Housing Authority of the City and County of San Francisco Racial Equity Action Plan

Phase 1: Internal Programs and Policies

December 2020

Letter from the Acting Executive Director and Transition Lead

To Staff of the Housing Authority of the City and County of San Francisco and Our Stakeholders:

The Housing Authority of the City and County of San Francisco (Authority) is proud to partner with the Office of Racial Equity in its enactment of the citywide Racial Equity Framework and commits to developing the Racial Equity Action Plans in the two phases established by the Office of Racial Equity. Phase 1 focuses on internal programs and policies, workforce, commissions/boards, and centers on internal, overarching strategies regarding our workforce. Phase 2 focuses on procurement, contracting/grants, and delivery of services and programs to San Franciscans, and will center on external equity indicators and support for historically marginalized communities.

The Authority presents Phase 1 of its Racial Equity Action Plan. The development of this action plan is the initial step of a long-term and iterative process for assessing and improving current workplace conditions and community outcomes with respect to racial equity and addressing any disparities in the way that our policies and practices impact our workforce and our community. We are committed to the prioritization of racial equity in the workplace and our community through ongoing policy analysis and development, training, data collection, and most importantly, strong accountability measures for tracking implementation, progress, effectiveness, and reporting.

The Authority prides itself in having a workforce that reflects the communities we serve but we acknowledge that being in the Bay Area does not, in and of itself, make any one of us immune from racism or injustice. We work in a unique place where poverty, housing, race, and the justice system all intersect, and we work daily to create transformational change that supports the economic and educational growth of individuals and communities to amplify that each and every life matters. We work daily with the results of generations of historic injustices that shape the experiences of our residents and employees. Our careers entwine with individuals of all races, colors, genders, and creeds to exemplify our commitment to housing equity for all our clients. We are committed to ensuring that our workforce, our residents, our community partners, and all our stakeholders are heard and valued.

The Authority has been in a transition period since early 2019. In March 2019, the U.S. Housing and Urban Development (HUD) informed the Authority that it was in default. Accordingly, the Authority entered into a Memorandum of Understanding with the City, dated January 18, 2020, stipulating the requirements for the City to assume responsibility over the Authority's essential functions and for the Authority to outsource programmatic administration to third-party contractors.

With a focus on improving organizational accountability and the quality of life for the over 15,000 marginalized households who rely on the Authority for stable housing, Mayor London Breed appointed me to lead the Transition Team consisting of key personnel from the City. Together we were tasked with an extremely challenging opportunity of leading the transformation of the Authority into a high-functioning program management and reporting organization that provides superior customer service and aligns with the mission and vision of both HUD and the City. On October 1, 2020, the Authority was notified by HUD that it had cured its default, on the one-year anniversary of my appointment. During the transition and over the next decade, racial equity will always be the highest priority in both the workplace and in service delivery.

Respectfully,

Tonia Lediju
Acting Executive Director and Transition Lead

RACIAL EQUITY ACTION PLAN 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

Housing Authority of the City and County of San Francisco (Authority)

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Racial Equity Team
Facilitated by the Racial Equity Leads, the Racial Equity Team will consist of working groups representing staff from different classifications and departments within the organization.

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

The Authority designated two Racial Equity leads to conduct the vulnerable populations assessment, develop and administer a staff survey, and develop the goals and actions outlined in this Racial Equity Action Plan. Because we are committed to promoting a culture of equity, inclusion, and diversity, our next step is to convene a larger Racial Equity team and establish working groups representing staff from different classifications and departments within the organization. This will ensure that the Authority remains accountable to the process and incorporates employee input at all levels. Executive Leadership will serve as sponsors across the focus areas and to support the work of the Racial Equity Team. The Authority will further refine the Racial Equity Action Plan by prioritizing actions and metrics and coordinating implementation to ensure accountability and adherence to established actions and timelines.

DEPARTMENT BACKGROUND

Number of Employees: 158
Annual Operating Budget: $54 million

The Authority was established in 1938 and is one of the first and largest housing authorities in the United States. During the first decades after its inception, the Authority constructed many of its current properties still in use today, including Sunnydale and Potrero Terrace and Annex. Over the next forty years, the Authority expanded its portfolio, eventually becoming one of the largest landlords in San Francisco. The Authority's primary programs are its Housing Choice Voucher (HCV) and Public Housing programs, serving over 15,000 residents and reaching all neighborhoods and districts within San Francisco. In recent years, the Authority shifted its efforts from property management to leased housing through the federal U.S. Department of Housing and Urban Development (HUD) program called Rental Assistance Demonstration (RAD), which allows for the transfer of public housing unit property management to third-party management companies while the Authority retains land ownership. The conversion to RAD was the largest in the country and shifted the Authority to a predominantly HCV program.

On March 7, 2019, HUD informed the Authority that it was in default under its HCV and Public Housing programs. The Authority entered into a Memorandum of Understanding with the City, dated January 18, 2020, for the City to assume responsibility and oversight over some of the Authority's essential functions. Under broad policy direction from the Housing Authority Board of Commissioners and the Mayor, the Acting Executive Director and Transition Lead is guiding the organization through its transition from being a direct service provider to a high-performing contract management and performance monitoring organization, ensuring compliance with HUD requirements and consistency with city practices.

