



**DEPARTMENT OF BUILDING INSPECTION
RACIAL EQUITY ACTION PLAN**

**PHASE I:
INTERNAL PROGRAMS AND POLICIES**

DECEMBER 2020

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RACIAL EQUITY ACTION PLAN OVERVIEW

Ordinance No. 188-19 requires all city departments to submit a Racial Equity Action Plan in response to city's racial disparities. The Office of Racial Equity (ORE) defines racial equity as the systematic fair treatment of people of all races that results in equal outcomes, while recognizing the historical context and systemic harm done to specific racial groups. The purpose of the Racial Equity Action Plan is to address structural and institutional racism for both external and internal purposes.

Action plans are developed in two phases. Phase I: Internal equity focuses on department internal programs/policies, workforce and boards/commission. Phase II External equity focuses on city procurement, services/programs etc. The Phase I Internal Equity Action Plan is due December 31, 2020. Phase I focuses on internal and programs and policies for the following areas:

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

The Plan covers January 2021 – December 31, 2023 and will serve as the basis of the department's Racial Equity efforts. The document will be updated annually to ensure department follows latest best practices; regularly analyzes data and results and regularly updates communications.

Department of Building Inspection commission, staff and customers represent diverse communities. The Department of Building Inspection (DBI) and Building Inspection Commission(BIC) recognize historical inequities faced by Black, Indigenous and People of Color (BIPOC) continues today. DBI and BIC are committed to creating a more equitable San Francisco. One of our first steps, is the look inward to examine our workplace, including our internal programs and policies. This Racial Equity Plan follows the framework and strategies developed by the Office of Racial Equity to assist the DBI address any internal racial disparities.

DEPARTMENT BACKGROUND

In 1994, DBI was created by voter referendum under Proposition G. The charter amendment replaced the Department of Public Works' Bureau of Building Inspection with a new Building Inspection Department which is governed by a seven-member commission. The BIC provides representation for the various communities that interact with DBI and includes the following seats: structural engineer, licensed architect, residential tenant, residential builder, residential landlord, community based non-profit developer and member of general public.

The department's mission is to oversee the effective, efficient, fair and safe enforcement of the City and County's Building, Housing, Electrical, Plumbing and Mechanical Codes, as well as Disability Access Regulations. DBI serves the City of County of San Francisco and the general public by ensuring that life and property within the City and County of San Francisco are safeguarded and providing a public forum for community involvement in the building process.

San Francisco planning and development policies have a history of racial and social inequity. Exclusionary zoning, urban renewal, non-participatory planning etc. are just a few of the tools that have historically been used against BIPOC. These tools have resulted in segregated communities with fewer resources.

While land-use planning has had a more direct impact on racial inequality, building codes have also impacted BIPOC. Code Enforcement is designed to ensure safe neighborhoods and reflects the city's values. Although building codes were developed to ensure standardized, consistent safety protocols, the enforcement of these codes have not been even. Historically, BIPOC neighborhoods have been more heavily impacted by unsafe building conditions, vacant/abandoned buildings, blight etc.

DBI has worked to improve enforcement of all codes through process improvements and expanded outreach. This has been an important citywide step; however, given the impact on communities of color targeted solutions were also necessary. Housing Inspection through close partnership with various community based organization focuses on addressing housing code issues in the city's diverse neighborhoods. During COVID-19, Housing inspectors have focused on ensuring Single Room Occupancies are safe. Building, Electrical and Plumbing Inspectors continue to enforce codes, as well as, serve as front-line COVID-19 workers reviewing Health and Safety protocols at construction sites.

PROCESS

The Department of Building Inspection Phase I Action Plan is based on participation of DBI staff, managers and Commissioners, as well as, department demographic and survey data. The department disseminated information to DBI staff and Commission. In August, the Building Inspection Commission(BIC) passed Racial Equity Resolution committing the BIC to adopting a racial equity lens for policy decisions. See Appendix B.

Racial Equity (RE) Leaders attended division meetings and distributed information. The department issued a Racial Equity Survey and actively promoted the survey to staff. Both individual and group meetings were held with affinity groups to obtain additional input.

In addition, RE Leaders participated in monthly Office of Racial Equity meetings and Citywide Workforce Equity Working Groups. These meetings provided valuable information that have been incorporated into the plan; an opportunity to share information with other department RE leaders and a forum to address citywide racial equity issues.

Racial Equity Leaders:

Taras Madison
Michele Nieve

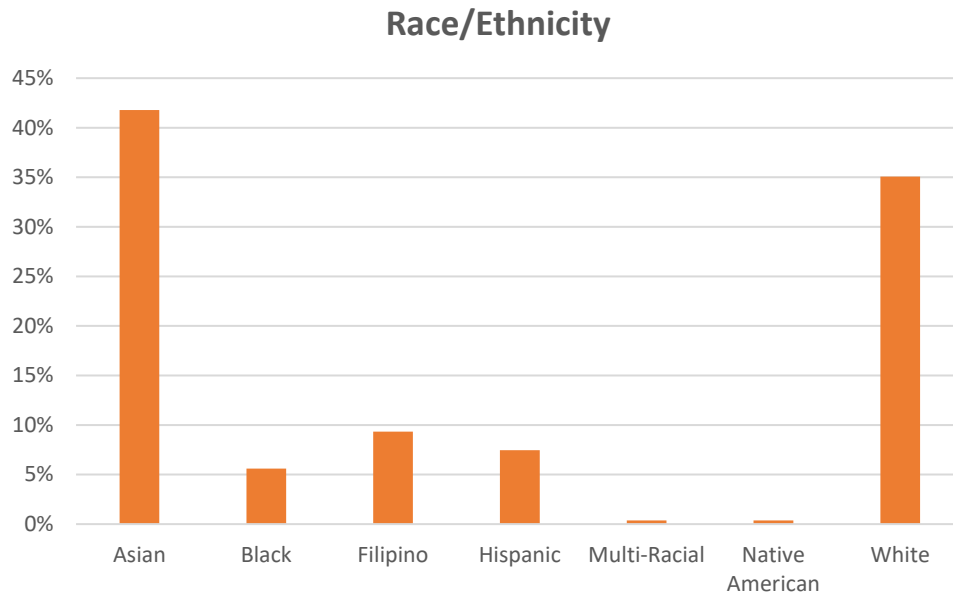
Racial Equity Team:

Mia Sutanto
Joseph Duffy
Gary Love
Luis Barahona
Patty Herrera

DEMOGRAPHIC DATA

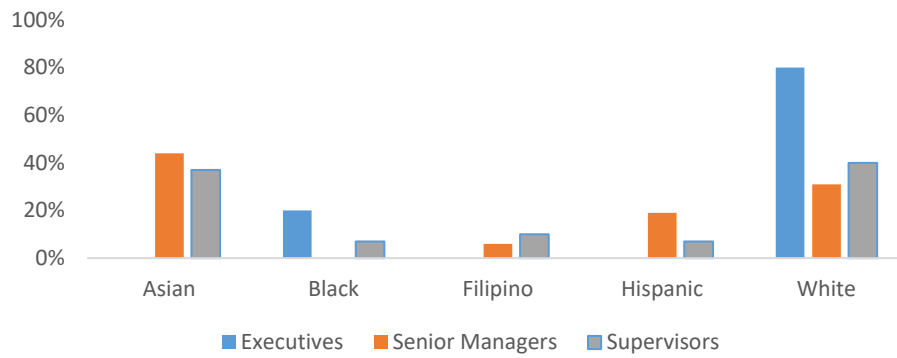
Department Race/Ethnicity Distribution

Based on the Department of Human Resources 11/10/2020 demographic report, DBI's racial/ethnic distribution is: Asian (43%), Black (6%), Filipino (9%), Hispanic (7%), Multi-Racial (.37%) and Native American (.37%) and White (35%). The department's largest racial groups are Asian and White. These two groups make up 77% of the department's workforce.



