



# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part A

*Submit to O.R.E. by May 2, 2022.*

**Department Name: Department of Homelessness and Supportive Housing**

**Date: May 2<sup>nd</sup>, 2022**

#### *Reflections from Department Leadership*

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

This year, HSH is focused on refining our data collection processes in discipline, separations, promotions, and turnover to target historical inequities in a meaningful way. Many of our equity goals focused on these areas are broad, which was feedback shared with us in our first Racial Equity Action Plan (REAP) submission. As a department, HSH and our HR team have struggled with capacity and bandwidth issues. As of 2021, our turnover for the department is about 22%. For every two positions we hire, we lose one staff member. This has made our work extremely challenging, as we are still trying to grow our department while backfilling positions. That difficulty has made it hard for HR and the CEO to refine our data systems to utilize demographic data to respond to the inequities in these areas.

Additionally, Prop 209 is a state-level policy that does not allow city departments to set quotas to create goals, even when discussing racial equity. For example, we can say that we want to increase promotions and decrease disciplinary incidents for BIPOC staff, but we can't give an exact percentage. This issue prevents us from utilizing specific metrics to set measurable goals within the department. Thus our goals concerning equity in these areas are broad and general, unable to target the root issue. The CEO and other Racial Equity Leaders from the city will be convening a meeting with the City Attorney in the coming months to speak about this issue and discuss how we can work around this proposition that at times undermines our efforts concerning racial equity.

HSH will also be utilizing the LAHSA framework to see how they are working on setting performance measures in their equity goals that get around the issue of Prop 209. As we await guidance from LAHSA and the city attorney's office, we will routinely circle back with HSH staff to discuss where we are in the process. While we doubt we will have enough information to refine our goals using clear

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metrics by the time the progress report is submitted, we will ensure that we share updated progress with staff at our monthly meetings to ensure transparency in our goal setting. Once we have received clear guidance from the city attorney's office, we will share our updated goals and update our progress report to share with our constituencies.

One question we hope to answer is how we set meaningful racial equity goals without being able to center specific marginalized communities. A possible way to work around this issue is to create goals through an intersectional lens and then use the end-of-year data to target disparities in those outcomes. For example, we can reduce disciplinary incidents of historically marginalized staff by 20-30%. Then use previous year data and updated data disaggregated by race, ethnicity, gender, and sexuality to determine where inequity persists. Still, a challenge here is that with a goal utilizing intersectionality without centering on specific communities, this approach has the potential to still be inequitable in its formation.

Finally, the CEO and DEI Committee used the first quarter of this year to refine our feedback from staff via the DEI Survey, ORE, and the NIS Report to determine our internal and external equity priorities for the year. **Our major priorities are to implement mandatory staff trainings focused on anti-racism and intersectional equity, create a peer mentorship program to increase promotional pathways for BIPOC employees, and refining our data collection processes to respond to inequities within our department concerning disciplinary incidents, separations, turnover, and promotions.**

Our Additional Equity Priorities are stated below.

Internal equity focus areas:

- Develop and disseminate a policy that addresses institutional and interpersonal discrimination and bias and share the protocol to follow with staff when incidents arise.
- Develop consistent communication around progress and growth areas concerning equity initiatives and priorities.
- Implement a mentorship program so that BIPOC employees have access to promotions.
- Improve workforce equity by targeting hiring, recruitment, and retention practices.
  - Speak to what is within our control and what is outside of our control and advocate against policies that perpetuate systemic oppression at the city level.
- Design and facilitate a series of training(s) focused on diversity, equity, and inclusion, addressing systemic, institutional, interpersonal, and internalized manifestations of oppression and discrimination.
- Develop solutions to address the bandwidth of colleagues and hire consultants to support our gap areas so that colleagues can have a work-life balance that sustains them in this work.

