

# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part A

Submit to ORE by May 2, 2022

Department name: Mayor's Office of Housing and Community Development  
Date: May 2, 2022

#### Reflections from Department Leadership

**What specific racial inequities and disparities within your department are you focused on addressing in 2022?**

I am focused on ensuring that promotional and professional development opportunities are available for staff: including increasing the awareness of the internal and external promotion opportunities and encouraging staff to consider non-traditional professional development programs and activities.

**Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?**

The office's Racial Equity Leaders are members of the senior leadership team with whom I interact with on a daily basis on monitoring and implementation of the Racial Equity Plan. To advance our goal of "operationalizing racial equity" in all the work of MOHCD, we identify opportunities to center racial equity in performance planning, strategy development, and ongoing office operations.

I leverage personal, professional and city networks to share best practices in the area of employee support and program implementation. Last year I was able to secure national leaders in the areas of advancing EDI initiatives in the work place, equitable program evaluation, allyship in ending anti-AAPI violence and resident centered engagement to be speakers for all-staff racial equity meetings. In addition, we have expanded the channels in which we outreach employment opportunities to BIPOC professional organizations and are working to create promotion opportunities for staff within the office.

**Acknowledged by [name] and [title], [date], [signature]**

**Eric Shaw, Director MOHCD, /s/ ERIC SHAW**

## 1. Hiring and Recruitment

### Goals and performance measures

- Through calendar 2021, MOHCD experienced a high volume of staff transition, including the addition of new positions. This created a great opportunity for us to put into practice many elements of our Racial Equity Action Plan, including:
  - More comprehensive support for hiring managers, especially around efforts to ensure a diverse applicant pool and eligibility list/interview list.
  - Using a strategic communications approach to sharing and advertising employment opportunities
  - Ensuring existing staff are aware of all advancement opportunities
  - Requiring all interview panelists to complete implicit bias training before every panel on which they participate
  - Ensuring a diverse interview panel for every panel
  - Asking interview questions which assess candidates' understanding of and commitment to racial equity work
  - Reducing time to hire as much as possible

### Changes implemented over the 2021 calendar year

- From January 1, 2021 through February 28, 2022, MOHCD hired 30 new staff members (excluding promotions, which are addressed below). Below are the racial demographics of these new hires. We are proud of these outcomes!

	<u>Number</u>	<u>Percent</u>
API	5	17%
Black	7	23%
Filipino	2	7%
Hispanic	6	20%
Multi-racial	1	3%
White	9	30%
<b>Total</b>	<b>30</b>	<b>100%</b>

### Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Hiring and recruitment continues to be a challenge in 2022, especially in our labor market. We aim to continue our progress from 2021 and are prioritizing our efforts to ensure alignment of breadth of responsibility with appropriate class & compensation across the organization.

## 2. Retention and Promotion

### Goals and performance measures

- MOHCD is fully committed to staff retention and hiring existing staff members into promotive positions. Our staff is currently diverse across all levels of the organization, has a high level of expertise, and enjoys working together!
- After conducting a thorough review of existing incumbents, scope of responsibility, and classification/compensation, we identified a number of possible adjustments, including among people of color. As part of our FY21-22 budget submission, we requested a number of position substitutions which we are now in the process of implementing.

### Changes implemented over the 2021 calendar year

- From January 1, 2021 through February 28, 2022, MOHCD hired 5 existing staff members into promotive positions. Below are the racial demographics of these new hires. We are proud of these outcomes!

	<u>Number</u>	<u>Percent</u>
API	2	40%
Black	1	20%
Filipino	0	0%
Hispanic	2	40%
Multi-racial	0	0%
White	0	0%
<b>Total</b>	<b>5</b>	<b>100%</b>

### Priority actions for 2022 calendar year, including opportunities for staff input and decision-making.

- Retention & promotion continues to be a challenge in 2022, especially in our labor market. We aim to continue our progress from 2021, including proposing additional promotive opportunities in our FY22-23 budget proposal. We are also prioritizing our efforts to ensure alignment of breadth of responsibility with appropriate class & compensation across the organization. In addition, we are deeply considering how to best align flexibility for time, location, and schedule of work with our business needs, especially in light of our new hybrid work environment.

