MAYOR'S OFFICE OF
**HOUSING
+COMMUNITY
DEVELOPMENT**

PHASE ONE

RACIAL EQUITY ACTION PLAN

DRAFT

RACIAL EQUITY LEAD

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MOHCD RACIAL EQUITY **ACTION PLAN** – 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

Racial Equity Team

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Racial Equity Action Plan Key

ACTIONS: specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material
INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action
IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]
LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

RACIAL EQUITY ACTION PLAN SECTIONS

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

PROCESS

THIS SECTION INCLUDES MOHCD'S RACIAL EQUITY HISTORY, PROCESSES, AND INTENTS.

MOHCD began participating in department-wide racial equity work in late 2017 and held our first all-staff racial equity meeting in March 2018. An outside consultant was engaged in December 2018 to help guide our process and conduct a departmental Racial Equity Assessment; the resulting report, from May 2019, is based on online surveys and in-person interviews with MOHCD staff. Our first phase of Racial Equity Plan Goals & Objectives were finalized in March/April 2020 in a collaboration between our senior leadership team and Racial Equity Working Group, which consists of a cross section of staff. Since April 2020, the office has been working to embed racial equity into its day-to-day practice, and explicitly identify racial equity outcomes within its programs and policies.

It is the ongoing intention of the office to advance our mission and the implementation of programs in a manner that minimizes displacement and increases the agency and economic opportunity of Black and Brown residents within San Francisco. MOHCD recognizes the oppressive history of racial injustice, especially in housing and community services; the structural inequities that remain today; and the trauma those inequities perpetuate.

Through its policies, programs, resource allocation, and practices, MOHCD is committed to working in partnership with communities, organizations and those who have been most harmed by racial inequity—especially Black, Brown, Indigenous and other San Franciscans of color—to protect against displacement, shape where they live and work, create thriving neighborhoods, celebrate diverse cultures, and unlock economic prosperity. We seek to create an agency culture where our practices root racial equity as a fundamental consideration in every aspect of our work, and MOHCD staff at all levels reflect the people we serve.

03

ABOUT **MOHCD**

DEPARTMENT BACKGROUND

NUMBER OF EMPLOYEES: 118
FY20-21 BUDGET: $175M

MOHCD, since its creation under Mayor Feinstein, has had addressing the needs of low-income and marginalized San Franciscans as its core mission. In 2005, under the leadership of Mayor Newsom, we started the Communities of Opportunity program, which explicitly tried to address racial disparities in San Francisco. The HOPE SF program has been a reparations initiative since its beginnings in 2008. We continue to serve vulnerable populations as the core of what we do every day. Please refer to Appendices A and B for more information on vulnerable populations served by MOHCD.

## CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity (ORE) worked with the SF Controller and Department of Human Resources (DHR) 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 continues to work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender for hiring, promotions, professional development, terminations, and compensation decisions for all City employees.

**Demographic data pending direction from ORE/DHR

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Our Racial Equity Organizational Assessment Report, prepared by an outside consultant in May 2019, was based on a staff survey that reflected a snapshot of time. The consultant team conducted training evaluations and observations, and interviewed key stakeholders recommended by the internal Racial Equity Working Group. The consultants assessed organizational culture from various vantage points and measured attitudes, beliefs, and experiences. As well, they took an inventory of how various processes and policies are experienced differently by staff. Their resulting summary was organized into 12 themes, described below. The assessment and employee survey clearly showed that at the time of the survey, MOHCD staff held a variance of understanding, motivation, experience in, and exposure to racial equity concepts and knowledge as they are applied within the public sector in San Francisco. A considerable amount of time and attention has been given to MOHCD's racial equity work since this initial employee survey and MOHCD is eager to conduct a follow-up survey to measure employee's current racial equity assessment of MOHCD.
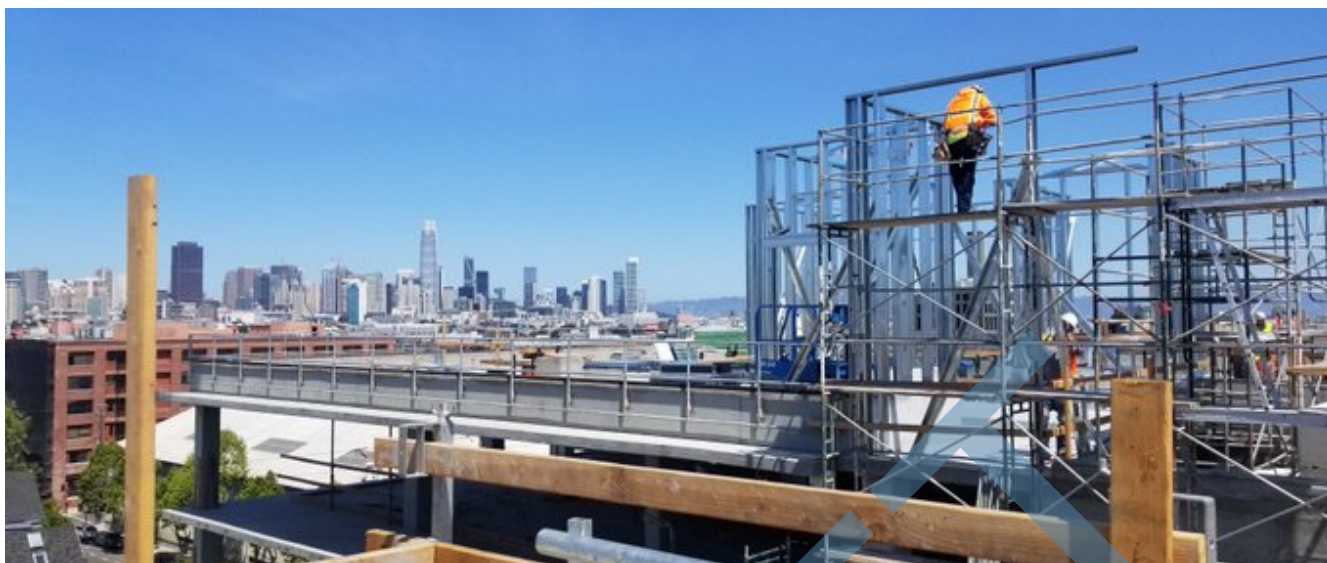
THEMES FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