The Authority consists of departments in the areas of Housing Choice Voucher and Public Housing, Finance, Human Resources, Procurement, Information Technology, Legal Affairs and Policy, and Housing Development and Modernization. The restructured Authority reports on activities to HUD, the City, and community stakeholders. During this transition period, made more challenging by the COVID-19 public health emergency, the Authority has shifted its efforts to ensure the health and safety of the residents and its employees by implementing several initiatives, with the support of the CARES Act and partnerships with various city departments. Key initiatives are summarized in the table below.

Initiative	Description
Food Security	• With grants from the Department of Public Health, Human Services Agency, and the Give2SF COVID-19 Response and Recovery Fund, the Authority has been able to provide groceries weekly to 12,000 households at 46 sites since April 2020. • Helped coordinate and deliver approximately 1,500 hot meals to Sunnydale and Potrero to supplement deliveries from the World Central Kitchen. • In partnership with the Department of Children, Youth and Their Families, delivered 1,200 well-balanced, nutritious meals weekly to families with children at Plaza East, Bernal Dwellings, and Hayes Valley. (Amid this crisis, the meals children usually eat at school have stopped, so delivering vital nutrition during this time is critical.)
Personal Protective Equipment (PPE) and Household Cleaning Supplies	• Distributed household cleaning products, paper products, and PPE to residents weekly. Supplies distributed include: o Over 2,400 bottles of household cleaning products, such as bleach, laundry detergent, and multi-purpose cleaning solutions o Over 12,000 rolls of toilet paper and paper towels o 10,000 bottles of hand sanitizer o 30,000 masks o 1,500 thermometers o 24,000 pairs of gloves o 4,500 hygiene products, such as toothbrushes, toothpaste, deodorant, body soap, and antibacterial hand soap
Help a Mother Out Initiative	• In collaboration with Help a Mother Out, provide 500 diaper boxes (between 88 and 168 diapers per box) monthly to families with children under age three.
Distance Learning	• In collaboration with HOPE SF and the Human Rights Commission, purchased 500 Chromebooks for children to engage fully in distance learning. Additional families from Plaza East, Westside Courts, Robert B. Pitts, Bernal, and Hayes Valley will participate in this program. • Distributed 75 laptops to recent public housing high school graduates heading to college. • Partnered with the Department of Technology to ensure access to high-speed internet for all at our sites. • Partnered with MOHCD to facilitate and support residents of Sunnydale and Potrero to receive affordable, robust internet connectivity and technology support.

Initiative	Description
Employee Health and Safety	• Implemented site protocols for sanitizing, cleaning of vehicles and workspaces, social distancing, PPE for staff onsite and daily monitoring of employees' stability and wellness. • All staff working on site are provided PPE, including gloves, masks, disinfectants, face shields, Tyvek suits, goggles, hard hats, and ear plugs, as needed.
Eviction Prevention Program	• Deployed a mass text campaign to nearly 3,000 tenants with cell phone numbers in our system and developed and deployed outreach packets by mail to over 13,000 households who are at the highest risks. • Processed interims to assist renters experiencing financial hardships as a result of COVID-19 (loss or reduction of income). • Developed and deployed a survey to over 2,800 developers to assess their tenants' needs and assist them.

CURRENT WORKFORCE DEMOGRAPHIC DATA

The Authority has historically adhered to federal guidelines on demographics definitions and categories, which are broader than categories used in the City or recommended by the Office of Racial Equity. While remaining compliant with federal demographics data requirements, the Authority will work to enhance the categories used to be more inclusive and allow for consistency and comparability with city departments, as well as peer public housing authorities.

Race	All Classifications		Administrative Classifications		Craft/Trades Classifications		Manager/Senior Level Classifications	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
Black/African American	53	34%	17	33%	36	34%	11	33%
Asian	27	17%	16	31%	11	10%	7	21%
White	13	8%	2	4%	9	8%	3	9%
Hispanic or Latino	59	37%	11	22%	48	45%	12	37%
Two or More Races	4	3%	4	8%	2	2%	0	0%
Native Hawaiian/Pacific Islander	2	1%	1	2%	1	1%	0	0%
Total	**158**	**100%**	**51**	**100%**	**107**	**100%**	**33**	**100%**

Gender	All Classifications		Administrative Classifications		Craft/Trades Classifications		Manager/Senior Level Classifications	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
Female	36	23%	29	57%	7	7%	12	36%
Male	122	77%	22	43%	100	93%	21	64%
Total	**158**	**100%**	**51**	**100%**	**107**	**100%**	**33**	**100%**

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

The Authority surveyed all its employees at the end of 2020 to establish a baseline on which to continue our efforts in measuring employee satisfaction and specific input on the areas of influence within the seven focus areas contained within this Racial Equity Action Plan. To ensure equity in the distribution of our survey, we provided surveys in English, Spanish, and Cantonese, and provided access through both paper forms and electronically. For employees without access to computers as part of their regular job duties, employees were given the opportunity to access computers on-site at the Authority's headquarters and two satellite offices and were given time during the workday to complete the survey. The survey was open for a total of 27 days and reminders were sent out electronically and announced weekly.