### **3. Discipline and Separation**

#### **Goals and performance measures**

- MOHCD has conducted a comprehensive analysis of discipline and separations over the last 3 years and has not observed any racial inequities.

#### **Changes implemented over the 2021 calendar year**

- In 2021, we implemented confidential exit interviews for all staff leaving the department. Exit interviews include questions addressing racial equity and the work environment. Results of these interviews are aggregated to preserve confidentiality, and themes are presented on a regular/recurring basis to the Senior Leadership Team for discussion and action, or discussed with directly with remaining employees if appropriate. We are proud to say that 100% of exit interview respondents said they would return to work at MOHCD!!

#### **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

- We plan to further prioritize review and response to feedback received from exit interviews across the organization.

### **4. Diverse and Equitable Leadership**

#### **Goals and performance measures**

- MOHCD has a diverse Senior Leadership Team. We are focused on further expanding diversity in our middle management roles at every opportunity.

#### **Changes implemented over the 2021 calendar year**

- Changes applicable to this category are covered in Section 1-3 above.

#### **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

- Priority action for 2022 is to implement a simple ongoing process to submit input to senior leadership and develop a process to respond to such input.
- Implementing 360 Degree Feedback for managers as an opportunity to get more feedback on leadership's racial equity work, among other things
- Propose additional promotive leadership opportunities in our FY22-23 budget proposal

## **5. Mobility and Professional Development**

### **Goals and performance measures**

- Our goals and performance measures in this area are closely tied to our employee performance review process. We expect all MOHCD staff to have a formal review at least once per year, along with a plan for future work. All plans are required to have a professional development component and approval for professional development opportunities is generous.

### **Changes implemented over the 2021 calendar year**

- The Senior Leadership Team began regularly sharing professional development opportunities with each other and discussing whether any particular MOHCD staff would benefit from the opportunities.

### **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

- Priority action for 2022 is engagement of a consultant to conduct a 360 Degree Feedback and Coaching process for all MOHCD supervisors, managers, and senior leadership. Racial equity considerations will be centered in both the procurement process and the implementation of the program.

## **6. Organizational Culture of Belonging and Inclusion**

### **Goals and performance measures**

- We've done our best to focus on this in 2021, but it was indeed a challenging year to do so given our mostly-telecommuting model. Many of our organizational culture items related to belonging and inclusion previously centered around in-person activities and/or food. To compensate for this, we've normalized and supported a variety of practices to increase trust among and between MOHCD employees, including "culture shares" at the beginning of many meetings and quick 5-minute meditation/quiet time at the beginning of meetings. We encourage off-site team gatherings which offer opportunities to build team cohesion outside of the office. We've also been deliberate about assessing whether staff needs outside the workplace are addressed, with an understanding that non-work needs contribute to overall work quality and satisfaction.

### **Changes implemented over the 2021 calendar year**

- MOHCD managers have attempted to be deliberate about on-boarding new staff to help them feel included and find their sense of place in the organization.
- In the spirit of an inclusive culture, we held our first roundtable brainstorming session soliciting ideas for innovative housing solutions, giving everyone on staff the chance to interact and learn from one another while contributing to MOHCD policy ideas.

### **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

- We will explore implementation of an annual measure of MOHCD employee experiences. After the 360 Feedback process, we will work with the consultant to get guidance for establishing an employee experience survey. We do want to note that we were initially waiting for a Citywide survey to be deployed, but it seems like that is no longer happening.
- Launching monthly Multifamily Team Racial Equity convenings, starting April 2022.
- 2023 Inclusionary Manual update will begin soliciting staff and stakeholder input for policy and procedure changes to the manual. This will be an opportunity for all MOHCD staff to influence policies and procedures that influence all below market rate programs with a racial equity lens.

## 7. Boards and Commissions

### Goals and performance measures

- MOHCD currently supports three advisory committees which meet periodically throughout the year.

### Changes implemented over the 2021 calendar year

- We now have explicit conversations with committee members about schedule availability and any accommodation requests they may have. We have also utilized survey instruments to solicit feedback from committee members about all aspects of committee operations.

### Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Ask each of our committees to identify one racial equity priority for 2022.

## Department Resourcing for Phase 1 RE Action Plan

### Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021.

Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)
- Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)
- Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)
- Consultants/vendors (including firm name and contract number, if applicable)

No MOHCD staff are assigned full-time to racial equity work. Rather, the department has taken an “operationalize racial equity” approach, with all staff at all levels of the organization expected to consider how to implement racial equity in their daily work. Two of MOHCD’s deputy directors attend each of the ORE convenings, and racial equity is a weekly recurring agenda item for MOHCD’s Senior Leadership Team (Director and four Deputy Directors).

### What changes, if any, do you plan for 2022?

No changes planned.

**Attachment**

**Racial Equity Action Plan**

<https://sfmohcd.org/sites/default/files/Documents/Racial%20Equity/MOHCD%20Racial%20Equity%20Plan%20Phase%201%20Draft%202020.12.28.pdf>



# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part B

*Submit final to ORE by May 2, 2022*

*Attend ORE working sessions in February-April 2022 to develop Part B.*

<b>Attachment</b>
<b>Budget Equity Tool: Department Inventory</b> <i>Completed department inventory spreadsheet</i>

**Department Inventory Tool: FY 22-23 Budget**

ORE Version: Dec 31, 2021, with updates Feb 9, 2022

About this worksheet		
Department name	Date last updated	Notes
Mayor's Office of Housing and Community Development	2-May-22	Initial inventory submitted as part of department progress report, per guidance from Office of Racial Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services		
Issue area	Brief description	Notes or examples
1. Internal organizational alignment	Work to ensure all MOHCD staff have a baseline understanding of racial equity and clear processes for providing feedback to senior leadership.	Can be handled with current staff - no additional budget impact anticipated. Would be ideal if there was a Citywide Racial Equity onboarding for new CCSF staff and a Citywide employee experience survey, but absent that, we will create our own.
2. Community investment strategy alignment	Work to ensure that MOHCD community development investments are rooted in racial equity with clear processes in place to guide investment and evaluate impact.	
3. Increase access and participation for Black San Franciscans in housing opportunity and community stabilization programs	Work to make systemic changes to policies and procedures which may currently create barriers to MOHCD programs	
4. Multifamily housing development strategy alignment	Revise existing policies and practices with the goal of highlighting racial equity	One Dreamkeeper staff assigned to Multifamily team. Otherwise, work is integrated into team workplan.