Department of Human Resources' 2018 American Community Survey 10 Bay Area Counties workforce availability Report (2018 ACS) includes the following racial/ethnic breakdown for 10 Bay Area Counties: Asian (21%), Black (4.5%), Hispanic (18.6%), Multi-Racial (3.63%), Native American (.40%) and White (43.1%). DBI's Asian workforce is more than double the available Asian Bay Area workforce (51% compared to 21%). 51% Asian includes Filipino to compare with 2018 ACS Asian data which includes Filipino. DBI's White workforce is lower than the White Bay Area workforce (35% compared to 43.1%). The department's Black and Hispanic workforce are above (6% compared to 4.5%) and below (6% compared to 18.6%), respectively. DBI's Hispanic workforce is three times less than the 10 Bay Area County Available Hispanic workforce.

Management by Race/Ethnicity

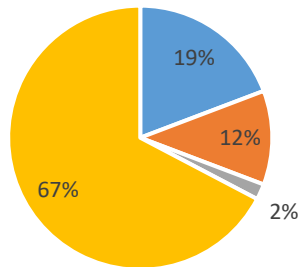


Similar to staff, executives, senior managers and supervisors are primarily Asian and White. Supervisors are the most diverse, with limited representation across almost all racial/ethnic categories.

- Executives: 80% White and 20% Black
- Senior Managers: 44% Asian, 6% Filipino, 31% White, 19% Hispanic
- Supervisors: 37% Asian, 7% Filipino, 10% Black, 7% Hispanic, 40% White

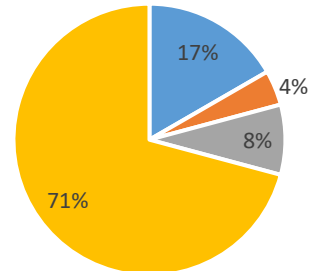
These same patterns are reflected in DBI's classification series. Six classification series makes up 84% of DBI's workforce. The racial/ethnic make-up of the department's largest classification series are below:

Building Inspector



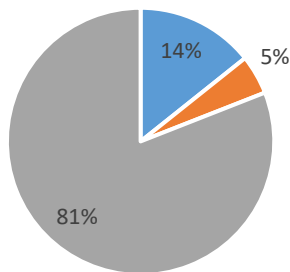
■ Asian ■ Hispanic ■ Native American ■ White

Electrical Inspector



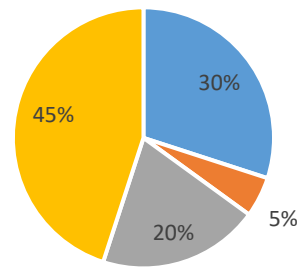
■ Asian ■ Black ■ Hispanic ■ White

Plumbing Inspector



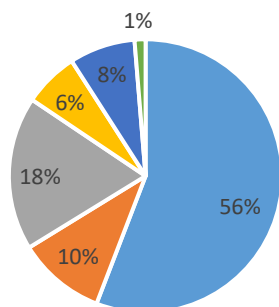
■ Asian ■ Hispanic ■ White

Housing Inspector



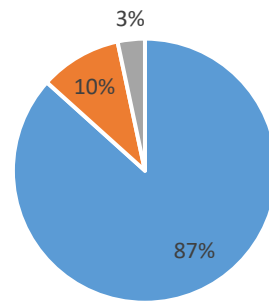
■ Asian ■ Black ■ Hispanic ■ White

Permit Technician



■ Asian ■ Black ■ Filipino ■ Hispanic ■ White ■ Multi

Engineer



■ Asian ■ Filipino ■ White

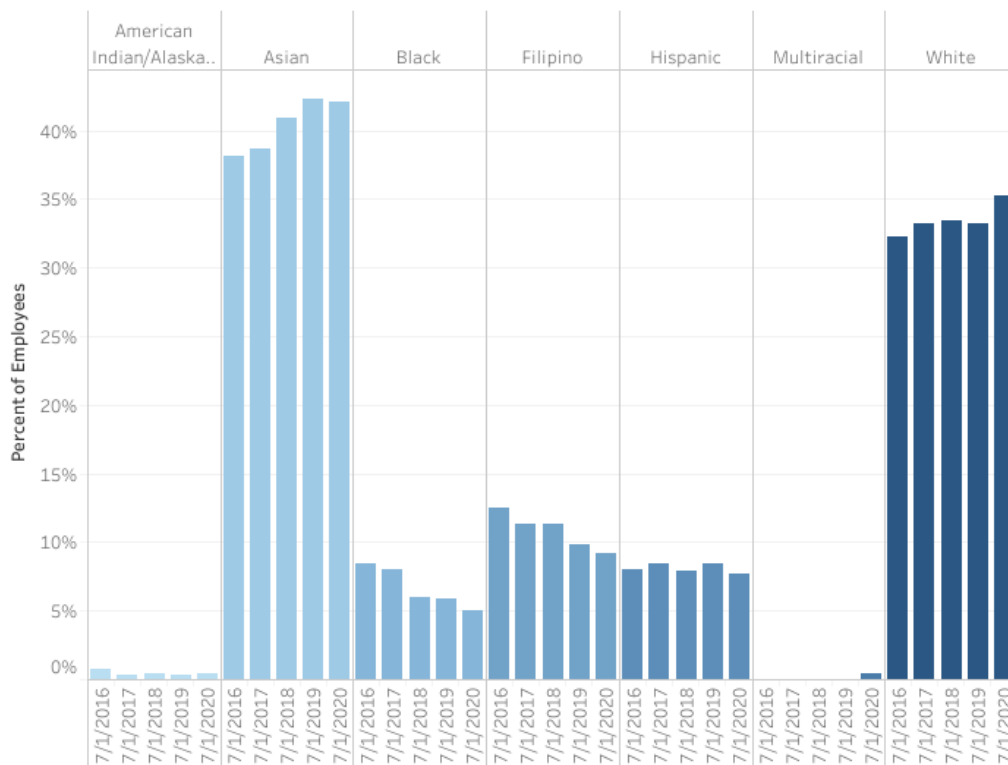
- All Inspector classification series are primarily White, excluding Housing Inspectors. Housing Inspector classification series is the most diverse classification with no race/ethnicity reaching 50%.
- Over 80% of Plumbing Inspectors are white, making the Plumbing Inspector classification series the least diverse inspector series in the department.
- While the Permit Technician classification series includes representation of all racial/ethnic groups, it is primarily Asian.
- Engineer Classification series is the least diverse. 87% of department engineers are Asian.

Department Race/Ethnicity Distribution Over Time

The chart below shows department workforce by race over the past five years. Asian and White employment has increased. Hispanic and Native American have remained steady. Black employment has decreased. Source: Department of Human Resources Workforce Demographics.

Department - Race
Building Inspection

Department(s): Building Inspection



Department Gender Distribution

Over 67% of department employees identify as male and 33% identify as female. The city’s workforce gender distribution is 57% male and 43% female. Source: Department of Human Resources Citywide Workforce Demographics.