THEME 01: PRIDE IN THE WORK

The consultant team found a strong sense of pride in the work MOHCD is doing. Specifically, MOHCD staff take great pride in being part of a department that is attempting to solve large, complicated questions around resources and housing in the San Francisco Bay Area, a region well known for grappling with various aspects of housing equity, access, and availability.

THEME 02: HIGH TEAM MORALE

The consultant team reported that team morale in the Community Development and Homeownership and Below Market Rate (HBMR) divisions is quite high. Individuals on these teams feel that racial equity conversations happen more often among themselves. They also perceived that Community Development and HBMR staff are actively and explicitly examining how to best define frameworks on racial equity at MOHCD.

THEME 03: APPRECIATION OF LEADERSHIP'S WILLINGNESS TO ENGAGE IN RACIAL EQUITY WORK

The consultant team noted an evident sense of appreciation that MOHCD's leadership is willing to engage in racial equity work. While there might have been discomfort around the details and content of the conversations on racial equity, some employees felt positively about MOHCD leadership putting resources towards this work.

THEME 04: STAFF FEEL AND UNDERSTAND THE GRAVITY OF "THIS WORK"

The consultant team sensed strongly that MOHCD staff were taking their interviews seriously and prioritizing participation. The consultant team interviewed every person on the Working Group's stakeholder list, despite their hectic work schedules. The high participation rate of the survey is an indication of willingness to engage as well as an indicator of an appetite to engage with this work. While this theme is nuanced by the cautious sentiment around racial equity work, as well as the uncertainty of the project's potential outcomes, the consultant team saw this aspect as a positive, motivating circumstance and factor of influence for this initiative moving forward.

THEME 05: PERCEPTION OF MOHCD LEADERSHIP COMMITMENT TO AND/OR ADVOCACY FOR RACIAL EQUITY

Qualitative data in the survey indicated the feeling that senior management is committed, yet uncomfortable with racial equity work. At the time, the perception of many staff interviewed was that MOHCD leadership did not necessarily feel emboldened or prepared to clearly advocate for racial equity. Staff felt that agency leadership was "not strong on the language of [racial equity]." Even when and where leadership exhibited strength in understanding the practices that advance racial equity, they lacked knowledge on how to operationalize these equitable practices. Although individuals considered to be in leadership roles were able to articulate the concept of equity, staff voiced concerns over the genuineness and authenticity of leadership's commitment to racial equity as well as concerns over how racial equity actually plays out at MOHCD.

THEME 06: INCONSISTENCIES BETWEEN MANAGEMENT'S PERCEPTION OF THIS WORK AND THE EXPERIENCE OF NON-MANAGEMENT

Overall, interviews reflected that individuals in management roles feel they are very clear in their understanding of racial equity work, but unsure about the explicit details and tangible, concrete strategies of how to operationalize racial equity. In contrast to this, non-management interviewees did not feel that management had clear understanding of racial equity.

THEME 07: THE VARIANCE OF THE POC EXPERIENCE AT MOHCD

The consultant team identified that participants' "buy in" to racial equity initiatives depends on their perceptions of how effective this work can and will be. There was a sense of fear that if the department digs into this work, it could blow up and not help at all. Many staff implied or spoke directly about tensions between Black and Asian staff. Some indicated that this tension was possibility both an outcome and an informant of MOHCD's work. Some staff perceive that Asian and Latinx communities in the city receive more resources than Black communities. The consultant noted presence of a perception that the differences in services between those communities parallel differences in the experiences of employees.

THEME 08: QUESTIONS & UNCERTAINTY ABOUT THE ROLE OF DATA

The consultant team found that there were a lot of questions and concerns about the usage of data. These include:

- The distribution of resources;
- Difference in various forms of data;
- Questions on how to collect data from our diverse communities that have 'data collection fatigue';
- The perception that while perhaps data is a "tool" to address institutional racism in the workplace, participants do not feel they have the tools to address racial equity.

THEME 09: LACK OF TRANSPARENCY ABOUT PROFESSIONAL MOBILITY FOR POC

The consultant explored whether, and to what extent, transparency exists around professional mobility and promotion at MOHCD. They found evidence that employee retention at MOHCD is strong and the survey referenced the perception that a significant number of staff have been promoted. However, respondents noted a lack of transparency and professional mobility within the agency. Specifically, 25% of survey participants stated that they do not feel that opportunities for promotion are equitable, accessible to everyone regardless of race or ethnicity. The consultant also noted that staff feel that professional development and mentorship opportunities are lacking.

