

SAN FRANCISCO RENT BOARD RACIAL EQUITY ACTION PLAN

PHASE I



DECEMBER 2020

City and County of San Francisco



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**Residential Rent Stabilization
and Arbitration Board**

London N. Breed
Mayor

Robert A. Collins
Executive Director

December 31, 2020

Dear Rent Board Colleagues,

I am happy to share with you the Rent Board's Racial Equity Action Plan. The plan covers our history, how and what we do today, and our plan to promote racial equity, welcoming and inclusion in our department.

While the Rent Board's Racial Equity Plan follows a template created by the Office of Racial Equity, the implementation strategy was created by our Racial Equity Team in response to the existing policies and procedures of the department and the city as a whole. The plan was crafted using demographic data provided by the Department of Human Resources, responses to our employee survey, historical research, and staff feedback.

This document will be adapted in response to additional feedback and updated as the goals are accomplished. Implementation will take effort from all staff and commission members, as well as funding and time. I will work to make sure all the needed resources are available in order for this effort to be successful.

The change that we seek will need each of us to be a part of it. By providing feedback, being part of a convening to discuss changes to the plan, attending training, or implementing new policies and procedures, we all have contributions we can make. I am pleased to see the energy and commitment we have among us to be the change we want to see.

I am very grateful for the work of the Racial Equity Team. These staff members have given so much of their time, effort and experience, to creating a document that will guide our organization in the future towards our goals.

As the Rent Board's Executive Director, I am committed to seeing all the goals and objectives in this plan are achieved. I am confident we will work as a department to achieve what we have set out in the plan.

Sincerely,

A handwritten signature in blue ink that reads "Robert A. Collins".

Robert A. Collins
Executive Director

♻️ Printed on 100% post-consumer recycled paper

Beginning the Dialogue



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](#)

Residential Rent Stabilization and Arbitration Board (Rent Board)

Racial Equity Lead

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Last Updated

1/5/2021

Racial Equity Team

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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

Throughout the Plan, the acronym BIPOC is used. This term signifies Black, Indigenous, People of Color and has come into common usage in 2020. Black and Indigenous are emphasized to show the historic oppressions that Black and Indigenous people still bear.

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PROCESS

The Rent Board’s Racial Equity Action team consists of two members: Deputy Director Christina Varner, and Rent Board counseling unit supervisor Jennifer Rakowski. The department’s Racial Equity Action Plan is only in the beginning stages, as mid-2020 is the first time the department began targeted and specific racial equity planning work. Both team members have participated in the City’s Department of Human Resources’ multi-day implicit bias and equity training and integrate training documents from the Government Alliance for Race and Equity (GARE). In 2019, half of the Rent Board’s staff participated in a two-day implicit bias and equity training, with mixed results. In feedback, staff requested inclusion of Asian American and Latinx perspectives and a greater emphasis on implicit bias. The contents of the Racial Equity team’s toolbox has greatly expanded through the monthly convenings with the Office of Racial Equity beginning in July of 2020. Working in community with staff and other departments has been critical to scale up the department’s capacity. In September of 2020, the Racial Equity Team commenced the racial equity discussion with the department’s 10-member commission. In October 2020, the team administered two Phase I-focused surveys, separately inviting the department’s staff and commissioners to share information to direct department’s work and goals. The team analyzed the survey results to look at trends, disparities within the employee population, and to also inquire as to the weight and importance of different potential changes. In December 2020, the Commission unanimously passed a racial equity resolution as a guidepost for the department’s ongoing work. The Racial Equity Team has periodically updated the Senior Staff group and the Executive Director, seeking guidance and support. In late December 2020, a virtual focus group was held in order to discover, clarify and record staff themes and insights, which further informed the Plan’s implementation. With the support from the Rent Board’s Commission, leadership, and department staff, the team has formulated the Department’s Phase I racial equity goals for 2021 and 2022. To strengthen the implementation of Phase I, and to prepare for Phase II, the Racial Equity team will be expanded, and the team will create work groups on the key objectives of Recruitment and Hiring, Internships and Climate.

The department acknowledges that the Rent Board’s racial equity leaders are two light-skinned women with Northern European-origin last names.

The Rent Board’s Racial Equity Action Plan – Phase I would not be complete without acknowledging the contributions of the entire Rent Board Staff and Commission. The team would also like to thank the following people, who generously shared their knowledge, wisdom and time: Shakirah Simley, Director of the Office of Racial Equity, Sami Iwata, Senior Advisor, Office of Racial Equity, Sandra Eng (Civil Service Commission), Sonya Harris (DBI), Herschell Larrick (Dept. on the Status of Women), Elizabeth LaBarre (HSA), Holly Lopez (HSS), Corina Monzon (Airport), Mark Morewitz (DPH), Jennifer Norris (War Memorial), Leticia Pagan (HSS), Cheryl Taylor (Juvenile Probation Department) and other departments’ staff, board secretaries, and Racial Equity leaders who shared at the convenings.

DEPARTMENT BACKGROUND

Number of Employees: 43, including 33 Full Time Employees (FTE) and 10 Commissioners

Annual Budget: \$9.381 million in Fiscal Year 2020-2021

“Today's residential segregation in the North, South, Midwest, and West is not the unintended consequence of individual choices and of otherwise well-meaning law or regulation but of unhidden public policy that explicitly segregated every metropolitan area in the United States. The policy was so systematic and forceful that its effects endure to the present time. Without our government's purposeful imposition of racial segregation, the other causes - private prejudice, white flight, real estate steering, bank redlining, income differences, and self-segregation - still would have existed but with far less opportunity for expression. Segregation by intentional government action is not de facto. Rather, it is what courts call de jure: segregation by law and public policy.”

— Richard Rothstein, *The Color of Law: A Forgotten History of How Our Government Segregated America*

Department History and Rent Board Origins

The San Francisco Residential Rent Stabilization and Arbitration Board (“Rent Board”) was created by the Board of Supervisors and signed by the Mayor in 1979 in response to tenant organizing around San Francisco’s housing crisis. The tenant community was heavily involved in lobbying San Francisco Supervisors to create the Ordinance. The Rent Board’s Mission is found in the Ordinance itself: “to safeguard tenants from excessive rent increases, and, at the same time, to assure landlords fair and adequate rents consistent with Federal Anti-Inflation Guidelines.”

The Residential Rent Stabilization and Arbitration Ordinance (“Rent Ordinance”) was created by a Board of Supervisors’ emergency Ordinance effective June 13, 1979, amending the San Francisco Administrative Code by adding Chapter 37 thereto to establish a Rental Stabilization and Arbitration Board and prescribing the duties and powers thereof; setting forth guidelines for rental increases; creating a citizens’ housing taskforce; and providing for a termination date. The original Rent Ordinance now comprises Section 37.1 of the current Rent Ordinance.

The Board of Supervisors found that: “there is a shortage of decent, safe and sanitary housing in the City and County of San Francisco resulting in a critically low vacancy factor. Tenants displaced as a result of their inability to pay increased rents must relocate but as a result of such housing shortage, are unable to find decent, safe, and sanitary housing at affordable rent levels. Aware of the difficulty in finding decent housing, some tenants attempted to pay requested rent increases, but as a consequence must expend less on other necessities of life. This situation has had a detrimental effect on substantial numbers of renters in the City, especially creating hardships on senior citizens, persons on fixed incomes, and low and moderate income households. The problem of rent increases reached crisis level in the spring of 1979. At that time the Board of Supervisors conducted hearings and caused studies to be made on the feasibility and desirability of various measures designed to address the problems created by the housing shortage. In April, 1979, pending development and adoption of measures designed to alleviate the City’s housing crisis, the Board of Supervisors adopted Ordinance No. 181-79 prohibiting most rent increases on residential rental properties for 60 days. Ordinance No. 181-79 is scheduled to expire no later than June 30, 1979. The provisions of Ordinance No. 181-79 successfully reduced the rate of rent increases in the City, along with the concomitant hardships and displacements. However, a housing

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shortage still exists within the City and County of San Francisco and total deregulation of rents at this time would immediately lead to widespread exorbitant rent increases and recurrence of the crisis, problems and hardships which existed prior to the adoption of the moratorium measure. This ordinance shall be in effect for fifteen (15) months. During this time, a Citizens Housing Task Force shall be created to conduct a further study of and make recommendations for, the problems of housing in San Francisco. In the interim, some immediate measures are needed to alleviate San Francisco's housing problems. This ordinance, therefore, creates a Residential Rent Stabilization and Arbitration Board in order to safeguard tenants from excessive rent increases, and, at the same time, to assure landlords fair and adequate rents consistent with Federal Anti-Inflation Guidelines." (emphasis added)

In the summer of 1977, a multiracial coalition of activists filled the streets in a final attempt to prevent the eviction of more than 100 elderly Filipino tenants at the International Hotel. The I-Hotel had become a symbol for massive displacement of low-income tenants who stood in the way of development. Laws did not prevent the building-wide eviction of long-term tenants. Landlords were free to raise rents as much and as often as the market would bear. Landlords could replace working class tenants with those who could afford costly rents. Decades of racialized public housing policies, urban renewal, and white flight created an urban housing crisis centered in communities of color and exacerbated by comingled crises of poverty, underemployment, and discrimination. In November 1978, Mayor Dianne Feinstein was elevated to mayoral leadership upon the assassinations of Mayor George Moscone and Supervisor Harvey Milk. Tenant organizers were gearing up to put a progressive rent control and housing reform measure on the November 1979 ballot. The San Francisco Rent Control Ordinance was birthed during a time of significant upheaval in the city.

The Rent Board's work in 2020 looks, at times, strikingly similar to the era in which the Ordinance was first created. After the first dot com technology boom in the 1990s and then bust in the early 2000s, many long-time tenants in San Francisco were displaced due to the influx of new residents seeking housing, who could afford to pay the increasingly rising rents. Those displaced included a large number of African-American residents, whose numbers in San Francisco have been steadily declining for four decades; this is due to rising rents and a lack of affordable housing, among other factors. With the 2010s Northern California technology explosion, there continued to be significant competition for rent-controlled housing. Until the 2020 COVID-19 pandemic, vacancy rates remained very low and finding affordable housing was difficult, particularly for Black and brown tenants and low-wage workers. The pandemic has now upended thousands of tenants' lives, leaving many in a place where they have lost their jobs and are simply unable to afford rent; this overwhelmingly affects low-wage workers and Black and brown tenants. Many residents have left the Bay Area altogether. Housing laws are complicated and ever-changing, and do not guarantee that tenants who cannot afford to pay rent due to pandemic-related job loss or other financial hardship will not ultimately be evicted. Many small property owners have also experienced hardship during the pandemic - such owners are a demographic that trend older than the general adult population. Loss of rental income, particularly for small landlords who may rely on rental income to help cover mortgage payments or augment a fixed income, have struggled with the uncertainties of missed rent payments. While many of these landlords are white, multi-family housing ownership has also been a useful tool in BIPOC and immigrant families to build financial equity.