Employee Survey

In October 2020, DBI issued an online Racial Equity survey to all employees. To ensure confidentiality and participation, the survey was anonymous. The purpose of the survey is to obtain staff input on current racial equity knowledge, DBI organizational climate; Racial Equity issues/concerns; and suggestions/recommendations. About 48% of all DBI staff participated in the survey with representation across all DBI divisions. The following is the survey participation rate by race/ethnicity: Asian (31%), Black/African American (60%), Hispanic (40%) and White (34%). Black and Hispanic employees participated at higher rates than other employees. The Department Racial/Equity Survey provided the following results:

Racial Equity Survey Questions	% Agree	% Disagree	% Neither
Understand purpose of Racial Equity initiative	78%	9%	13%
Understand basic concepts of Racial Equity	89%	4%	7%
Comfortable talking about race	82%	9%	9%
Basic understanding of racial disparities in city and DBI	66%	8%	25%
Positive relationships with those of different races	96%	2%	2%
Observe racial tensions within the department	34%	43%	22%
DBI Leadership quickly addresses racial conflicts	35%	15%	50%
Supervisors/Managers hold everyone accountable to same standards	64%	24%	12%
DBI leadership and management demonstrate support for racial equity	57%	20%	22%
DBI demonstrates recruitment , hiring, promotion with regard to racial equity	54%	25%	21%
Promotional opportunities are available to everyone regardless of race/ethnicity	60%	21%	19%
DBI can do more to increase workforce equity	61%	5%	34%

The survey also included open-ended questions to allow respondents to provide additional information. The following are samples responses:

How can your division (DO, Permit Services, Inspection Services, Administrative Services) strengthen its implementation of achieving racial and social equality?

- “Open communications”
- “Have more training regularly and make sure leaders are on top of it.”
- “Reach out to women and people of color black and brown and native to encourage them to take the test and apply.”
- “We are diverse except not many women.”
- “Take allegations of racism and discrimination as vitally important and demonstrate that this is priority for the division.”
- “increase diversity in management and employment opportunities in every division.”
- “By promoting, training, recruiting and hiring more qualified, and diverse, staff and management (especially at management level, where we are lacking diversity)”
- “Through a more diverse pool of qualified applicants”
- By hiring more people of color. Making sure that everyone receives the same training and opportunities for advancement.
- “Have open discussion or training session.”
- “The management should have similar racial percentages as the public they serve as long as they are qualified to serve in that position.”
- “Be fair, race should not be an issue or matter.”
- “By being kind to one another no matter what racial background one comes from. We are all human.”
- “Provide training and tackle racial and social issues within the department quickly. Develop consequences and enforce them that will deter employees from making racial statements or actions.”
- “Promote employees that are qualified and not because of race, "good buddies", or they know someone in a management.”
- “Communication and training is key.”
- “Provide more promotional opportunities”
- “By actively participating in the process that the Racial Equity team establishes.”
- “Provide mandatory training for ALL employees on racial equity, set forth clear expectations of professionalism anti-racist practices, and provide actual consequences for employees who willfully and continually disrespect folks of color.”
- “All employees should be hired on their abilities regardless of race, gender, gender identification or religion. At no point should it ever be considered that we need more of this race or ethnicity just to fulfill a quota. This may lead to a more "diverse" workplace, but not necessarily the better one.”
- “Raising awareness, providing more information/training, coming up with strategies for addressing the problem and willingness to invest the time, energy and resources necessary for strategy implementation.”
- “Outreach and job fairs. The community as a whole does not really understand the scope of DBI. If there was more knowledge about the jobs that DBI does, we could reach more communities in need of good paying jobs”
- “Inform employees of the details/history of social inequality. Allow victims of social inequality to know that they are not alone in the fight. Subsequently promoting more open communication and understanding -- in BOTH directions.”
- “DBI should first get the hiring managers to understand there is a problem in hiring practices.”

Please use the space below to share any thoughts or feedback you have on the racial and social equity initiative underway at DBI.

“Embrace our racial diversity. Race should not be a determining factor in promotion, hiring, and advancement opportunities. It is who we are, where we come from, our education, our experience, not our gender nor the color of our skin that should determine how people see each of us. DBI has done a good job at this and can continue to make major strides in racial equality and equity a top priority.”

“I applaud this initiative by DBI management and staff to examine where we are, and to propose a plan and timeline to increase our qualified and diverse staff, especially at the management level. This, of course, involves the Department of Human Resources, which also needs to do a better job at accelerating the recruiting and hiring process. It should not take as long as it currently does to bring qualified talent on board at DBI.”

“Hope this will help create a more inclusive and culturally competent team at DBI.”

“I think it’s long overdue but I come from a construction background working mostly with minorities and after working at mostly white DBI for years, I cannot believe how rough it is if you aren’t a member of the mostly white elite male club.”

“I think DBI needs more diversity.”

“At work, employee can get fair treatment from every one, also employees must cooperate with each other and listen various opinions and suggestions.”

“The management level is mainly white males so I think there is a disparity there.”

“I believe it's a great idea and definitely needed!”

“I do not even know what this racial and social equity initiative is at DBI. I assume it is related to a racially diverse workplace, but not sure how it is going to be implemented.”

“I strongly disagree with using racial and social equity in the hiring of any employees. This in itself is being racial in hiring. If only there was a way to hold hiring and interviews not knowing the race or gender of any individual when hiring, I think this would be the only proper way to hire. Every single person has a bias towards something one way the other no matter what they say. Just the fact that the city even has this on the books in hiring makes it racially biased.”

“We should hire based on ability and not on race. By hiring according to race legitimizes racial discrimination.”

“DBI overall work force is diverse different divisions are not. That is especially true in plan check engineers and field inspection staff.”

“It would be great if this initiative would approach the problem with more than just a band-aid mentality. An initiative that is not committed to making tough decisions and providing true follow through on equity policies will never change the racist biases that permeate this department.”

Racial Equity Knowledge and Acceptance

A large majority of staff understand the purpose of the Racial Equity Initiative (78%); Understand basic concepts of racial equity (89%) and Understand racial disparities in the city and DBI (66%).

Survey responses varied with most responses in support of racial equity. However, some respondents expressed concerns about racial equity. These respondents equated racial equity with hiring and promoting based on race. Based on these responses, the department will continue to expand racial equity outreach and training to ensure staff are aware that purpose of racial equity is to provide access and opportunities to qualified BIPOC.

Department Culture/Inclusion

96% of respondents have positive relationships with those of different races/ethnicity. 82% of respondents are comfortable talking about race. 34% of respondents observe racial tensions within the department.

The above results demonstrate limited issues with interpersonal racism. In addition, during small affinity group and individual meetings, staff reported that they did not have issues with interpersonal racism. While there were examples of micro aggressions, overall staff felt included in the department. The overall consensus was that department culture has been steadily improving.

Institutional Racism

50% of respondents neither agreed nor disagreed that DBI quickly addresses racial conflicts. 57% of respondents agree that DBI leadership and management support racial equity. 54% of respondents agree DBI demonstrates racial equity in recruitment, hiring etc. and 60% agree that promotional opportunities are available to everyone.

Staff agree that the department demonstrates varying degrees of racial equity; however, the responses are less conclusive than responses on interpersonal racism. Written survey responses identify concerns about promotions, training and representation.

Similar concerns were discussed at meetings with black employees. These employees identified lack of diversity at management and staff level and unequal access to training. In addition, there were statements about access to jobs/promotions with concerns about biases.

