


RACIAL EQUITY ACTION PLAN APPENDIX

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City and County of San Francisco



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Residential Rent Stabilization
and Arbitration Board

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RESOLUTION AFFIRMING THE COMMITMENT OF THE
COMMISSION OF THE RESIDENTIAL RENT STABILIZATION
AND ARBITRATION BOARD (RENT BOARD) TO RACIAL
EQUITY AND DIRECTING THE DEPARTMENT TO UNDERTAKE
A RACIAL EQUITY INITIATIVE AND DEVELOP A RACIAL
EQUITY ACTION PLAN WITH MEASURABLE OUTCOMES

WHEREAS In 2019, the Office of Racial Equity (ORE) (Ordinance No 188-19) was created as a division of the San Francisco Human Rights Commission, and

WHEREAS ORE was legislated as a means to address structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems and as part of a national movement to address the government's role in resolving inequitable outcomes, and

WHEREAS ORE is authorized to enact a citywide Racial Equity Framework, to direct Departments of the City and County of San Francisco to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions, and

WHEREAS City departments are required to designate employees as racial equity leaders acting as a liaison to ORE, requires the Department of Human Resources to assess and prioritize racial equity with the City's workforce, and centers racial equity within the City's budget process, and

WHEREAS the Departmental Racial Equity Action Plans has directed City Departments 1) to assess current conditions in seven key focus areas (consisting of Hiring and Recruitment, Retention and Promotion, Discipline and Separation, Diverse and Equitable Leadership and Management, Mobility and Professional Development, Organizational Culture of Inclusion and Belonging, and Boards and Commissions) for all employees, especially for Black, indigenous, and people of color, 2) to identify necessary staffing and resources, 3) to hold themselves accountable by setting timely, measurable goals and commitments, 4) to intentionally address interpersonal and institutional racism within Departments, and

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

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Page 2 of the Rent Board Commissioners' Resolution on Racial Equity

WHEREAS ORE is working to ensure diverse and equitable boards and commissions for all City departments that match the community they serve; and the community served under the San Francisco rent control ordinance consists of a broad diversity among racial, ethnic, gender, sexual orientation, age, ability, national origin, religious, health, and other populations; and the appointed board consists of two (2) landlords, two (2) tenants, and one (1) person who is neither a landlord nor a tenant and who owns no residential rental property, and an alternate for each specific member, and

WHEREAS in view of laws, policies, and institutions that have perpetuated racial inequity in our City, ORE is working with all City departments to ensure, moving forward, that the City's laws, policies, and programs do not perpetuate racial inequities within government and in community and as part of addressing this issue, are encouraging City departments to reflect upon and recognize any potential harm that structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities, and

WHEREAS the Rent Ordinance was enacted to alleviate the city's housing crisis and created the 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", and

WHEREAS the City is majority (65%) renter households and the San Francisco Planning Department has documented that Black and Latino communities have a higher rate of renting, higher housing cost burdens, more overcrowding, and are far more likely to be of low income than white residents, and

WHEREAS the racial and ethnic makeup of San Francisco residents is strongly correlated with income, residents of color are far more likely to be low- or moderate-income than white residents and segregated into neighborhoods that have less than half the incomes of segregated white neighborhoods, and lower income renters face higher incidence of eviction and housing instability and fewer housing options than higher income households, and

WHEREAS San Francisco has a long history of housing regulations and policies based on racial animosity and segregationist tactics, and with the acknowledgement that this list is by no means exhaustive, examples include but are not limited to the following:

- the 1870 Cubic Air Ordinance and 1880 Laundry Ordinance which were pushed by groups opposed to Chinese immigrants,

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RESIDENTIAL RENT STABILIZATION AND ARBITRATION BOARD’S RACIAL EQUITY ACTION PLAN APPENDIX | 2