A total of 46 employees participated in this survey, representing 29% of the Authority's workforce. We acknowledge the low participate rate and are committed to designing methods to enhance employee participation in future annual surveys. We will continue to assess the results of the survey, prioritize areas to focus on, and develop additional opportunities to engage employees, including through supplemental surveys, interviews, and/or focus groups, to better understand employees' experiences. Below are some key take-aways found in this survey.

- More than 85% of employees agree that it is important for the Authority to make racial equity a priority in the services the Authority provides.
- Over 60% of respondents would like to be actively involved in promoting racial equity initiatives within the Authority, with more than 47% of employees surveyed believed they have the tools needed to address racism within the organization.
- By nearly a two-thirds margin (64%), employees felt comfortable discussing race within their department work setting. Overwhelmingly, 89% of respondents felt they had positive relationships with colleagues of different races within their department. In contrast, 17% have observed racial tension within their departments while the number increases to 36% having observed racial tension within other departments in the Authority.
- 57% of respondents believe promotional opportunities are accessible for everyone, regardless of race or ethnicity, and 48% felt they were being compensated fairly.
- As it pertains to contracted services, 52% of respondents believe the Authority makes a conscious effort to hire contractors who are racially diverse and 48% believe the Authority's hired contractors have the competency to work with communities of color.
- When asked if the Authority's leadership understood the value and importance of making racial and social equity a priority for San Francisco, more than 65% of respondents agreed, and 50% of respondents believe the Housing Authority Board of Commissioners make decisions that reflect this commitment.
- Although many respondents say the Authority does well in its existing efforts on engaging communities of color in decision-making (48%), there remain opportunities to improve. A common thread continues to be engaging in conversations on racial disparities with the community and, in doing so, erasing the stigma associated with these discussions. Increasing communications on these topics and following our policies consistently and transparently are also identified as areas of growth.

1. HIRING AND RECRUITMENT

DEPARTMENT GOAL

The Authority will continue to recruit and hire a diverse workforce that reflects the community it serves across all classifications and racial equity will be a foregrounding and foundational principle.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the Authority's Racial Equity 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.	Staff Time	Barriers assessment	2021	Establish working group for Hiring and Recruitment topic area and develop assessment tool for candidates to determine barriers to employment. The Racial Equity team will review assessment tool results, synthesize findings, and develop solutions to mitigate barriers.	Not Started	Human Resources/ Racial Equity Team
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 Authority's annual review.	Staff Time	Annual survey	2021	Developed and deployed a survey to all staff in November 2020. This will establish a baseline on which to continue our efforts in measuring employee satisfaction and specific input around the seven focus areas. The Racial Equity Team is currently analyzing the data and will document findings and implement recommendations, and will revisit and recalibrate with each annual survey.	In Progress	Human Resources/ Racial Equity Team

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.	Staff Time	Policy is created, implemented, and reviewed annually	2021	Conduct research and develop policy with input from the Racial Equity Team. Distribute to Executive Leadership for feedback and distribute final version to all staff. Schedule annual review with Executive Leadership.	Not Started	Human Resources/ Racial Equity Team

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 non-traditional outlets and networks. Map and track outreach efforts.	Staff Time	Candidate pool is increasingly more diverse and referred from a multiplicity of sources	2021	Assess existing outreach efforts. Work with departments in the City, including the Department of Human Resources and Office of Racial Equity, to identify more expansive outlets and networks and leverage shared resources. Identify community partners and non-traditional outlets by classification and build relationships for future recruitment efforts. Update mapping of outreach efforts and develop tracking mechanism and review annually.	Not Started	Human Resources/ Racial Equity Team
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.	Staff Time	Candidate pool is increasingly more diverse and referred from a multiplicity of sources	2022	Identify non-traditional outlets, community-based organizations, BIPOC professional networks, local and national academic institutions and other outlets by classification and build relationships for future recruitment efforts. Update mapping of outreach efforts and develop tracking mechanism and review annually.	Not Started	Human Resources/ Executive Leadership

1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications (MQ's) to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.	Staff Time	Job descriptions display consistent, relevant and inclusive language Candidate pool is increasingly more diverse	2021	Review job descriptions and minimum qualifications for each classification and assess along with industry best practices. Identify gaps and recommend adjustments to minimum qualifications. Meet and confer with bargaining units if necessary.	Not Started	Human Resources/ Racial Equity Team
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.	Staff Time	An increase in applicants with more diverse life, education, and professional experiences	2021	Leverage feedback from the Candidate Barriers Assessment tool (1.1.1) to prioritize which job classifications have high barrier minimum qualifications. Prioritize those for review and revise accordingly so that the minimum qualifications reflect needed language to increase applicants with more diverse life, education, and professional experiences, and to mitigate any other barriers identified.	Not Started	Human Resources/ Racial Equity Team
1.2.5. Review the need for supplemental questions. Does the 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.	Staff Time	An increase in applicants with more diverse life, education, and professional experiences	2021	Leverage feedback from the Candidate Barriers Assessment tool (1.1.1) to prioritize which job classifications have high barrier minimum qualifications. Review all supplemental questions to ensure they are relevant and revise accordingly.	Not Started	Human Resources/ Racial Equity Team