CONCLUSION

Department demographic data, survey results and meetings with employees reflect the need to increase workforce equity. An overwhelming majority of DBI staff and managers are Asian and White. Several of the department's largest classification series lack diversity. While positive interpersonal relationships are high, feedback concerning institutional racism varies. Both in written survey responses and meetings, staff identified concerns with trainings and promotions. 61% of survey respondents agree that DBI can do more to increase workforce equity.

GOALS

Over the next three years DBI will focus on the following goals to promote racial equity by creating framework that focuses on building knowledge and awareness of staff to increase cultural and racial understanding; bringing staff of different racial and ethnic groups together to build trusting relationships by working together in breaking down stereotypes and implicit biases; and strengthening the Department's role in communicating about race and supporting practices that promote racial equity.

Recruitment and Hiring: Diversify staff to increase representation of BIPOC.

Action: Expand recruitment outreach to organizations for department's least diverse department classification series (i.e. National Society of Black Engineers, Society of Hispanic Engineers, City College of San Francisco, etc.). Continue to ensure recruitment processes for all staffing levels are fair and equitable by continuing to utilize de-identification tools; educating hiring managers and panel members on non-discriminating interview practices and implicit bias concepts such as Halo Effect, Like Me Effect, First Impression Effect, etc. Continue to ensure diverse panel members and continue to have a Human Resources present during interview processes.

Retention and Promotion: Develop consistent, standardized onboarding and training programs across all divisions.

Action: Develop standard onboarding, training processes, and standard operating procedures to ensure all staff have access to tools needed to successfully perform their jobs. Develop new employee support framework which includes 1) a mentoring program that links the new employee with a seasoned employee that can provide one-on-one support for everything from learning about DBI policies to how to access help for computer issues, etc. 2) Explanation and discussion on DBI 's culture i.e. DBI mission and values; how DBI culture is cultivated in the day-to-day workplace; expectations of the department and position and how the work of the position plays an important role in the success of the department. 3) Cultivate a space where learning about the organization and their role,

which includes technical learning and cultural learning, is done in the early days of their employment. Incorporate DBI's commitment to racial equity and inclusiveness in onboarding processes. Develop a succession plan for key areas and positions within DBI. Provide employee education on the promotional and succession paths that are available to them within DBI. Provide fair and equitable learning and development opportunities at all staffing levels to employees interested in career advancement within DBI. Ensure transparency in reporting goals and progress of DBI RE initiatives.

Discipline and Separation: Develop a transparent, consistent disciplinary process.

Action: Maintain tracking worksheet of all discipline and separation matters. Provide additional training to supervisors and managers on the concepts of corrective discipline and progressive discipline. Provide corrective discipline training that supports effective communication of clear expectations of performance and behavior, providing clear direction, and support through training for improvement. Corrective discipline allows for improvement that builds confidence to meet the expectations of the department and provides a fair chance for the employee to improve their skill and/or behavior. Progressive discipline also includes communicating clear expectations, policies and procedures along with clear consequences of failing to improve. Providing training on both corrective and progressive discipline will support a more transparent, fair and equitable way of working with staff to improve on skill or behavioral inadequacies. Conduct exit interviews with staff that leave for other positions.

Diverse and Equitable Leadership: Increase leadership involvement and support in creating a department culture that embraces Racial Equity.

Action: Educate and build leadership knowledge and awareness on the racial disparities within DBI. Provide opportunities for skill building on communicating about race, addressing biases and power dynamics with staff. Strengthen collective leadership goals on racial equity by providing training on how to work more effectively towards shared goals and how diversity can greatly support the coordinated actions of the Department. Expand recruitment that provides a diverse pool of applicants at all leadership levels. Incorporate racial equity and inclusion competency question(s) in the interview process to help assess candidate's ability to understand and navigate issues of identity, power, and privilege. Identify and provide ongoing professional development and learning opportunities that support personal competencies and accountability for inclusive leadership.

Mobility and Professional Development: Increase professional development for staff, particularly those in entry level and front line jobs.

Action: Survey Permit Technicians on training needs to develop a, comprehensive Permit Tech onboarding and training program to ensure staff has equal access to tools needed to successfully perform their jobs. Internal education – demystify testing, cert rules, hiring types (i.e. TEX/PEX/PCS/Transfers, etc. Leave of Absence, etc.); education on career paths within the department.

Organizational Culture of Inclusion and Belonging: Create a culture of inclusion through communication, training and policies.

Action: Expand the department racial equity team to ensure adequate representation and participation throughout the department. Develop inclusion initiatives that promote the shared vision of equality (i.e. employee resource group, RE mentoring, etc.). Provide diversity training and education to staff at all levels. Create opportunities to connect with staff and better foster social bonds. Ensure transparency in reporting goals and progress with DBI inclusion initiatives. Increase general outreach department-wide.

Boards and Commissions: Using a racial and gender equity lens, evaluate and improve the Department of Building Inspection’s services, processes and representation on the Building Inspection Commission, and related committees

Action: Review its Rules and Regulations, which serve as its bylaws, and assure that the language aligns with the DBI Racial Equity Action Plan. Submit demographic make-up of BIC and committees to the Department of Building Inspection to include in DBI’s annual report.

RACIAL EQUITY ACTION PLAN TEMPLATE

The Office of Racial Equity (ORE) developed a Racial Equity Action Plan Template. The Template lists actions for each of the seven sections included in Phase I for the next three years. See Appendix A.

Based on the information gathered during the department assessment, DBI’s 2021 Racial Equity action priorities will include: expanding recruitment outreach to diversify applicant pool; standardizing onboarding/training for Permit Technicians, and expanding the Racial Equity training and working group.

APPENDICES

Appendix A

RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — ORE Legislative Mandate, [Ordinance No. 188-19](#)

Building Inspection

Racial Equity Lead
Taras Madison, Deputy Director, taras.madison@sfgov.org

Last Updated
12/31/2020

Racial Equity Team
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Joseph Duffy, Acting Deputy Director, joseph.duffy@sfgov.org

Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

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

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

TIMELINE: dates denoting the start and end of the action

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

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

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

Racial Equity Action Plan Sections

1. Hiring and Recruitment

2. Retention and Promotion

3. Discipline and Separation

4. Diverse and Equitable Leadership and Management

5. Mobility and Professional Development

6. Organizational Culture of Inclusion and Belonging

7. Boards and Commissions

PROCESS

Please describe how your RE Action Plan was developed and who was involved.

See RE Action Plan

DEPARTMENT BACKGROUND

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

Number of Employees 286

Annual Budget \$89,501,462

Department History

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

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

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

See RE Action Plan

Vulnerable Populations Served

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

See Appendix C

Vulnerable Populations Engagement Assessment

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

Please submit as an Appendix. – See Appendix C

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

You may submit this as an Appendix. – See RE Plan

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results. You may submit this as an Appendix.

- Did this survey uncover any issues related to issues of interpersonal racism in the Department?

