

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](#)

Office of Economic and Workforce Development

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Racial Equity Action Plan Introductory Sections

- Letter from Director Torres
- Executive Summary
- OEWD Racial Reconciliation Statement
- Racial Equity Action Plan Process
- Department Background
- Current Workforce Demographic Data
- Results from Department Assessment and Employee Survey

Racial Equity Action Plan Topic Sections

- Section 1: Hiring and Recruitment
- Section 2: Retention and Promotion
- Section 3: Discipline and Separation
- Section 4: Diverse and Equitable Leadership and Management
- Section 5: Mobility and Professional Development
- Section 6: Organizational Culture of Inclusion and Belonging
- Section 7: Boards and Commissions

Racial Equity Action Plan Appendices

- Appendix A: OEWD Racial Equity Staff Survey Results
- Appendix B: OEWD Racial Equity Action Plan Department Goals Creation
- Appendix C: REAP Phase I Feedback Survey
- Appendix D: OEWD Vulnerable Populations Engagement Survey
- Appendix E: OEWD Vulnerable Populations Engagement Assessment

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

To the Director of the Office of Racial Equity on behalf of the Office of Economic and Workforce Development:

The Office of Economic and Workforce Development (OEWD) is proud to present its Racial Equity Action Plan. As an organization whose mission endeavors to support all San Franciscans' access to opportunity, we are deeply committed to and have prioritized racial equity in our work and workplace.

We believe the positive transformational power of government is most strongly achieved through a workforce that itself embodies the principles of racial equity we seek to effect in the world, where true inclusion is realized, a diversity of perspectives and experiences are empowered and oppressive systems are collectively dismantled. A diverse and equitable workforce leads to better policy and programs, more welcoming and supportive environments, and the greatest equity outcomes for those we seek to serve. Realizing these outcomes offers a path to a San Francisco at its most vibrant, cohesive and prosperous.

Today, the disproportionate pain and loss that COVID-19 continues to inflict on our communities of color and the underlying racist systems that have given rise to this disproportionality have reinforced the urgency of this work. The violent murders of Black men and women across the country have tragically underscored the violence exacted by economic and health systems that have grossly failed communities of color. The mass demonstrations and actions taken in response to this violence reinforce our collective need, both individual and systemic, to act more boldly and intentionally to address and redesign these systems.

We are grateful to Mayor Breed and the Board of Supervisors for their leadership in centering racial equity for all City departments, and we are proud to be at the forefront of building a more just and equitable economy, and doing so in continued partnership with departments and guided by the leadership of the Human Rights Commission. Through these partnerships, we are privileged to help realize more positive and equitable economic and educational outcomes including through Mayor Breed's Opportunities for All initiative focused on youth, and public safety reallocation initiative to support the Black community of San Francisco.

I want to acknowledge the strong work of our racial equity leads, working group and subcommittee members in developing our plan. Their work and structure are exemplary of the care and commitment necessary to produce equitable outcomes for those we serve and those who make that service possible. Their leadership has ensured our plan reflects the diversity of voices and perspectives necessary to achieve equitable outcomes in and through our workplace. They have established a framework that will further strengthen the design and delivery of our programs and services to more holistically meet community need.

We acknowledge this action plan is the first step in a long-term and iterative process for assessing and improving current workplace conditions and community outcomes through a focus on racial equity. We are committed to conducting ongoing policy analysis and development, training, data collection, and most significantly, establishing strong accountability measures to track our progress.

Our work is clear: to more urgently move ourselves and our field of economic and workforce development towards policy and program designs and investments that strengthen equitable opportunities and outcomes for all people and most specifically for communities of color in San Francisco. We do this by examining and dismantling racism in ourselves, our families, our communities and workplaces.

Our work lives in listening, continued self education, and partnerships that foster the adjustments necessary to realize a more equitable organization with impacts felt within and without. Our accountability is realized through a racial equity plan that guides our organization with clear and developing actions, goals and measurable results. Through the many hours invested in development of this living document, we continue the hard but necessary work of looking more closely at ourselves, our ideas, and our actions to ensure we reflect the change we want to see in our communities and in the world.