The city, state, and federal government have taken extraordinary steps to provide housing security through eviction or rent moratoriums during the commingled public health and economic crises. Discussions in 2020 are now focused on how the health and economic crises have disparately impacted BIPOC households. Equally important is the need to recognize that pandemic housing relief programs have so far disproportionately benefited white home owners over tenants and BIPOC communities. Black households are more likely to rent than any other racial group in the United States, so they are anticipated to be the hardest hit with evictions once eviction moratoriums are lifted. A US Census Bureau Household Pulse survey, Week 12 found Black households to have significantly less confidence that they would be able to pay next month's rent by race.¹

The pandemic has almost entirely upended the way the Rent Board has traditionally conducted business. Pre-pandemic, the department welcomed approximately 1,000 visitors to its front counter per month, where members of the public could speak to a counselor to obtain information about the Rent Ordinance and Rules and Regulations and related housing issues; file petitions, eviction and buyout documents; and search decisions

¹ <https://www.census.gov/data/tables/2020/demo/hhp/hhp12.html>

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and records on the three public database kiosks. Now, staff interact with the public primarily on the phone via the Rent Board’s call center. Filings may be made by email and mail, to which the public has unevenly been able to adapt. Staff works to make sure that members of the public with special concerns regarding digital access, disability or language needs, are addressed.

The Rent Board has the authority to promulgate Rules and Regulations to effectuate the purposes of the Rent Ordinance; hire staff, including Administrative Law Judges; and conduct rental arbitration hearings, mediations, and investigatory hearings on Reports of Alleged Wrongful Eviction. Initially, the Ordinance was only 6 pages long and there was a small staff assigned to the Rent Board. Since that time, the Ordinance has undergone many iterations and amendments. Today, the Ordinance stands at 133 pages, and is accompanied by 124 pages of Rules and Regulations authored by the Rent Board’s Commission. The Rent Board has four units: the administrative unit; the counseling/public information unit; the hearings unit (comprised of Administrative Law Judges); and Senior Staff, the management unit. The counseling unit is the front-line staff who educate the public and provide information on the Rent Ordinance and related housing issues to tenants, landlords, and other interested parties, while reviewing petitions filed by the public for completeness before hearing. The counselors have been triaging the needs of the community during the 2020 COVID-19 pandemic and disseminating digestible information about the frequently changing laws, policies and procedures on the local, state and national levels. The counselors’ skills are multifaceted: they must be adept understanding and explaining the law, yet they must also have soft skills such as conveying important information to community members in crisis or who may be at risk of losing their housing.

The Administrative Law Judges mediate disputes and hear and issue decisions upon the rent increase and decrease matters brought by petition – this involves seeing members of the community come before them who represent every spectrum of life in San Francisco, from SRO (single-room occupancy hotel) tenants to landlords who own hundreds of units. The administrative unit, including support staff and legal assistants provide vital support to the entire department, including mailing decisions and performing data entry, responding to records requests, and maintaining numerous administrative records. This type of work requires timeliness and attention to detail to best serve the public of the City and County. Senior Staff deal with policy and budget issues affecting the department. One administrative analyst supports the public information written material and the maintenance of the department’s website, a marriage of legal knowledge with tech skills, which has become a crucial method of communication during the COVID-19 pandemic.

The Rent Board’s office staff is diverse, and almost mirrors the racial diversity of the City, but underrepresents the Bay Area’s Black workforce. There are no staff identifying as Native American, Alaska Native or Pacific Islander. Many staff are bicultural. The department highly values language accessibility, and at least 18 staff are bilingual. The department as a whole is nearly evenly split in regards to female and male genders, and there is diversity in sexual orientation. Many staff have experience working in and around the legal profession, with 58% of the total department holding law degrees. Many of the staff come from or live in the communities served by the Rent Board.

The Rent Board deals with rent increase and decrease matters in private housing and select Section 8 units. For example, this may mean a tenant files a petition at the Rent Board to lower their rent due to decreased housing services because there is no heat in their unit or because their unit has mold. A typical landlord petition is that of a capital improvement, which is to raise the rent above the allowable limit to impose the cost of work done to the building - such as an exterior painting or a new roof. The department conducts investigations into eviction matters brought by tenants, prior to the matter going to Superior Court. The Rent Board also carefully maintains records of required filings of Ellis Act evictions, buyout agreements, and other types of evictions.

San Francisco recently passed rental inventory legislation which is expected to significantly expand Rent Board staffing needs. This legislation will provide new levels of rental housing data which will inform housing policy planning and community engagement. This may improve data analysis in displacement and housing insecurity in BIPOC communities. At this critical juncture of an expanding role in housing infrastructure and increased staffing needs, examining hiring, recruitment, retention, work climate, and leadership through a racial equity lens means building a stronger, more informed, and connected agency better able to fairly and justly administer the Rent Ordinance.

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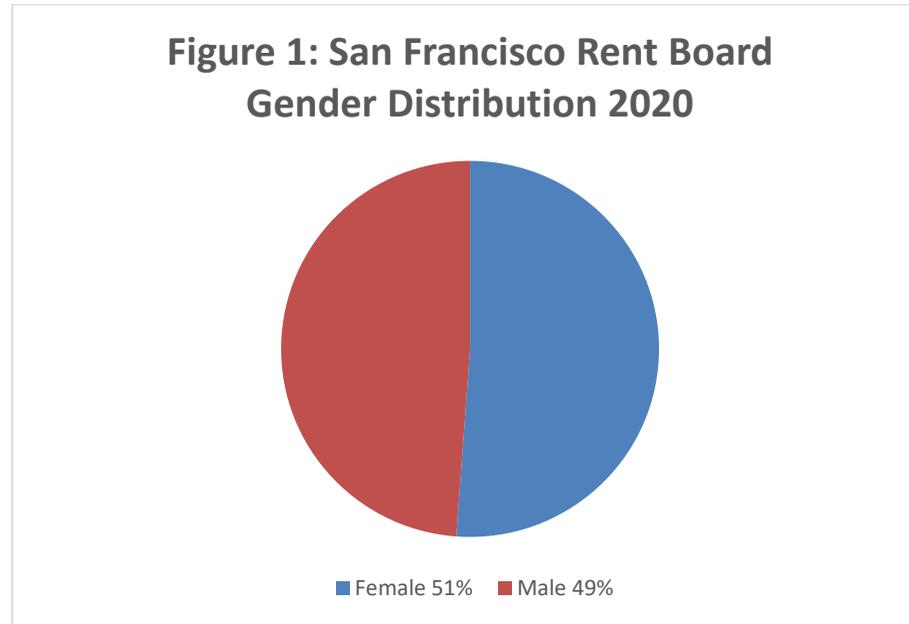
The Rent Board could not do this work alone. The department strategically partners with other city departments, such as the Mayor’s Office of Housing and Community Development, the Planning Department, and the Department of Building Inspection, and community-based organizations such as the Housing Rights Committee, the San Francisco Tenants Union, Causa Justa::Just Cause, Chinatown Community Development Association, Asian Pacific Islander Legal Outreach and Advancing Justice-Asian Law Caucus to support fair and equitable San Francisco housing policy. Expanding the work with these community partners and intentionally engaging with new community partners will be racial equity work central to Phase II.

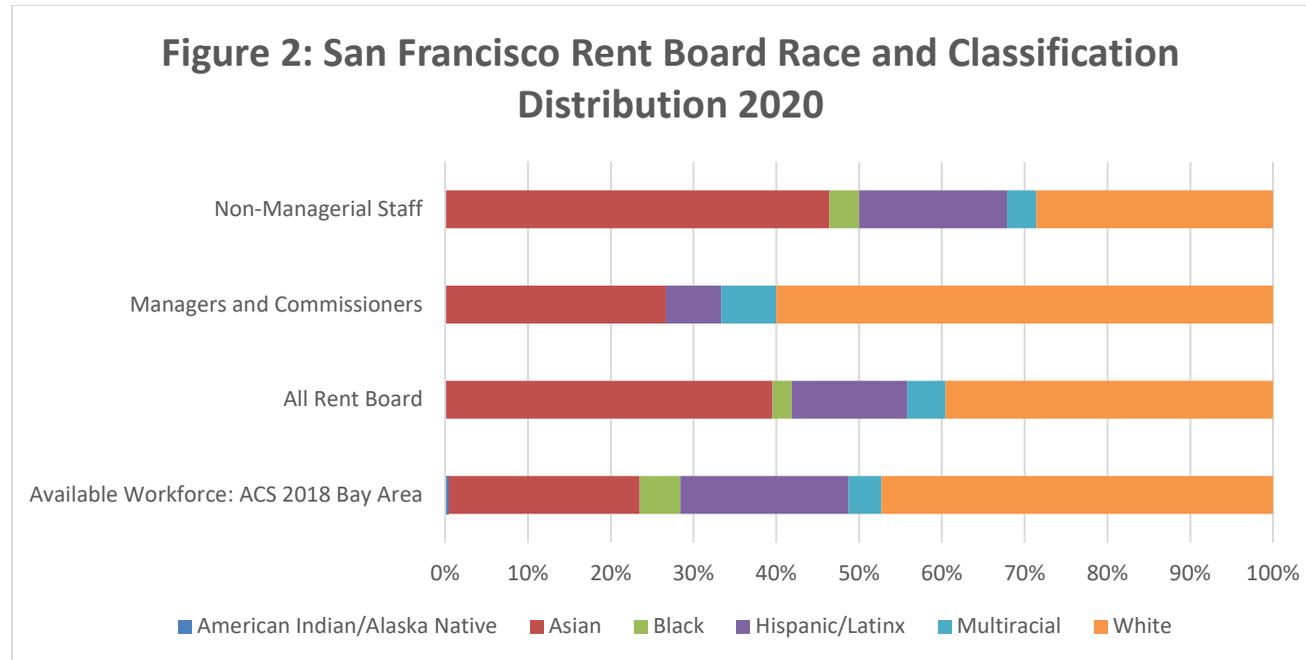
RENT BOARD WORKFORCE DEMOGRAPHICS

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

In 2020, the Rent Board was staffed by 33 employees and 10 commissioners. This composition has remained approximately the same for the past 5 years. There have been 10 employee separations, which include 5 retirements, 3 temporary employee resignations, 1 resignation to seek outside employment, and 1 resignation to work in another department; 2 of the separations total were of Black employees. There have been no disciplinary separations. There have been 4 Mayoral commission appointments and 4 commission separations.

Of the 43 total Rent Board employees, there is a gender ratio of 1.05 to 1 (Figure 1). No employee has indicated in any available demographic information that they identify with a gender other than female or male. Management and commissioners skew male, with 9 of that group being male, and 6 being female. The non-managerial staff are 16 females and 12 males. The administrative, analyst and legal support classes are heavily gendered, with females outnumbering males 7 to 1.