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

1. HIRING AND RECRUITMENT

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

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

DEPARTMENT GOAL

Diversify staff to increase representation of BIPOC

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	RE Team	Barriers assessment is completed	March 2021 – August 2021	Review information for six largest classification series. Develop two teams: outside applicants and current employees.	Not started	RE Leaders

1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	RE Team	Survey is administered annually Survey results are included in the department annual review	October each year	Obtain survey tool Update survey questions	Completed 1 st Ongoing	RE Leaders
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	HR Staff RE Team	Policy is created, implemented, and reviewed annually to maximize results	September 2021-January 2022	Meetings with RE Teams and HR Staff. Policy developed and shared with Executive Team.	Not Started	HR Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	HR Staff Hiring Managers	Candidate pool is increasingly more diverse and referred from a variety of sources	Start July 2021-	Year 1 Priority focus on department's least diverse job classification series. Develop contacts with non-traditional outreach partners. Disseminate information about the department.	Not Started	HR Manager Division

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

1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	HR Staff Hiring Managers	Candidate pool is increasingly more diverse and referred from a variety of sources	Start July 2021	Year 1 Priority Outreach to local community colleges, National Society of Black Engineer, National Society of Hispanic Engineers, local college BIPOC alums associations	Not Started	HR Manager
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	HR Staff Classification SMEs	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	December 2021- December 2023	Focus on department's two least diverse job classification series. Complete barrier assessment first. Work with DHR Classification/Compensation staff to identify any needed changes.	Not Started	HR Manager
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	HR Staff Classification SMEs Citywide Working Group	An increase in applicant pool with more diverse life, education, and professional experiences	February 2022- January 2023	Continue to participate on citywide working group. For DBI specific classifications begin review of job descriptions; work with DHR etc. Other classifications: Complete barrier assessment first. Work with DHR Classification/Compensation staff to identify any needed changes	Not Started	HR Manager
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ²	HR Staff Classification SMEs Citywide Working Group	An increase in applicant pool with more diverse life, education, and professional experiences	February 2022- January 2023	Continue to participate on citywide working group. For DBI specific classifications begin review of job descriptions; work with DHR etc. Most DBI specific classifications do not require a degree (i.e. Permit Techs, Inspectors)	Not Started	HR Manager
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college	HR Staff Classification SMEs Citywide Working Group	An increase in applicant pool with more diverse life, education, and professional experiences	February 2022- January 2023	Continue to participate on citywide working group. For DBI specific classifications begin review of job descriptions; work with DHR etc. Most DBI	Not Started	HR Manager

² From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.

specific classifications do not require a degree (i.e. Permit Techs, Inspectors)

1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	NA	Candidate pool is increasingly more diverse and referred from a variety of sources	Department does not use outside recruiters
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1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Budgeted funds	# of paid interns/fellows, increase annually or meets department needs/capacity	Summer 2020(if applicable)	DBI participates in the following internship programs: Project Pull, YouthWorks etc.	Started	CFO
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.	Division Managers	# of Opportunities for All placements and mentors	Summer 2020 (if applicable)	Work with Mayor’s Office	Not Started	CFO
1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training	HR Staff	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Summer 2020 (if applicable)	Discuss with DHR and PUC current intern recruitment outreach.	Not Started	HR Manager

programs, re-entry programs, public high schools, etc.

e.g. SF Unified School District's [Career Pathways Program](#).

1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	RE Team	# of opportunities during internship/fellowship	January 2021	Include interns in department RE Training program.	Not Started	RE Leaders
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	HR Staff	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	January – March (City department summer programs)	Most summer interns are taken from citywide programs and are selected outside of the department. HR staff to work with partner departments	Not Started	HR Manager

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	HR Staff	Standardized interview process with a set of inclusive interview questions	Ongoing	All DBI interviews include structured interview questions, scoring rubric etc.	Completed	HR Manager
1.4.2. Ensure a diverse hiring panel for each interview.	HR Staff	Demographic composition of panels	Ongoing	DBI's interview policy is the include demographic diversity.	Completed	HR Manager

		Increase in diverse interview panels				
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	HR Staff	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Ongoing	All hiring managers are required to complete implicit bias training prior to participating in interview process. Department is developing a RE training module and will include additional information.	Started	
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	HR Staff	Tool created and implemented # of applicants increased Increased assistance to job seekers				
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	HR Staff	Increase in internal part-time and full-time staff, interns and fellows applying for job openings		All department openings are posted internally.	Ongoing	HR Manager
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HR Staff Permit Tech	Hiring, interviewing, and onboarding processes standardized Lag times/wait times		All hiring and interviewing processes are standardized. Postings, interview panels, standardized questions/scoring. General onboarding for staff managed by HR. Onboarding standardization underway with Permit Technician classification series to be completed in 2021. Onboarding specific to job duties.	Ongoing	HR Manager
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	HR Staff Permit Technician Supervisors	All new hires are processed similarly regardless of position		All new hires are processed the same. General onboarding for staff managed by HR. Onboarding standardization underway with Permit Technician classification series to be completed in 2021. Onboarding specific to job duties.	Ongoing	HR Manager Permit Tech Supervisors
1.4.8.	HR Staff	Increase in number of diverse candidate pools	Ongoing	HR Manager to continue to participate in Citywide Working Group	Started	HR Manager

Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.

Citywide Working Group

Overall faster hiring times

1.5. [Additional Department-Specific Goal]

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

2. RETENTION AND PROMOTION

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

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

DEPARTMENT GOAL

Develop consistent, standardized onboarding and training programs across all divisions.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ³	HR Staff	Tracking mechanism implemented Demographic data analyzed	Ongoing	DSW employees currently tracked will add demographic information	Started	HR Manager

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

2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Budget Staff	Budget analysis completed Strategies developed and published	December – February annually	Staffing needs reviewed. No layoff/furloughs needed at this time.	Completed	CFO
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	HR Manager COVID Command Center	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Ongoing	Continue to send Health and Safety emails to all staff (DSWs included). Follow-up with DSW workers monthly to check-in on assignment.		HR Manager
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	HR Manager Citywide Working Group	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits				
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	HR Manager	Caretaking and safe transportation sections included in DSW deployment protocol	Ongoing	In addition to department staffing needs, employee availability also determines deployment.	Completed	HR Manager

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	HR Manager DHR	Pay inequities are reduced and aligned annually after salary data is reviewed
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2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.	HR Manager DHR	Benefits provided are annually improved
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e.g. parental leave policy, short-term disability, etc.

2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	HR Manager DHR	PTO policy is annually improved # of staff taking PTO increases
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2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.		Increase in knowledge about raises and promotions				
2.3.2. Develop a formal and transparent process for raises and promotions.	HR Manager	Increase in staff feedback about promotion and raise process		City has standard process for raises through labor MOUs. DBI promotion process follows the city recruitment regulations. Positions are posted and staff apply.	Started	HR Manager

2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	HR Manager	Acting/interim staff process included in internal policies and processes	Ongoing	DBI has a process for acting/interim roles and follows the CSC rules regarding acting assignment pay.	Completed	
		Increased awareness of process for acting/interim staff				
		Reversal of diversity drop-offs in 182x classifications				
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.						
		Identify “dead end” classification and revise				

2.4. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. [A description of the action to reach the goal goes here.]						

3. DISCIPLINE AND SEPARATION

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

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

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

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

DEPARTMENT GOAL

Develop a transparent, consistent disciplinary process

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	HR Staff	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	December 2020-January 2021	Continue review data provided by DHR. Set-up tracking spreadsheet	Started	HR Manager
3.1.2.		Create tracking mechanism	July each year	Review tracking spreadsheet each year in July to analyze by fiscal year.		

Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.

Analyze data annually

3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.		# of trainings completed annually				
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	HR Manager	Human resources trained on alternative dispute resolution	January 2022- March 2022	Formal training program completed in year 2. HR Manger continues to work with manager’s discipline. Year 1 focus on increasing racial equity knowledge and improved training and onboarding.	Started	HR Manager
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.		Reduction of racial disparities in disciplinary actions		Review of data did not show racial disparity in discipline		

3.2. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. [A description of the action to reach the goal goes here.]						

