- People with Limited-English Proficiency

Undocumented People

- People Facing Food Insecurity

People who are Subjected to Intimate Partner Violence

Public Housing Residents

Caregivers

Detained/Justice-Involved People

Shift, Temporary Gig, Low-wage Workers

Low-income Students

People facing Digital Access/Connectivity Issues

People who Rely Exclusively on Public Transit

Under/Uninsured People

People Who Are Unbanked/No Access to Credit/Debit Cards

Other:

## Overview of Engagement Activities

Please provide an overview of your engagement activities with communities of color and other vulnerable groups. Note: In the "Vulnerable Populations Engagement Assessment - Details" document, you can provide specifics for each of the groups you have identified in the table provided.

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color. \*

Our project areas (Hunters Point/Mission Bay/Transbay) hold regular Community Action Committee meetings.

4. Based on your work, what critical issues do these communities face? \*

Housing insecurity, capital funding for small and minority professional services and construction companies.

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders) \*

Non profit affordable housing developers

## Budget Considerations & Impacts

This section assesses your department's FY20/21 budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations: \*

OCII Annual Budget is \$527.3 Million Dollars. Our budget is set by California Redevelopment Dissolution law that defines our project areas. Our recognized obligations and budget authority are finite and defined by Department of Finances.

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget? \*

The majority of our budget is assigned to affordable housing development (includes infrastructure spending) and community and workforce development. Our key indicators are the number of affordable housing developments that received certificate of occupancy; number of housing developments closed or secured funding; the number of certificate of preference holders (individuals previously displaced by redevelopment activities) that secured housing; number of minority/small business successfully bid for work on our projects.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes? \*

Yes

No

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here: \*

n/a

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \*

Infrastructure and Affordable Housing Development comprised the majority of our operational budget (45% and 23% respectively). While called out separately, these line items are interrelated because infrastructure (parks, open spaces, water lines etc) are required to build affordable housing.

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \*

Infrastructure and Affordable Housing Development comprised the majority of our operational budget (45% and 23% respectively). While called out separately, these line items are interrelated because infrastructure (parks, open spaces, water lines etc) are required to build affordable housing.

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \*

Community Development and Workforce is next direct program expenditure; 2.4 Million is assigned to Community Based Organization grants; 2.4 to workforce development services in partnership with the Office of Workforce and Economic Development.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \*

Community Development and Workforce is our lowest expenditure. Please note that our budget authority is defined and set by the CA Department of Finance.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve? \*

68.7% or \$362.2 Million supports our affordable housing and community development and workforce activities. Our affordable housing projects support various vulnerable populations.

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity? \*

CA Redevelopment Dissolution Laws enforces and directs our enforceable obligations for affordable housing and redevelopment activities. Without a change to state law, we are bound to provide services within our 3 current project areas ( Hunters Point Shipyard/Candlestick; Mission Bay and Transbay). As mentioned previously, our budget authority is set by CA Department of Finance.

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts. \*

n/a

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures? \*

- Staff Time
- Grants to Community-Based Organizations

Direct Service(s)

- Professional Development for Staff
- Recruitment and Hiring
- Events

Other:

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity? \*

Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.

We will look to realign our budget allocation for staffing for Racial Equity Staff and Training; look for opportunities to realign some allocations to affordable marketing efforts and RFP/Qs specifically targeted vulnerable populations

## Focus Areas

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

19. Does your spending address specific equity needs?

Please refer to your previous responses about expenditures.

|   | Largest expenditure | Second largest expenditure | Lowest expenditure |
|---|---------------------|----------------------------|--------------------|
| Racial Disparities                        |                     |                            |                    |
| Disability Access                         |                     |                            |                    |
| Public Safety                             |                     |                            |                    |
| Economic development                      |                     | ✓                          |                    |
| Academic Achievement                      |                     |                            |                    |
| Climate and Environment                   |                     |                            |                    |
| Housing and Homelessness                  | ✓                   |                            |                    |
| Transportation and Mobility               |                     |                            |                    |
| Justice System                            |                     |                            |                    |
| Community Health and Wellness             |                     |                            |                    |
| Workforce and Fair Employment             |                     |                            | ✓                  |
| Information Technology and Digital Equity |                     |                            |                    |
| Education, Knowledge and Community Wisdom |                     |                            |                    |
| Wealth Building and Economic Justice      |                     |                            |                    |
| Arts and Culture                          |                     |                            |                    |
| Food Justice and Sovereignty              |                     |                            |                    |
| LGBTQIA+ and Gender Justice               |                     |                            |                    |

