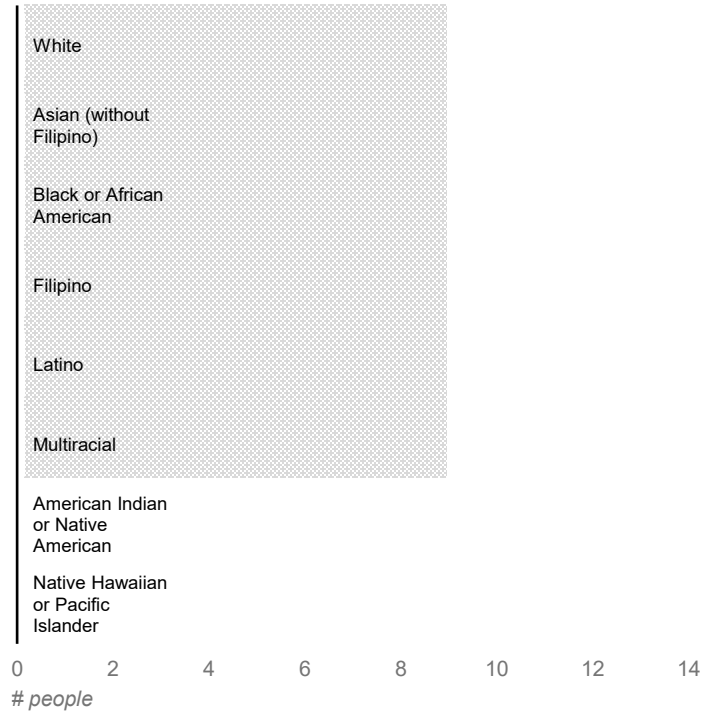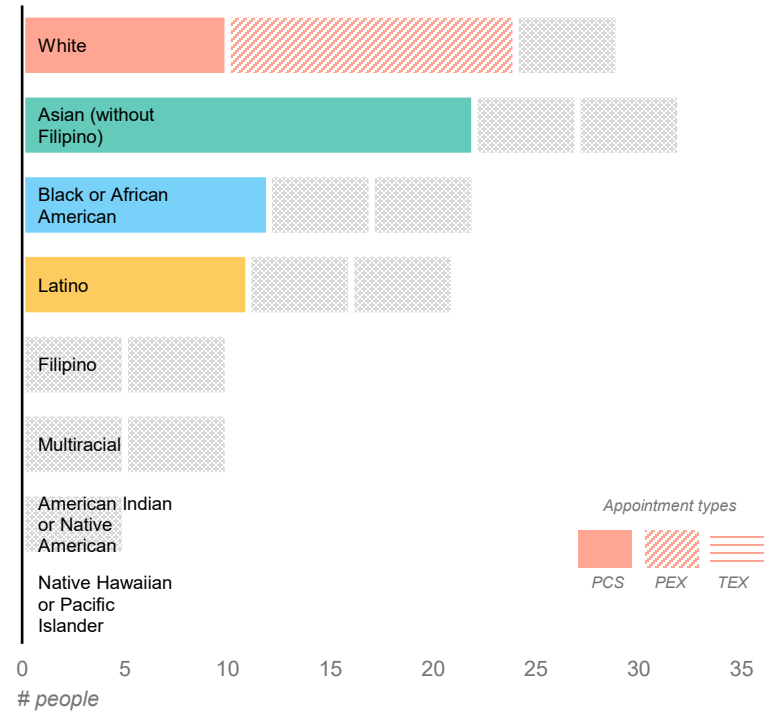# Mayor's Office of Housing and Community Development
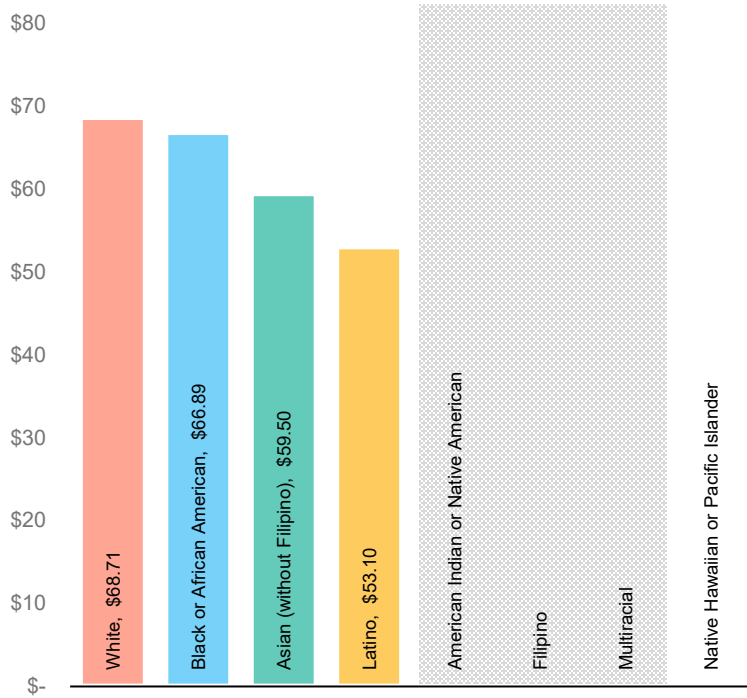
MOHCD: Senior management demographics (MCCP)