4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

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

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

DEPARTMENT GOAL

Increase leadership involvement and support in creating a department culture that embraces racial and social equity.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Executive Mgt. HR Manager	% increase in diverse leadership				HR Manger
4.1.2. Commit to ongoing racial equity training and development for leadership.	Budget HR Manager	# of training & development completed by leadership per quarter	Early 2021	Year 1 Priority is expanding RE training and outreach. Incorporate Leadership training in department overall RE Training plan	Not Started	CFO

4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	HR Staff	Senior leadership demographic included in the department annual report	December 2020	DBI executive leadership demographics will be in department's FY 20-21 Annual Plan.	Started	HR Manager
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Communications	% of staff is aware of the process	November 2020	Online suggestion form on the department's intranet page.	Completed	Assistant Director

4.2. [Additional Department-Specific Goal]

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

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

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

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

DEPARTMENT GOAL

Increase professional development for staff, particularly those in entry level and front line jobs.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	HR Staff	# of available professional development opportunity # of completed training	December 2020 – December 2021	All DBI staff are eligible training Based on department data and survey, training/mentorship program will start with Permit Technician series class in Year 1.	Started	HR Manager
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Budget DBI Finance	# of attended, external conferences		Training/Travel policies/procedures already established and posted on intranet.	Completed	CFO
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Budget	# of staff enrolling and completing extended learning		Training policies already established.	Completed	CFO

		\$ dedicated to extended learning annually				
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.		# of staff participating in outside events or opportunities				
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	HR Staff	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	July 2021	Staff training is already tracked. Will review annually with RE lens.	Ongoing	HR Manager

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Managers/Supervisors	Bi-annual performance evaluation program to all staff		DBI requires annual performance evaluations for staff each fiscal year	Completed	
5.2.2. Create a mentorship program between senior and junior level staff.	HR Staff Division Managers	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	July 2021- August 2023	Based on department data and survey, training/mentorship program will start with Permit Technician class in Year 1. Other classifications will be rolled in the following years.	Not started	RE Leads

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.	HR Staff	Process developed % of staff aware of accommodation process # of accommodations made increased		Process exists for accommodation requests. DBI follows citywide policies/procedures.	Ongoing	HR Manager
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	DHR HR Staff	Accommodations discussed and recorded during bi-annual performance evaluation process		HR Manager to follow-up with DHR	Not Started	HR
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Department Facility staff	Improvement in overall staff mental health, increase in staff feedback		Building includes conference, and indoor/outdoor break areas. – Currently limitations due to COVID-19.		Department Facility
5.3.4. Set up processes and open communication channels so management is available to respond to employees’ non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	DHR/Labor Unions	\$ set aside for accommodations Increase in staff awareness of accommodations		Benefits are included in labor agreements.		DHR
5.3.5. Respect religious and cultural practices of employees.		Improvement in overall staff mental health				

5.4. [Additional Department-Specific Goal]

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

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

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

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

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

DEPARTMENT GOAL

Create a culture of inclusion through communication, training and policies.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Commission Division Managers Executive Mgt RE Team	Department mission, policies, and procedures are updated and available	January 2022- December 2023	Policy review to begin in 2022. In 2021, the department will focus on expanding outreach and RE training for all staff to ensure everyone has a shared understanding of RE. Shared understanding will be used to use a racial/social lens in updating policies/procedures etc.	Not Started	Executive Mgt
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the		Regular scheduled meetings with RE Team to implement RE Action Plan	July 2020- April 2021	First phase completed. Year 1 priority is to expand the RE Team. New Outreach to begin in February 2021	Started	Director RE Leads

department accountable for reaching its RE Action Plan goals.

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Executive Mgt. RE Team	RE Action Plan is published on department website	December 2020 -	RE Action Plan posted on department website 12/31/2020. Website will be updated.	Completed	RE Leads
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Executive Mgt. RE Team	Ongoing reporting	July 2020-	Communications already underway. Will implement minimum quarterly updates.	Ongoing	Director RE Leads
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	RE Team		October 2020-	First phase completed with group and individual meeting with black and Hispanic employees. Year 1 priority is to expand RE Team and establish regularly scheduled meetings.	Ongoing	RE Team
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	RE Team	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	September 2020-	Department meetings already underway. Year 1 priority will be developing an outreach and training plan for all staff. Holding quarterly trainings and meetings. Increasing RE Team participation.	Ongoing	RE Team
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	RE Team	Annual survey with disaggregated data and feedback	October 2020 And will be conducted October of each year	First survey completed. Survey tool includes questions/information on organizational inclusion.	Ongoing	RE Team
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Real Estate DBI Facility Staff	Increase in staff engagement	March 2021	49SVN art work selected through Real Estate. Will work with Real Estate.	Not Started	DBI Facility

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	MIS HR	Increase in staff feedback, participation, and response to communications		Email and Home addresses are updated regularly	Ongoing	MIS Manager
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	RE Team	Ongoing staff participation and feedback		Department meetings already underway. Year 1 priority will be developing an outreach and training plan for all staff. Holding quarterly trainings and meetings. Increasing RE Team participation	Ongoing	RE Team
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	MIS HR RE Team	Ongoing staff participation and feedback		Department meetings already underway. Year 1 priority will be developing an outreach and training plan for all staff. Holding quarterly trainings and meetings. Increasing RE Team participation. Digital meetings are underway.	Ongoing	RE Leads

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	DBI Communications Disabled Access Coordinator	Protocol distributed internally and with any outward-facing interactions	January 2023	DBI currently follows all accessibility regulations. In Year 3, department will formalize protocols.		Assistant Director
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.	Real Estate Disabled Access Coordinator	A plan for physical space improvement \$ funding secured		DBI is located in 49SVN, a newly constructed building that was constructed based on latest Disability Access codes. Will coordinate with RE		Real Estate

		Successful implementation				
e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.						
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.	Budget MIS Disabled Access Coordinator Communications	A plan for digital improvement \$ funding secured Successful implementation	January 2023	DBI currently follows all accessibility regulations. In Year 3, department will evaluate.	Not Started	Disabled Access Coordinator Assistant Director
e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.						
6.3.4. Invest in translation services.	Budget Communications Bilingual Staff	# Increase in translated materials		DBI invests in translation services for department literature. In addition, the department has bilingual staff designated in various languages who assist non-English speaking customers in person and over the phone	Ongoing	Assistant Director CFO
6.3.5. Encourage individual forms of inclusive identity expression.	DHR HR	Increase in staff using inclusive identity expression, second nature		DBI follows citywide policies/procedures. Will continue to work with DHR	Ongoing	HR Manager
e.g. honoring gender pronouns, relaxing or modifying dress code, etc.						
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.		Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed-captioning by default				

Increased digital equity (e.g., access) for all employees

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Division Managers	Community will have an impact on all department projects		DBI has several forums to gather community input: Building Commission meetings, Public Advisory Committee meetings, SRO task force, attendance at neighborhood events etc.	Ongoing	Varies
6.4.2. Find opportunities to invest into and support the communities the department serves.	Budget			Participate in neighborhood fairs/meetings; fund community based organizations.	Ongoing	CFO

6.5. [Additional Department-Specific Goal]