20. How do you get feedback on the success of your proposed spending? The return on investment?

|   | Largest Expenditure | Second largest Expenditure | Lowest Expenditure |
|---|---------------------|----------------------------|--------------------|
| Focus groups/interviews with stakeholders |                     |                            |                    |

Results based evaluation

Unbiased data collection

Participatory budgeting

Performance on key indicators

[Create your own Google Form](#)

# RACIAL EQUITY ACTION PLAN APPENDIX 2

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## Vulnerable Populations Engagement Assessment

# Office of Racial Equity: Vulnerable Populations Engagement Assessment - Details

This document accompanies the Vulnerable Populations Engagement Assessment Survey.

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Office of Community Investment & Infrastructure

Completed by:

Monica Davis Stean, Human Resource Manager

[Monicadavis.stean@sfgov.org](mailto:Monicadavis.stean@sfgov.org)

Date

12/30/2020

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## Instructions

In the Population column, please list each of San Francisco's communities of color and other vulnerable groups you identified in the accompanying survey.

For each group, include:

- Stakeholder Engagement: Please describe your community engagement activities with these stakeholders.
- % of Budget: What percentage of your budget supports this effort?
- \$ of Budget: What dollar amount of your budget supports this effort?
- Critical Issues: From your engagement, please list issues that the groups/communities have identified as critical.
- Measurable Activities: What measurable Department activities support the identified population?
  - Ex: direct service and/or provide funding for services

Please use the table below and add rows as needed.

| POPULATION  | STAKEHOLDER ENGAGEMENT  | % OF BUDGET   | CRITICAL ISSUES  | ACCOMPLISHMENTS   |
|---|---|---|--|---|
| <ul style="list-style-type: none"> <li>OCII serves the Hunters Point, Candlestick Point; (District 10); Mission Bay (District 6) and Transbay Project Areas ((District 6).</li> <li>OCII serves the following communities of color: Black/African American; Latino/a/x or Hispanic; Middle Eastern or North African; Indigenous, Native American; Pacific Islander/Native Hawaiian; East Asian; South East Asian; South Asian/Indian; Filipino/a/x</li> </ul> | <p>Community Action Committees (CAC); development partners;</p> | <p>Infrastructure and Affordable Housing Development comprised the majority of our operational budget (45% and 23% respectively).</p> | <ul style="list-style-type: none"> <li>Invest in disadvantaged communities and at-risk communities by accelerating delivery of and access to new housing</li> <li>Housing insecurity and displacement Our budget is set by California Redevelopment Dissolution law; our recognized obligations and budget authority are finite and defined by Department of Finance.</li> <li>Create new public infrastructure and open spaces for communities that historically been deprived of critical infrastructure investments and open spaces.</li> </ul> | <ul style="list-style-type: none"> <li>Our key indicators are the number of affordable housing developments that received certificate of occupancy</li> <li>Number of housing developments closed or secured funding</li> <li>The number of certificate of preference holders (individuals previously displaced by redevelopment activities) that secured housing;</li> </ul> |

|   |   |  |  |   |
|---|---|--|--|---|
| <ul style="list-style-type: none"> <li>Local/Small/Minority Owned Businesses and Workers</li> </ul> | Community Action Committees (CAC); development partners; Local SBE/Minority Contractors |  | <ul style="list-style-type: none"> <li>Maximize opportunities for local business and workers</li> <li>Capital funding for small and minority professional services and construction companies</li> </ul> | <ul style="list-style-type: none"> <li>Number of minority/small business successfully bid for work on our projects</li> </ul> |
|   |   |  |  |   |
|   |   |  |  |   |
|   |   |  |  |   |
|   |   |  |  |   |

# RACIAL EQUITY ACTION PLAN APPENDIX 3

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## OCII Workforce Demographic Data

# OCII Workforce Demographic Data

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Office of Community Investment & Infrastructure

Completed by:

Monica Davis Stean, Human Resource Manager

[Monicadavis.stean@sfgov.org](mailto:Monicadavis.stean@sfgov.org)