B. Item name and description			C. Overall resources				D. Racial equity alignment	E. Racial equity-related activity information									
Name of activity, function, program, service, or initiative			Brief description of purpose	Activity/service type	Estimated FTEs and/or budget amount	Funding type	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any	Department priority equity issue areas	Locations	Open to general public or application/referral required	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget improvements	Names of contracted providers or consultants for racial equity improvements, if any
Suggest 10 words or less			Suggest 50 words or less. Note any intended demographics or communities	1 - Public-facing activity or service 2 - For other City departments 3 - Within department only		Note whether funding is City general fund, restricted government source, or other		By total contract amount	List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.	Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples	1 - General public 2 - Application or referral required	Suggest 10 words or less	Suggest 30 words or less	Suggest 30 words or less. See list on next tab for examples	Suggest 30 words or less. See list on next tab for examples. If none, leave blank		Include as attachment if too many to list in cell
Racial Equity Onboarding			Develop a racial equity on-boarding process for new hires so everyone is communicating with the same language and from a common base understanding	3 - Within department only	Can be implemented with current FTEs; minimal to no non-staff costs				1. Internal organizational alignment	NA							
Employee Experience Survey			Develop and conduct MOHCD employee experience survey.	3 - Within department only	Can be implemented with current FTEs; minimal to no non-staff costs				1. Internal organizational alignment	NA							
Feedback to Senior Leadership			Develop simple process for staff to provide feedback to Senior Leadership Team.	3 - Within department only	Can be implemented with current FTEs; minimal to no non-staff costs				1. Internal organizational alignment	NA							
Community Development Procurement			Align Request for Proposal design, review and selection process with department racial equity goals	1 - Public-facing activity or service	Can be implemented with current FTEs; additional non-staff costs for grants to community based organizations	General Fund, Housing Trust Fund, Community Development Block Grant, HOPWA			2. Community investment strategy alignment	Bayview/Hunters Point, Chinatown, Mission, SoMa, Tenderloin, Visitation Valley, Western Addition, Excelsior, OMI, Treasure Island, Richmond, Sunset	1 - General public	9000 residents	African, African American, Asian, Latinx, European American, Native American, Native Hawaiian/Pacific Islander, North Africa/Middle Eastern.	LGBTQ+	Public hearings on needs and preliminary funding recommendations		
Community Development Contracting and Monitoring			Align contracting processes, fiscal monitoring, and program evaluation with racial equity goals	1 - Public-facing activity or service	Can be implemented with current FTEs; minimal to no non-staff costs				2. Community investment strategy alignment	NA							
Cultural Districts Initiative			Align Cultural History, Housing and Economic Sustainability Strategies (CHHESS) Report with racial equity goals	1 - Public-facing activity or service	Can be implemented with current FTEs; costs dependent upon prioritization of recommendations within board-approved CHHESS plans	Cultural District Prop. E Funds; potential general funds for implementation of CHHESS recommendations	Nine approved cultural districts	African American Arts and Cultural District - \$1,227,500	2. Community investment strategy alignment	Bayview/Hunters Point, Castro, Japantown, Mission, SoMa, Sunset, Tenderloin	1 - General public		African American, Chinese, Filipino, Japanese, Latinx, Native American/American Indian	LGBTQ+	Town halls, surveys		YCD/African American Arts and Cultural District
Digital Equity Initiative			Align digital equity strategies with racial equity goals	1 - Public-facing activity or service	Can be implemented with current FTEs; potential costs dependent upon strategies		Dependent upon strategies	Boys and Girls Club (Sunnysdale) - \$150,000; Potrero Hill Neighborhood House - \$190,000	2. Community investment strategy alignment	Bayview/Hunters Point, Chinatown, Mission, SoMa, Tenderloin, Visitation Valley, Western Addition, Excelsior, OMI, Treasure Island, Richmond, Sunset	1 - General public		African, African American, Asian, Latinx, European American, Native American, Native Hawaiian/Pacific Islander, North Africa/Middle Eastern.	LGBTQ+		Boys and Girls Club; Potrero Hill Neighborhood House	
African American Community Stabilization and Capacity Building			Work closely with Black-led and Black-serving CBOs to increase capacity and create strong linkages between community and City partners	1 - Public-facing activity or service	Can be implemented with current FTEs; potential costs dependent upon strategies	General Fund	Dependent upon strategies	African American Arts and Culture Complex; Westside Community Services; SF African American Chamber of Commerce; Collective Impact; SisterWeb	2. Community investment strategy alignment	Bayview/Hunters Point, SoMa, Tenderloin, Visitation Valley, Western Addition, Excelsior, OMI, Treasure Island, Citywide	1 - General public	400 residents	African, African American, North Africa/Middle Eastern.	LGBTQ+	Direct technical assistance and monthly convenings of the AACs grantee cohort		
Homeownership Marketing and Outreach			Through improved and targeted communication about resources (including home purchase assistance programs, loan/grants, and senior rehab assistance), connect Black San Franciscans to housing and economic opportunity.	1 - Public-facing activity or service	Can be implemented with current FTEs; potential costs dependent upon strategies	General fund, Housing Trust Fund		N/A	3. Increase Access	Citywide	1 - General public	1000s	African, African American, Latinx	LGBTQ+	Collect public feedback	Additional marketing costs to project sponsors	