1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Staff Time	An increase in applicants with more diverse life, education, and professional experiences	2021	Leverage feedback from the Candidate Barriers Assessment tool (1.1.1) to prioritize which job classifications have high barrier minimum qualifications. Review all job descriptions for education requirements and job duties along with industry standard. Revise minimum qualifications accordingly.	Not Started	Human Resources/ Racial Equity Team
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	Staff Time	Candidate pool is increasingly more diverse and referred from a variety of sources	2023	When using outside recruiters (none at this time), require their diversity policy for review to ensure they abide by Authority standards for equitable and inclusive hiring.	Not Started	Human Resources

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.	Staff Time	Number of paid interns/fellows, increase annually or meets department needs/capacity	2022	Expand participation in internship programs, including the City's Public Service Trainee and San Francisco Fellows programs, as well as City College and local high school STEM programs. Work with departments in the City, including the Department of Human Resources, to identify additional opportunities and leverage shard networks.	In Progress	Human Resources/ Racial Equity Team

				Formalize internship program with a feedback mechanism, opportunity for mentorship, including how to navigate the civil service process.		
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.	Staff Time	Number of Opportunities for All placements and mentors	2022	Explore where potential placement for an Opportunities for All internship would be appropriate, including identifying how to fund the placement.	Not Started	Human Resources
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 programs, re-entry programs, public high schools, etc. e.g. SF Unified School District's Career Pathways Program.	Staff Time	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	2022	Expand network of outlets and establish relationships for future recruitment efforts. Expand participation in internship programs, including in the City's Public Service Trainee and San Francisco Fellows programs, as well as through City College and local high schools STEM programs. For trades classifications, the Authority worked with bargaining units to expand opportunities in skilled trades apprenticeships.	In Progress	Human Resources
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Staff Time	Number of opportunities during internship/fellowship	2022	When formalizing internship program (1.3.1), develop and incorporate curriculum specific for interns that focuses on diversity, equity and inclusion. Provide opportunities for interns to participate on the Authority's Racial Equity Team.	Not Started	Human Resources/ Racial Equity Team

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.	Staff Time	Tracking system implemented Percentage of evaluations completed Internship/fellowship program updated before next cycle	2022	When formalizing internship program (1.3.1), develop and implement a tracking system and evaluate outcomes, including review of the application process. Ensure that the program has a feedback mechanism and a review process to address and incorporate that feedback, where appropriate.	In Progress	Human Resources/ Racial Equity Team

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.	Staff Time	Standardized interview process with a set of inclusive interview questions	2021	The Human Resources department currently reviews all interview questions to ensure they are standardized and structured but will enhance this review to ensure questions are inclusive and non-discriminatory, also leveraging data from the Candidate Barriers Assessment tool (1.1.1).	In Progress	Human Resources/ Racial Equity Team
1.4.2. Ensure a diverse hiring panel for each interview.	Staff Time	Demographic composition of panels Increase in diverse interview panels	2021	Develop clear guidelines for hiring managers to ensure hiring panels are diverse, equitable, and inclusive. Develop a methodology to document and track the demographic composition of hiring panels.	Not Started	Human Resources
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity.	Staff Time	Interview panels will be increasingly more equitable	2021	Develop and implement an interview and hiring training program that focuses on implicit bias and equity. Train panelists and implement program.	Not Started	Human Resources

1.4.4. Adopt a tool to track application progress and reach assistance through multiple means to reach more job seekers.	Staff Time	Tool created and implemented Number of applicants increased Increased assistance to job seekers	2021	Formalize tracking tool. Develop and provide candidates with a guide to understand the Civil Service process, timelines, and who to contact with questions.	In Progress	Human Resources
1.4.5. Share and post all job openings internally, whenever possible. Abide by department's RE Action Plan goals for accessibility.	Staff Time	Increase opportunities for internal part-time and full-time staff and interns in applying for job openings	2021	The Human Resources department regularly informs staff of employment opportunities via weekly newsletter and at quarterly Town Hall meetings with staff and will evaluate effectiveness of communications to ensure all staff are aware of promotive opportunities.	In Progress	Human Resources
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.	Staff Time	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	2021	The Human Resources department tracks and follows up weekly for open recruitments with candidates and hiring managers to ensure a constant flow of activity from start to close of each recruitment, and will review recruitment tracking data and identify areas that can be improve, also leveraging data from the Candidate Barriers Assessment tool (1.1.1).	In Progress	Human Resources
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Staff Time	All new hires are processed similarly regardless of position	2021	The Authority has begun developing an onboarding program and will formalize the process to ensure a standardized and equitable experience for all new hires across all departments within the organization.	In Progress	Human Resources/ Executive Leadership

1.4.8. Expand upon the default eligibility list, when permissible.	Staff Time	Number of diverse candidates increased Overall faster hiring times	2021	Evaluate eligibility list provisions within the Authority's recruitment and selection policy and each collective bargaining agreement.	Not Started	Human Resources

2. RETENTION AND PROMOTION

DEPARTMENT GOAL

The Authority remains committed to retaining and promoting BIPOC employees through addressing all biases and inequities in our policies, practices, and professional development strategies.