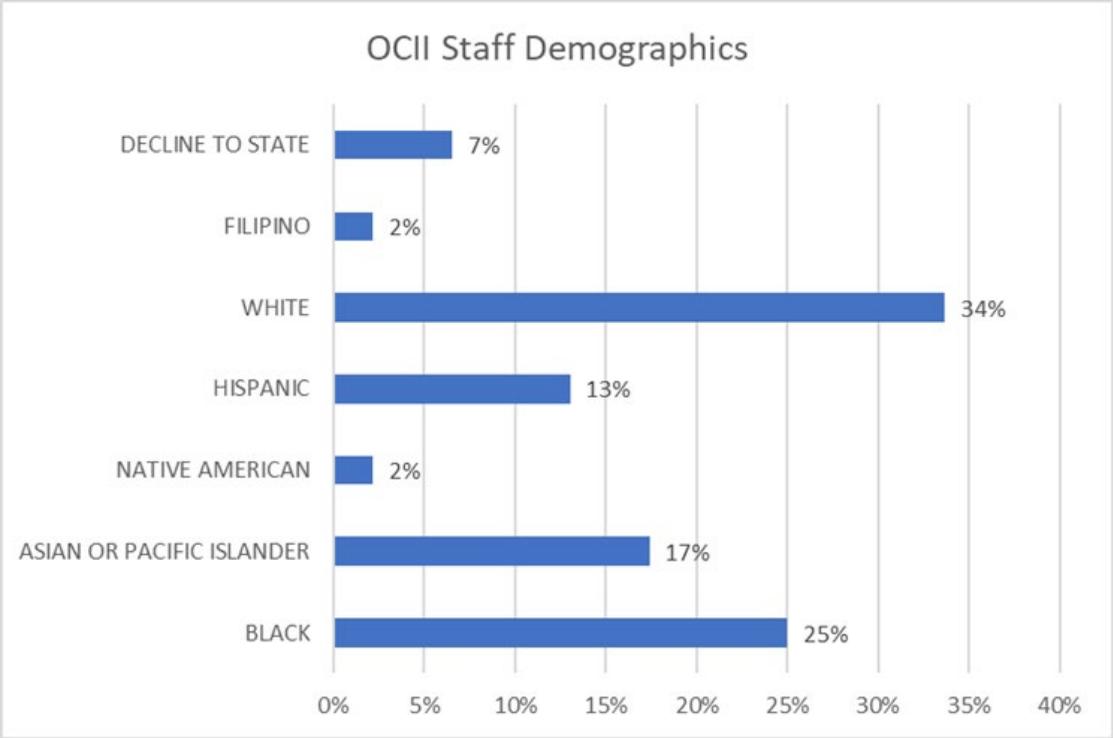
Date

12/30/2020

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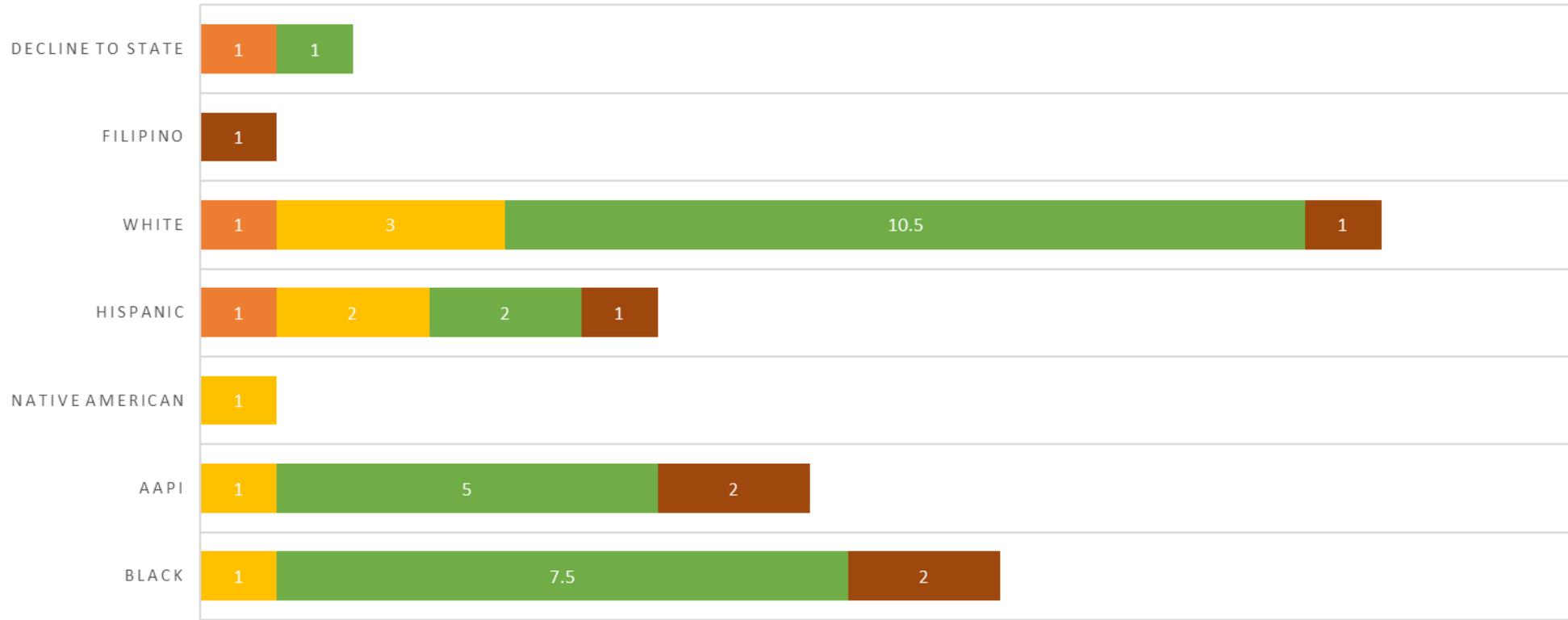
OCII Current Staff Headcount: 44 (2 Vacancies)