MOHCD: Overall department demographics

MOHCD: Average hourly pay for all employees

White, $68.71
Black or African American, $66.89
Asian (without Filipino), $59.50
Latino, $53.10
American Indian or Native American
Filipino
Multiracial
Native Hawaiian or Pacific Islander

MOHCD: Number of terminations, promotions, new hires
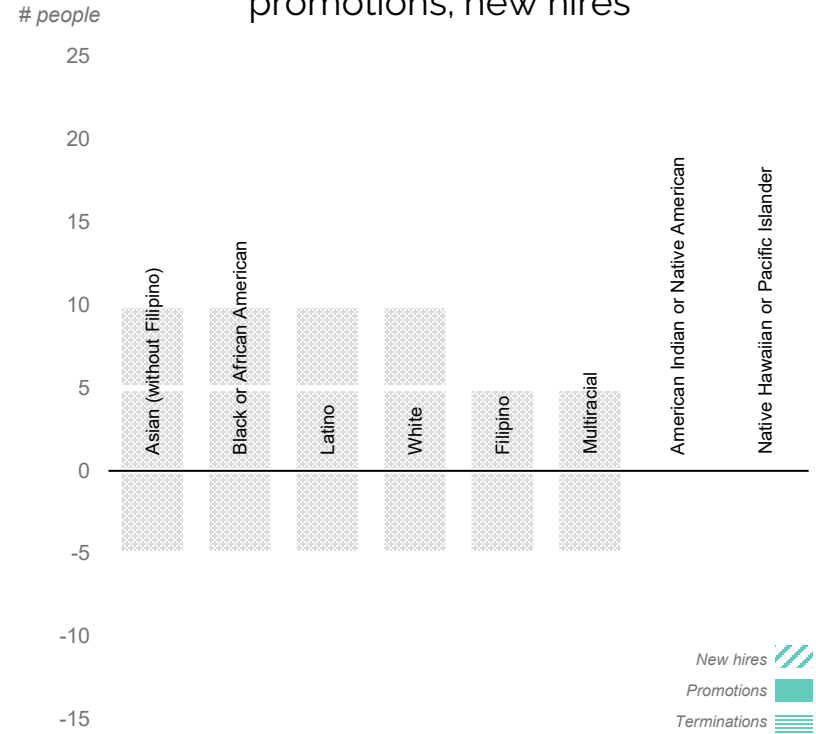
people

Asian (without Filipino)
Black or African American
Latino
White
Filipino
Multiracial
American Indian or Native American
Native Hawaiian or Pacific Islander

New hires
Promotions
Terminations

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- Implemented consultant-lead 360 Feedback & Coaching for all supervisors & managers
  - 360 Feedback is a tool which touches on several of our Racial Equity Action Plan sections, including Retention & Promotion, Diverse & Equitable Leadership & Management, and Mobility & Professional Development.
  - All MOHCD supervisors and managers with more than 3 months in their current role participated in a 360 Feedback process, followed by 3 hours of 1:1 professional coaching from a racially-diverse coaching team.
  - The anonymous 360 Feedback process allowed an opportunity for staff to share feedback & concerns they may not normally be comfortable sharing in a structured, equitable way.
  - MOHCD senior leadership received a group strengths/weaknesses assessment from the consultant.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- Confidential exit interviews with all departing staff
  - In order to more fully understand the perspectives of all departing staff, they now have the opportunity for a verbal or written exit interview.
  - Interviews are conducted in complete confidentiality by our Human Resources Manager.
  - Themes from all interviews are aggregated by departmental division and shared with the MOHCD Senior Leadership Team.
  - Two key initial learnings were that we can improve our onboarding of new staff members and awareness of professional development opportunities. Recent exit interviews suggest that we are making progress on these goals.

What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- We plan to implement a MOHCD employee experience survey.
  - This work relates to many sections of our Racial Equity Action Plan, and lives perhaps most squarely in Organizational Culture of Inclusion & Belonging.
  - We will be developing employee experience survey questions in conjunction with our 360 Feedback consultant, being sure to include questions which allow us to assess our racial equity needs and impacts.
  - We are supportive of a Citywide employee experience survey, or without that, a group of departments who collaborate on their own departmental surveys.
  - In a year, we will have not only conducted the survey, but also learned & grown from understanding the results.

Programmatic Highlights – FY21-22

- Launched Dream Keeper Downpayment Assistance Loan Program (DK-DALP), providing a pathway to homeownership for low to moderate-income Black households
- Launched Senior Home Repair Program (SHRP) to improve the habitability of homes impacted by red-lining in primarily Black neighborhoods
- Launched Bay Area Developers of Color Cohort program in partnership with ULI San Francisco
- Revised underwriting and development policies to promote equity and opportunity for emerging developers, and in particular, Black-led developers
- Revised procurement processes for community development and housing grants and loans to firmly align with racial equity goals
- Committed over $1 million to nine Black-led organizations focused on community services, collaboration, and digital equity
- Committed $1 million to support the African American Community Stabilization (AACS) Fund's goal of targeted investment in Black-led and Black-serving organizations
- Committed $75,000 in grant funding to support programmatic partnerships that improve economic, housing and social opportunity for Black and African American residents

Resources

- [Draft Phase 1 Racial Equity Plan](#)
- [Progress Report - May 2022](#)

Additional reports available at https://sf.gov/resource/2022/reports-and-plans-mohcd