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, accommodations/disability, etc.	Staff Time	Tracking mechanism implemented Demographic data analyzed	2020	The Human Resources department tracks deployment and functions of DSW workers but will enhance current deployment tracking sheet to include demographic fields. Review data to understand if there are any potential equity concerns.	In Progress	Human Resources
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.	Staff Time	Budget analysis completed Strategies developed and published	2020	Executive Leadership conducted an internal budget analysis with racial equity lens to inform current and future staffing needs and regularly meets to develop strategies to prevent inequities if layoffs and furloughs are needed.	In Progress	Human Resources/ Finance/ Executive Leadership

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.	Staff Time	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	2020	The Authority developed and published a comprehensive site plan in March 2020 and revisits every 45 days to make revisions. The Authority provides all staff with access to PPE daily and to handwashing and electronic thermometer stations at all three locations.	Completed	Human Resources/ Legal Affairs and Policy
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Staff Time	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	2020	The Human Resources department revised internal policies in accordance with the Families First Coronavirus Response Act and communicates this regularly to staff through weekly newsletters and quarterly Town Hall meetings. Human Resources staff remain available to discuss benefits. The Authority also developed a telecommuting program to minimize risk of exposure for applicable job classifications.	Completed	Human Resources
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	Staff Time	Caretaking and safe transportation sections included in DSW deployment protocol	2020	When considering requests for Disaster Service Worker deployments, the Authority evaluates an employee's capacity to meet the assignment, including any caretaking and transportation concerns.	Completed	Human Resources

2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Staff Time	Pay inequities are reduced and aligned annually after salary data is reviewed	2021	Work with Executive Leadership to identify industry specific sources for salary surveys. Develop salary surveys tools for a standardized approach to all classifications. Review survey data and identify any areas where pay disparity may hinder recruitment efforts. Develop a strategy to close identified gaps.	Not Started	Human Resources/ Racial Equity Team
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	Staff Time	Benefits provided are annually improved	2021	Develop benefit comparison tools specific to classifications. Review findings annually with Executive Leadership. Make recommendations for benefit parity. Develop benefit comparison tools by classification. Review findings with Executive Leadership and develop and implement recommendations for benefit parity.	Not Started	Human Resources
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Staff Time	PTO policy is annually improved Number of staff taking PTO increases	2021	Review paid time off policy and paid time usage with goal of understanding if there is any disparity by race/ethnicity and revise policy accordingly.	Not Started	Human Resources/ Racial Equity Team

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.	Staff Time	Increase in knowledge about raises and promotions	2021	The Human Resources department has a formal process for raises and promotions, adhering to the policy and collective bargaining agreements, but will review with Executive Leadership and will develop staff communication plan to ensure transparency and provide opportunities for staff feedback.	In Progress	Human Resources
2.3.2. Develop a formal and transparent process for raises and promotions.	Staff Time	Increase in staff feedback about promotion and raise process	2021	The Human Resources department has a formal process for raises and promotions, adhering to the policy and collective bargaining agreements, but will develop staff communication plan to ensure transparency and will provide staff with opportunities to ask any questions related to promotions or raises.	In Progress	Human Resources
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	Staff Time	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	2021	Review current processes around acting/interim assignments. Update internal policies and processes to ensure equity in process and communicate to staff to ensure all are aware of policies and processes.	Not Started	Human Resources
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity.	Staff Time	Expand diversity in roles that suffer from lack of diversity.	2021	Analyze demographics of all classifications and identify those with the least diversity.	Not Started	Human Resources

Set forth strategies and training opportunities to support employee development to achieve mobility.				Work with Executive Leadership to develop core competencies needed for advancement and strategize on strengthening training and professional development opportunities to support mobility.		
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities within the Authority.	Staff Time	Identify "dead end" classification and revise	2023	Review all classifications that "dead end" employees and identify classifications that can most likely be used as a "bridge" to a promotive path. Develop strategies for closing the gap in the requirements to promote.	Not Started	Human Resources

3. DISCIPLINE AND SEPARATION

DEPARTMENT GOAL

The Authority's goal is to ensure the disciplinary and separation process is clear, objective, consistently applied, and free of disparate treatment. Moreover, the Authority is committed to ensuring that discipline is supportive rather than a strictly punitive process, while recognizing that performance evaluation is a necessary component of the Authority's commitment to the highest level of staffing, programmatic, and operational integrity.