As we recommit ourselves to this work, we will be grounded by the humanity and dignity of the people we serve and guided by the wisdom that those closest to the pain are closest to the solutions. We will hear and face the truths of racial discrimination and prejudice that history and this moment so vividly and undeniably illuminate. We wholeheartedly accept this wisdom and this challenge to change ourselves, our organization, our communities, and in doing so the future trajectory of our city for the benefit of all communities.

In solidarity,

A handwritten signature in black ink, appearing to read 'J2 Torres'.

Joaquín Torres

EXECUTIVE SUMMARY

WHY RACIAL EQUITY?

Racial equity is a set of social justice practices, rooted in the sociohistorical context and ongoing analysis of race-based oppression, that aims towards a goal of fairness for all. Racial equity is integral to the mission of the San Francisco Office of Economic and Workforce Development (OEWD). Our mission is to help everyone achieve economic self-sufficiency, especially those who are most economically vulnerable, which includes our Black, Indigenous, and people of color (BIPOC) who live and work in our City.

As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. No matter how you interpret the data on well-being, economic self-sufficiency, generational wealth, and unemployment, outcomes demonstrate the most severe disparities across race and ethnicity. Racial equity will be realized when race can no longer be used to predict outcomes, and outcomes for all groups are improved.

Government has played a critical role in creating and perpetuating negative outcomes and disparate impacts for BIPOC. We acknowledge that OEWD, as part of this governmental ecosystem, has contributed to racial inequity in San Francisco and that, to right these wrongs, it is essential to make this acknowledgement clear and to prioritize racial equity in the language we use, programs and partners we promote, and funding we distribute. Public servants also hold the power and responsibility to right these wrongs. We know that positive interventions in all of our systems, tailored to communities with the largest disparities, have the potential to uplift everyone.

As a process, we achieve 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 lives¹. In keeping with this principle, the development of this OEWD Racial Equity Action Plan Phase I (“RE Action Plan”), which addresses internal human resources and organizational culture, was entirely staff-led and supported in full by OEWD leadership.

ABOUT OEWD

OEWD advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

To further opportunities for all San Franciscans, we create equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the civic vitality of San Francisco’s diverse and vibrant neighborhoods. We also lead the approval and implementation of significant development projects that create more housing, especially affordable housing, while maximizing jobs, community benefits, and services. All of these efforts support broader social and economic goals that improve the quality of life for our residents.

As we continue to grow programs and services, we recognize the deep and pervasive impacts that past and present structural and institutional inequities have created in many of our communities, and in particular, our communities of color.

We recognize that the unprecedented economic opportunities realized in San Francisco since the last recession (and throughout our history) have not been accessible to all. Many OEWD services are designed to reach those who have been traditionally excluded from that prosperity. Nonetheless, systemic discrimination in San Francisco has resulted in significant economic disparities for BIPOC communities, including an unemployment rate which is three times higher than the average for Black workers. As a public agency, OEWD not only has the opportunity—but also a very real responsibility—to address these inequities.

In 2017, OEWD made a formal commitment to racial equity by partnering with the Government Alliance on Race and Equity (GARE), a national network of local and regional governments across the country dedicated to uncovering and addressing racial disparities in governmental policies and institutions to advance opportunities for all. Led by the San Francisco Human Rights Commission (HRC), San Francisco GARE participants are government agencies and community organizations that participate in annual cohorts to learn and collaborate on ways to operationalize racial equity. Over three years of participation in the GARE program, OEWD staff engaged in normalizing conversations, participated in racial equity and implicit bias trainings, and developed strategies to dismantle structural and institutional racism within local government.

RACIAL EQUITY ACTION PLAN DEVELOPMENT

In 2019, the City and County of San Francisco enacted legislation creating the Office of Racial Equity (“ORE”) under the Human Rights Commission.