The Rent Board obtained its demographic data on the department’s racial composition from the Department of Human Resources. The data was compared to the 2018 American Community Survey (ACS) 10 Bay Area counties Available Workforce data, which is available in the aforementioned Department of Human Resources 2020 Annual Workforce Report, Phase I (see Fig. 2). While the City has more detail in its racial specificity, for purposes of comparison with the ACS data, the Rent Board’s data has been simplified.² Rent Board employees have identified as Asian, Black, Hispanic/Latinx, Multiracial, and White. No Rent Board employees have indicated they are American Indian/Native American/Alaska Native nor Pacific Islander. The Rent Board recognizes that beyond our employees’ own demographic data, employees come to work with connections to broader multiracial families, communities, and cultural networks.

The Rent Board currently underrepresents the talent pool of African-American/Black workers and leadership. This is a significant gap and the Rent Board seeks to ensure it is recruiting from the widest possible talent pool. One contrast in the data is that the Rent Board total Asian employee percentage is nearly double that of the ACS data. To note is that the composition of Managers and Commissioners is 60% white, which is more than double the percentage of white non-managerial staff.

The Rent Board uses the abbreviation BIPOC in this report but acknowledges that the Rent Board’s staff do not specifically self-identify as Indigenous. Intentional community engagement with Indigenous communities can help fill current gaps in staff insights and build pathways to possible employment.

² Filipino was coded to Asian for comparability with race groups indicated in the 2018 American Community Survey.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

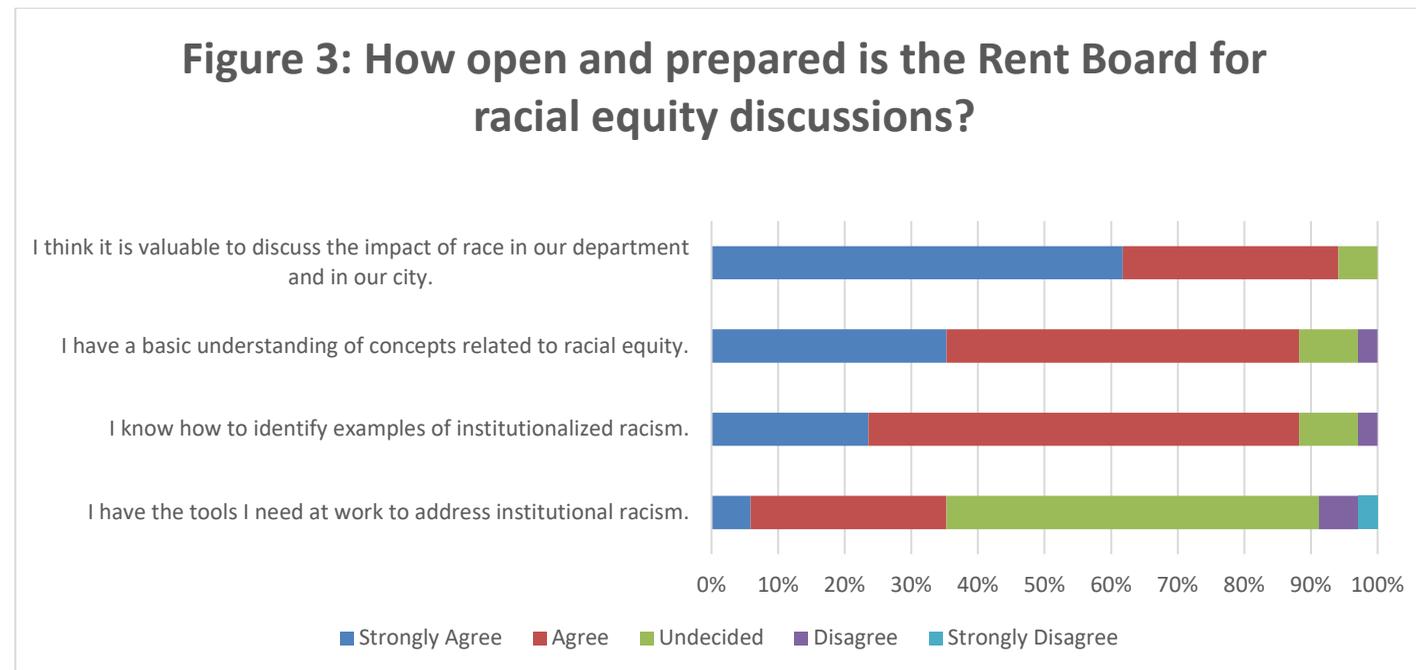
100% of staff completed the department’s racial equity survey. ³

94% of staff agreed that discussing the impact of race in the department and in the City is valuable.

88% of staff agreed that they had a basic understanding of racial equity and the ability to identify institutional racism.

Only 35% felt they had the tools they needed at work to address institutional racism.

The willingness and the foundation exist, but staff report a need for more tools and resources to address racial equity at work.



³ One staff member accidentally completed the survey twice, leading to 34 survey responses instead of 33.

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94% of staff agreed that they had positive relationships in the department across race.

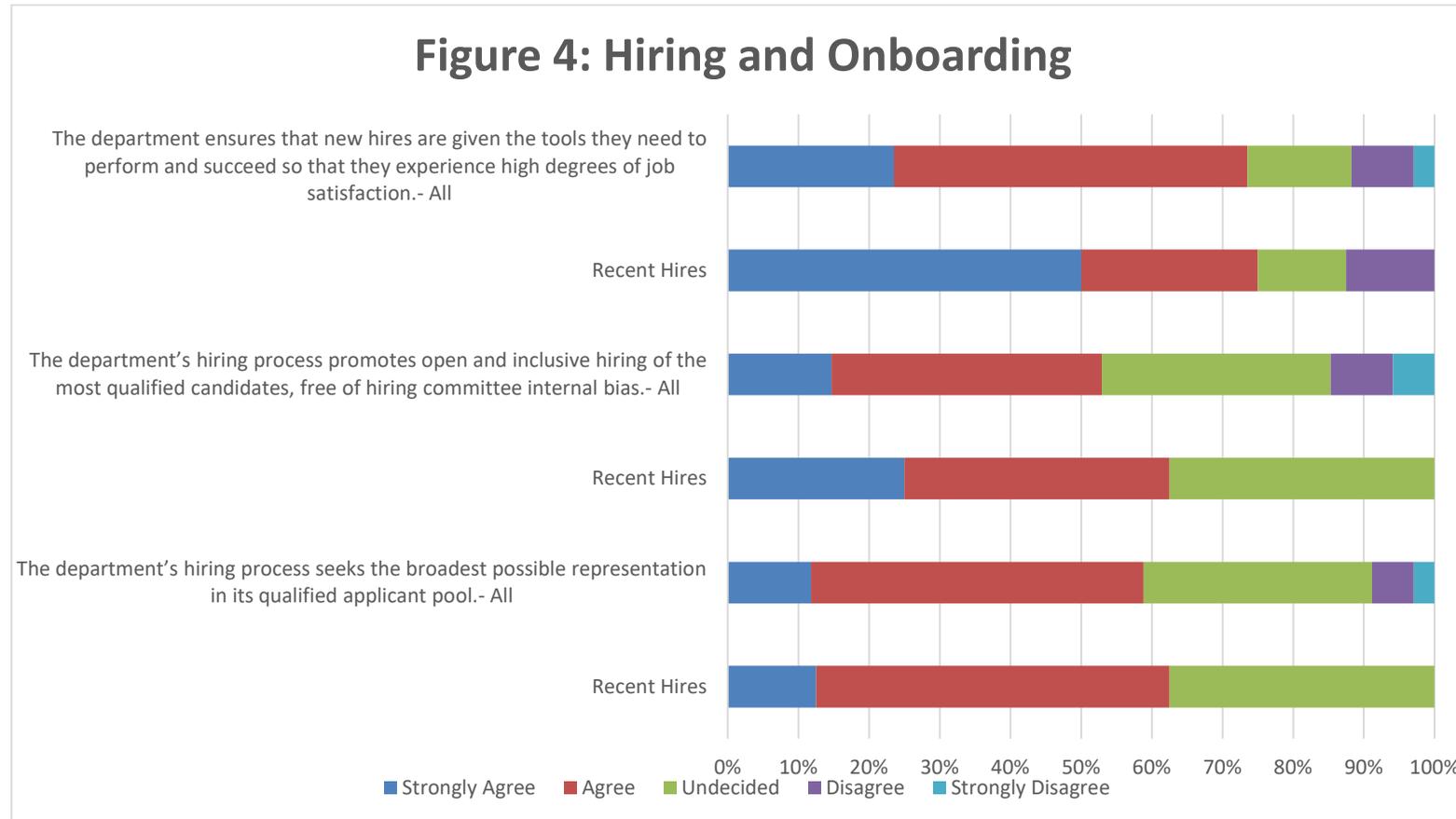
- **Climate:** 58% of staff felt comfortable talking about Racial Equity in the department. This percentage was consistent when the data was aggregated by participants who identified BIPOC, or White, or survey participants as a whole. The total survey participants included those who did not identify as either BIPOC or White. Approximately 10% of staff, consistent across racial demographics, expressed discomfort about talking about racial equity at work. Just under half the staff reported they had witnessed or were unsure if they had witnessed racial tension between employees. White employees reported less confidence as to whether they had witnessed racial tension or not. This showed that there is some work to be done in regards to training on microaggressions, bias and equity among employees.
- **Leadership and Accountability:** 66% of staff have indicated that the department's leadership demonstrates support for racial equity and is held accountable for upholding a culture of inclusion. However, 65% of staff were undecided as to whether the department provides support for addressing issues of institutionalized racism. This is reflective of how recently the department has approached racial equity work explicitly and with intentionality. At the start of the Rent Board's process, 71% of staff were still undecided as to whether the City would provide support to address issues of institutionalized racism.

When beginning racial equity work as a department, commissioners and staff both reflected a strong agency-wide value to follow the evidence and seek data driven analysis and decisions. There was apprehension that the racial disparity and racial equity data gathering process would be resource burdensome, difficult to gather, or simply not available. Technical support from ORE, the Controller's Office, and the Department of Human Resources showed that more data was available than previously suspected. The Rent Board has developed strong skill sets in screening and evaluating evidence presented by the public, and has the capacity to build evidence-based solutions to questions of racial equity.

1. HIRING AND RECRUITMENT

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

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



DEPARTMENT GOAL

The Rent Board seeks a hiring and recruitment process that promotes open and inclusive hiring of the most qualified candidates. To best serve the tenants and landlords of San Francisco, it needs a workforce that reflects both the communities that currently reside in San Francisco, but also the communities that have historically been displaced from the City, specifically focusing on low income and BIPOC communities. Ensuring that BIPOC see themselves as potential employees within the department, are evaluated fairly, and have an equal opportunity at every stage in the selection process, means that we are also connecting to the most talented staffing, which empowers the organization to thrive. BIPOC communities who have faced systemic inequality in employment have also been overburdened in the areas of housing and housing insecurities. Tapping into BIPOC and other communities who have a strong understanding of housing inequities and will better position the department to create innovative housing protections and regulations.