External equity focus areas:

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- Develop strategies to improve equity within our contracts to increase the number of contracts awarded to BIPOC serving organizations.
- Develop systems to support BIPOC organizations better to expand their services.
- Target racial disparities in the homeless response system and coordinated entry to lessen the impact of marginalized communities' overrepresentation in HRS.
- Define equity goals and set accountability methods in collaboration with service providers and those with lived expertise to restore trust in the community and work in solidarity with the organizations and clients we serve to end homelessness.
- Address wage equity, capacity building, and technical assistance for BIPOC organizations.

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

We have 3 Racial Equity Leaders in the department who support the work of our equity initiatives. We provide comp-time to one of the Racial Equity Leaders who engages in our equity work part-time. Additionally, each of the leaders attends the monthly convenings with ORE and supports the work of the department by collaborating with the CEO (full-time equity leader).

**Acknowledged by [name] and [title], [date], [signature]**  
**Anthony Bush. Chief Equity Officer. 4.22.2022**

### **1. Hiring and Recruitment**

Goals and performance measures

HSH began FY 21/22 with a robust and aggressive hiring plan to fill the 65 vacancies that existed within the Department and staffing the Shelter-in-Place Programs and Shelter-in-Place Rehousing teams. HSH invested significantly in a work order with the Department of Human Resources (DHR) to help HSH fill its vacancies. Additional goals and performance measures:

- Diverse applicant pools for each recruitment process. HSH will ensure that there are no disparities in the applicant pool based on race, ethnicity, gender identity, and sexual orientation.
- Advertise positions outside of the City's careers' page

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- Evaluate DEI proficiency in the recruitment process
- De-mystify the City's recruitment and selection process
- Increase diversity in HSH Leadership positions to ensure there are no disparities in leadership based on race, ethnicity, gender identity, and sexual orientation.

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

*If relevant, include action numbers from the REAP.*

- Required all interview panelists to take Implicit Bias in Hiring training
- Include a DEI question in all interviews
- Screened and selected an executive search firm for deputy-level recruitments with an eye to vendors' strategy and track record in recruiting diverse candidate pools.
- 1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expand to the Rule of Ten or more – HSH secured Rule of Ten Scores from SEIU and L21 for exams administered in FY 21/22
- 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.
  - HSH HR team members worked on the first draft of HSH's recruitment process.
  - HSH HR worked on improved communication with hiring managers and candidates to reduce a lag in response times
  - HSH invested significantly in a DHR Work Order team to take on recruitments and examinations
- 1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD, and community college systems that could feed into open positions.
  - HSH HR attended the Diversity Workgroup meetings to build HSH's network with non-traditional outlets.
  - HSH HR utilized social media (LinkedIn, Twitter, Facebook) to advertise positions.
  - HSH HR attended several job fairs on 1/15/22, 1/22/22, 1/29/22, 2/12/22, 2/26/22, and 4/23/22.
- Hired HSH's Chief Equity Officer.

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

*If relevant, include action item numbers from the REAP. Please also highlight any significant revisions made to the REAP since the first submission.*

- Continue to provide resources and training to staff, so they feel comfortable with the City's recruitment and selection process

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- HSH HR started working on an Interview Skills training for all hiring managers. The goal is to administer the training by the end of the summer of 2022.
- DHR will conduct an HSH only Growing Your Career Training for HSH Staff on 4/20 and 4/28.
- Increase diversity at HSH, particularly in leadership positions.
- Issue the first draft of the Department's Equitable Hiring Policy by the end of the calendar year (December 2022).
- Continue participation in local career fairs
- DHR is working with HSH's Chief Equity Officer to start new recruitment for the 1232 Training Officer. The goal is to fill the position by the end of summer 2022.
- Fill vacancies to assist with workload concerns.
- Previous listening sessions highlighted a need for managers to receive DEI-based training to align our DEI protocols in drafting interview questions, conducting the interviews themselves, and developing equity goals as it pertains to those roles. The CEO and HR are working to brainstorm potential training opportunities or strategies to equip managers with these skills. Still, they have prioritized developing our all-staff DEI training series until we hire a DEI training officer.
- Staff input will be offered on each of these items on a monthly and quarterly basis. Beginning in the Fall of 2022. The CEO is working to schedule quarterly staff listening sessions to share more targeted updates to the racial equity action plan and hear feedback from staff and supervisors on our equity needs. We plan to have these listening sessions scheduled by the fall of 2022 after our first round of DEI training for HSH colleagues.
- The CEO will also continue to offer office hours for staff to share concerns on equity items in the department and on the REAP