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.	Staff Time	Create tracking mechanism Analyze data annually	2021	Formalize tracking mechanism and ensure adherence to the Authority's policies and applicable collective bargaining agreements. Review disaggregated data annually.	In Progress	Human Resources/ Racial Equity Team

Pay special attention to data pointing to biases against staff of color.		Increase accountability in disciplinary actions				
3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Staff Time	Create tracking mechanism Analyze data annually	2021	Formalize tracking mechanism and ensure adherence to the Authority's policies and applicable collective bargaining agreements. Review disaggregated data annually.	In Progress	Human Resources/ Racial Equity Team
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Staff Time	Number of trainings completed annually	2021	Review current progressive discipline training to incorporate implicit bias components.	In Progress	Human Resources
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.	Staff Time	Human Resources trained on alternative dispute resolution	2021	The Authority has developed written procedures that have been incorporated in its internal policies, such as the Authority's personnel handbook, but will ensure that these procedures are communicated to all staff to ensure transparency. The Human Resources and Legal Affairs and Policy departments will conduct an annual review of the written procedures.	In Progress	Human Resources/ Legal Affairs and Policy
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Staff Time	Reduction of racial disparities in disciplinary actions	2021	The Authority has developed written procedures that have been incorporated in its internal policies, such as the personnel handbook, but will ensure that procedures are communicated to all staff to ensure transparency. The Authority will conduct an annual review of written procedures and assess data from the formalized tracking mechanism on disciplinary actions (3.1.1).	In Progress	Human Resources/ Legal Affairs and Policy

4. DIVERSE AND EQUITABLE LEADERSHIP

DEPARTMENT GOAL

The Authority is committed to retaining a leadership team that reflects the community it serves, consistently demonstrates cultural competency and promotes inclusion, belonging and respect.

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 Racial Equity Action Plan.	Staff Time	Percentage increase in diverse leadership	2021	Review recruitment and selection processes and/or update hiring and recruitment policy. Elements specific to leadership will be incorporated into section 1.1.3.	Not Started	Human Resources/ Racial Equity Team
4.1.2. Commit to ongoing racial equity training and development for leadership.	Staff Time	Number of training & development completed by leadership per quarter	2021	Review and update the Authority's training and development program to incorporate racial equity training component and provide training to Executive Leadership and management/senior classifications.	Not Started	Human Resources
4.1.3. Incorporate senior leadership demographics in the department annual report.	Staff Time	Senior leadership demographic included in the department annual report	2022	Collect current demographic data and incorporate in the annual report.	In Progress	Human Resources/ Racial Equity Team

4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	Staff Time	Percentage of staff aware of the process	2022	Develop and implement process to collect anonymous feedback and to report on and respond to feedback.	Not Started	Human Resources/ Racial Equity Team

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

DEPARTMENT GOAL

The Authority endeavors to support the whole person by providing the necessary resources and guidance to assist all employees in realizing their full potential.

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 programs that are accessible for all staff regardless of full/part-time status, seniority or classification.	Staff Time	Number of available professional development opportunities Number of completed trainings Percentage of employees who completed training	2021	The Authority has established training opportunities accessible to all staff but will formalize the training program and ensure they are accessible to both trades and administrative classifications. The Authority will ensure this is communicated to all staff and data on participation will be included in the annual report.	In Progress	Human Resources

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Staff Time	Number of attended, external conferences	2022	Identify professional networks and organizations hosting conferences by job classifications. Develop process and protocols and communicate to staff.	Not Started	Human Resources/ Executive Leadership
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Staff Time	Number of staff enrolling and completing extended learning Amount dedicated to extended learning annually	2022	The Authority provides education stipends and is included in written policies, such as the personnel handbook. Additional provisions regarding professional development are included in both trades and administrative collective bargaining agreements. The Human Resources and Finance departments will review annually with budget process. The Human Resources department will conduct a survey of employee training interest to facilitate continual and extended learning.	In Progress	Human Resources/ Finance
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.	Staff Time	Number of staff participating in outside events or opportunities	2022	Work with Executive Leadership to identify professional networks and organizations hosting conferences by job classifications. Develop process and protocols and communicate to staff.	Not Started	Human Resources/ Executive Leadership
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Staff Time	Adopt a tracking system, analyze annually Number of staff of color utilizing professional development	2022	Develop a tracking system to record training records for all staff and assess this data annually.	Not Started	Human Resources/ Racial Equity Team

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.	Staff Time	Bi-annual performance evaluation program to all staff	2020	The Authority requires all employees working most of the performance period to receive an annual performance review and just revised and enhanced its performance evaluation process for the 2020 review period.	Completed	Human Resources
5.2.2. Create a mentorship program between senior and junior level staff.	Staff Time	Number of mentorship programs per year Number of mentorship programs per year Number of meetings per program cycle	2022	Develop and implement mentorship program between senior and junior level staff and incorporate into onboarding process and communicate to staff.	Not Started	Human Resources

