# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part A

Submit to ORE by May 2, 2022

<table>
<thead>
<tr>
<th>Department name:</th>
<th>Mayor’s Office of Housing and Community Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>May 2, 2022</td>
</tr>
</tbody>
</table>

## 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-Asian 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.

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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!

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>API</td>
<td>5</td>
<td>17%</td>
</tr>
<tr>
<td>Black</td>
<td>7</td>
<td>23%</td>
</tr>
<tr>
<td>Filipino</td>
<td>2</td>
<td>7%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>White</td>
<td>9</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

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!

<table>
<thead>
<tr>
<th>Race</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>API</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>Black</td>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>Filipino</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>White</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

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 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.

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**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
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.

<table>
<thead>
<tr>
<th>Attachment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Equity Tool: Department Inventory</strong></td>
</tr>
<tr>
<td>Completed department inventory spreadsheet</td>
</tr>
</tbody>
</table>
Department Inventory Tool: FY 22-23 Budget

MOHCD Department Inventory Tool, May 2022, Page 1 of 2

[Raw data table]

<table>
<thead>
<tr>
<th>Activity/service type</th>
<th>Activity/service description</th>
<th>Internal organizational alignment</th>
<th>Community investment strategy alignment</th>
<th>Racial Equity alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Public-facing activity or service</td>
<td>Collect public feedback through Town halls, surveys, meetings, etc.</td>
<td>Internal organizational alignment</td>
<td>Community investment strategy alignment</td>
<td>Racial Equity alignment</td>
</tr>
<tr>
<td>2. For other City departments</td>
<td>Additional marketing costs to support MOHCD community development efforts</td>
<td>Internal organizational alignment</td>
<td>Community investment strategy alignment</td>
<td>Racial Equity alignment</td>
</tr>
<tr>
<td>3. Within department only</td>
<td>Work with project sponsors to explore new opportunities, specifically for racial equity</td>
<td>Internal organizational alignment</td>
<td>Community investment strategy alignment</td>
<td>Racial Equity alignment</td>
</tr>
<tr>
<td>4. Citywide</td>
<td>Collect data on people served demographics of people served</td>
<td>Internal organizational alignment</td>
<td>Community investment strategy alignment</td>
<td>Racial Equity alignment</td>
</tr>
<tr>
<td>5. Other</td>
<td>Can be implemented with current FTEs; potential costs required</td>
<td>Internal organizational alignment</td>
<td>Community investment strategy alignment</td>
<td>Racial Equity alignment</td>
</tr>
</tbody>
</table>

Note: This table is designed to facilitate the exploration of how departmental activities align with broader organizational, community, and racial equity goals. The alignment can be assessed on a scale from 1 to 5, where 1 indicates minimal alignment and 5 indicates strong alignment.

[Activity/service type]

1. Public-facing activity or service
2. For other City departments
3. Within department only
4. Citywide
5. Other

[Activity/service description]

- Collect public feedback through Town halls, surveys, meetings, etc.
- Additional marketing costs to support MOHCD community development efforts
- Work with project sponsors to explore new opportunities, specifically for racial equity
- Collect data on people served demographics of people served
- Other

Internal organizational alignment:

- Minimal
- Moderate
- Strong

Community investment strategy alignment:

- Minimal
- Moderate
- Strong

Racial Equity alignment:

- Minimal
- Moderate
- Strong

Estimated FTEs and/or non-staff costs:

- Minimal
- Moderate
- Strong
<table>
<thead>
<tr>
<th>E. Description of purpose</th>
<th>F. Resource stewardship</th>
<th>G. Racial equity alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOPE SF Initiative, through a robust collaboration between racial equity and environmental justice, future HOPE SF developments, centered on establishing design guidance for current and intended future developments, centered on meeting intended demographics for Permanent Supportive Housing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify and develop roadmap for ongoing migration of data systems to Salesforce. Review Annual Monitoring reports and recent lease-up data; analyze ongoing migration of data systems to Salesforce.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve ability to track racial equity opportunities in real time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify impediments and create strategies for opportunity; undertake a small development project to develop and operate Small Sites projects; align existing Multifamily Housing policies and strategic engagement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build the cultural competancy of CBO organizations to support increased capacity in the CBO community. Administer grants to smaller and BIPOC organizations; Create a Urban Land Institute assessment of Black development opportunities; conduct needs assessment of Black and BIPOC development organizations.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:**
- **Name of activity, function, program, service, or initiative**
  - HOPE SF Initiative

**Activity/service type**
- 1 - Public-facing activity or service
- 2 - For other City departments
- 1 - Yes
- 3 - For other City departments
- 1 - Yes
- 4 - For other City departments
- 1 - Yes
- 5 - For other City departments
- 1 - Yes
- 6 - For other City departments
- 1 - Yes

**Locations**
- Support 111
- Support 113
- Support 116
- Support 117

**Targeted number of people served**
- Support 111
- Support 113
- Support 116
- Support 117

**Additional demographics of people served**
- Indian American, African American, Chinese, Indian American, African American, Chinese, Indian American, African American, Chinese

**Resources**
- N/A
- N/A
- N/A
- N/A

**Budget amount**
- $100k in consultant fees
- $100k in consultant fees
- $100k in consultant fees
- $100k in consultant fees

**Note:**
- Complete only for line items that are aligned with a department priority equity issue area (D)
- If any of this information exists in a separate report or document, please also include the link in the cell

**Community feedback**
- Included public feedback for how to align policy, Small Sites guidelines. As requested, feedback is collected and used to track outcomes and improve policy, Small Sites guidelines. If data is not collected within department, enter "not available"

**Equity issue areas**
- Department priority equity issue areas
  - Citywide
  - Citywide
  - Citywide
  - Citywide

** Estimated number of people served**
- 100s
- 100s
- 100s
- 100s

**Notes on next tab**
- For other City departments

**Notes**
- For other City departments

**Action required**
- RFQ to be issued
- RFQ to be issued
- RFQ to be issued
- RFQ to be issued

**Measurement of success**
- For other City departments

**Draft date**
- May 2022

**Attachment**
- N/A