- assisting the federal government to forcibly remove Japanese-Americans from their homes and businesses in the city during World War II,
- the allowance, perpetuation, and continued existence of “racially restrictive covenants” in property titles which were utilized to segregate and filter out potential homeowners based on race and ethnic background.
- the practice known as 'redlining' of neighborhoods and populations through the systemic refusal of loans and financial investment and rental opportunities based on race, which led to the loss of home investment and equity growth and business entrepreneurship capacity, differing access and opportunities for renting in the City, and a disproportionately higher rate of evictions for people of color,
- predatory lending practices in the 2000s disproportionately impacting people of color which led to the foreclosure of homes, bankruptcy, and economic ruin,
- the establishment of urban renewal projects, implicit exclusionary zoning reclassifications, and economic gentrification efforts which designated such neighborhoods as 'blight' requiring demolition, the removal of homes through eminent domain, pricing people of color out of homeownership, property, and affordable base rental rates,
- the disreputable use of discriminatory advertising techniques, particularly through wholly distinct language usage and access, to bypass or mislead communities of color to availabilities for homeownership, property, and rental opportunities, and
- the disproportionate number of evictions, and threats of eviction, imposed on people of color as documented by the San Francisco Planning Department and the Mayor's Office of Housing and Community Development

WHEREAS the Supreme Court of California stated in June 2020 its Statement on Equality and Inclusion: “we must confront the injustices that have led millions to call for a justice system that works fairly for everyone. Each member of this court, along with the court as a whole, embraces this obligation. As members of the legal profession sworn to uphold our fundamental constitutional values, we will not and must not rest until the promise of equal justice under law is, for all our people, a living truth.”

WHEREAS, specifically regarding the San Francisco African-American population, Black people have the lowest homeownership rates in San Francisco at thirty-one percent, were systematically displaced and evicted by urban renewal in the 1960s and 1970s, are the most “severely cost burdened” by their housing (rent and mortgage) costs, which has led to Black families having the lowest median household income of all groups and to the steady decline of San Francisco's Black population.

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THEREFORE BE IT RESOLVED that the Commission of the Rent Board joins with the San Francisco Planning Commission in acknowledging and apologizing for historical inequitable housing policies that have resulted in racial disparities, and be it

FURTHER RESOLVED that the Commission of the Rent Board believes in and strives toward an equitable department and workforce with equitable decision making at all levels, including senior leadership and judicial positions, and those serving as appointed members of the Commission, and be it

FURTHER RESOLVED that the Commission of the Rent Board believes in taking racial equity and diverse representation into consideration in all aspects of and within the Department and its Commission, with procedures and bylaws that are free of policies and language that perpetuates implicit bias, and with policy, judicial, appointment, and budgetary recommendations and decisions assessed through a racial equity lens, and be it

FURTHER RESOLVED that the Commission of the Rent Board believes in and strives toward equitable adjudication procedures within the Rent Board Department which is encouraged to examine and develop strategies to eliminate inequities as they relate to race, ethnicity, culture, national origin, religion, age, gender, sexual orientation, disability, and language barriers, while acknowledging and considering the disproportionate impacts of the justice system on people of color,

FURTHER RESOLVED that the Commission of the Rent Board strongly supports the Rent Board Department's efforts to develop and implement a Racial Equity Action Plan with measurable outcomes that will examine internal, administrative, appointment, and operational opportunities for advancing racial equity, and be it

FURTHER RESOLVED that the Commission of the Rent Board encourages the Rent Board Department to work steadfastly with ORE, the Mayor's Office, the Board of Supervisors, community stakeholders, landlord and renter associations, and other City agencies, and be it

FURTHER RESOLVED that the Commission of the Rent Board encourages the Rent Board Department to coordinate with other City departments and agencies in investigating how housing policies have historically impacted racial inequities and in developing strategies to address these within San Francisco's overall housing policy moving forward, and be it

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FURTHER RESOLVED that the Commission of the Rent Board, with such encouragement to the Rent Board Department, commits to ongoing racial equity and diversity training, of which is dutifully mindful of ongoing and current issues around racial equity and diversity considerations, and be it

FURTHER RESOLVED that the Rent Board Department shall collect current commission and staff demographic data and include it in the department's annual report, and now,

THEREFORE BE IT RESOLVED that this resolution be adopted and copies of it be submitted to the Mayor, Board of Supervisors, and the Office of Racial Equity.

I hereby certify that the San Francisco Residential Rent Stabilization and Arbitration Rent Board Commission adopted the foregoing resolution at its December 8, 2020 meeting.

Christina A. Varner
Christina Varner
Rent Board Commission Secretary

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APPENDIX 2

Note: All survey questions were in the format of a 5-point Likert scale of Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree, except for questions 15-18.

San Francisco Rent Board Commission Racial Equity Survey

It’s important to City policymakers and staff to understand the Rent Board Commission’s priorities and views on racial equity.