Key goals for 2021: The Rent Board will create a Recruitment and Hiring Team to build a proactive recruitment strategy to expand candidate pools and to improve the recruitment and hiring process. Members of the small management team have comprised most hiring panels and conducted most interviews. The management team has historically been majority white, light-skinned, and U.S. born. BIPOC staff participation in the new Recruitment and Hiring Team will serve both to improve internal processes, advance a diversity of perspective and offer interview candidates a greater sense of welcome and belonging.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>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.</p>	<p>Recruitment and Hiring Team time</p>	<p>Barriers assessment is completed</p>	<p>By 12/31/21</p>	<p>A Rent Board Racial Equity Team member will participate in Citywide Workforce Equity Priorities Working Group.</p> <p>The RE Team will research equity practices in government hiring. The Recruitment and Hiring Team will then lead a small group consisting of members of each classification, including an 8177, a 2975, an 8173, a 1446, and an 1824 to map the hiring process of each type of position, assessing barriers and current conditions, with the goal of recruiting and hiring with a racial equity lens and with a much larger reach than done previously.</p>	<p>In progress. Map of the first position will be complete by Jan 31, 2021 and all positions by the end of 2021.</p>	<p>Recruitment and Hiring Team</p>

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Change the mindset in evaluating potential applicants from one of being gate keepers to gate openers.

<p>1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.⁴</p>	<p>Racial Equity (RE) Team time</p>	<p>Survey is administered annually</p> <p>Survey results are included in the department annual review</p>	<p>First departmental survey administered in October 2020; departmental survey administered annually thereafter</p>	<p>Departmental demographic information was made available through DHR in November 2020. The Rent Board administered an initial departmental survey in October 2020, and will administer the survey annually thereafter.</p> <p>Included in the annual review will be safeguards for individual privacy while having comprehensive analytics for racial equity data.</p> <p>Prior to administering the 2021 annual survey, the RE Team will review and update the initial departmental survey to improve and create a survey that could be distributed annually and track climate improvements or changes over time.</p>	<p>First departmental survey completed.</p> <p>Now ongoing; survey will be administered annually.</p>	<p>RE Team</p>
<p>1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.</p>	<p>Senior Staff time</p>	<p>Policy is created, implemented, and reviewed regularly to maximize results</p>	<p>By 12/31/21</p>	<p>Senior staff will review sample equity and inclusion hiring policies, and create an equitable and inclusive hiring and recruitment policy, with a focus on integrating feedback from staff survey and applicant barrier assessment (conducted by DHR). The policy will ensure a commitment to racial equity across the diverse classifications at the Rent Board, and will be vetted by the City Attorney’s office. A racial equity commitment will expand opportunities for increased hiring and recruitment policies, including PCS, PEX, and TEX positions.</p>	<p>Not started</p>	<p>Senior Staff</p>

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

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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
<p>1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.</p>	<p>Recruitment and Hiring Team time</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>By 12/31/21</p>	<p>For the first time, the Rent Board will develop a recruitment and hiring strategy that is centered on racial equity. The department currently has a great deal of autonomy in hiring the 8177 Attorney (Administrative Law Judge) position and other managerial positions (8182, 0951) as they are permanent exempt positions. The department also plays a strong role in all aspects of recruiting for and hiring the 2975 Citizens Complaint Office (counselor) and 2982 Rent Board Supervisor positions, because the Rent Board is the only department that uses those classifications. For the Citywide 1822 Administrative Analyst and 8173 Legal Assistant positions, the Rent Board is able to tailor the recruitment from the eligible list to the Rent Board’s needs, for which the Rent Board has some amount of autonomy. While the Rent Board has less autonomy in hiring other Permanent Civil Service (PCS) positions (1406, 1424, 1446), the Rent Board still has the capability to conduct an oral interview and a written skill assessment.</p> <p>The recruitment and hiring strategy will include a core outreach plan for all Rent Board-specific postings. The department will continue partnerships that have demonstrated positive impact in building broad applicant pools, including housing-specific outlets (MOHCD, Housing Rights Committee, Tenants Union, CCDC, Open Door Legal, EDC, Housing Association of Northern</p>	<p>Ongoing</p>	<p>Recruitment and Hiring Team</p>

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California, etc.); and public administration (Association of Bay Area Governments), and further develop recruitment strategies that include non-traditional outlets (City College, some translator/interpreter networks, affordable housing networks, HBCUs etc.); and BIPOC bar associations (California Indian Law Association, California Association of Black Lawyers, SF La Raza Lawyers Association, Charles Houston Bar Association, Asian American Bar Association, etc.).

<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	<p>Recruitment and Hiring Team Time</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>By 12/31/21</p>	<p>The Rent Board will create a department-wide recruitment and hiring team early in 2021 to map community networking opportunities including non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions. (see 1.2.1.) Currently, the Rent Board has relationships with the Housing Rights Committee of SF, SF Tenants Union, Causa Justa::Just Cause, Chinatown Community Development Center, Open Door Legal, SF Apartment Association, Asian Law Caucus, API Legal Outreach, as well as key educational partners SFSU and City College of San Francisco’s property management program. The Rent Board will continue to develop these relationships to gain a broader perspective on hiring and recruitment and focus on BIPOC hiring with a racial equity lens.</p>	<p>Ongoing</p>	<p>Recruitment and Hiring Team</p>
<p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and</p>	<p>Recruitment and Hiring Team Time</p>	<p>Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse</p>	<p>6/30/2022</p>	<p>The Rent Board’s Recruitment and Hiring Team will review, simplify, and standardize job descriptions of each classification at the Rent Board and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds, and will include</p>	<p>Not started</p>	<p>Recruitment and Hiring Team</p>

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professional experiences. Include multiple ways to apply to a position.

multiple ways to apply to a position. The RE Team has identified that some classifications need a stronger match between job functions and minimum qualifications. The RE Team encourages specification of experience being allowed to substitute for the education requirement and that additional education can substitute for experience; that education in institutions outside the United States will be recognized; and that California Proficiency Exams and GEDs are both accepted as equivalent to a high school diploma. This includes accepting ALJ applicants who meet any of the legal education pathways to grant acceptance to the California State Bar, including 4 years of study under a supervising attorney or individuals with education outside the United States.

<p>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.</p>	<p>Recruitment and Hiring Team Time</p>	<p>An increase in applicants with more diverse life, education, and professional experiences</p>	<p>Ongoing</p>	<p>The Rent Board’s Recruitment and Hiring Team will review all Rent Board job classifications to interrogate the necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment, and will provide such information to DHR. The Rent Board will consider the option of learning on the job or relevance of transferable skills. The Recruitment and Hiring Team will remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity. The team will also leverage lessons from several equity recruitments of front-line staff to improve overall hiring. An MQ review will specifically include management staff positions.</p>	<p>Not started</p>	<p>Recruitment and Hiring Team</p>
<p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as</p>	<p>Recruitment and Hiring Team time</p>	<p>An increase in applicants with more diverse life, education, and professional experiences</p>		<p>The Recruitment and Hiring Team will review supplemental questions for each job class within the Rent Board through an equity lens and make</p>	<p>Not started</p>	<p>Recruitment and Hiring Team</p>

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a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.⁵

edits where appropriate, and will not include writing skills in point system evaluation for positions that do not require writing skills. The Recruitment and Hiring Team may include supplemental questions which directly request applicants to describe their experience working with vulnerable populations or populations which have experienced systemic inequality.

<p>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.</p>	<p>Recruitment and Hiring Team time</p>	<p>An increase in applicants with more diverse life, education, and professional experiences</p>	<p>By 12/31/21</p>	<p>The Rent Board has historically prioritized resisting “degree inflation” with the specific desire to maintain a broad recruitment, and will continue to do so. This practice will be written into a hiring and recruitment policy.</p>	<p>Ongoing</p>	<p>Recruitment and Hiring Team</p>
<p>1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.</p>	<p>Recruitment and Hiring Team time</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>By 12/31/21</p>	<p>The Rent Board generally does not use outside recruiters. The Rent Board will require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool; and will use outside recruiters who bring an equity lens and culturally-competent skills to their work.</p>	<p>Not started</p>	<p>Recruitment and Hiring Team</p>

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
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⁵ From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

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<p>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.</p>	<p>Internship Team Time; Dependent on budget approval and increased office space</p>	<p># of paid interns/fellows, increase annually or meets department needs/capacity</p>	<p>By 12/31/24</p>	<p>The Rent Board will create an exploratory team following Phase II of the Racial Equity Action Plan development and then draft an internship plan that would be in alignment with the goals outlined in Phase II. That team will further explore the benefits of and challenges to implementing a meaningful paid internship program; will look at internship programs already active in the Bay Area specifically, focusing on those that intentionally create opportunities in BIPOC communities; and will explore shadowing and short-term internships.</p>	<p>Not started</p>	<p>Internship Team</p>
<p>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.</p>	<p>Staff supervision; additional office space</p>	<p># of Opportunities for All placements and mentors</p>	<p>By 12/31/22</p>	<p>The Rent Board has recently had one summer placement from the Opportunities For All program, and will explore alternative space arrangements or partnerships with other departments co-located in the building to facilitate participation in the Summer of 2022.</p>	<p>Not started</p>	<p>Executive Director; Internship Team</p>
<p>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.</p>	<p>Recruitment & Hiring Team time</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>By 12/31/22</p>	<p>The Rent Board does not generally rely on a feeder model pulling candidates from elite institutions and universities. On the contrary, most Rent Board staff have attended college and graduate school locally, including City College and SF State University. The Recruitment and Hiring Team will: map educational experience of current staff and identify patterns including patterns of hiring in general and hiring BIPOC candidates; explore educational credit within City College’s property management program for special project work at the Rent Board; review the Administrative Law Judge hiring process to inquire if there is a “feeder model” that pulls candidates from limited sources; hiring of ALJ positions is not anticipated soon; will review upon beginning hiring.</p>	<p>Not started</p>	<p>Recruitment & Hiring Team</p>

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<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>Internship Team Time</p>	<p># of opportunities during internship/fellowship</p>	<p>By 12/31/24</p>	<p>The Rent Board will develop an equity lens in designing all future internship opportunities including intentional circular learning opportunities. The Rent Board will explore creating educational experiences for interns in other City departments to learn more about landlord-tenant issues in lieu of a stand-alone internship/fellowship program.</p>	<p>Not started</p>	<p>Internship Team</p>
<p>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.</p>	<p>Recruitment and Hiring Team time; Internship Team time</p>	<p>Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle</p>	<p>Ongoing for staff recruitment and hiring; by 12/31/24 for interns</p>	<p>The Hiring and Recruitment Team will create a formal system to track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity. This includes establishing a hiring process debrief to develop continuous equity improvements.</p> <p>In a review of 5-year data regarding Administrative Law Judge and CCO (counselor) hiring, outcomes reflect high levels of BIPOC hired, expanding the diversity of the classes.</p>	<p>Ongoing; Not started</p>	<p>Recruitment and Hiring Team time; Internship Team</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.4.1. Maintain a standardized and holistic interview process with structured interview questions.</p>	<p>Recruitment and Hiring Team time</p>	<p>Standardized interview process with a set of inclusive interview questions</p>	<p>Start in 12/2020</p>	<p>The Recruitment and Hiring Team will work with interviewers (see 1.4.2) to maintain a standardized and holistic interview process with structured interview questions. The Team will review the standardized interview process and questions in particular to exclude in-group bias.</p>	<p>Ongoing</p>	<p>Recruitment and Hiring Team</p>