OCII’s preliminary demographic breakdown based on employment application self-identification is as follows:



## DEMOGRAPHIC BREAKDOWN BY CLASSIFICATION

■ Executive   
 ■ Supervisory   
 ■ Project/Department Staff   
 ■ Administrative Professionals



|   | Black | AAPI | Native American | Hispanic | White | Filipino | Decline to State |
|---|-------|------|-----------------|----------|-------|----------|------------------|
| <span style="color: #C85130;">■</span> Executive                    |       |      |                 | 1        | 1     |          | 1                |
| <span style="color: #FFC300;">■</span> Supervisory                  | 1     | 1    | 1               | 2        | 3     |          |                  |
| <span style="color: #55A868;">■</span> Project/Department Staff     | 7.5   | 5    |                 | 2        | 10.5  |          | 1                |
| <span style="color: #8B4513;">■</span> Administrative Professionals | 2     | 2    |                 | 1        | 1     | 1        |                  |

# RACIAL EQUITY ACTION PLAN APPENDIX 4

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## OCII Employee Survey Results

# OCII DEPARTMENT RACIAL EQUITY SURVEY RESULTS

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Office of Community Investment & Infrastructure

Completed by:

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Date

12/31/2020

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**Total Number of Respondents:** 30 (60% Response Rate)

**Purpose of Survey:**

- This was OCII's first racial equity survey. The survey was an opportunity for staff to share their experiences with and attitudes towards racial equity.
- All responses were confidential and no identifying information was gathered. All personal statements made will remain anonymous.
- Demographic information provided on an optional basis. Aggregate results (never individual data) may be shared publicly in furtherance of incorporating and adopting racial equity goals.
- OCII is committed to increasing staff's ability to identify racial inequality in our practices, as well as expand our use of best practices to promote more equitable outcomes. As such, survey responses to be used to identify areas where racial equity education and training could be of benefit and better understand our collective awareness around racial equity and its impact on our work and culture.
- The preliminary key takeaway are below.

**Next Steps:**

- The Racial Equity team will take a deeper dive into the data points and narrative and report our findings to our staff and Commission.
- The Racial Equity Team in partner with Staff Focus Group create actions items generated from the survey i.e. training curriculum