## 2. Retention and Promotion

### Goals and performance measures

- Consistent with the Hiring and Recruitment Goals, HSH aims to be an employer of choice.
- Promotional information:  
In the current year, HSH has a 29.10% promotional rate (57 total employees since July 1, 2021. 67% of these employees were people of color).
- HSH aims to decrease the amount of turnover within the department (no reduction goal was set in 2021). Given the nature of our turnover, we are unclear about a reasonable reduction goal since department turnover is around 22%. We will use data from other city departments of a similar size to set a reduction goal by Q2 of 2022 that is realistic for our unique challenges. When using analyzing our data to set a targeted goal we will ensure that we are

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accounting for disparities in our turnover based on race, ethnicity, gender identity, and sexual orientation. We will also use end-of-year data to target any disparities that persist.

- Strategies to increase promotion are addressed in the progress report's Diverse and Equitable Leadership section
- We transitioned 16 of TE positions to PCS.

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

*If relevant, include action numbers from the REAP.*

- HSH-HR published an intranet site to make policies, HR presentations, training resources, manager resources, workforce reports, more accessible to all staff.
- 1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers- HSH-HR implemented a standard onboarding script for the team so that onboarding is consistent for all new hires and trained other HR staff on the process.
- 2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended time periods without compensation – HSH HR provided the first draft of this policy to the Executive Team for review.
- 3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color - HSH HR piloted an optional exit interview to understand why PCS employees leave HSH so that recommendations can be made to improve retention. It added an option for staff to submit feedback via MS Forms to capture the exiting employees who may not feel comfortable with an in-person exit interview.
- Supported staff to participate in citywide leadership program opportunities (MEA leadership program, Leadership SF, SEIU Work-Study program)

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

*If relevant, include action item numbers from the REAP. Please also highlight any significant revisions made to REAP since the first submission.*

- Based on exit interview data, employee listening sessions, and survey feedback, HSH's onboarding experience needs improvement. Select staff without prior government experience have shared that they do not feel fully supported in understanding the full scope of their role. Due to understaffing, managers and supervisors have also expressed challenges in supporting their staff with training due to being understaffed. Additionally, while our onboarding process generally covers information about city employees, we need to do a better job of sharing the comprehensive scope of HSH's work, and how all positions carry out the department's work
- HSH HR/DEI/Chief Equity Officer will partner to determine how to enhance the internal onboarding experience. A joint plan will be drafted by August 2022.

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- Collectively establish a turnover reduction rate goal for FY 22/23 with HSH-HR, Executive Team, and DEI Committee feedback. We recommend a 15% decrease but will use other City Department turnover data to set our goal. This goal will be shared in an all-staff meeting in September. At the end of the calendar year, sunset the exit interview pilot and recommend a process on how HSH-HR will implement exit interviews to possibly expand it to all exiting employees (not just PCS employees leaving the department).
- Executive Leadership worked with Human Services Agency's HR to pilot a program where HSH employees can take training classes related to DEI, communication, computer skills, and business writing starting in May. The goal is to evaluate the pilot regarding staff participation and effectiveness of the classes to determine if HSH and HSA will continue the program.
- Staff input will be offered on each of these items on a monthly and quarterly basis, beginning in the Fall of 2022. The CEO is working to schedule quarterly staff listening sessions to share more targeted updates to the racial equity action plan and hear feedback from staff and supervisors on our equity needs.
- The CEO will also continue to offer office hours for staff to share concerns on equity items in the department and on the REAP