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1.4.2. Ensure a diverse hiring panel for each interview.	Senior Staff time; Recruitment and Hiring Team time	Demographic composition of panels Increase in diverse interview panels	Start in 1/2021	The Rent Board will expand the pool of staff who participate in the interview processes from solely Senior Staff to include other relevant staff. New hiring team participants will be provided appropriate onboarding resources. All hiring team participants will receive the training and resources to participate and understand issues of equity and implicit bias in hiring.	Not started	Senior Staff; Recruitment and Hiring Team
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	Recruitment and Hiring Team time; Senior Staff time	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Ongoing	All participants in interview processes will have reviewed materials/been trained on equity and implicit bias in hiring. Materials will be presented in multiple learning formats to most broadly engage and explain core learning concepts.	Ongoing	Recruitment and Hiring Team
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Recruitment and Hiring Team time	Tool created and implemented # of applicants increased Increased assistance to job seekers	By 12/31/21; At time of next ALJ hiring	The Rent Board will collaborate with DHR on actively tracking the application process to strengthen the accessibility of the process for non-traditional hires. The Rent Board will develop an agency tracking tool for Administrative Law Judge hiring.	Not started	Recruitment and Hiring Team
1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.	Senior Staff time	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing	The Rent Board consistently posts job openings to all employees and will expand this regular practice to include annual information to employees about career paths in other departments.	Ongoing	Senior Staff
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.	Recruitment and Hiring Team time	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	By 12/31/21	Review recent hiring processes to explore pain points and seek to not replicate them in future hiring processes.	Not started	Recruitment and Hiring Team time
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Senior Staff time; internal DPO time; external DPO time	All new hires are processed similarly regardless of position	By 6/30/22	The Rent Board will review the onboarding process with an equity lens, including the onboarding of all full-time, part-time positions, and temporary positions, to ensure the same	Not started	Senior Staff; internal DPO; external DPO

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fundamentals apply across all classifications. This will include gathering information from recent hires.

<p>1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</p>	<p>Recruitment and Hiring Team time; DHR staff time</p>	<p>Increase in number of diverse candidate pools Overall faster hiring times</p>	<p>Dialogue with DHR regarding the understanding and implementation of the Rule of Three and the Rule of Ten, choosing in each hiring cycle to prioritize having access to the broadest pool possible.</p>	<p>Not started</p>	<p>Recruitment and Hiring Team; DHR</p>
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2. RETENTION AND PROMOTION

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

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

DEPARTMENT GOAL

Working at the Rent Board requires specialized skills and lengthy on-the-job training. The Rent Ordinance is complex and ever-changing, and interacts constantly with substantive and procedural state law and other local laws. It is in the best interest of the public and the department to retain a stable, highly skilled work force that reflects the communities we serve. As a small department, with approximately one-third of the staff working in classifications that are not in a series with a clear promotional pathway, establishing pathways for promotion can help the department to attract diverse hires and assist the City in retaining quality employees.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ⁶	Department’s COVID-19 Safety Monitor time	Tracking mechanism implemented Demographic data analyzed	2021	Rent Board staff have been working through the duration of the COVID-19 pandemic providing essential government services of ongoing support to tenants and landlords struggling with the economic effects of the pandemic, including, but not limited to, counseling on eviction prevention information and providing resources to encourage stable housing; holding hearings and issuing decisions on rent increase and decrease matters; providing necessary housing records-related	Ongoing	Department’s COVID-19 Safety Monitor

⁶ Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

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documents to the public; maintaining records and data on owner move-in and Ellis Act and other types of evictions and buyout agreements.

<p>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.</p>	<p>Senior Staff time</p>	<p>Budget analysis completed Strategies developed and published</p>	<p>By 6/30/21; annually thereafter</p>	<p>The Rent Board has been analyzing the budget from a racial equity lens, and as an enterprise department, does not anticipate any layoffs in FY 21-22. The Racial Equity team has begun to study tools and resources available through the Controller's Office to analyze the Rent Board's budget footprint through a racial equity lens.</p>	<p>Ongoing</p>	<p>Senior Staff</p>
<p>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.</p>	<p>Department's COVID-19 Safety Monitor time & DHR time</p>	<p>PPE access protocol established DSW workers have an increased awareness of PPE access protocol</p>	<p>Current</p>	<p>The Rent Board has implemented COVID-19 health and safety protocols and ensures that staff have constant access to necessary PPE that is appropriate for an office environment, including masks, gloves, hand sanitizer, and disinfectant. The department is ensuring that staff have current information regarding the COVID vaccine.</p>	<p>Ongoing</p>	<p>Department's COVID-19 Safety Monitor</p>
<p>2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>	<p>Department's COVID-19 Safety Monitor/DPO time</p>	<p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits</p>	<p>Current</p>	<p>The Rent Board has worked extensively with DHR, the office of the City Administrator, and other City departments to ensure that staff have a proper understanding of new leave policies and processes.</p>	<p>Ongoing</p>	<p>Department's COVID-19 Safety Monitor</p>
<p>2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts</p>	<p>Department's COVID-19 Safety Monitor/internal DPO time</p>	<p>Caretaking and safe transportation sections included in DSW deployment protocol</p>	<p>2021</p>	<p>The Rent Board recognizes that employees are facing unprecedented caretaking and transportation issues during the pandemic, and has prioritized employee flexibility and safety while maintaining service to the public. The Rent Board has employed staff in-office part time for most of the duration of the pandemic, particularly in the clerical classes. In accordance with City guidelines, the department has drastically reduced the number of employees on-site at any one time</p>	<p>Ongoing</p>	<p>Department's COVID-19 Safety Monitor/internal DPO</p>

and has created an in-office calendar system. The department has given thoughtful consideration to balancing the types of work that must be done in the office and the types of work that can be done by telecommute.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Senior Staff time; DHR staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	2021	The Rent Board will provide input to DHR in conducting annual internal reviews of salary standards against industry standards to ensure parity, particularly in regards to classifications that historically have had high representation of communities of color, including clerical and frontline staff. The Rent Board will take leadership on classifications that are unique to the department, including the 2975 and 2982.	Not started	Senior Staff; DHR staff; union representatives
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.	Senior Staff time; DHR Staff time	Benefits provided are annually improved	2021	The Rent Board will provide input to DHR in conducting annual internal reviews of the parity of department benefits. As part of the annual climate survey, the department will solicit information from staff in regards to parity.	Not started	Senior Staff; DHR staff; union representatives
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Senior Staff time	PTO policy is annually improved # of staff taking PTO increases	2021	The Rent Board has traditionally encouraged all staff to take time off around religious and cultural holidays not included as part of the City's regular holiday calendar. Supervisors and managers recognize the importance of celebration of such holidays, and so annually encourage staff before	In-progress	Senior Staff; DHR staff; union representatives

holidays such as Chinese New Year to take that holiday off. Looking forward, RE Team members will survey staff needs around PTO for religious and cultural holidays, for example, time off for Kwanzaa, Chinese New Year, Rosh Hashanah and Yom Kippur, Three Kings, or Eid al-Fitr and Eid al-Adha. The RE Team will then review and revise the PTO policy. The Executive Director will then update staff through letter of any changes to the PTO policy.

In Phase II of the REAP, this concept will be expanded to draft a written and transparent hearing postponement request policy that takes into account religious and cultural holidays not included on the City’s regular holiday calendar.

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.	Internal DPO time	Increase in knowledge about raises and promotions	2022	The Rent Board’s internal DPO will work with its DHR DPO to better understand and determine DHR salary setting processes and procedures, and will make this information available to new hires and current staff.	Ongoing	Internal DPO/RE Leader time
2.3.2. Develop a formal and transparent process for raises and promotions.	Internal DPO time	Increase in staff feedback about promotion and raise process	2022	The Rent Board will develop a formal and transparent process for promotions and raises. Promotive opportunities in the department will be circulated to all staff. Management staff will publicize the ability of employees to seek out promotive strategy sessions with their direct supervisor or other managers.	Ongoing	DHR; Senior ALJs; Recruitment and Hiring Team

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2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	Internal DPO time	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	2023	The Rent Board will annually work with DHR to review the pattern of when acting or interim roles have been used at the Rent Board and analyze areas for improvement regarding duration.	Not started	Internal DPO, with Senior Staff and DPO
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	RE Team member time; DHR time	Reversal of diversity drop-offs in 182x classifications	2021	The Rent Board will annually work with DHR to review classifications with current drop offs in employee diversity, and will work with DHR to review key 182X classifications and support interim placements becoming permanent, as well as mobility and advancement.	Ongoing	RE Team member
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	Recruitment and Hiring Team time	Identify “dead end” classification and revise	2022	The Recruitment and Hiring Team will review small, single-level classifications to determine how to create a clear upward path for continued employment opportunities.	Ongoing	Recruitment and Hiring Team

2.4. To rename and right skill the 2975 Citizens Complaint Officer position.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. To explore and consult on the renaming and reevaluation of the 2975 Citizens Complaint Officer classification, whose name is distancing for immigrants or individuals with negative associations with law enforcement.	Senior Staff Time; DHR staff time	Class Name Change Position Reevaluated	2021	The Rent Board’s counseling unit supervisor will consult with DHR in conjunction with the union about the correct timing to reevaluate the 2975 position name and description.	Not Started	DHR and Rent Board counseling unit supervisor

3. DISCIPLINE AND SEPARATION

Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. The Department of Human Resources found that across the City, higher rates of corrective action and discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.¹ Supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most

importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

The Rent Board has historically had a more collaborative approach to discipline, and does not frequently engage in formal disciplinary actions. The Rent Board’s goal is to move away from a discipline and punitive approach to supervision to a growth-oriented culture and mindset. This includes supporting shared learning and a culture of open and regular coaching towards improvement, consulting with Human Resources and exploring all other reasonable options before implementing disciplinary procedures.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Senior Staff time	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Begin in 2022	Senior Staff will set up a tracking system to analyze current and past disciplinary data. There is currently a very small data set due to few formal departmental disciplinary actions. Executive Director to review PIPs implemented within the last 5 years to determine if bias against BIPOC staff are found.	Not started	Executive Director