THEME 10: HEAVY POC VOICE, YET VARIANCE OF GROUP IDENTITY, AND THE PERCEPTION OF WHAT ROLE IDENTITY PLAYS

The consultant was struck by how staff group themselves and suggests that this dynamic makes a statement about the workplace culture. There is a clear affinity among Black employees, but still conflict between interpretations of what being a person of color at MOHCD means. There is a distinction between personal and professional spheres of identity, and the consultant pointed out that some staff saw race as a personal conversation instead of a professional one. This dynamic may indicate that there is a lack of understanding of how race as a concept operates institutionally. In addition, staff who explicitly brought their race, and/or race in general, into discussions at work may have experienced some trauma.

THEME 11: A DIVIDE BETWEEN HOUSING AND COMMUNITY DEVELOPMENT

The inter-agency divide between the Housing and Community Development and HBMR programmatic areas was mentioned by more than half of interview participants, as well as in a number of qualitative survey responses. The consultant documented a sense that the Housing division was segregated, "more white," and generally less open to conversations on racial equity. The consultant also noted that staff are well aware that educational and qualification requirements for employment differ between the two areas, and see this as a barrier to employment access, diversification, and racial and social inclusion.

THEME 12: ATTITUDES AND OPINIONS REGARDING PREVIOUS RACIAL EQUITY TRAININGS

The consultant found that MOHCD staff felt that racial equity trainings are needed and positive, but that MOHCD needs to create more space for framing and processing these trainings. There was a general lack of clear connections to racial equity initiatives and how these trainings explicitly connect to the concrete, tangible daily work of individual roles and responsibilities, as well as to the overarching mission of MOHCD.

The work and findings of this assessment underscore that MOHCD is an agency with incredible talent, institutional legacy and leadership, and significant community presence and responsibility. MOHCD is deeply committed to racial equity: in housing and community development; in our relationships with local community partner organizations and other public sector agencies; and most certainly, with the multiple, intersecting vulnerable communities we serve across the city of San Francisco. Staff at all levels of MOHCD are curious, motivated, and ready to deepen their knowledge of key concepts to operationalize racial equity across all program areas. This will deepen our impact in the community, and improve racial equity and inclusion internally, thereby attracting top diverse talent to join our team. MOHCD's Phase I Racial Equity Action Plan addresses some of the themes raised in the 2019 staff survey by operationalizing strategies for staff recruitment, development, and retention. It is our plan to regularly survey staff to evaluate the following actions.

1. HIRING AND RECRUITMENT

DEPARTMENT GOAL: MOHCD shall develop and implement recruitment strategies in an effort to expand the racial and ethnic diversity of its applicant pools such that MOHCD staff, at all levels, is diverse and representative of the communities we serve.

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, under-represented and underserved communities. MOHCD recognizes the differences in racial makeup between divisions within the department. We also observe that incumbents in middle management roles are less diverse than incumbents in line staff or senior leadership roles.

Rather than passively waiting for Black and Brown candidates and other people of color to apply, MOHCD will actively seek these individuals out. This includes assessing the most basic barriers to reaching the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within non-traditional outlets, community-based organizations, and BIPOC professional networks will cultivate a rich pool of diverse candidates.

1.1 POLICY DEVELOPMENT

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

ACTION 1.1.1

Assess current conditions and barriers that: 1) impede potential applicants' ability to competitively apply to available positions, and 2) disallow current, competitive employees to apply.

Indicators: Barriers assessment is completed

Timeline: Winter 2020–2021

Implementation: This will be part of the MOHCD Career Pathways assessment & program development. In addition, Citywide RE Plan Coordination will support a review of de-identification policy and temporary exempt appointments process/policy.

Lead: Benjamin McCloskey + Karen Henderson

ACTION 1.1.2

Implement an annual staff survey to assess employee experience in a way that will inform hiring, recruitment and retention strategies. Survey data and results are disaggregated and shared with department staff and ORE.

Indicators: Survey is administered annually

Timeline: TBD

Implementation: We plan to implement this survey following the deployment of the Citywide employee survey being developed between DHR and ORE. We want our staff survey to be additive and not repetitive.

Lead: Benjamin McCloskey + Karen Henderson

ACTION 1.1.3

Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment.

Indicators: Policy is created, implemented, and reviewed annually to maximize results

Timeline: TBD

Implementation: We plan to implement this survey following the deployment of the Citywide employee survey being developed between DHR and ORE. We want our staff survey to be additive and not repetitive.

Lead: Benjamin McCloskey + Karen Henderson

1.2 STRENGTHEN STRATEGIES

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

ACTION 1.2.1

Create a hiring tool kit for hiring managers to make all aspects of the hiring process easier to understand, more transparent, and more equitable. Components of the tool kit would include job description design/outline, outreach, marketing, bias mitigation during interview process, etc.

Indicators: Candidate pool is increasingly more diverse and referred from a variety of sources.

Timeline: 2021

Implementation: This is <u>internally</u> focused on educating and serving the needs of MOHCD staff.

Lead: Karen Henderson

ACTION 1.2.2

Current efforts to deepen the pool of candidates of color for all open positions at MOHCD by developing new partnerships and implementing strategies to expand outreach and targeted marketing.