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

7. BOARDS AND COMMISSIONS

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

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

DEPARTMENT GOAL

Using a racial and gender equity lens, evaluate and improve DBI’s services, processes and representation on the BIC and related committees.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan.	BIC	Bylaws, rules of order or other procedures successfully amended	March 2021- June 2021	By June 1, 2021, the Building Inspection Commission will review its Rules and Regulations, which serve as its bylaws, and assure that the language aligns with the DBI Racial Equity Action Plan. Please note that the Building Inspection Commission currently follows its Rules and Regulations in regard to all sections.	Not Started	BIC
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	BIC Secretary HR Manager	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts	December 2020-January 2021	Demographic information for the Building Inspection Commission will be submitted to the Department of Building Inspection to include in its annual report for fiscal year 2019-20.	Started	HR Manager

		Greater racial and gender equity in board and/or commission members				
7.1.3. Have board/commission adopt a resolution around racial equity.	BIC BIC Secretary	Resolution adopted	July-August 2020	The Building Inspection Commission adopted a resolution stating the Board's commitment to racial justice and equity.	Completed	BIC
7.1.4. Racial equity-related items are regularly agendized.	BIC BIC Secretary	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	July – December 2020 Ongoing	Racial equity-related items haven't regularly been agendized; However, they will be agendized as needed going forward. RE Action Plan updates/input presented at BIC. Going forward, Quarterly updates on RE Plan.	Ongoing	BIC
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	BIC	Participatory budgeting processes Community advisory working groups Issue-specific task forces	January – March of each year Meetings held throughout the year.	All Commissioners have input in the budget process. BIC by-laws require, two readings of budget at commission meetings with public comments to solicit input. BIC has several advisory groups/committees. The Access Appeals Commission (AAC), Board of Examiners (BOE), and Code Advisory Committee (CAC).	Ongoing	BIC
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	BIC BIC Secretary	Resolution adopted	July 2021- October 2021	In 2021, the Building Inspection Commission will pass a resolution on a Ramaytush Ohlone Land Acknowledgement. In preparation, of passing this resolution it may be helpful for the BIC to do some research and become more informed regarding the Ramaytush Ohlone, so that they may be respectful and careful in how the Commission proceeds.	Not Started	BIC

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

<p>7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.</p>	<p>BIC</p>	<p>Greater racial and gender equity in board and/or commission members</p>	<p>As specified by the City Charter, there are four Mayoral Appointees and three Board of Supervisors Appointees. All Commissioners serve 2-year terms. As a result of this, the Building Inspection Commission does not have direct input regarding new appointments. Also, the Charter requires that the BIC Commissioners serve on specific seats. Although the BIC does not have a say in appointments to the Commission, a goal could be to develop a training that outreaches broadly to interested parties and recruits from all the constituency groups when it comes to appointing members of its sub-committees, e.g. The Access Appeals Commission (AAC), Board of Examiners (BOE), and Code Advisory Committee (CAC). Future item could be to look at the racial and gender make-up of the sub-committees that the BIC appoints.</p>	<p>Not Started</p>	<p>BIC</p>
<p>7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.</p>	<p>BIC BIC Secretary</p>	<p># of policies passed with RE lens Budget equity completed</p>	<p>In 2021, the Building Inspection Commission plans to adopt the ORE racial equity assessment tools to inform decision-making of Boards and Commissions.</p>	<p>Ongoing</p>	<p>BIC</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.</p> <p>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</p>	<p>BIC BIC Secretary</p>	<p># of diverse board/commission members</p> <p>% of board/commission retention</p> <p>Implementation of inclusive protocols</p>		<p>The Building Inspection Commission has a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. When the BIC receives requests in advance of the meeting for language interpreter services, ASL interpretation, etc. the BIC Secretary assists in making the accommodation</p> <p>Additional option is to consider having people submit their public comment in advance of the meeting, and call in also.</p>	<p>Ongoing</p>	<p>BIC Secretary</p>
<p>7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>	<p>BIC</p>	<p># of completed training per quarter</p> <p>Increased participation rate</p>		<p>In 2021, members of the Building Inspection Commission will implement racial equity training.</p> <p>All new Commissioners will be required to take the training as part of the onboarding process. Existing Commissioners will take individual/private online trainings.</p> <p>DBI will provide periodic public discussions of racial equity data presented by the Department, as part of ongoing implementation updates regarding its Racial Equity Action Plan.</p> <p>Inclusion is not only how one is treated, but how one can engage. The Commission would like to see more trainings on government oversight offered to Commissioners.</p>	<p>Ongoing</p>	<p>BIC</p>

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

Increased board/commission retention

Member experience satisfaction survey

In 2021/2022 The BIC will develop a mentorship program by establishing a sub-committee to address mentoring newer Commissioners and more experienced Board/Commission members. The BIC Secretary can assist with this process as well, but Commissioners may be able to offer more advice.

Develop a sub-committee to create a mentorship program that addresses this issue more broadly – It maybe more fitting and could open up a variety of mentorship opportunities.

Retention on the BIC seems to be okay, but whether or not a Commissioner continues to serve is at the discretion of the Board or Mayor’s Office.

The BIC can implement a member experience satisfaction survey annually.

7.3. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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7.3.1.
 [A description of the action to reach the goal goes here.]

Appendix B

BUILDING INSPECTION COMMISSION RESOLUTION/COMMITMENT TO
RACIAL AND SOCIAL JUSTICE
AUGUST 2020

The San Francisco Building Inspection Commission has reflected on the recent events in our country that have brought race and class inequities to the forefront. We acknowledge that San Francisco has a long history of creating and enforcing laws/policies, and institutions that perpetuate racial inequities.

As such, the San Francisco Building Inspection Commission commits to continue to enact equitable and racially just departmental policies, workforce development and hiring policies and to continue to deliver all building safety-related services equitably, ethically, professionally and respectfully to San Francisco communities.

WHEREAS, the San Francisco Building Inspection Commission does hereby acknowledge, recognize and stand with the Black Lives Matter movement's values of treating every human being with respect, dignity and equality.

WHEREAS, the San Francisco Building Inspection Commission is appalled by the unjust murders of George Floyd, Breonna Taylor, Ahmaud Arbery, Alex Nieto, Amilcar Lopez-Perez, Mario Woods, Luis Gongora Pat, Jessica Williams, Jesus Adolfo Delgado Duarte, Sean Monterrosa, and far too many people, overwhelmingly from communities of color, who died directly as a result of illegal brutalities, malfeasance, and institutionalized racism within governmental and economic systemic structures that continue to enable reprehensible behaviors; and

WHEREAS, the San Francisco Human Rights Commission defines racial equity as the systematic fair treatment of people of all races that results in equal outcomes, while recognizing the historical context and systemic harm done to specific racial groups; and

WHEREAS, the San Francisco Building Inspection Commission is beginning to take immediate action steps to strengthen employee values and behaviors supportive of uniformly applied racial justice, social equity, and equal treatment of everyone – including the launching of DBI's Racial Equity Team whose members will reinforce daily the City's longstanding policies of non-discrimination, as well as schedule regular sensitivity trainings that instill awareness, consciousness and respectful interactions throughout the professional work environment at all times; and

WHEREAS, the San Francisco Building Inspection Commission is fully committed to the fair treatment of people of all races, cultures and incomes, and reaffirm that

diversity, inclusiveness and respect are core values of our public-facing, public service-oriented organization; and

WHEREAS, the San Francisco Building Inspection Commission is committed to advancing racial and social justice as a local employer and as a public service provider by basing programs and resource allocations upon racial and social equity; and