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<p>3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.</p>	<p>Senior Staff time</p>	<p>Create tracking mechanism Analyze data annually</p>	<p>Start in 2021</p>	<p>The Rent Board will annually review all types of separations and analyze disaggregated data, including the length of service, race, gender, and type of separation. The Rent Board will incorporate a tool into exit interviews to obtain employee feedback and reasons for separation, including racial equity and retention issues. The separating employee will be given the opportunity to participate in an exit interview with a supervisor or manager other than their direct supervisor or manager if desired.</p>	<p>Not started</p>	<p>Senior Staff</p>
<p>3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.</p>	<p>Senior Staff time</p>	<p>Create tracking mechanism Analyze data annually</p>	<p>Start in 2021</p>	<p>The Rent Board will annually review all types of separations and analyze disaggregated data, including the length of service, race, gender, and type of separation. The Rent Board will incorporate a tool into exit interviews to obtain employee feedback and reasons for separation, including racial equity and retention issues. The separating employee will be given the opportunity to participate in an exit interview with a supervisor or manager other than their direct supervisor or manager if desired.</p>	<p>Not started</p>	<p>Senior Staff</p>
<p>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.</p>	<p>Senior Staff time</p>	<p>Create tracking mechanism Analyze data annually</p>	<p>Start in 2021</p>	<p>The Rent Board will annually review all types of separations and analyze disaggregated data, including the length of service, race, gender, and type of separation. The Rent Board will incorporate a tool into exit interviews to obtain employee feedback and reasons for separation, including racial equity and retention issues. The separating employee will be given the opportunity to participate in an exit interview with a supervisor or manager other than their direct supervisor or manager if desired.</p>	<p>Not started</p>	<p>Senior Staff</p>

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<p>3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p>Senior Staff time</p>	<p>Create tracking mechanism Analyze data annually</p>	<p>Start in 2021</p>	<p>The Rent Board will annually review all types of separations and analyze disaggregated data, including the length of service, race, gender, and type of separation. The Rent Board will incorporate a tool into exit interviews to obtain employee feedback and reasons for separation, including racial equity and retention issues. The separating employee will be given the opportunity to participate in an exit interview with a supervisor or manager other than their direct supervisor or manager if desired.</p>	<p>Not started</p>	<p>Senior Staff</p>
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3.2. Develop a growth mindset organization.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>3.2.1. Train supervisors in coaching techniques with a focus on supervisee tasks not yet mastered with an eye towards helping employees meeting their job-related goal.</p>	<p>Senior Staff time</p>	<p># of trainings identified annually # of trainings completed annually # of employees coached</p>	<p>2021</p>	<p>The Rent Board will seek out training on developing a growth mindset organization, and will create a team that includes leadership from employees across the department, with a focus on cooperative learning, and an open communication culture.</p>	<p>Not started</p>	<p>Initially-Senior Staff</p>

4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

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

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

DEPARTMENT GOAL

To have Rent Board leadership committed to racial equity, and whose makeup in the next two years will ultimately reflect more closely the racial makeup of the department and the City of San Francisco.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Recruitment and Hiring Team time	25% increase in diverse leadership	By end of 2021 for additional hires; ongoing in regards to positions made vacant due to retirements	In its forthcoming hiring and recruitment policy, the Rent Board will commit to using a racial equity lens and framework in all future hirings. This will be applied to the next Rent Board hiring in 2021. The Rent Board believes effective implementation of these new practices will result in increased leadership by BIPOC communities.	Ongoing	Recruitment and Hiring Team

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4.1.2. Commit to ongoing racial equity training and development for leadership.	Training cost for 5-7 senior staff, plus 2-3 days of staff time	# of training & development completed by leadership per quarter	By end of 2021	The Rent Board will commit to each member of Senior Staff attending racial equity training and development, with a focus on Government Alliance on Race and Equity (GARE), Race Forward, or a similar training for RE team leaders.	Ongoing	RE Team
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	RE Leader time	Senior leadership demographic included in the department annual report	By completion date of 2019-20 annual report; by 12/31/20	RE Leader will provide senior leadership demographics to director, who completes annual report. Senior leadership demographic data will be also be reflected in this Racial Equity Action Plan. Both documents will be available on the Rent Board’s website.	Pending	RE Leader
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁷	RE Team	100% of staff is aware of the process	By 6/30/21	RE Leader will create a Google Form or similar document to submit anonymous input to senior leadership. Senior staff will develop a plan to respond to such input, being mindful during review of responses to note whether any response qualifies as an EEO complaint. The focus will be on creating a user friendly feedback process with clear expectations and timeframes.	Not started	RE Team

⁷ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an employee’s needs are met, so are the department’s needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize that privilege affects a person’s ability to acquire both the hard and soft skills needed to perform certain tasks. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.¹ By intentionally investing in the specific professional

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

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

DEPARTMENT GOAL

The Rent Board will broaden training opportunities in both equity & implicit bias and in the individual staff member’s professional area by having each staff participate in a job-related training by the end of 2022 and shift the department from an ad-hoc approach to professional development to a more systematic approach to professional development.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Annual budget allocation to each staff	33 available professional development opportunities # of completed training	By end of 2021	Nearly half of Rent Board staff indicated in a survey that they would like racial equity and implicit bias training, as a means of building their professional development and soft skills. Management will make implicit bias and racial equity training available to all staff in 2021.	Ongoing	RE Team
5.1.2.	Budget for up to 2 out-of-area or 4 local conferences	# of attended, external conferences	By end of 2021	The Rent Board has annually sent up to two staff to the California Rent Board Consortium Roundtable. The Rent Board will look at creating a	Ongoing	Executive Director

VERSION 2

Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.

for staff to attend each year

conference attendance request protocol for meetings and conferences that will mutually benefit the individual and the department, to be shared with all staff.

5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Budget for staff to attend continued learning or training events each year.	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	By end of 2021	The Rent Board will budget for staff to attend continued learning or training events each year, with a focus on staff who have least attended trainings in the past. Staff will be polled as to which types of trainings they are most interested in.	Not started	Senior Staff
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.	Senior staff time	# of staff participating in outside events or opportunities	By end of 2021	Senior Staff will regularly promote training opportunities related to the department’s missions and goals, while centering staff feedback regarding training topics.	Not started	Senior Staff
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Senior staff time and training on how to adopt a tracking system	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	By end of 2022	Annual reviews will contain a professional and skill development section. The Rent Board will adopt a tracking system for professional development trainings received and analyze that data to ensure opportunities are provided consistent with racial equity goals.	Not started	Senior Staff

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.	Senior Staff time	Bi-annual performance evaluation program to all staff	First year by 6/30/21	Senior Staff work regularly to reevaluate annual performance evaluation system.	Ongoing	Senior Staff

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5.2.2. Create a mentorship program between senior and junior level staff.	RE Team time	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	2022	Encourage the city to develop a mentorship program between senior and junior level staff that small departments can tap into.	Not started	RE Team
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5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.	Internal DPO time; Senior Staff time	Process developed 100% of staff aware of accommodation process # of accommodations made increased	Ongoing	Senior Staff will make available to all departmental employees a written policy on making accommodation requests.	Ongoing	DPO
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Senior Staff time	Accommodations discussed and recorded during bi-annual performance evaluation process	2021	Build into performance review process circular feedback that allows staff to express needs and evaluate how effectively they have been met. Collaborate with HR to confirm what type of accommodation information is in compliance with current accommodation laws and personnel file maintenance.	Not started	Senior Staff
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Staff time	Improvement in overall staff mental health, increase in staff feedback	2022	Expand space to provide a more inviting work environment and survey staff breakroom for improvements.	Not started	Staff time
5.3.4.	Senior Staff time	Assessment performed annually	Current	Supervisors will establish formal and informal communication channels for staff to share non-	Ongoing	Senior Staff

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Set up processes and open communication channels so management is available to respond to employees’ non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals.

e.g. transportation stipends, exercise stipends, childcare, etc.

\$ set aside for accommodations

Increase in staff awareness of accommodations

work-related needs that contribute to overall work quality. The department relies on programs administered through the Health Service System or DHR.
The Rent Board will develop a quick guide for managers that highlights the funds, resources and support in wellness, commuter benefits, and other programs to the Health Service System and Department of Human Resources

5.3.5. Respect religious and cultural practices of employees.	Senior Staff time	Improvement in overall staff mental health	2021	<p>In line with the action item 2.2.3, the Rent Board has traditionally encouraged all staff to take time off around religious and cultural holidays not included as part of the City’s regular holiday calendar. Supervisors and managers recognize the importance of celebration of such holidays, and so annually encourage staff before holidays such as Chinese New Year to take that holiday off. Looking forward, RE Team members will survey staff needs around PTO for religious and cultural holidays, for example, time off for Kwanzaa, Chinese New Year, Rosh Hashanah and Yom Kippur, Three Kings, or Eid al-Fitr and Eid al-Adha. The RE Team will then review and revise the PTO policy. The Executive Director will then update staff through letter of any changes to the PTO policy.</p> <p>In addition, the RE Team in its annual survey will invite staff to comment upon accommodations for religious and cultural practices. As part of the onboarding process, supervisors will share a statement that it is the Rent Board’s intention to always be respectful regarding religious and cultural practices and will invite staff to share needs or concerns.</p>	Senior Staff
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6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