By 2030, more than half of the existing workforce in the United States and all net new workforce growth will be made up of people of color. This represents a tremendous opportunity to invest in our workforce. The City and County of San Francisco is San Francisco’s largest employer, with more than 37,000 people across sixty departments; thus, it holds an incredible opportunity to dismantle the harmful cultures, practices, and policies that reinforce structural racism and bias.

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.
— Adapted from Anti-Oppression Resource and Training Alliance (AORTA)

Terms used in the Rent Board’s ongoing racial equity work:

Bias Prejudice toward one group and its members relative to another group.

Disparate Impact Policies, practices, rules or systems that appear to be neutral on their face result in discrimination

Explicit Bias Biases that people are aware of and that operate consciously. They are expressed directly.

Implicit Bias Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Institutional Racism Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

Racial Equity Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

Racial Inequity Race can be used to predict life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Workforce Equity The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.

PHASE 1: INTERNAL PROGRAMS AND POLICIES

VERSION 2

Self-Assessment

- 1. I think it is valuable to examine and discuss the impact of race at the Rent Board and in our city.
- 2. I have a basic understanding of concepts related to racial equity.
- 3. I know how to identify examples of institutionalized racism.
- 4. I have the tools I need as a Commissioner to address institutional racism.

Recruitment

- 5. The City’s hiring process seeks the broadest possible representation in its qualified applicant pool.
- 6. The department’s hiring process seeks the broadest possible representation in its qualified applicant pool.
- 7. The Commission reflects the racial and ethnic makeup of San Francisco.

Hiring

- 8. The City’s hiring process promotes open and inclusive hiring of the most qualified candidates, free of hiring committee internal bias.
- 9. The department’s hiring process promotes open and inclusive hiring of the most qualified candidates, free of hiring committee internal bias.

Organizational Culture

- 10. I feel comfortable talking about racial equity within the commission setting.
- 11. The City provides support for resolving commission issues involving institutional racism.

Leadership

- 12. The City’s leadership demonstrates support for racial equity and is held accountable for upholding a culture of inclusion.
- 13. The department’s leadership demonstrates support for racial equity and is held accountable for upholding a culture of inclusion.
- 14. The Commission would benefit from regular racial equity and implicit bias training.

Commission

- 15. What issues of racial equity should the commission take leadership on?

VERSION 2

Training

16. What areas of racial equity training would the Rent Board benefit from having?

Future Commitments

17. What commitments would you like to see the City making to improve racial equity and eliminate disparate outcomes?

18. What commitments would you like to see the department making to improve racial equity and eliminate disparate outcomes?

Tell us a little about yourself.

- On the Commission I represent:
- Landlords
 - Tenants
 - I am a neutral

APPENDIX 3

VERSION 2

Note: All survey questions were in the format of a 5-point Likert scale of Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree, except for questions 27-31.

San Francisco Rent Board Employee Racial Equity Survey

It’s important to Rent Board management and to city policymakers to understand employee priorities and views on racial equity.

It’s time to prioritize systemic change and racial equity within the San Francisco City government on behalf of all workers and communities. By 2030, more than half of the existing workforce in the United States and all net new workforce growth will be made up of people of color. This represents a tremendous opportunity to invest in our workforce. The City and County of San Francisco is San Francisco’s largest employer, with more than 37,000 people across sixty departments; thus, it holds an incredible opportunity to dismantle the harmful cultures, practices, and policies that reinforce structural racism and bias.

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.
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Terms used in the Rent Board’s ongoing racial equity work:

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Racial Equity Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

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Structural Racism A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Workforce Equity The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.

PHASE 1: INTERNAL PROGRAMS AND POLICIES

Self-Assessment

1. I think it is valuable to examine and discuss the impact of race in our department and in our city.

VERSION 2

- 2. I have a basic understanding of concepts related to racial equity.
- 3. I know how to identify examples of institutionalized racism.
- 4. I have the tools I need at work to address institutional racism.

Recruitment

- 5. The City’s hiring process seeks the broadest possible representation in its qualified applicant pool.
- 6. The department’s hiring process seeks the broadest possible representation in its qualified applicant pool.

Hiring

- 7. The City’s hiring process promotes open and inclusive hiring of the most qualified candidates, free of hiring committee internal bias.
- 8. The department’s hiring process promotes open and inclusive hiring of the most qualified candidates, free of hiring committee internal bias.