**Preliminary Key Observations/Takeaways**

| Racial Equity Training   | The Impact of Race in the Work We Do   | Personal Experience with Institutional/Interpersonal/Structural Racism in the Workplace  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• 11/30 (37%) have not participated in any racial equity training</li> <li>• 7/30 (23%) have participated in 3 or more trainings</li> <li>• 14/30 (47%) have had some form of implicit bias training</li> <li>• 16/30 (53%) recommends OCII offer racial equity training to staff</li> <li>• 20/30 (67%) have a basic understanding of the fundamental concepts of racial equity</li> </ul> | <ul style="list-style-type: none"> <li>• 26/30 (87%) believe it is important to examine the impact of race in the context of the work we do</li> <li>• 28/30 (93%) strongly believe institutional racism and/or implicit bias (even unintentional or unconscious) can perpetuate disparate incomes or racial inequities</li> </ul> | <ul style="list-style-type: none"> <li>• 21/30 (70%) have personally experienced or witnessed <u>institutional racism</u> in the workplace</li> </ul> <p>Do you have the tools to address <u>institutional racism</u> in the workplace?</p> <ul style="list-style-type: none"> <li>• 2/30 (6%) strongly agree</li> <li>• 14/30 (46%) somewhat agree</li> <li>• 8/30 (27%) somewhat disagree</li> <li>• 3/30 (10%) strongly agree</li> </ul> <p>Personally experienced <u>interpersonal racism</u>?</p> <ul style="list-style-type: none"> <li>• 9/30 (30%) strongly agree</li> <li>• 7/30 (23%) somewhat agree</li> <li>• 3/30(10%) somewhat disagree</li> <li>• 9/30 (30%) strongly disagree</li> </ul> <p>Personally experienced <u>structural racism</u>?</p> <ul style="list-style-type: none"> <li>• 8/30 (26%) strongly agree</li> <li>• 8/30 (26%) somewhat agree</li> <li>• 6/30 (20%) somewhat disagree</li> <li>• 2/30 (6%) strongly disagree</li> </ul> |
| <p>Preliminary findings indicate OCII staff have some prior exposure to racial equity concepts; OCII must continue to foster this engagement by offering more trainings and dialogue around racial equity.</p>   | <p>Preliminary findings indicate that OCII Staff have some understanding of the impact of race and implicit bias on perpetuating disparate outcomes or racial inequity.</p> <p>OCII will need to convert this understanding to tangible and transformational actions in the policy and practices of our work.</p>                  | <p>The large degree to which staff have experienced and/or witnesses the various forms of racism in the workplace is disconcerting but not surprising.</p> <p>Given the varying degrees to which our staff have the tools to address incidents of racism, it is a priority for the Agency to create a safe environment for staff to report these issues and provide the tools to address and resolve.</p>  |

| OCII Leadership & Racial Equity   | OCII Addressing Racial Inequities  | OCII & Career Advancement   |
|---|--|---|
| <p>OCII Leadership participates and supports conversations on racial equity?</p> <ul style="list-style-type: none"> <li>• 14/30 (46%) strongly agree</li> <li>• 10/30 (33%) somewhat agree</li> <li>• 3/30 (10%) somewhat disagree</li> <li>• 3/30 (10%) don't know</li> </ul> <p>OCII Leadership Communicates the importance of addressing racial inequities?</p> <ul style="list-style-type: none"> <li>• 10/30 (33%) strongly agree</li> <li>• 11/30 (36%) somewhat agree</li> <li>• 5/30 (16%) somewhat disagree</li> <li>• 1/30 (3%) strongly disagree</li> <li>• 3/30 (10%) don't know</li> </ul> | <p>OCII has taken steps to reduce racial inequities in the communities we serve?</p> <ul style="list-style-type: none"> <li>• 8/30 (26%) strongly agree</li> <li>• 16/30 (53%) somewhat agree</li> <li>• 2/30 (6%) somewhat disagree</li> <li>• 4/30 (13%) don't know</li> </ul> <p>OCII has taken steps to reduce racial inequities internally?</p> <ul style="list-style-type: none"> <li>• 8/30 (26%) strongly agree</li> <li>• 13/30 (43%) somewhat agree</li> <li>• 2/30 (6%) somewhat disagree</li> <li>• 7/30 (23%) don't know</li> </ul> | <p>OCII is an environment where everyone has equal opportunities to advance?</p> <ul style="list-style-type: none"> <li>• 10/30 (33%) strongly agree</li> <li>• 10/30 (33%) somewhat agree</li> <li>• 6/30 (20%) somewhat disagree</li> <li>• 1/30 (3%) strongly disagree</li> <li>• 3/30 (10%) don't know</li> </ul> |
| <p>A significant portion of staff agrees that OCII Leadership supports conversations on racial equity and the importance of addressing racial inequities. However, OCII leadership must be explicit and intentional in our efforts to identify blindspots and/or actions that prohibit honest conversations. Moreover, we must create a safe space for our Black/BIPOC and other marginalized staff to discuss and share their concerns.</p>  | <p>Preliminary findings indicate agreement that OCII has taken steps to address indicate racial inequities in the communities we serve and internally.</p> <p>The next critical step will be to do critical analysis of our policies and practices to determine if/how any unintended consequences of our work created or sustained racial inequities.</p>   | <p>Preliminary Findings show varying degrees of agreement on the equal opportunity to advance. Our next steps are to create format via focus groups, staff interviews, or surveys to gather more details and specifics of staff experience.</p>   |