### 3. *Discipline and Separation*

#### Goals and performance measures

- Develop and share a tracking system to analyze disciplinary actions and separation data utilizing demographic information by race and ethnicity to daylight trends for biases against staff of color. Investigate trends by race and ethnicity year over year to target racial disparities based on bias. Publish system by Q1 of 2023. Use end-of-year data to utilize demographic goals to target overrepresentation by race, ethnicity, gender, and sexuality. Note special attention to a decrease in disciplinary incidents and separation by race, ethnicity, gender identity, and sexual orientation.
- Train supervisors and managers on institutional and interpersonal bias and prejudice to lessen the impact of inequity in discipline and separation from the department. Create general sessions for all colleagues and additional leadership training to respond to institutional and interpersonal bias incidents. The program will be launched by the beginning of 2023. In the interim of hiring our DEI training officer by the end of summer, HSH will also share training opportunities for supervisors and managers to participate in HSA's training.

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- Implement a mediation process for colleagues and leadership to reduce the instances of disciplinary actions or separations. See a reduction of disciplinary incidents and separations by 20-30% from the year prior, explicitly centering on historically marginalized communities. Use end-of-year data to utilize demographic goals to target disparities by race, ethnicity, gender, and sexuality. Note special attention to a decrease in disciplinary incidents and separation by race.

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

*If relevant, include action numbers from the REAP.*

- In 2019, we began tracking discipline data by race for full-time employees. This data collection format needs to extend to position type and team within the department to ensure that we can track trends among discipline data and include methods to track repeated disciplinary decisions by supervisors or managers. In years prior our data collection has not been comprehensive. Therefore, our general goals around discipline and separation have not been detailed enough. Additionally, our department has struggled to develop transparent systems of accountability on this item which has continued a dynamic of distrust from colleagues and leadership.
- We have conflicting guidance on how much demographic information we can share when reporting discipline and separations. With the separation of our only Black Deputy Director, some staff continue to experience distrust of executive leadership. Trends in our discipline and separations reveal that racial bias is an issue within HSH. It is also true that specific protocols in HR or at the city level don't allow us to share detailed demographic information about discipline and turnover due to privacy protections. We must balance establishing transparency while ensuring anonymity in our reporting. CEO suggests engaging in a planning process with HR and racial equity leaders across the city to discuss this issue with our City Attorney to improve on this area and share information with staff by the end of Q2 FY22
- DHR launched its inaugural peer mediation program.

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

*If relevant, include action item numbers from the REAP. Please also highlight any significant revisions made to REAP since the first submission.*

- 3.1.1 Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.
- 3.1.2 Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.
- 3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.
- 3.1.4 Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation and traditional disciplinary measures. Encourage a "scaled back" discipline process. Schedule a peer mediation presentation by DHR or HSH HR on the City's peer mediation program by October 2022.



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- 3.1.5 Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline from a particular policy. Staff input will be offered on each of these items on a monthly and quarterly basis, beginning in the Fall of 2022. The CEO is working to schedule quarterly staff listening sessions to share more targeted updates to the racial equity action plan and hear feedback from staff and supervisors on our equity needs.
- The CEO will also continue to offer office hours for staff to share concerns on equity items in the department and on the REAP