Pay Equity

- 9. Classifications within the City reflect the City’s goals of pay equity.
- 10. Classifications within the department reflect the City’s goals of pay equity.

Retention

- 11. The City ensures that new hires are given the tools they need to perform and succeed so that they experience high degrees of job satisfaction.
- 12. The department ensures that new hires are given the tools they need to perform and succeed so that they experience high degrees of job satisfaction.

Evaluation

- 13. The City ensures consistency in evaluation of jobs and job performance.
- 14. The department ensures consistency in evaluation of jobs and job performance.

Mobility and Professional Development

- 15. The city provides the tools and support needed to encourage employees to learn and grow in their jobs.

VERSION 2

16. The department provides the tools and support needed to encourage employees to learn and grow in their jobs.

Organizational Culture

- 17. I feel comfortable talking about racial equity within my department work setting.
- 18. I have positive relationships with employees in my department that are of a different race/ethnicity.
- 19. I observe/have observed racial tension between employees in my department.
- 20. The City provides support for resolving workplace issues involving institutional racism.
- 21. The department provides support for resolving workplace issues involving institutional racism.

Promotion

- 22. The city has adequate pathways for promotion to leadership and management positions.
- 23. The department has adequate pathways for promotion to leadership and management positions.

Leadership

- 24. The City’s leadership demonstrates support for racial equity and is held accountable for upholding a culture of inclusion.
- 25. The department’s leadership demonstrates support for racial equity and is held accountable for upholding a culture of inclusion.

Training

- 26. What areas of racial equity training would benefit you in your job?

Future Commitments

- 27. What commitments would you like to see the City taking to improve racial equity and eliminate disparate outcomes?
- 28. What commitments would you like the department make to improve racial equity and eliminate disparate outcomes?
- 29. Additional thoughts or comments.

Tell us a little about yourself

- 30. How long have you worked for the city?

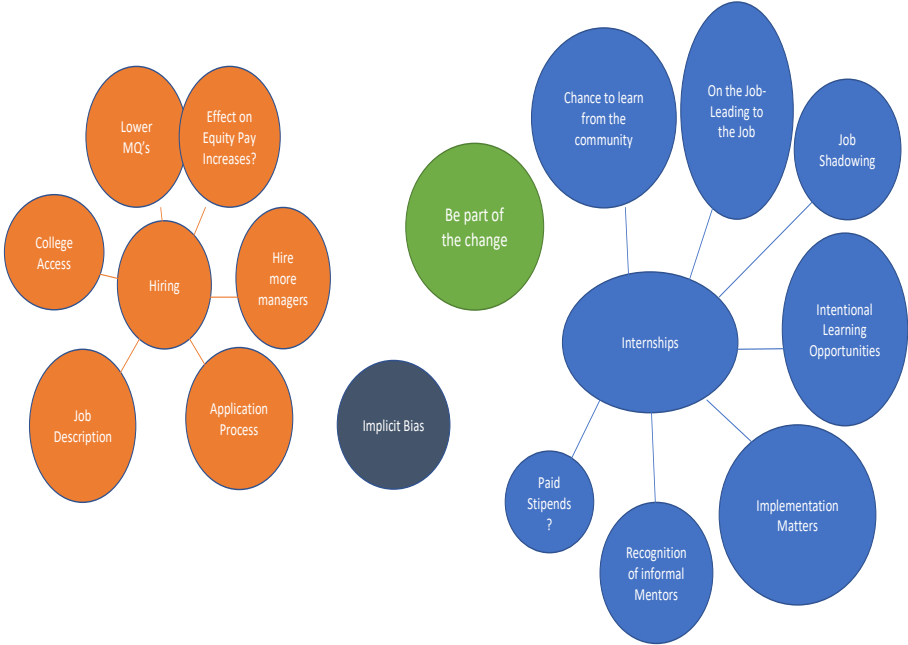
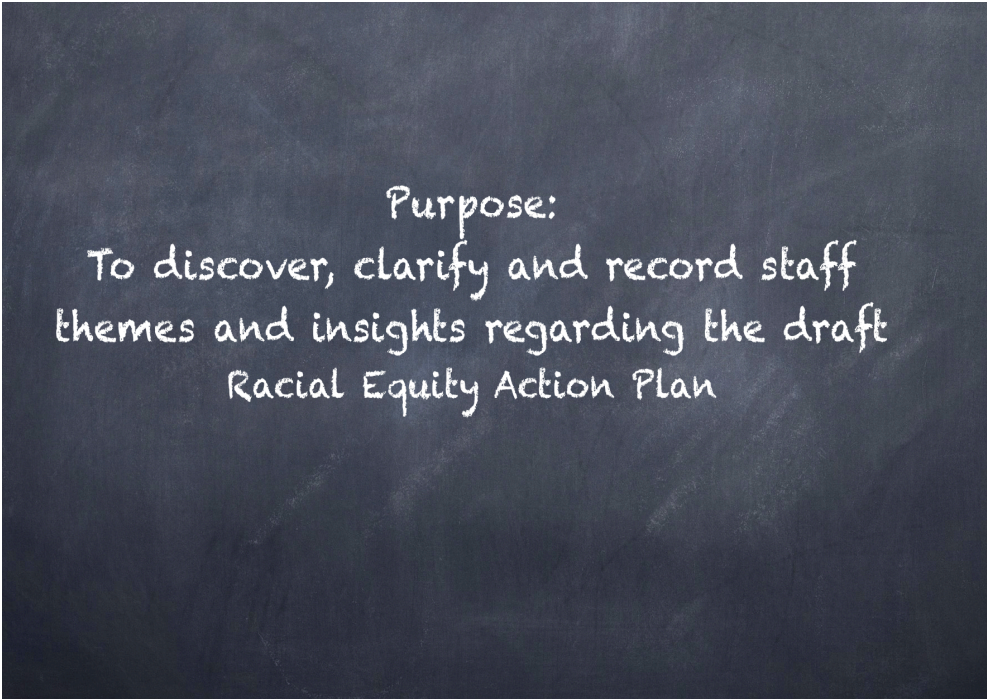
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- Less than 5 years
- Five to 15 years
- More than 15 years