This trailblazing legislation required each City agency within the City and County of San Francisco to develop a Racial Equity Action Plan by December 31, 2020. ORE provided all departments with a template so that all departments would align mission, vision, goals, actions, indicators, and outcomes towards ORE's policy objectives. Phase I of the plan focuses on internal human resources practices, organizational culture, and policy bodies and commissions.

In 2020, OEWD began building staff and leadership infrastructure to uncover and address inequities within OEWD and to help guide development of the RE Action Plan. OEWD Director Joaquín Torres recommended formation of the OEWD Racial Equity Action Plan Working Group (“Working Group”), composed of twenty-two (22) division leads across leadership and staff levels serving as racial equity anchors within the organization. The Working Group is led by four members of the department who were formally trained by the GARE and HRC from 2017 through 2020 (“OEWD CORE Team”). The Working Group formed seven sub-committees on special topics, including Procurement and Grantmaking, Community and Public Engagement, Benchmarking and Accountability, Internal Workforce Development and Human Resources, Policy Boards and Commissions, Communications and Staffing, and Internal Racial Equity Training. All Working Group members sit on a Sub-Committee which aligns with their subject matter expertise and interest. Additional members of Sub-Committees are staff and leadership who have been nominated by members of the Working Group and represent an additional thirty-five (35) staff.

The OEWD CORE Team led the development of the RE Action Plan. All members of the Working Group and its Sub-Committees participated in the creation and delivery of the RE Action Plan. In total, over 60 staff (nearly half of all OEWD employees) participated in over 50 working meetings, accounting for hundreds of hours invested in the creation of the OEWD RE Action Plan.

OEWD RACIAL EQUITY ACTION PLAN CORE PRINCIPLES

The RE Action Plan template directs City Departments to assess current conditions in seven key focus areas for all employees, particularly for BIPOC employees. The seven key focus areas are: (1) Hiring and Recruitment, (2) Retention and Promotion, (3) Discipline and Separation, (4) Diverse and Equitable Leadership, (5) Mobility and Professional Development, (6) Organizational Culture of Inclusion and Belonging, (7) Boards and Commissions. The seven sections below summarize each section of the plan, including department goals, high-level themes, and department-specific priorities which arose during development.

HIRING AND RECRUITMENT

GOAL: OEWD actively recruits and hires employees that reflect diversity and the communities impacted by our work. OEWD values the lived experience of applicants and, wherever possible, prioritizes skills-based hiring and eliminates credentials or criteria that are not deemed essential to entry for employment. OEWD proactively partners with and engages traditionally underrepresented communities, individuals, organizations, and/or groups in a way that cultivates and promotes diversity in hiring and recruitment.

PRIORITY ACTIONS:

- Create an equitable and inclusive hiring and recruitment best practices document.
- Develop a department-wide comprehensive onboarding process which includes racial equity trainings.
- Standardize job descriptions and highlight education/substitution language.
- Strengthen pipeline programs, including partnerships with Opportunities for All.
- Ensure equitable compensation for special skills as outlined by unions, MOUs, classifications, and DHR, with priority for ensuring the bilingual pay process is clear and available.

RETENTION AND PROMOTION

GOAL: OEWD establishes and regularly communicates expectations for retention and promotion of staff, with the goal of eliminating “dead-end” positions. Staff are cross-trained and coached to be highly competitive for internal and external opportunities.

PRIORITY ACTIONS:

- Conduct annual internal reviews and enhancements regarding parity of department benefits, especially for parental leave and procedures related to working parents.
- Identify standard factors considered for raises and promotions, and ensure this information is readily available to staff, including through management coaching.
- Identify and eliminate any drop-off and dead-end classifications.

DISCIPLINE AND SEPARATION

GOAL: Managers, staff, and human resources personnel are held accountable to ensuring equitable disciplinary outcomes in the department. Human Resources policies related to discipline and separation are transparent and compassionate, consider the whole person’s circumstances, and include mediation as a diversion from discipline where appropriate.