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 Authority's administration. The overall timeline process should be transparent and easily accessible.	Staff Time	Process developed Percentage of staff aware of accommodation process Number of accommodations made increased	2021	Current process is outlined in written policies, such as the personnel handbook, and is communicated to staff annually. The Human Resources department will review process to identify areas to increase accessibility and will survey staff to ensure their understanding of the process.	In progress	Human Resources

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff Time	Accommodations discussed and recorded during bi-annual performance evaluation process	2021	Will be addressed as part of review in 5.3.1.	In Progress	Human Resources
5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.	Staff Time Office Space	Improvement in overall staff mental health, increase in staff feedback	2022	Ensure kitchen and community rooms are maintained and meet the needs of staff. Continue practice of celebrations at departmental and divisional levels. Ensure that celebrations are culturally sensitive and inclusive of all employees. Facilitate the creation of affinity groups with input from the Racial Equity Team. Continue having a social events committee and encourage participation from all departments within the organization and solicit input from staff.	In Progress	Human Resources
5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	Staff Time	Assessment performed annually Amount set aside for accommodations Increase in staff awareness of accommodations	2021	Develop strategies to assess non-work-related staff needs, including a survey to assess staff needs and identify ways with Executive Leadership to support staff holistically.	In Progress	Human Resources

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

DEPARTMENT GOAL

The Authority is committed to creating an inclusive workplace framework and culture that cultivates a positive environment, safeguards equity, and promotes inclusion, dignity, and respect for all.

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 Authority's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff Time	Department mission, policies, and procedures are updated and available	2021	Establish working group for Organizational Culture of Inclusion and Belonging topic area and review the Authority's mission, policies, and procedures. Identify areas that can be improved to reflect the Authority's commitment to providing an inclusive workplace. Review policies annually with Executive Leadership and communicate to staff and all stakeholders.	Not Started	Racial Equity Team/Executive Leadership
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the Authority accountable for reaching its Racial Equity Action Plan goals.	Staff Time	Regular, scheduled meetings with Racial Equity Team to implement Racial Equity Action Plan	2021	Racial Equity Leads were identified and will be responsible for establishing working groups to convene a larger Racial Equity Team representing staff from different classifications and departments within the organization.	In Progress	Racial Equity Team

6.1.3. Develop a Racial Equity Action Plan that is updated regularly and available to the public.	Staff Time	Racial Equity Action Plan is published on department website	2021	Submitted Racial Equity Action Plan and posted on Authority website by deadline. Ensure that the published plan is widely disseminated, including presenting at Commission meetings and through correspondence with stakeholders.	In Progress	Racial Equity Team
6.1.4. Regularly report to staff and Commission on Racial Equity Action Plan updates.	Staff Time	Racial Equity Action Plan is published on department website and incorporated in communications and meetings with staff and Commission	2021	Reported Racial Equity Action Plan updates to staff at quarterly Town Halls and through weekly newsletters. The Authority will present published plan to Commission in next meeting (January 2021).	Completed	Human Resources/ Racial Equity Team
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Staff Time	Department employee engagement survey	2021	Incorporate questions in annual survey for staff to identify the various racial groups or other affinity groups to which they self-identify. Leverage shared resources with the City or other sources with expertise in diversity, equity, and inclusion or affinity groups to help shape the roll-out of the program.	In Progress	Human Resources/ Racial Equity Team
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Staff time	Number of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	2021	Incorporate in training program (5.1.1) and tracking mechanism (5.1.5).	Not Started	Human Resources/ Racial Equity Team
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Staff Time	Annual survey with disaggregated data and feedback	2021	Addressed in development of annual survey (1.1.2). Currently analyzing the data and will document findings and implement recommendations, and will revisit and recalibrate with each annual survey.	In Progress	Racial Equity Team

6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Staff Time	Increase in staff engagement	2023	The Authority continues its commitment to ensuring that artwork reflects its community but will identify additional opportunities to ensure that all art, decor, and design where staff work reflect racial and social diversity.	In Progress	Executive Leadership

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.	Staff Time	Increase in staff feedback, participation, and response to communications	2021	The Human Resources department is currently updating its emergency contact information for all staff and will update this annually to ensure updated information. The Human Resources and Information Technology departments will collaborate to ensure that all staff receive communications and review this list quarterly.	In Progress	Human Resources/ Information Technology
6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff Time	Ongoing staff participation and feedback	2021	Current Town Hall meetings are developed with input from Executive Leadership to ensure inclusive topics are presented. The topics are shared with staff and included in weekly newsletters. Staff are provided with opportunity to ask questions.	In Progress	Human Resources/ Executive Leadership
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Equipment or physical bulletin board	Ongoing staff participation and feedback	2021	Town Halls in 2020 were accessible both digitally and physically for staff who must perform essential functions on-site (in compliance with public health standards). Identify other spaces for staff to share and access information.	In Progress	Human Resources/ Information Technology