WHEREAS, as a government institution, we agree to continue to proactively eliminate structural racism and to change how local government works to ensure that racial equity is a priority in both policy and practice, and we acknowledge the constant need to work intentionally to level the playing field for Black, Indigenous and all people of color; and

WHEREAS, as public servants, we each individually assume responsibility to take action against systemic and institutional racism and recognize that silence and inaction amount to complicity. In order to dismantle systemic racism that persists, all Building Inspection Commission members, and leadership at all levels, must continuously, proactively and explicitly address racial injustices in our public services; now, therefore be it

RESOLVED, that the San Francisco Building Inspection Commission continues to condemn racism, sexism, homophobia and all other forms of discrimination—explicitly including racism against Black, Indigenous, and all people of color—and hereby directs the Department to dedicate time and resources towards ending institutional and structural racism within the Department and to promote the inclusion, belonging and full participation of Black, Indigenous, and all people of color to achieve fair and just outcomes; and be it

FURTHER RESOLVED, that this Commission decries government practices that have resulted in and continue to have disproportionate impacts upon Black, Indigenous, and all people of color, and commits to working with the Board of Supervisors and the Mayor to take more direct anti-racist action to dismantle the unjust structural and institutional systems of race and privilege perpetuating these inequities; and be it

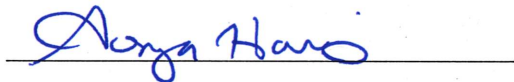
FURTHER RESOLVED, that this Commission acknowledges that the responsibility falls upon each one of us, regardless of the color of our skin, to work together constantly and consistently to create a "new normal" in which the legacy of bigotry and unequal treatment are eliminated completely from our institutions, systems, and values; and be it

FURTHER RESOLVED, that this Resolution instructs the San Francisco Building Inspection Commission to identify actions and a timeline, with measurable goals, that will advance racial and social equity across all programs and services, including Plan Review; Building, Electrical, Plumbing, and Housing Inspections Services; and Code Enforcement, by developing and implementing appropriate performance measures, incorporating a racial and social equity lens in budgeting and personnel decisions, and in all strategic long-term planning processes for the express purpose of advancing racially just outcome reporting; and be it

FURTHER RESOLVED, that this Commission recommends the Department of Building Inspection leadership to work with staff to create a detailed plan that identifies resources, milestones, timelines and data necessary for the successful implementation of this Resolution and to report the Department's progress on racial equity and social justice quarterly to the Commission; and be it

FURTHER RESOLVED, that this Commission and the Department jointly assert that the responsibility for implementing these structural and institutional changes falls upon leadership and all staff, across all levels and functions.

I hereby certify that the San Francisco Building Inspection Commission adopted the foregoing resolution at its August 19, 2020 meeting.

A handwritten signature in blue ink, reading "Sonya Harris", is written over a horizontal line.

Sonya Harris
Building Inspection Commission Secretary

Appendix C

Office of Racial Equity: Vulnerable Populations Engagement Assessment - Details

This document accompanies the Vulnerable Populations Engagement Assessment Survey.

Please send this document by 6 pm, Monday, July 13, 2020 to racialeguitysf@sfgov.org and use the header “VP Details [dept]”

Department of Building Inspection

Completed by:

Lily Madjus Wu, Communications Director

Lily.madjus@sfgov.org

Date

07/13/2020

Updated 12/30/2020 (Taras Madison)

Updated 12/30/2020

Instructions

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

For each group, include:

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

Given the impact of COVID-19, please include your Department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please use the table below and add rows as needed.

	POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
1	Senior/older adults, youth, low-income and immigrant families with services provided in the following multi-lingual languages: Chinese, Spanish, Filipino and other languages (e.g. Russian, Korean and Vietnamese).	Hands-on disaster preparedness education and training through the Seismic Safety Outreach Program by Community Youth Center and Self-Help for the Elderly to the diverse and vulnerable populations in the City’s 11 districts: senior/older adults, youth, low-income and immigrant families with services provided in	1%	\$1.1 million	Disaster preparedness for before, during and post event multi-lingual diverse communities	Direct funding

		the following multi-lingual languages: Chinese, Spanish, Filipino and other languages (e.g. Russian, Korean and Vietnamese).				
2	Senior/older adults, youth, low-income and immigrant families in the Latinx community.	Causa Justa::Just Cause provides direct tenant habitability services to senior/older adults, youth, low-income and immigrant families in the Latinx community.	<1%	\$257,403	Tenant habitability and stabilization	Direct service and funding
3	Senior/older adults, youth, low-income and immigrant families in the Asian community.	The Chinatown Community Development Center provides direct tenant habitability services to senior/older adults, youth, low-income and immigrant families in the Asian community.	<1%	\$227,203	Tenant habitability and stabilization	Direct service and funding
4	Senior/older adults, youth, and families in the African American community.	The Housing Rights Committee of San Francisco and Tenderloin Housing Clinic provides tenant habitability services to senior/older adults, youth, and families in the African American community.	<1%	\$822,717	Tenant habitability and stabilization	Direct service and funding
5	Senior/older adults, youth, low-income and immigrant families living in Single-Room Occupancy (SRO) hotels.	The Chinatown SRO Collaborative (CCDC), Central City SRO Collaborative (THC), Mission SRO Collaborative (Dolores Street) and SRO Families United organizations provides tenant habitability services to senior/older adults, youth, low-income and immigrant families living in (SRO) hotels.	3%	\$2.7M	Tenant habitability in SRO hotels	Direct service and funding

Given the impact of COVID-19, please include your Department's work in COVID-19 response, re-opening and/or recovery/forward planning.

In response to the public health crisis created by COVID-19, the Department of Building Inspection has been monitoring Single-Room Occupancy units in the City's residential hotels to ensure tenant habitability in these buildings. In addition, we monitored construction sites during the period under the Shelter-in-Place Order that construction wasn't allowed. Since May 4, we are monitoring the social distancing requirements at construction sites to ensure safety measures are practiced by contractors. We have been providing permit services online, which includes permit submittal, payment and issuance. DBI staff had been deployed as Disaster Service Workers throughout the City to assist at the Emergency Operation Center, SRO hotels.

During the reopening period, DBI began offering curbside services for Over-the Counter with and without plans permit applications in late June. We have been providing Electronic Plan Review of online submissions since May. Throughout this crisis, the Department has been providing necessary building and trades inspections at construction sites.

DBI has been a partner in the City's economic recovery plan in response to COVID-19. We participate in the City's Economic Recovery Task Force and are working with members of the Board of Supervisors on extensions for some required building upgrades to allow small businesses more time for compliance. We are planning for expanded permit services (beyond Over-the-Counter) permit services.

Updated 12/30/20

DBI continues its COVID-19 work through provision of in-person services, DSW participation and direct COVID-19 inspections. The Housing Inspection Division has completed over 370 Hotel inspections and re-inspections of Single Room Occupancies (SROs). HIS staff are working to keep some of the most San Francisco's most vulnerable populations safe during this time. Housing Inspection also distributed 25,000 masks. Building, Electrical and Plumbing Inspectors serve as front-line workers both inspecting construction sites based on codes, but, also Health and Safety Order. These staff reviewing construction site safety protocols and working with the Department of Public Health to address issue.

In addition, 87 DBI employees have been deployed as DSWs. DBI staff have been participated in homeless outreach; 311 Dispatch, site monitoring-alternative Housing, translation services, contract tracing, school site investigation, COVID Command Center.