PRIORITY ACTIONS:

- Establish internal OEWD separation tracking and analyze data annually.
- Implement a modified discipline process. Use alternative dispute resolution and continue current practice of progressive discipline.
- Implement semi-annual Performance Plan and Appraisal process, including coaching and training.
- Create a standardized exit interview process with standard questions and an exit survey that includes questions about experienced biases during employment term.

DIVERSE AND EQUITABLE LEADERSHIP

GOAL: OEWD leadership is accessible, approachable, trained on equity changemaking, and reflects the communities negatively impacted by racial inequities. Equity goals are explicitly set within strategic plans, team workplans, and individual workplans, and are executed in leadership priorities.

PRIORITY ACTIONS:

- Create an equitable and inclusive hiring and recruitment best practices document.
- Include racial equity training as part of leadership onboarding, with bi-annual refreshers.
- Develop staff-leadership feedback loop (e.g., survey, SharePoint).
- Provide appropriate support to managers from communities of color to promote success and to retain staff in managerial pipelines, and support all managers to effectively manage cross-cultural teams.

MOBILITY AND PROFESSIONAL DEVELOPMENT

GOAL: OEWD prioritizes upward mobility within the department, where staff are equitably compensated, trained, and promoted across race and gender lines. Mentorship from more experienced staff/colleagues for advancement opportunities and transparency around promotions for staff from leadership and HR. All staff are encouraged to participate in professional development opportunities and there is transparency around access and availability.

PRIORITY ACTIONS:

- Create Internal Racial Equity Training and Professional Development Sub-Committee which will support department professional development, especially in regard to racial equity training, meeting facilitation best practices, and sharing resources.
- Remove barriers to professional development and conference attendance to staff, including upfront costs, information distribution, and workload.
- Incorporate advancement opportunities and staff needs assessment into their Performance Plan and Appraisal process.

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

GOAL: All OEWD staff feel empowered to practice humility, courage, and compassion in talking about race and culture in the workplace. OEWD will exercise restorative and healing justice by acknowledging the history of racial trauma and being accountable to the communities which have been harmed. The voices of BIPOC staff are affirmed and visible in OEWD’s policy priorities, programs, virtual and physical spaces. Daily activities, celebrations, rituals, and traditions reflect the rich culture of our work community.

PRIORITY ACTIONS:

- Ensure consistency across mission, policies, and strategic planning.
- Centralize information and communications for staff through SharePoint.
- Collaborate with community in the development of procurements and programs, and encourage staff to work in community as often as possible.

BOARDS AND COMMISSIONS

GOAL: Board and Commission members should feel supported and valued for their diverse perspectives and contributions and reflect the diversity of San Francisco, especially Black, Indigenous, and People of Color. OEWD’s policy boards, commissions and advisory bodies include representation from the communities impacted by their work and prioritize accountability to BIPOC communities. Board and Commission members reflect the diversity of San Francisco.

PRIORITY ACTIONS:

- Revise by-laws towards inclusive language and report on demographic composition.
- Adopt racial equity assessment tools to inform decision-making.
- Launch mentorship programs which help new members on-board, and which connect board and commission members with the communities OEWD serves.

OEWD RACIAL EQUITY ACTION PLAN NEXT STEPS

OEWD together with other departments and external stakeholders will examine our internal system and address inequities within. The first phase of the Racial Equity Action Plan focuses on OEWD’s internal staff and leadership and how we are internally addressing possible inequities. Phase 1 of the Racial Equity Plan is a three year plan. OEWD has already begun the process of prioritizing actions within the plan that will be implemented and develop systems of change. We are looking to create a comprehensive training plan, and currently have a training subcommittee that is tasked with creating a training plan to help facilitate racial equity training and other relevant training opportunities at OEWD. OEWD will also work to create greater transparency in and accessibility to information, to ensure our human resources processes are standardized, and to develop best practices that prioritize our staff. We also plan to continue working with external and internal stakeholders, organizations, and other governmental agencies to generate solutions and strategies that will inform our decision making process.