Resources Committed: Increased funding for marketing and outreach activities

Indicators: Candidate pool is increasingly more diverse and referred from a variety of sources.

Timeline: TBD

Implementation: This is <u>externally</u> focused, and uses a strategic communications approach that includes building lists of Black and Brown affiliation groups linked to specific roles and tradelines within MOHCD such as the African American Realtors Association.

Lead: Eric Shaw + Max Barnes

1.3 TALENT INVESTMENT

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.

ACTION 1.3.1

Create, maintain, and develop internship and fellowship opportunities targeting people of color. Be clear and upfront about the ability to fund (or not fund, given City hiring constraints) internships and fellowships during the interview process.

Indicators: # of Black and Brown interns/fellows, increases annually or meets department needs/capacity

Timeline: Fall 2020

Implementation: We are already working on implementing this, having deployed a robust call for interns to a number of colleges and universities. Next steps include outreach to historically black colleges and universities, and identification of housing and community development grad programs that prioritize racial analysis in their teaching.

Lead: Max Barnes

ACTION 1.3.2

Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.

Indicators: # of Opportunities for all placements and mentors

Timeline: Summer 2021

Implementation: Deployment of Opportunities for All tbd pending COVID changes

Lead: Theo Miller

1.4 RECRUITMENT/ONBOARDING

Commit to standardized, transparent, and participatory recruiting and onboarding. [We note that efforts in this area may be impeded by hiring freezes and/or DHR process slowdowns due to COVID-19.]

ACTION 1.4.1

Maintain a standardized and holistic interview process with structured interview questions that assess candidates' understanding and commitment to racial equity work.

Indicators: Standardized interview process with a set of inclusive interview questions

Timeline: Ongoing

Implementation: MOHCD already follows this best practice. We plan to continue and strengthen our commitment to this.

Lead: Karen Henderson

ACTION 1.4.2

Ensure a diverse hiring panel for each interview.

Indicators: Demographic composition of panels; increase in diverse interview panels

Timeline: Ongoing

Implementation: MOHCD already follows this best practice. We plan to continue and strengthen our commitment to this.

Lead: Karen Henderson

ACTION 1.4.3

Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.

Indicators: Interview panels will be increasingly aware of their bias and new hire diversity will increase. Conversations regarding racial equity can be easily had.

Timeline: Ongoing

Implementation: MOHCD interview panelists already take required training on implicit bias before each interview panel experience. We plan to further develop our commitment to this.

Lead: Karen Henderson

ACTION 1.4.4

Share and post all job openings internally. Abide by department's RE Action Plan goals for accessibility.

Indicators: Increase in internal part-time and full-time staff, interns and fellows applying for promotional job opportunities

Timeline: Ongoing

Implementation: MOHCD already follows this best practice. We plan to continue and strengthen our commitment to this.

Lead: Karen Henderson

ACTION 1.4.5

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.

Indicators: Hiring, interviewing, and onboarding processes standardized. Lag times/wait times.

Timeline: Ongoing

Implementation: We will continue to look for ways to minimize lags and wait times for all applicants including ways to build the capacity of hiring managers with competing priorities.

Lead: Karen Henderson

ACTION 1.4.6

Create a new employee orientation and onboarding process that ensures all employees are onboarded and oriented consistently.

Indicators: All new hires are processed similarly, regardless of positions

Timeline: 2021

Implementation: Employee surveys indicate there are opportunities for improvement in this area. We intend to collaborate with other departments to learn from and borrow resources.

Lead: Karen Henderson

ACTION 1.4.7

Identify and evaluate options for including a racial equity training as part of the onboarding process, and create and implement training based on evaluation.

Indicators: New staff will be able to understand, participate and enhance MOHCD's efforts to operationalize racial equity in all aspects of our work. Conversations regarding racial equity can be easily had.

Timeline: 2021

Implementation: While we think general racial equity and implicit bias training should be a centralized, Citywide goal, we will implement MOHCD-specific onboarding requirements for hiring managers. MOHCD new hires will receive information and materials on efforts to operationalize racial equity in our work.

Lead: Karen Henderson

2. RETENTION AND PROMOTION

DEPARTMENT GOAL: MOHCD shall develop and implement staff retention and promotion strategies such that MOHCD staff, at all levels, is diverse and representative of the communities we serve.

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.

Our employee feedback makes clear that MOHCD has work to do in this area, as employees are not always fully aware of how to pursue professional development opportunities or how promotion works at MOHCD and within the civil service context in general. We have increased transparency and provided additional tools and trainings and will continue to do so. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

2.1 WORKER PROTECTIONS

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

ACTION 2.1.1

Track deployment and the given functions and demographics of all DSW workers (frontline work and remote work) deployed throughout the period.

Indicators: Tracking mechanism created and implemented

Timeline: Ongoing

Implementation: Analyze demographic data and determine whether staff is being deployed across all race and ethnic demographics.

Lead: Benjamin McCloskey + Karen Henderson

ACTION 2.1.2

Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.

Indicators: Compensation, paid sick leave, and flex time benefits assessed and easily accessed. Increased employee awareness of additional benefits

Timeline: Ongoing

Implementation: Continue to regularly inform staff of the resources available.

Lead: Karen Henderson

2.2 LIVING WAGES

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

ACTION 2.2.1

Conduct review of 977x salary ranges against industry standards (by MOHCD division) to ensure parity.