31. What is your racial or ethnic background?

- I identify as a person of color
- I identify as white
- I self-identify as:

Focus Group & Racial Equity Plan Feedback Session



APPENDIX 5

Vulnerable Populations Engagement Assessment

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

Nearly the entirety of the Rent Board’s focus is about meeting the needs of vulnerable populations. The Rent Board serves every racial and ethnic group in San Francisco and service to vulnerable populations is woven into the daily aspect of work. Vulnerable populations served include tenants; seniors and older adults; children and youth (primarily who reside with their families who are experiencing housing issues); transgender, gender variant and intersex people; lesbian, gay, bisexual and queer people; people with disabilities and medical conditions; people with mental health and behavioral health issues; people with limited English proficiency; undocumented people; people facing food insecurity; people who are subjected to intimate partner violence; caregivers; detained/justice-involved people; shift, temporary/gig, and low-wage workers; low-income students; people facing digital access/connectivity issues; people who rely exclusively on public transit; under/uninsured people; people who are unbanked/no access to credit/debit cards; and people in Section 8 housing.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Housing Rights Committee = tenants, including Cantonese, Mandarin, Spanish & Russian-speaking	Regular trainings and annual funding		Eviction; housing retention; safe and habitable housing	TBD
Chinatown Community Development Center = tenants, primarily Asian and LEP, including low-income & SRO residents	Regular trainings and annual funding		Eviction; housing retention; safe and habitable housing	TBD
Tenderloin Housing Clinic = tenants, including low-income & SRO residents; residents of TL	Regular trainings and annual funding		Eviction; housing retention; safe and habitable housing	TBD

VERSION 2

Causa Justa::Just Cause = tenants, primarily Latinx and LEP, low-income	Regular trainings and annual funding	Eviction; housing retention; safe and habitable housing	TBD
Housing Rights Committee = tenants, including Cantonese, Mandarin, Spanish & Russian-speaking	Regular trainings and annual funding	Eviction; housing retention; safe and habitable housing	TBD
Asian Law Caucus = tenants, primarily Asian and LEP, including low-income & SRO residents	Regular trainings and annual funding	Eviction; housing retention; safe and habitable housing	TBD
SF Apartment Association = small property owners	Regular trainings and annual funding	Housing security and stability; elder, immigrant and limited English proficient population	TBD
Limited English Proficient	TBD	Limited ability to access oral or written materials in English; limited ability to communicate with tenant or landlord; limited ability to fully understand lease and eviction documents	Hearings, mediations and counseling conducted with the assistance of