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

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

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

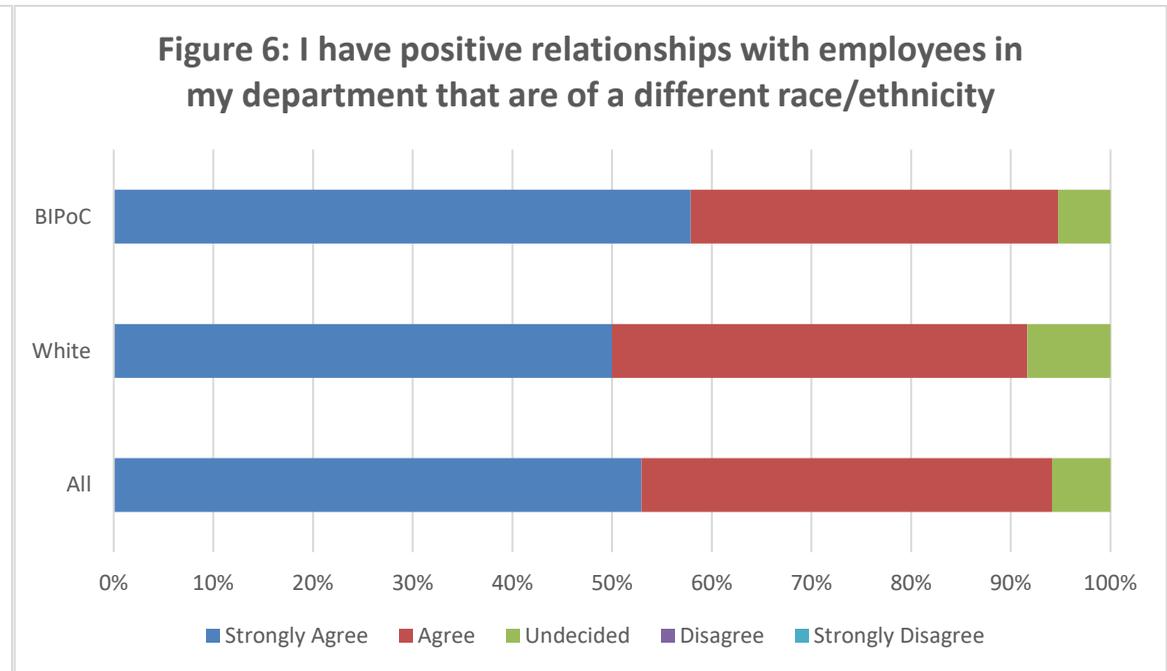
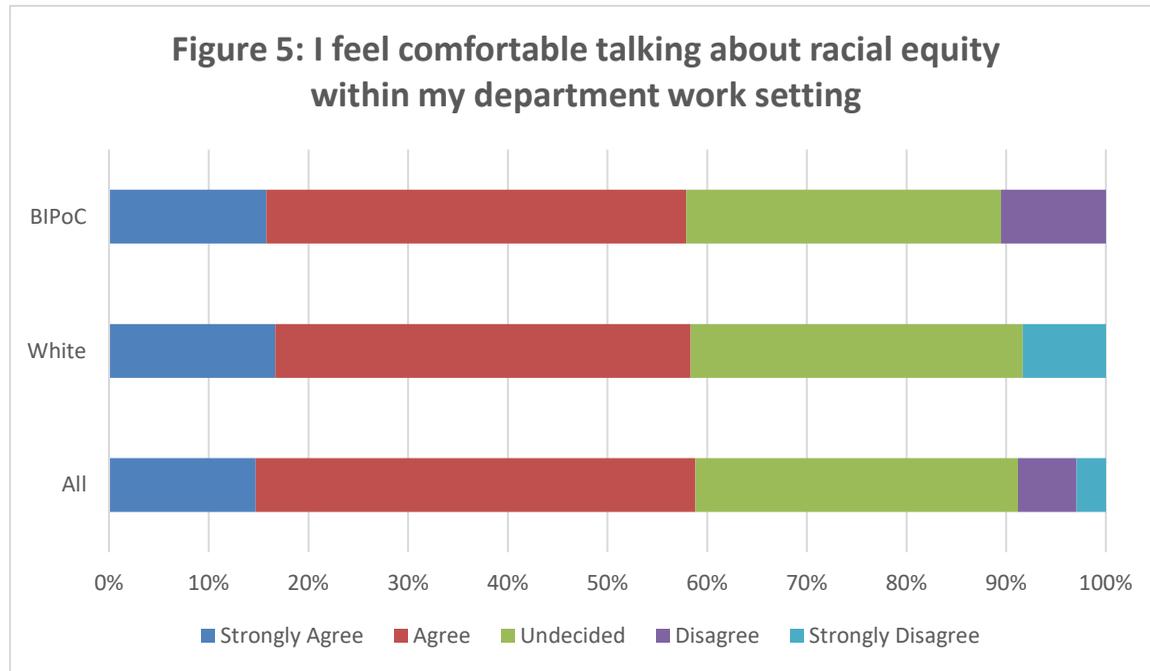


Figure 7: I observe/have observed racial tension between employees in my department

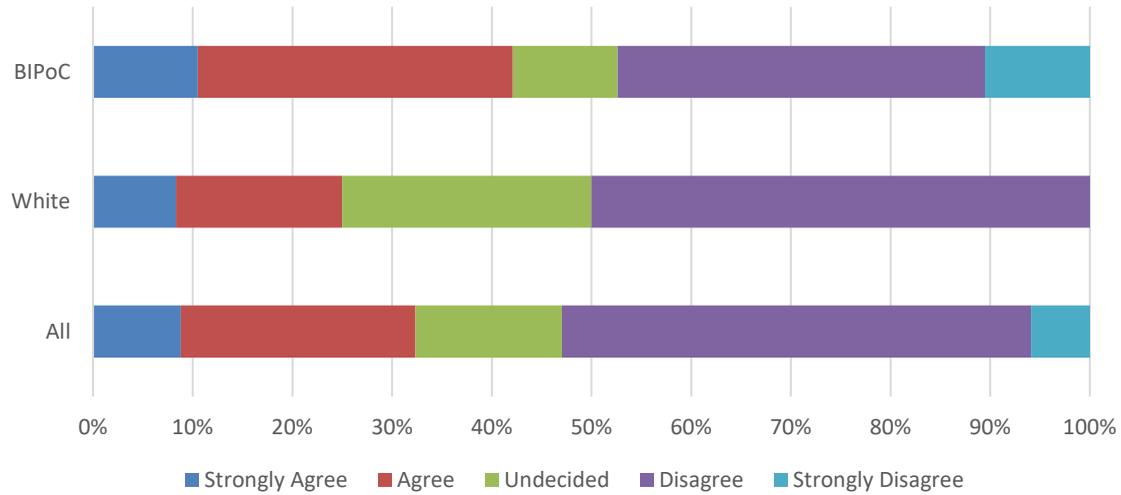
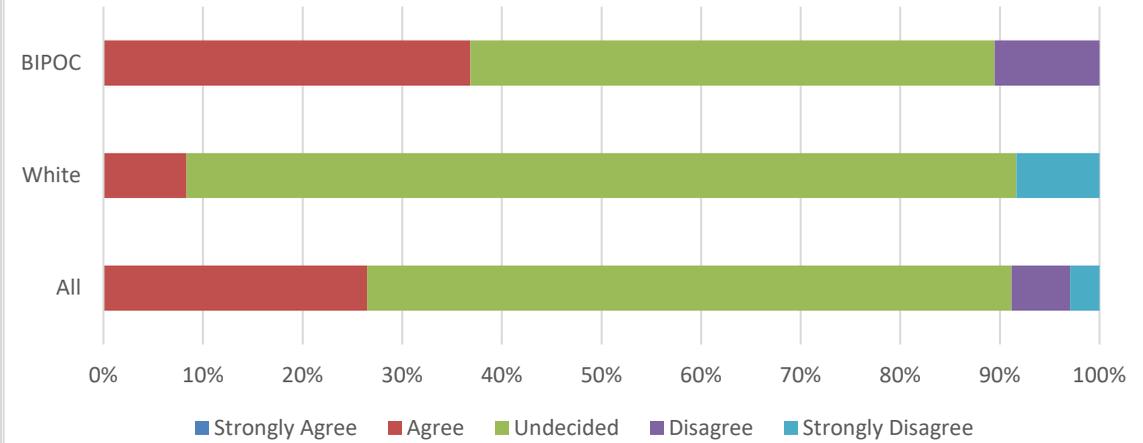


Figure 8: The department provides support for resolving workplace issues involving institutional racism



DEPARTMENT GOAL

Institutionalize a Rent Board culture where BIPOC staff feel included, seen, and heard, focusing on intersectionality, decreasing microaggressions, stereotyping, and tokenizing, whether conscious or unconscious, and increasing understanding.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Senior staff time	Department mission, policies, and procedures are updated and available	By end of FY 21-22	Each unit will reflect on its ongoing policies and procedures to support a culture of inclusion and belonging. Phase II of this plan will further incorporate voices of the public to further policies and procedures.	Not started	RE Leader
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	RE Team time (2 members of senior staff)	Regular, scheduled meetings with RE Team to implement RE Action Plan	Complete; ongoing	Two senior staff (who have participated in implicit bias and equity training, and are familiar with concepts of institutionalized racism and racial equity) have been selected for the Racial Equity Team. The Racial Equity team will be expanded in 2021 to broaden employee participation and maximize resources to meet objectives.	Ongoing	RE Team
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	RE Team time	RE Action Plan is published on department website	Phase I by 12/31/20; then ongoing	RE Team meets weekly to work on RE Action Plan; conducts surveys to receive staff input; subcommittees are formed in 2021; invites further input from staff on plan development and conveys the plan as an aspirational living document.	In-progress	RE Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	RE Team time	Ongoing reporting	Ongoing	RE Team prepares report for board meetings regularly; RE Action Plan posted on website and distributed to staff; Rent Board develops a staff engagement plan to invite continuous feedback during Phase I and Phase II of the plan.	In-progress	RE Team
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	RE Team time		By 6/30/22	RE team will invite staff to identify affinity groups they would like formed, and then facilitate virtual meetings of affinity groups as needed.	Not started	RE Team

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6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	RE Team time to organize; staff time to attend	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	By end of 2021	Nearly half of Rent Board staff indicated in a survey that they would like racial equity and implicit bias training, as a means of building their professional development and soft skills. Management will make implicit bias and racial equity training available to all staff in 2021.	In-progress	RE Team
6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.	RE Team time to organize; staff time to complete	Annual survey with disaggregated data and feedback	Complete for 2020; Phase II survey will be completed on the ORE mandated 2021 timeline	An annual staff survey was distributed in 2020 and will be revised and updated in 2021. Survey data will be analyzed to document change over time.	Complete for 2020; Not started for 2021	RE Team
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	RE Leader	Increase in staff engagement	By 6/30/21	RE Team will conduct an audit of the office space and will invite staff to share ideas and feedback to create a welcoming and inclusive physical environment.	Not started	RE Leader

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.	Senior Staff time	Increase in staff feedback, participation, and response to communications	Complete	All department emailing lists are updated upon every change of staffing; department mailing lists are updated; all staff are informed when there is a change to a mailing list.	Complete	Senior staff
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Senior Staff time; unit staff time	Ongoing staff participation and feedback	2021	Senior staff and unit staff will choose speakers using a collaborative method, focusing on BIPOC and other diverse speakers and inclusive topics linked with Rent Board work.	Ongoing	Senior staff; unit staff

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6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	RE Team time	Ongoing staff participation and feedback	2021	Virtual Microsoft Teams meetings were initiated during the COVID-19 pandemic. Deeper staff development and exploration of further tools and platforms to maintain community engagement will be explored.	Not started	RE Team
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6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Disability Access Liaison time	Protocol distributed internally and with any outward-facing interactions	2021	<p>The disability access liaison will work with the department’s digital content coordinator to create an accessibility protocol for digital content.</p> <p>In regards to language accessibility, the Rent Board has hundreds of documents translated into Cantonese, Spanish and Filipino in addition to other languages; the majority of these documents are currently available on the department’s website.</p> <p>The departmental digital protocol will be used to inform ongoing accessibility work in Phase II.</p>	Not started	Disability Access Liaison; Digital Content Coordinator
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.	Cost of automatic door closers; budgeted cost of additional office space; Senior Staff time	<p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	Completed; 2021-2022; ongoing	The Rent Board improved its physical office space in 2020 by installing automatic door openers/closers on its two main suite entrance doors. The department looks for regular opportunities to improve the physical space. The Rent Board is currently seeking additional office space; or a new location to allow for greater space for current and anticipated staff, and for a larger lobby space to better assist the public.	Completed; in-progress	Senior staff