Indicators: Pay inequities are reduced and aligned after salary data is reviewed, potentially through position substitutions

Timeline: 2022

Implementation: Research

Lead: Benjamin McCloskey + Karen Henderson

2.3 PROMOTIONAL PATHWAYS

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

ACTION 2.3.1

Strengthen existing practice of identifying and communicating opportunities for career advancement for existing employees, both within MOHCD divisions and outside of the City.

Indicators: Increase in knowledge about advancement opportunities

Timeline: 2021

Implementation: Create a MOHCD Career Pathways tool kit that articulates the skills necessary for promotion within MOHCD divisions. This tool kit will identify how staff can be competitive for higher level classifications within a civil service environment and how managers can serve as coaches and cheerleaders in promoting staff success in career advancement. Tool kit will have a racial equity lens, acknowledging barriers and roadblocks often encountered by underrepresented groups.

Train supervisors on how to be supportive of staff career advancement, both within and outside MOHCD.

Lead: Benjamin McCloskey

3. DISCIPLINE AND SEPARATION

DEPARTMENT GOAL: MOHCD will follow the advice of DHR in all circumstances of discipline and separation, regardless of race or job level of the employee.

PHOTO BY SORA SHIMAZAKI FROM PEXELS

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 poor performance reviews, missed promotion opportunities, and, oftentimes, termination.[1] This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped.

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

1 Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/.
2 Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020)

3.1 DISCIPLINARY PROTOCOLS

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

ACTION 3.1.1

Train supervisors on bias and equitable and compassionate discipline and separation.

Indicators: # of trainings completed annually

Timeline: 2022

Implementation: This should be a City-wide effort integrated into the 24-Plus program.

Lead: Karen Henderson

ACTION 3.1.2

Conduct analysis of MOHCD separations over the last 2–3 years to determine if there are any observable racial inequities.

Indicators: To be determined once analysis is completes

Timeline: Early 2021

Implementation: Research former staff files and compile data.

Lead: Karen Henderson

3.2 UNDERSTAND SEPARATION

Understand why people leave MOHCD.

ACTION 3.2.1

Conduct exit interviews with all separating staff and share results with Senior Leadership Team.

Indicators: # of exit interviews conducted

Timeline: 2021

Implementation: Explore best practices for exit interviews; determine who should conduct and create annual data report for Senior Leadership Team.

Lead: Karen Henderson

ACTION 3.2.2

Analyze data from MOHCD exit interviews to identify patterns in racial inequities.

*Indicators:* Annual exit interview analysis

Timeline: 2021 and ongoing

Implementation: Identify areas in exit interview data for further research and policy action where appropriate.

Lead: Senior Leadership Team

4. DIVERSE AND EQUITABLE LEADERSHIP

DEPARTMENT GOAL: MOHCD shall develop and implement staff recruitment and retention strategies such that MOHCD staff, at all levels, is diverse and representative of the communities we serve. MOHCD is especially interested in focusing on increasing diversity in middle management roles.
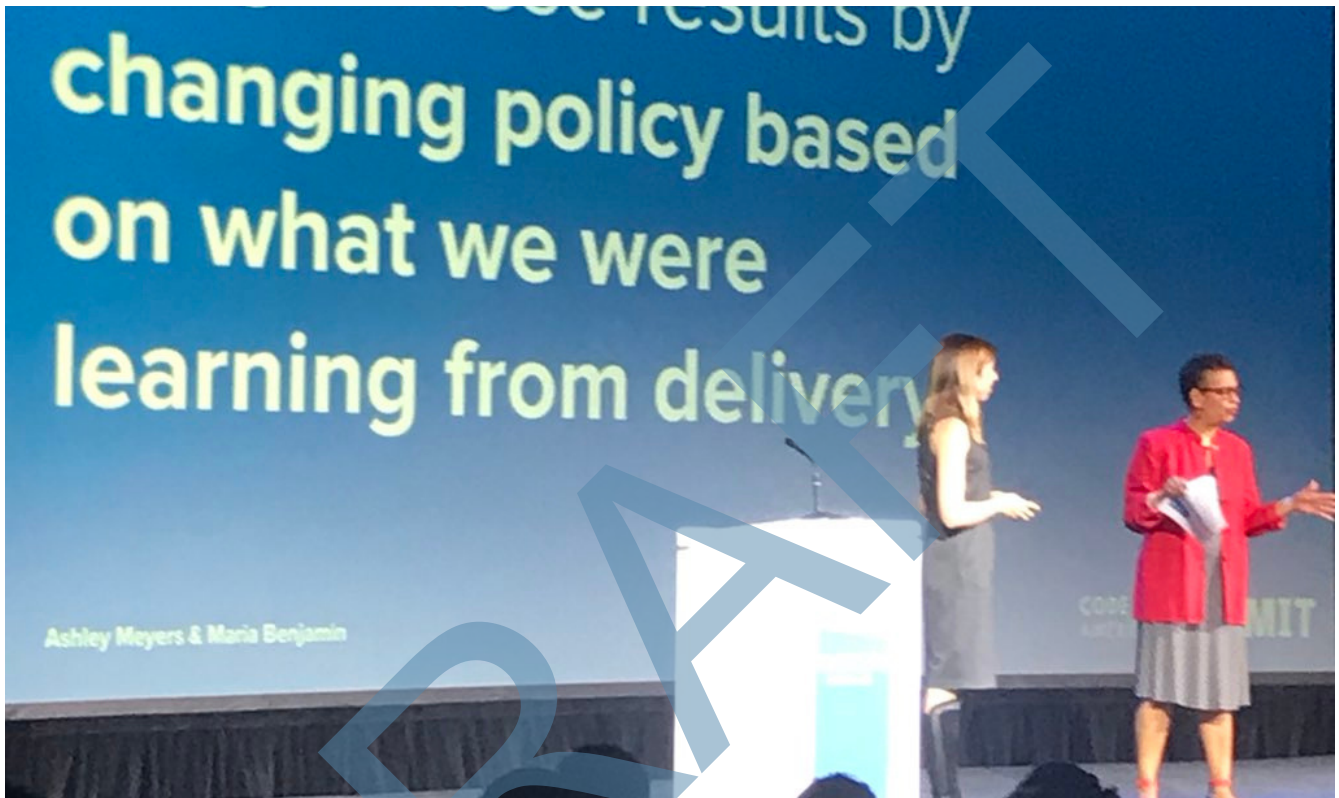
An Equitable Workplace Starts with Diverse Leadership.