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 Authority functions.	Staff Time	Protocol distributed internally and with any outward-facing interactions	2020	Developed an accessibility protocol and incorporated in written policies and standard operating procedures, in adherence with federal regulations.	Completed	Legal Affairs and Policy/ Executive Leadership
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. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	Staff Time	A plan for physical space improvement Amount of funding secured Successful implementation	2021	The Authority has identified physical spaces that do not meet accessibility standards are now under design to bring them up to code. All physical spaces will be reviewed annually by ADA-certified management and reported in the annual report.	In Progress	Legal Affairs and Policy/Housing Development and Modernization/ Executive Leadership
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. e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.	Staff Time	A plan for digital improvement Amount of funding secured Successful implementation	2021	The Human Resources and Information Technology departments will collaborate to evaluate all digital functions and communications to ensure they meet or exceed accessibility standards and communicate this to all staff, Commission members, and all stakeholders.	In Progress	Human Resources/ Information Technology

6.3.4. Invest in translation services.	Staff Time	Increase in translated materials	2020	The Authority has a Limited English Proficiency program and protocols established and communicated to all staff. Employees are given access to translated vital documents and interpretation services.	Completed	Human Resources/ Legal Affairs and Policy
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Staff Time	Increase in staff using inclusive identity expression, second nature	2021	Review internal policies, such as personnel handbook, to ensure it encourages individual forms of inclusive identity expression. Communicate any change through weekly newsletters. Add pronoun distinction to email signatures.	Not Started	Human Resources/ Racial Equity Team
6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request.	Staff Time	Information exists on department website	2021	Evaluate methods of communication to ensure that accessibility information is easily accessible and not solely upon request. Incorporate in weekly newsletters, at Town Hall meetings, Commission meetings, and on the website.	In Progress	Human Resources/ Information Technology

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.	Staff Time	Community will have an impact on all activities	2021	Develop a process to gather community feedback on projects, events, and communications. The Authority is also conducting a major brand redesign and website upgrade and is committed to ensuring a transparent and accessible communication loop for all stakeholders.	In Progress	Racial Equity Team/Executive Leadership

6.4.2. Find opportunities to invest into and support the communities the Authority serves.	Staff Time	Community will have an impact on all activities	2020	The Authority is continuously identifying opportunities to supports its residents and will included in the annual report.	In Progress	Racial Equity Team/Executive Leadership

7. BOARDS AND COMMISSIONS

DEPARTMENT GOAL

The Authority is committed to ensuring that the Commission is diverse, reflective of the community it serves and holds racial equity as a key goal of its decision-making process and work as it holds the Authority to do the same.

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 to include inclusive language and align with the Authority's Racial Equity Action Plan.	Staff Time	Bylaws, rules of order or other procedures successfully amended	2021	To be consistent with the City, presented resolution to Commission on a Ramaytush Ohlone Land Acknowledgement and resolution adopted. Review of current bylaws and rules of order to identify additional opportunities to align with the Racial Equity Action Plan. Encourage adoption of inclusive language where needed.	In Progress	Legal Affairs and Policy
7.1.2. Collect current Commission demographic data and include in the department annual report.	Staff Time	Annually collect Commission demographic data Include data in annual report	2021	Collect current Commission demographic data and incorporate in the annual report.	In Progress	Legal Affairs and Policy

7.1.3. Reserve Commission seats or create an advisory board as a means to diversity participation.	Staff Time	Number of policies passed with racial equity lens	2021	Assess current requirements and prohibitions regarding individuals who can serve on the Commission.	Not Started	Legal Affairs and Policy
7.1.4. Adopt Office of Racial Equity assessment tools to inform decision-making of Commission.	Staff Time	Number of policies passed with racial equity lens Budget equity completed	2021	Present to Commission for review and adoption.	Not Started	Legal Affairs and Policy

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	Staff Time	Number of diverse Commission members Percentage of Commission retention Implementation of inclusive protocols	2020	Leverage data from review current Commission demographic data and incorporate in the annual report (7.1.1). The Authority regularly assess its standardized protocol for accommodation requests but will enhance this review to ensure its protocol is inclusive and communicated to all Authority staff, Commission members, and all stakeholders.	In Progress	Legal Affairs and Policy
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Staff Time	Number of completed training per quarter Increased participation rate	2021	Develop racial equity training program to Commission members. Include as part of onboarding for newer members and conduct training annually.	Not Started	Legal Affairs and Policy

7.2.3. Develop a mentorship program between newer and more experienced Commission members.	Staff Time	Increased Commission retention Member experience satisfaction survey	2022	Develop proposal to present to Commission. The Authority supports developing a mentorship program between newer and more experienced Commission members.	Not Started	Legal Affairs and Policy

Appendix

Vulnerable Populations Served

The Authority serves only vulnerable populations. At the core of its work, the Authority serves those who are low and very low income (a determining factor in participating in the Authority's programs). Of the population served, a high percentage of participants are of color, seniors and older adults, and youth and families.

Vulnerable Populations Engagement Assessment

Submitted to the Office of Racial Equity in July 2020.