OEWD RACIAL RECONCILIATION STATEMENT

The Office of Economic and Workforce Development has contributed to racial inequity in San Francisco. We acknowledge that in order to right these wrongs it is essential to make this acknowledgement clear and to prioritize racial equity in language we use, programs and partners we promote, and funding we distribute.

Our mission is to provide opportunities and improve the quality of life for all San Franciscans. To achieve our mission, we must center and prioritize racial equity in every aspect of our work. We are committed to critically understanding our own history and to being guided by the communities most negatively impacted by racial inequity.

We recognize and hold that a less racist society is an economically stronger one. Racism prevents San Franciscans from making the most of their economic potential resulting in significant and avoidable economic costs. Failure to confront racism leads to a less vibrant, less cohesive, less prosperous San Francisco.

We commit to explicitly centering and prioritizing racial equity in our mission, strategies and programs and we have begun this transformation. We acknowledge that to do otherwise is to perpetuate and exacerbate the long, painful and damaging history of racial inequity in San Francisco.

OEWD RACIAL EQUITY ACTION PLAN PROCESS

In 2017, OEWD made a formal commitment to racial equity by partnering with the Government Alliance on Race and Equity (GARE), a national network of local and regional governments across the country dedicated to uncovering and addressing racial disparities in governmental policies and institutions to advance opportunities for all. Led by the San Francisco Human Rights Commission (HRC), San Francisco GARE participants are government agencies and community organizations that participate in annual cohorts to learn and collaborate on ways to operationalize racial equity. Over three years of participation in the GARE program, OEWD staff engaged in normalizing conversations, participated in racial equity and implicit bias trainings, and developed strategies to dismantle structural and institutional racism within local government.

In 2019, OEWD began the process of building staff and leadership infrastructure to uncover and address inequities within OEWD and to help guide development of the Racial Equity Action Plan. OEWD Director Joaquín Torres recommended formation of the OEWD Racial Equity Action Plan Working Group (“Working Group”), composed of twenty-two (22) division leads across leadership and staff levels serving as racial equity anchors within the organization. The Working Group is led by four members of the department who were formally trained by the GARE and HRC from 2017 through 2020 (“OEWD CORE Team”). Members of the Working Group were nominated by the OEWD Director and confirmed by the OEWD CORE Team over a recruitment and outreach process commencing in 2019.

Since February 2020, the Working Group has met monthly and engaged in normalizing discussions and activities in order to build rapport and lay a cross-departmental, team-building foundation for activating the racial equity work, developing organizational alignment, and delivering the Racial Equity Action Plan (“RE Action Plan”). In August 2020, the Working Group formed Sub-Committees in Procurement and Grantmaking, Community and Public Engagement, Benchmarking and Accountability, Internal Workforce Development and Human Resources, Policy Boards and Commissions, Communications and Staffing, and Internal Racial Equity Training. All Working Group members sit on a Sub-Committee which aligns with their subject matter expertise and interest. Additional members of Sub-Committees are staff and leadership who have been nominated by members of the Working Group and represent an additional thirty-five (35) staff. RE Action Plan Phase I substantially relies on assessment of internal human resources and organizational climate, and in keeping with the community organizing tenet of “the people closest to the pain should be closest to the power,” the planning process was entirely staff-led. Leadership consulted on vital decision points within the plan in order to inform realistic and practical planning towards disrupting systemic inequities.