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

Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.[2] A diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them. Within MOHCD, we observe that incumbents in middle management roles are less diverse than incumbents in line staff or senior leadership roles.

1 Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace.
2 Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap (2020) https://buildingmovement.org/wp-content/uploads/2020/07/RTL_Revisited_National-Report_Final.pdf

4.1 LEADERSHIP DEVELOPMENT

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

ACTION 4.1.1

Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.

Indicators: % increase in diverse leadership

Timeline: Ongoing

Implementation: Continue our ongoing work in this area, including participation in the Citywide recruitment workgroup convened by DHR.

Lead: Eric Shaw + Karen Henderson

ACTION 4.1.2

Identify training opportunities for supervisors in: 1) providing equitable and inclusive feedback; and 2) mentorship and professional development.

Indicators: # of training & development completed by leadership per quarter

Timeline: 2021

Implementation: Solicit suggestions from MOHCD managers and other Department Personnel Officers and DHR.

Lead: Karen Henderson

ACTION 4.1.3

Implement a simple ongoing process to submit anonymous input to senior leadership. Develop a plan to respond to such input.

Indicators: % of staff that are aware of and use the process

Timeline: 2021

Implementation: Partner with Senior Leadership Team to brainstorm and implement. Explore technological (ie web form) and personal connection options.

Lead: Eric Shaw + Karen Henderson

ACTION 4.1.4

Identify barriers to promotion from line staff to middle management and work to mitigate them.

Indicators: % of internal staff promoted to middle management

Timeline: 2021

Implementation: Create a matrix of qualifications needed for middle management positions across divisions.

Lead: Karen Henderson

5. MOBILITY & PROFESSIONAL DEVELOPMENT

DEPARTMENT GOAL: MOHCD staff will be able to identify their professional goals and will feel supported in achieving them.

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 be evaluated by their expected potential.[1]

By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills.

In essence, professional development through mentorship, training, and workshops creates an internal pipeline retaining employees who will one day fill leadership positions. Our employee feedback makes clear that MOHCD has work to do in this area, as employees do not understand professional development opportunities or how promotion works within the civil service context. We have provided and will continue to provide additional tools and trainings.

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

5.1 DEVELOPMENT OPPORTUNITIES

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

ACTION 5.1.1

Bring focus to professional development as part of annual performance planning for all levels of staff.

Indicators: # of available professional development opportunities; # of completed trainings

Timeline: Ongoing

Implementation: Distributed instructions regarding professional development goals to all MOHCD staff week of November 16, 2020. All performance plans require both a racial equity operational goal and a professional development goal.

Lead: Benjamin McCloskey + all MOHCD managers

ACTION 5.1.2

Clearly articulate process for staff to access professional development opportunities. Make clear processes and protocols for reimbursement, stipends, and payments.

Indicators: # of attended, external conferences

Timeline: Ongoing

Implementation: Distributed training document to all staff week of November 16, 2020. Will follow up to assess effectiveness and additional questions.

Lead: Benjamin McCloskey + all MOHCD managers

ACTION 5.1.3

Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals.

Indicators: # of staff participating in outside events or opportunities

Timeline: Ongoing

Implementation: We have requested sharing of information and have gotten little traction or suggestions thus far. Continue efforts with creative approaches.

Lead: All MOHCD managers

5.2 THOUGHTFUL COLLABORATION

Encourage consistent and thoughtful collaboration between staff and supervisors.

ACTION 5.2.1

Ensure that all staff receive an annual performance evaluation and performance plan.

Indicators: % of staff with annual performance evaluation and performance plan

Timeline: Ongoing

Implementation: Performance plans for all staff are due January 18, 2021.

Lead: Benjamin McCloskey + Karen Henderson

ACTION 5.2.2

Explore creation of mentorship opportunities between senior and junior level staff.

Indicators: # of mentorship programs per year; # of meetings per program cycles.

Timeline: 2021

Implementation: Potentially part of MOHCD Career Pathways program.

Lead: Benjamin McCloskey

ACTION 5.2.3

Conduct 360 performance reviews on all managers every 3-5 years.

Indicators: # of managers reviewed with staff and peer feedback

Timeline: 2022

Implementation: Seek funding source for consultant and determine timeline.