### 4. Diverse and Equitable Leadership

#### Goals and performance measures

- HSH will develop a mentorship program to support BIPOC and LGBTQIA colleagues to increase promotion pathways, and consistent professional development. By the end of 2022, we will establish a cohort of emerging leaders and pair them with managers to support their professional development. We will set a goal of 15-20% of this cohort to assume management positions within the department or city by 2024. The purpose of the program is to create opportunities for HSH staff to learn alongside current HSH supervisors and leadership. This program seeks to make all staff more knowledgeable about the promotional positions they are interested in, while also ensuring colleagues are competitive when they enter the civil service or permanent exempt process for these positions. Policies that may prevent some cohort members from being eligible to attain leadership positions will need to be examined from multiple angles (various unions, DEI Committee, CEO, ORE, DHR). These groups should advocate to conduct an equity analysis of these policies for the long term. In the short term, policies that cannot be changed should be shared with cohort participants so that they have all the knowledge of what they would need to have in addition to training and applicable experience.
- Ensure that employees of color and employees from historically underrepresented communities are promoted at the same rate as their white, cis-gendered, and heterosexual counterparts.
- HSH leadership will advocate against city policies that prevent people from historically underrepresented backgrounds from being eligible for leadership positions within the department and work to implement restorative justice policies against testing for designated positions. Racial Equity Leaders within HSH, alongside Racial Equity leaders from other city departments, will work in monthly meetings to develop a plan on how to advocate against these policies. HSH will work to identify existing citywide/DHR tables where these items are

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discussed and ensure we are present for the discussions. If the right tables don't exist, we will work to build a coalition with other city departments to ensure these conversations happen with DHR. We will ensure that updates are shared in our DEI presentations on a quarterly basis.

- Collect and report data on senior and junior level leadership demographics in a department annual report.

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

*If relevant, include action numbers from the REAP.*

- A total of 57 promotions among staff occurred in this time period. 19 white colleagues, and 38 BIPOC colleagues were promoted. Additionally, executive leadership welcomed an Executive Director and three Deputy Directors of color to the leadership team in 2021.

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

*If relevant, include action item numbers from the REAP. Please also highlight any significant revisions made to REAP since the first submission.*

- 4.1.1 Adhere to a hiring and recruitment policy aligned with the citywide racial equity framework and the departmental REAP.
- 4.1.2 Commit to ongoing racial equity training and development for leadership.
- 4.1.3 Incorporate senior leadership demographics in the department's annual report.
- Staff input will be offered on each of these items on a monthly and quarterly basis, beginning in the Fall of 2022. The CEO is working to schedule quarterly staff listening sessions to share more targeted updates to the racial equity action plan and hear feedback from staff and supervisors on our equity needs.
- The CEO will also continue to offer office hours for staff to share concerns on equity items in the department and on the REAP

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

### **Goals and performance measures**

- HSH will develop an internal mentorship program to create pathways and pipelines for BIPOC colleagues to have increased access to promotion opportunities. HSH will improve pathways of historically marginalized colleagues to leadership to ensure colleagues are promoted at the same rate as their white counterparts over 2 years.
- The CEO, in concert with HR, will develop and facilitate professional development trainings to support Executive Leadership, Supervisors, and Managers to assist them in responding to incidents of institutional and interpersonal bias when working with their employees. By the end of 2024, our goal is that 100% of EL, Supervisors, and Managers will undergo

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management training and will be able to apply an intersectional equity lens to their coaching and development of staff. In their coaching of staff, managers and supervisors will demonstrate intersectional fluency in their reporting.

- In collaboration with the DEI committee, EL and HR, HSH will develop a protocol to offer internal & external training to all colleagues and ensure that supervisors have support to carry colleagues' workload while they attend training. To ensure equity in this process, we will track attendance of all training opportunities so that all teams/colleagues have access to training equitably. We will also publish and share the process for all staff on how to request trainings inside and outside the city. The annual DEI survey will measure progress.
- HR and the CEO will consistently message opportunities for all colleagues offered by the city and outside the city to support their overall professional development and skill-building goals. Progress will be measured on the annual DEI survey, a report sharing trainings attended by various team members, and a report sharing the list of trainings offered during the year.

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

*If relevant, include action numbers from the REAP.*

- Section 5.1 of our R.E.A.P has primarily been unaddressed in 2021. With such a high turnover rate in the department and the limited bandwidth of colleagues, managers, supervisors, and HR, many of the goals outlined in the REAP have not been initiated. PPARs and PIPs continue to support staff development across the department, but no additional training or professional development has been instituted to support all colleagues.
- HSH encouraged support staff to participate in city-wide leadership program opportunities including 24+ training for managers, the MEA leadership program, Leadership SF, and the SEIU Work Study program. This year our focus is to target training to support supervisors and front-line staff.