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<p>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.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p>	<p>RE Leader Time; IT staff person</p>	<p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	<p>Plan will be written by 6/30/21; Funding secured by 6/30/22; Implemented by 12/31/22</p>	<p>Currently, the Rent Board accepts filings by email, which is accessible to the deaf community and some with mobility impairments, and can be accessible to those with vision impairment if they have a computer and screen reader.</p> <p>The Rent Board has made a specific policy decision to mail out copies of all petitions, notices of hearing and decisions, to ensure those without access to technology have proper notice of matters which affect them.</p> <p>Upon hiring an IT staff member, the Rent Board will conduct an analysis of the digital space.</p>	<p>Not started</p>	
<p>6.3.4. Invest in translation services.</p>	<p>Approximately \$190,000 year; Administrative analyst time</p>	<p>Annual Increase in translated materials</p>	<p>Ongoing/ annual</p>	<p>The Rent Board prioritizes language access and has invested in language needs for most of its existence. Of the Rent Board’s 10 public-facing staff, 8 are bilingual or trilingual, while 7 are certified or will be certified oral bilingual in the City’s mandated languages. Approximately 10 additional staff are also bilingual. For interpretation, the Rent Board uses Language Line for any other language need that is not available on staff, and schedules hearing and mediation interpreters at no charge to parties who request interpreters prior to hearing. As well, the Rent Board has over 400 documents translated into Chinese, Spanish and Filipino, in addition to other languages. The department has dedicated websites available in Chinese, Spanish and Filipino, and many of the translated documents are available on the department’s website.</p>	<p>Ongoing</p>	<p>Senior staff & administrative analyst</p>
<p>6.3.5. Encourage individual forms of inclusive identity expression.</p>	<p>Value is already engrained in workplace culture</p>	<p>Increase in staff using inclusive identity expression, second nature</p>	<p>Ongoing</p>	<p>When onboarding, the Rent Board communicates to all new hires that the dress code is relaxed at all times. The Rent Board supports dress</p>	<p>Completed</p>	<p>RE Team</p>

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e.g. honoring gender pronouns, relaxing or modifying dress code, etc.

expectations that convey a welcoming and inclusive impression for the public. A somewhat more formal though broad dress code is expected for when Administrative Law Judges conduct hearings. Some staff include pronoun information in email signatures as a means of communicating acceptance and normalizing chosen gender and pronouns.

The Rent Board supports personalization of employee work spaces with family photos, or other objects of personal significance.

6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	RE Leader	Information exists on department website	By 6/30/21	The Rent Board will place accessibility information, including access to accessible meeting information, on the front page of the department’s website. The department will time the reevaluation of front counter signage and information to occur when the office is reopened to the public.	Not started	RE Leader
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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.	TBD	Community will have an impact on all department projects	Begun December 2020 - ongoing	The Rent Board will participate in the Interagency Working Group pilot project in District 10.	In-progress	Jennifer Rakowski, RE Team

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6.4.2. Find opportunities to invest into and support the communities the department serves.	TBD	TBD	TBD	The Rent Board will build capacity to increase investment into and leadership from communities in preparation for Phase II.	Not started	TBD
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6.5. Executive Director’s Departmental Welcome

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
To enhance the commitment to inclusion and belonging, the Executive Director will meet with each new employee as part of their onboarding process.	Executive Director time	100% of new hires are welcomed by Executive Director	2021	To instill a welcoming environment, the Rent Board will formally include in its onboarding process a departmental welcome from the Executive Director that will be done consistently with all permanent and temporary hires.	Ongoing	Executive Director

7. BOARDS AND COMMISSIONS

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

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

Figure 8: Initiating the Commission's Racial Equity Work

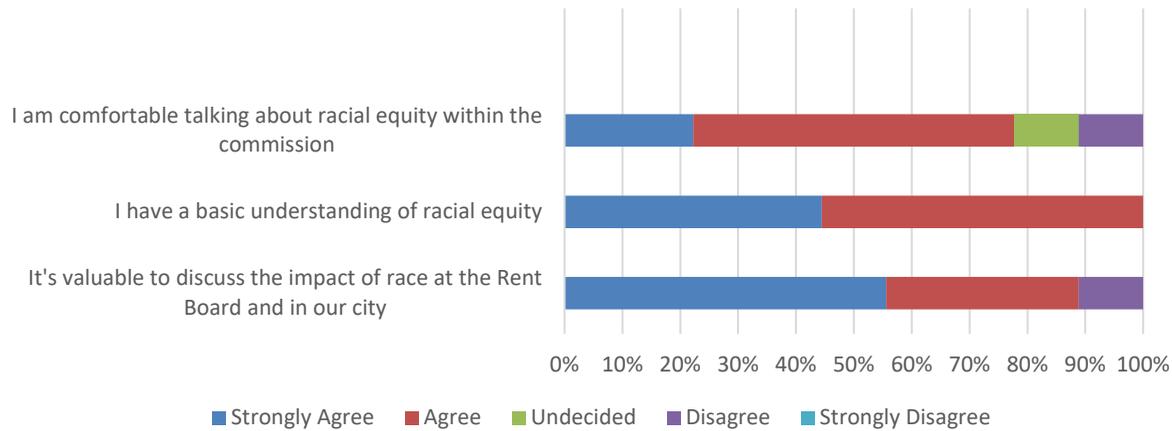
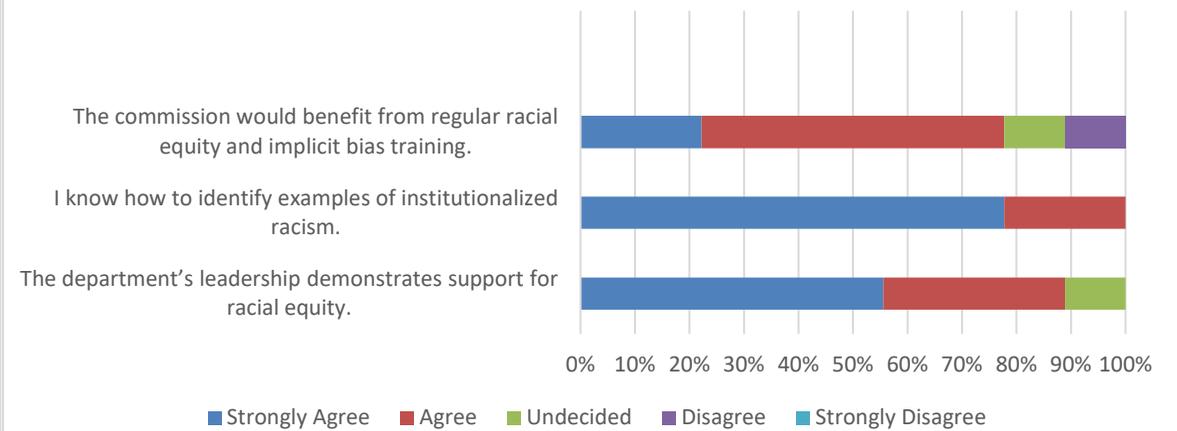


Figure 9: Leadership's Commitment to Racial Equity



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DEPARTMENT GOAL

By the end of fiscal year 2021-2022, the Rent Board commission will have participated in a retreat, completed racial equity and implicit bias training, will have formulated a resolution on racial equity, and will have amended its Rules and Regulations to incorporate and reflect the resolution on racial equity.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan.	Board member time; board secretary time	Rules and Regulations (bylaws) successfully amended	2021; ongoing	The commission does not have bylaws, as the commission was formulated by Ordinance and may only be amended by the Board of Supervisors. The commission will amend its Rules and Regulations to fall in line with its resolution on racial equity.	In progress	Rent Board Commission Members
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	RE Leader time; ED time	Commissioner demographic data included in the department annual report	By completion date of FY 2020-21 annual report; annually thereafter	RE Leader will provide commission demographic data, including race and gender, to the Executive Director, who amends annual report data to create new tables in the report.	Not started	RE Leader
7.1.3. Have board/commission adopt a resolution around racial equity.	Commissioner time	Resolution adopted	Completed 12/8/20	The Rent Board Commission authored and unanimously passed a resolution on racial equity at its December 8, 2020 meeting to uplift and guide the work of the department and the commission.	Completed	Rent Board Commissioners
7.1.4. Racial equity-related items are regularly agendized.	Board Secretary time; Commissioner time	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	2021-2022	The Board Secretary, who is also the RE Leader, will work with the board to regularly agendize racial equity-related items.		Board Secretary; Commissioners

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7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Board Secretary time; Commissioner time	Participatory budgeting processes Community advisory working groups Issue-specific task forces	2021-2022	The Commission will work with the Board Secretary, who is also the RE Leader, to promote opportunities for the public to provide input and bring forward racial equity initiatives.	Not started	Board Secretary; Commissioners
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁸	Board Secretary time; Commissioner time	Resolution adopted	2021	The Commission will author and pass a resolution on a Ramaytush Ohlone Land Acknowledgement.	Not started	Commissioners
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Board Secretary time; Commissioner time	Greater racial and gender equity in board and/or commission members	2021	The 10 Rent Board commissioners are required to be either a landlord (4), a tenant (4), or a neutral (neither landlord nor tenant) (2) who live in San Francisco, appointed by the Mayor for 4-year terms. When a seat becomes vacant, the commissioners and staff will use a racial equity lens to identify and recommend community members who meet the required qualifications and will incorporate Proposition C passage.	Not started	Rent Board Commission Members; Board Secretary
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Commissioner time; Board Secretary time	# of policies passed with RE lens Budget equity completed	Commencing when the ORE racial equity assessment tool is released; ongoing dates TBD	The Board Secretary will provide the board the Office of Racial Equity’s (ORE) Toolkit on Racial Equity and will recommend that the board review the ORE Toolkit as soon as it is provided, so that racial equity assessment tools can be adopted by 12/31/21.	Not started	Rent Board Commission Members; Board Secretary

⁸ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.</p> <p>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</p>	<p>Board Secretary time; Commissioner time</p>	<p># of diverse board/commission members</p> <p>100% of board/commission retention</p>	<p>Current</p>	<p>While the Rent Board has historically identified board member needs and accommodations on a case-by-case basis and when requested, going forward, the Board Secretary, together with the commission, will draft a written, standardized accommodation protocol for the board members for review and approve by the Board by 12/31/21. To note is that Rent Board commissioner retention has historically been quite high.</p>	<p>Ongoing</p>	<p>Board Secretary</p>
<p>7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>	<p>Commission member time; training budget; board secretary/RE Leader time</p>	<p>1 completed training per year</p> <p>Increased participation rate</p>	<p>By 12/21/2021</p>	<p>Evaluation at every other board meeting for first two years. Board Secretary will also recommend and refer GARE documents and the ORE Toolkit to commissioners for ongoing knowledge building.</p>	<p>Not started</p>	<p>Commission members; board secretary will assist in coordination</p>
<p>7.2.3. Develop a mentorship program between newer and more experienced board/commission members.</p>	<p>Commission member time</p>	<p>Increased board/commission retention</p> <p>Member experience satisfaction survey</p>	<p>Commencing in FY 21-22.</p>	<p>One tenant, one landlord, and one neutral will lead the ongoing mentorship of the other members of their group.</p>	<p>Not started</p>	<p>Commission members</p>