Lead: Benjamin McCloskey

5.3 CENTER STAFF

In order to perform and excel at their jobs, ensure that staff needs are centered and timely met.

ACTION 5.3.1

Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.

Indicators: Process developed; % of staff aware of accommodation process

Timeline: 2021

Implementation: Determine definition of "accomodation."

Lead: Karen Henderson

ACTION 5.3.2

Assess whether staff needs outside of the workplace are addressed. Understand that non-work-related needs contribute to overall work quality.

Indicators: Staff Survey

Timeline: 2021

Implementation: Work with DHR to create or improve resource directory for non-work-related staff
needs.

Lead: Karen Henderson

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

DEPARTMENT GOAL: In order to consistently focus on addressing racial inequities, MOHCD shall integrate a racial equity framework into all facets of its culture, practices, and work plans, and work to ensure that all staff feel that their contributions are integral to MOHCD's mission, that their identities and experiences are celebrated, and that their voices are heard and considered.

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 center whiteness.[1]
This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong.

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

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

6.1 ORGANIZATIONAL CULTURE

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

ACTION 6.1.1

Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.

Indicators: Staff surveys indicate continued culture of inclusion

Timeline: 2021

Implementation: Department mission, policies, and procedures are updated and available. Staff surveys are conducted on an annual basis.

Lead: Eric Shaw + Karen Henderson

ACTION 6.1.2

Racial Equity Team consisting of Racial Equity Leads keeps the department accountable for reaching its RE Action Plan goals.

Indicators: Progress toward goals

Timeline: Ongoing

Implementation: Racial equity is a standing item at MOHCD.

Lead: Eric Shaw

ACTION 6.1.3

Research and identify resources for external trainings on race and other forms of staff support to ensure MOHCD is successful in implementing its racial equity work.

Indicators: # of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter

Timeline: Ongoing

Implementation: Continue monthly racial equity all staff meeting to provide a forum for racial equity trainings and discussions.

Lead: All MOHCD managers

ACTION 6.1.4

Establish and implement an annual measure of MOHCD employee experiences.

Indicators: Annual survey with disaggregated data and feedback

Implementation: We plan to implement this survey following the deployment of the Citywide employee survey being developed between DHR and ORE. We want our staff survey to be additive and not repetitive.

Lead: Benjamin McCloskey + Karen Henderson

6.2 EQUITABLE COMMUNICATION

Develop internal communication processes and procedures that promote equity.

ACTION 6.2.1

Increase consensual vulnerability and psychological safety by normalizing and supporting a variety of practices to increase trust among and between MOHCD employees.

Indicators: Ongoing staff participation and feedback

Timeline: Ongoing

Implementation: Currently modeling this for all MOHCD managers through iterative experiments of "Culture Shares" within monthly MOHCD Managers meeting. Continue monthly racial equity all staff meetings that allow for breakout sessions, where staff is able to have in-depth conversations about racial equity topics in small groups across divisions and classifications.

Lead: Benjamin McCloskey + Eric Shaw

7. BOARDS AND COMMISSIONS

DEPARTMENT GOAL: Advisory boards that support MOHCD (Citizen's Committee on Community Development and SOMA/Central SOMA Advisory Board) will not only serve their identified purpose, but will also exist as safe spaces of racial reconciliation and healing.

PHOTO BY CHRISTINA MORILLO FROM PEXELS

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

7.1 VALUE MEMBERS

Ensure all members naturally feel welcomed and valued, not tokenized.

ACTION 7.1.1

Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. (e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.)

Indicators: # of diverse board/commission members; % of board/commission retentions

Timeline: Implemented for all CCCD and SoMa CAC meetings beginning February 2021

Implementation: MOHCD will include the process for making an accommodation request on all agendas and meeting notices, and list additional requests that can be accommodated by its staff and contractors, including child care, translation services, and food.

Lead: Mike King + Brian Cheu + Claudine Del Rosario

ACTION 7.1.2

Commit to ongoing racial equity training, being mindful of ongoing and current issues.

Indicators: # of completed trainings per quarter; increased participation rates

Timeline: Implemented by July 1, 2021

Implementation: With DHR, explore offering City-provided racial equity and implicit bias trainings semi-annually to new and existing CCCD and SoMa CAC members.

Lead: Mike King + Brian Cheu + Claudine Del Rosario

ACTION 7.1.3

Participate in active review of community development investments utilizing racial equity frame to ensure racial equity in grants portfolio.

Indicators: # of investment review opportunities utilizing racial equity lens

Timeline: Implemented for CCCD and SoMa CAC meetings beginning in January 2021

Implementation: Continue building on progress to-date presenting community development investments using a racial equity lens. Present recommended investments for the upcoming fiscal year by summarizing the anticipated impact on race and ethnic groups, as well as on organizations rooted in those communities. Continue this practice in subsequent years.

Lead: Mike King + Brian Cheu + Claudine Del Rosario

PHOTO BY ANNA SHVETS FROM PEXELS

APPENDIX A

VULNERABLE POPULATIONS SERVED

MOHCD serves the following communities of color:

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

When developing a Theory of Change for our most recent Consolidated Plan, MOHCD intentionally prioritized populations that need the most support for housing and supportive services. The following target populations were identified:

Extremely and Very Low-Income Households
Extremely low-income households are defined as households whose incomes are below 30% of the Area Median (AMI) Income. Very low-income households are those whose incomes are below 50% of AMI. Roughly one-third of all San Franciscans qualify as extremely or very low-income.