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

*If relevant, include action item numbers from the REAP. Please also highlight any major revisions made to REAP since the first submission.*

- 5.1.1 Require formal DEI training for all staff regardless of full/part-time status or seniority. Staff input will be assessed using the annual DEI survey in addition to advocacy opportunities in all-staff meetings.
- 5.1.3 Offer opportunities for continual and extended learning to be included in the annual budget. Finance will track the remaining funding available for colleagues who have/will attend professional development.
- 5.1.5 track professional and skill development and assess annually, specifically targeting underrepresented staff of color.
- 5.2.2 Create a mentorship program between senior and junior level staff.

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Success will be determined by the percentage of cohort participants receiving promotions within the department in addition to the number of professional development goals met on their plan.

- Staff input will be offered on each of these items on a monthly and quarterly basis, beginning in the Fall of 2022. The CEO is working to schedule quarterly staff listening sessions to share more targeted updates to the racial equity action plan and hear feedback from staff and supervisors on our equity needs.
- The CEO will also continue to offer office hours for staff to share concerns on equity items in the department and on the REAP

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

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

- By the end of the year, the CEO will hire a DEI-focused Training Officer to assist in creating and facilitating all future professional development sessions.
- HSH will lead a series of three DEI-based trainings focused on White Supremacy Culture at the systemic/institutional, interpersonal, and internalized levels, and equip staff with an increased fluency of how these concepts manifest in society, and the Homelessness Response System. Through exit surveys and breakout groups, HSH colleagues will improve the overall fluency of staff on these issues by 30-50% and apply this increased fluency to their roles consistently. Colleagues will also be able to speak to how equity manifests in their work with more consistency. The goal will be measured through pre- and post-session surveys, PIPS, PARS as well as the annual HSH DEI survey.
- Propose a “Champions of Racial Equity Program,” a 30-day challenge where colleagues are sent a daily resource centering equity for a month.
- HSH will work with city providers, non-profits, and other city departments to facilitate more focused training on intersectional, systemic, and interpersonal oppression/bias to sub-departments within HSH to improve the fluency of all constituencies, including front-line staff, in improving the conditions and services of the clients we serve. Exit surveys of staff and surveys to clients will measure success annually.
- Design a DEI-based survey for providers and clients to inform our external equity items.
- HSH will work with external consultants to develop a series of training for front-line staff focused on intersectional systemic oppression to ensure staff are better equipped to support

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clients experiencing homelessness and interacting with the homeless response system. Pre- and post- surveys of staff and clients will measure success annually.

- Through our HSH features initiative, we will utilize heritage months to honor HSH staff by conducting 'My Identity, My Work' interviews to celebrate the work of our colleagues, learn more about their passions outside of work, and provide avenues for community building. These features will be shared weekly via our DEI messaging and communicated on the DEI intranet page.
- Once a month, HSH will host events targeting social justice topics for colleagues to participate in. The events will present a resource and allow colleagues to engage in dialogue focused on themes raised in the resource. Events will be conducted in a hybrid format to ensure accessibility for in-person and virtual work.

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

*If relevant, include action numbers from the REAP.*

- In 2021, HSH hired its inaugural Chief Equity Officer.
- Established the DEI Committee Charter and welcomed new members to the committee.
- Published the NIS Report publicly to review feedback of our REAP and the goals outlined in the plan.
- 6.2.3 DEI Committee created the DEI intranet page to create, maintain, and make a digital space available for all staff to share.
- 6.3.5 Encourage individual forms of inclusive identity expression. (Pronouns in our email signatures and a common practice when introducing ourselves in internal and external meetings.)
- Invested in translation services for all community meetings.