B. Item name and description			C. Overall resources				D. Racial equity alignment	E. Racial equity-related activity information							
								Complete only for line items that are aligned with a department priority equity issue area (D) If data is not collected within department, enter "not available" If data needs to be collected but needs further analysis, enter "to be updated" If any of this information exists in a separate report or document, please also include the link in the cell							
Name of activity, function, program, service, or initiative <i>Suggest 10 words or less</i>	Brief description of purpose <i>Suggest 50 words or less. Note any intended demographics or communities</i>	Activity/service type 1 - Public-facing activity or service 2 - For other City departments 3 - Within department only	Estimated FTEs and/or budget amount	Funding type <i>Note whether funding is City general fund, restricted government source, or other</i>	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any <i>By total contract amount</i>	Department priority equity issue areas <i>List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.</i>	Locations <i>Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples</i>	Open to general public or application/referral required 1 - General public 2 - Application or referral required	Estimated number of people served <i>Suggest 10 words or less</i>	Estimated racial/ethnic demographics of people served <i>Suggest 30 words or less</i>	Additional demographics of people served <i>Suggest 30 words or less. See list on next tab for examples</i>	Community input and decision-making opportunities <i>Suggest 30 words or less. See list on next tab for examples. If none, leave blank</i>	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any <i>Include as attachment if too many to list in cell</i>
Barrier Removal	Utilize existing reporting and monitoring requirements and ongoing community engagement to track outcomes and improve responsiveness of property managers to Black residents	1 - Public-facing activity or service	Can be implemented with current FTEs				3. Increase Access	Citywide	2 - Application or referral required	hundreds	African American	LGBTQ+	collect public feedback		
CBO Capacity Building	Build the cultural competency of CBO partners through capacity building grants and strategic engagement.	1 - Public-facing activity or service	Can be implemented with current FTEs; additional non-staff costs for grants to community based organizations	General fund, Housing Trust Fund			3. Increase Access	Citywide	2 - Application or referral required	100s	African American, Chinese, Filipino, Japanese, Latinx, Native American/American Indian	LGBTQ+	collect public feedback	\$100k in consultant fees	RFQ to be issued
Multifamily Housing Policies	Align existing Multifamily Housing policies and tools with department racial equity goals. Includes: underwriting guidelines, loan evaluation process, commercial space policy, Small Sites guidelines. As appropriate, conduct public process to collect feedback for how to align policies to create opportunities for smaller BIPOC developers.	1 - Public-facing activity or service	Can be implemented with current FTEs; minimal to no non-staff costs			N/A	4. Multifamily housing development strategy alignment						Collect public feedback for how to align policies to create opportunities for smaller BIPOC developers.		
Multifamily Housing Procurements	Incorporate racial equity scoring component into all RFQs, RFPs and NOFAs, including Small Sites program	1 - Public-facing activity or service	Can be implemented with current FTEs; minimal to no non-staff costs			N/A	4. Multifamily housing development strategy alignment								
Support and engage Black and BIPOC Developers	Work closely with Black developers with the goal of increasing Black participation in development opportunities; conduct needs assessment of Black development organizations; Create a Urban Land Institute BIPOC Development Cohort, and install a Fellow from the Core NonCal Fellowship program to assist Dreamkeeper with research and internal Housing RE work; Administer grants to smaller and BIPOC organizations to support increased capacity to develop and operate Small Sites projects; Utilize Black Developer Pilot Program to undertake a small development project to identify impediments and create opportunities in real time.	1 - Public-facing activity or service	1 Dreamkeeper FTE is leading this program	General fund, Housing Trust Fund		N/A	4. Multifamily housing development strategy alignment								
Improve Multifamily Data Collection and Metrics	Improve ability to track racial equity outcomes in affordable housing, leveraging ongoing migration of data systems to Salesforce. Review Annual Monitoring Reports and recent lease-up data, analyze housing retention data; develop roadmap for more thorough collection of racial demographics for Permanent Supportive Housing.	1 - Public-facing activity or service	Can be implemented with current FTEs; minimal to no non-staff costs			N/A	4. Multifamily housing development strategy alignment								
Develop HOPE SF Design Guidance	Establish design guidance for current and future HOPE SF developments, centered on racial equity and environmental justice, through a robust collaboration between Construction Representative Team and the HOPE SF Initiative	3 - Within department only	Can be implemented with current FTEs; minimal to no non-staff costs			N/A	4. Multifamily housing development strategy alignment								