Households with Barriers to Access to Opportunities
Primary barriers to opportunities include limited English proficiency, low digital access or literacy, low educational attainment, criminal record, and immigration status.

Households at Risk of Displacement
San Francisco's increasing income inequality and housing and business costs have been linked to changes in the city's socio-economic composition and displacement of communities of color and the businesses and organizations that serve them and low-income households.

Households Experiencing a Legacy of Exclusion
MOHCD has defined households experiencing a legacy of exclusion as households with Black/African-American and Native American members: descendants of slavery and survivors of genocide. At MOHCD we recognize the oppressive and exploitative history of racial injustice, as well as the present-day structural inequities that exist in the United States, the greater Bay Area, and San Francisco.

Households Destabilized by Systemic Trauma
An individual who survives harmful or life-threatening circumstances may experience trauma: lasting adverse effects on their well-being and ability to function. MOHCD recognizes that systemic trauma can be caused by many institutional systems and practices such as institutional racism; exclusionary policies in housing, employment, education and health; discrimination due to gender, sex, or age; intergenerational poverty; and biased criminal justice.

MOHCD recognizes the intersectionality of these populations with the BIPOC, especially Black and Brown, people in San Francisco. Households that are most at risk of displacement are likely to be extremely low-income, with multiple barriers to opportunities, experiencing a legacy of exclusion and destabilization by systemic trauma.

APPENDIX B
VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

MOHCD regularly seeks input from our target communities on programs and services and changing needs of the most vulnerable. The most recent community engagement process was conducted over more than 18 months, from December 2018–June 2020. As part of the assessment, MOHCD gathered disaggregated racial population categories to inform decisions, guide resource allocation, and evaluate the effectiveness of our programs. Although federal and state program reporting requires aggregate racial/ethnic population descriptors, disaggregated data provides MOHCD with more granular detail and enables us to better identify specific vulnerable populations within racial/ethnic groups.

Engagement methods included:
- 10 neighborhood forums – approximately 700 participants
- 40 focus groups – approximately 750 participants
- Online/paper survey – nearly 2,500 respondents

Forums took place in the following neighborhoods: Bayview Hunters Point, Castro, Chinatown, Excelsior and OMI, Mission, South of Market, Sunset, Tenderloin, Visitacion Valley, and the Western Addition. Meeting announcements and materials were translated, and interpretation during meetings was provided.

Focus groups were convened with the following communities: African American, Cambodian, Latino, Samoan, and Vietnamese service providers and advocates; HIV community; HOPE SF Hunters View, Alice Griffith, Potrero Hill and Sunnydale residents; Human Services Network; LGBTQ+ service providers and advocates; unhoused residents (Local Homeless Coordinating Board); RAD residents – 16 buildings; San Francisco Immigrant Legal & Education Network members; seniors and persons with disabilities (Long Term Care Coordinating Council and Mayor's Disability Council).

Among the concerns identified during community engagement, San Francisco stakeholders were most frequently concerned about displacement, increasing housing prices, the overall cleanliness and safety of their neighborhoods, and transit accessibility. Participants in MOHCD's community engagement identified that services to support self-sufficiency and stability are as important as the need for housing itself. Many stakeholders expressed a prominent need for culturally-inclusive and culturally-specific services, especially for racial groups experiencing chronic disparities as well as the LBGTQ+ community. Participants expressed a need for greater awareness of, navigation of, and access to available services, especially for health and housing services. Stakeholders expressed a desire for more inclusive and relaxed standards around affordable housing eligibility. Many community members voiced the need for more opportunities to provide input on the City's housing eligibility policies as well as participate in the development of affordable housing programs. Stakeholders asked for more streamlined services, improved inter-agency collaboration, and stronger cross-agency communication to support the delivery of both housing and supportive services.

VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

Top housing and housing service needs:
Affordable housing; rental assistance/reduced-cost housing; housing navigation and application assistance; safe shelter, transitional and permanent housing environments; more housing protections; senior and accessible housing; eviction prevention; tenant education; down-payment assistance; housing close to employment; landlord negotiation assistance; mortgage and HOA dues foreclosure assistance.

Top social and supportive service needs:
Benefits assistance (CalWorks, SNAP, Medi-Cal, etc.); better access to healthcare; access to healthy food; mental health and substance use support; language support; knowledge of available services; support for seniors and people with disabilities; affordable childcare; case management; legal services – consumer/civil rights, worker/employment rights, and immigration support; access to recreation; nutrition programs; neighborhood clean-up; and safety programs.

Top economic self-sufficiency needs:
Job training; financial planning and education; access to ESL classes, GED and high school diploma programs; local hiring; financing and credit services; tech access/tech education; permanent job/career opportunities; employment coaching; "working class" jobs; employer programs; senior/disability employment; affordable higher education opportunities.

Top community empowerment and engagement needs:
Cultural competency and inclusivity (cultural events, cultural-based outreach); community events (block parties, holiday events, sports events, farmers markets); community space (recreational space, green space, art space); nonprofit support and capacity building; parking; community planning; support for small businesses; volunteer opportunities; community engagement and communication efforts; targeted marketing of services; community-based neighborhood clean-up efforts; senior services; better street and outdoor lighting.
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