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

*If relevant, include action item numbers from the REAP. Please also highlight any significant revisions made to REAP since the first submission.*

- 6.1.3 Develop a REAP that is updated on an annual basis via our DEI intranet page.
- 6.1.4. Regularly report to staff, CBOs, and SFAC REAP updates.
- 6.1.6 Have staff participate in trainings, conferences, and discussions that promote a broader understanding of racial/intersectional equity.
- 6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.
- 6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community. (S.F.A.C. working groups, BIPOC Providers, OCOH, and H.E.S.P.A.).
- 6.4.2 Find opportunities to invest in and support the communities the department serves, centering BIPOC-Led organizations in our advocacy.

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- Staff input will be offered on each of these items on a monthly and quarterly basis, beginning in the Fall of 2022. The CEO is working to schedule quarterly staff listening sessions to share more targeted updates to the racial equity action plan and hear feedback from staff and supervisors on our equity needs.
- The CEO will also continue to offer office hours for staff to share concerns on equity items in the department and on the REAP

### 7. Boards and Commissions

#### Goals and performance measures

- Not applicable. HSH does not have a board or commission that we report to.
- HSH will be collaborating with external groups to create our strategic plan and our work to define our equity goals. We will share updates once those goals have been shared in our updated racial equity action plan later this year.

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

*If relevant, include action numbers from the REAP.*

- Not applicable.

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

*If relevant, include action item numbers from the REAP. Please also highlight any major revisions made to REAP since first submission.*

- Work with SFAC, BIPOC Providers, and people with lived expertise to set equity goals defined in the strategic plan. Work to develop equity metrics with this body so that HSH ensures transparency and accountability in our reporting.

### Department Resourcing for Phase 1 REAP

**Please describe your department's resourcing for Phase 1 REAP implementation in 2021. Include employee names, titles, and organizational charts. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:**

- Staff who were assigned full-time (all responsibilities were directly related to Phase 1 REAP and other departmental racial equity work)
- During 2021, Phase 1 of the REAP HSH hired the inaugural Chief Equity Officer and currently is the sole staff person overseeing our DEI programming.

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- *Staff assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work) In early 2022, the DEI Committee established their Charter. The Committee became an active body that supports our internal and external DEI initiatives. There are currently 12-15 members of the DEI Committee who have a portion of their role supporting this work. DEI Committee members receive comp-time for any additional DEI work outside of the workday. However, until we demonstrate how equity intersects with every role at HSH, our equity work will still feel separate from colleagues' day-to-day tasks.*
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work) N/A*
- *Consultants/vendors (including firm name and contact number, if applicable) (From programs, EL, or HR NIS*
- *We will propose a policy that permits work done outside of regular hours in addition to the work that is assigned to qualify as comp-time to ensure that DEI is embedded in the role of all colleagues. With minimal resources and funding to hire a large team, this can serve as an opportunity for more colleagues to be engaged in our DEI efforts.*

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

In 2022 we will be expanding HSH's equity office to hire an equity analyst and a DEI Trainer to focus on professional development content and diversity trainings centering on intersectional equity. We will work with contractors to respond to the racial and SOGI disparities in coordinated entry and the HRS system. Additionally, we will continue to work with external groups such as SFAC and the LHCB to ensure accountability in the goal setting and implementation of the equity goals stated in our strategic planning. Updates to the REAP will be shared every quarter at all-staff meetings.

### **Attachments**

#### **Workforce and board/commission demographic data**

*Include relevant data on the status of racial equity within the department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.*

#### **Racial Equity Action Plan**

*Link to or attach the current version of department's Racial Equity Action Plan*

[https://hsh.sfgov.org/wp-content/uploads/2021/01/HSH-Racial-Equity-Plan\\_v1-01.29.21.pdf](https://hsh.sfgov.org/wp-content/uploads/2021/01/HSH-Racial-Equity-Plan_v1-01.29.21.pdf)

## Departmental Racial Equity Progress Report



# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part B

*Submit final to O.R.E. by ~~April 1, 2022~~, May 2, 2022*

*Attend O.R.E. working sessions in ~~January-February 2022~~ February-April 2022 to develop Part B.*

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