The OEWD CORE Team led the development of the RE Action Plan. All members of the Working Group and its Sub-Committees participated in the creation and delivery of the RE Action Plan. The Internal Workforce Development and Human Resources Sub-Committee was responsible for developing the internal racial equity survey and delivering the first draft of content for Sections 1 – 5. The Communications and Staffing Sub-Committee was responsible for delivering the first draft of content for Section 6, overseeing content creation for departmental objectives and narrative, and developing presentation materials for internal and external stakeholders. The Policy Bodies and Commissions Sub-Committee was responsible for Section 7. The Benchmarking and Accountability group was responsible for reviewing indicators and timeline, and making recommendations for global changes to the RE Action Plan framework. The Community and Public Engagement group was responsible for developing an internal review process to engage staff outside of the Working Group and Sub-Committees and co-creating materials to communicate the plan to key stakeholders.

In October 2020, OEWD Director Torres released an internal racial equity survey on organizational climate. Led by the Human Resources Sub-Committee, with input from the Working Group, the survey was modeled on GARE’s Employee Survey for Local Governments, D5 Initiative’s Filed Survey, Living Cities, and other best practices in organizational climate surveys within the field of human resources. The purpose of the survey was to inform development of the RE Action Plan, assess organizational climate as it pertains to racial equity, and gather baseline data about staff knowledge of racial equity principles. The survey captured anonymous responses and was open for three weeks. Results from the survey are summarized in the “Results from Department Assessment and Employee Survey” section below and in Appendix A: OEWD Racial Equity Staff Survey Results.

The Working Group reviewed the first full draft of the Racial Equity Action Plan at the end of October 2020 and provided two rounds of feedback. Subsequently, the Office of Racial Equity provided feedback on this plan to confirm framing and strategy. After incorporating review from these essential stakeholders, OEWD’s Chief Financial Officer and Chief People Officer reviewed the plan in early November before sending it on to internal stakeholders within OEWD for internal community engagement activities and validation of core themes and priorities.

The Community and Public Engagement Sub-Committee developed an internal community engagement action plan for socializing the RE Action Plan within OEWD. The Internal Community Engagement plan as well as future community engagement efforts will be guided by the following principles: ***regular in frequency, accessible and inclusive, focused on the most negatively impacted, transparent, and empowering***. The community engagement plan included seven small group sessions on different parts of the plan and a large group session with staff and leadership, one-on-one meetings with Working Group members upon request, racial equity leaders office hours, a virtual gallery walk for formation of department goals (Appendix B: Department Goals Creation), and a guided survey on plan priorities (Appendix C: RE Action Plan Phase I Feedback Survey). Participation in these wider feedback sessions yielded additional, department-specific action items supportive of working parents, professional development, project management, and community engagement at policy bodies and commissions.

From October through December, the plan was socialized with the Small Business Commission, Film Commission, and Workforce Investment San Francisco Board. Executive leadership, commission secretaries, and board staff held one-on-one conversations with key board members and presented on the RE Action Plan at board and commission meetings.

Finally, the full leadership team reviewed the plan prior to its submission to the Office of Racial Equity for compliance with Ordinance 188-19 by December 31, 2020.

In total, fifty-five (55) staff participated in over fifty (50) working meetings, accounting for hundreds of staff hours invested in creating this Racial Equity Action Plan.

DEPARTMENT BACKGROUND

Number of Employees: 124
Annual Budget: \$70,924,959

About OEWD

OEWD’s programs are responsible for strengthening San Francisco’s many diverse neighborhoods and commercial corridors, creating a healthy economic climate where businesses and workers can grow and prosper, and ensuring a continually high quality of life for all San Franciscans. OEWD’s goal is to ensure that San Francisco continues to strengthen its identity as one of the best places to live, work, and play.

OEWD provides one point of contact for a variety of essential City programs and services, including:

- Business attraction and retention, with an emphasis on key industry clusters
- Small business assistance and nonprofit support
- Workforce Development, including job training for today’s jobs and tomorrow’s opportunities
- Public and private projects such as affordable housing, job creation, economic development, and open space creation and management
- Neighborhood development, including commercial corridor stabilization and revitalization
- Film and television production
- International trade and commerce, fostering Sister Cities and increasing business opportunities

Our Mission

The Office of Economic and Workforce Development (OEWD) advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

Our Values

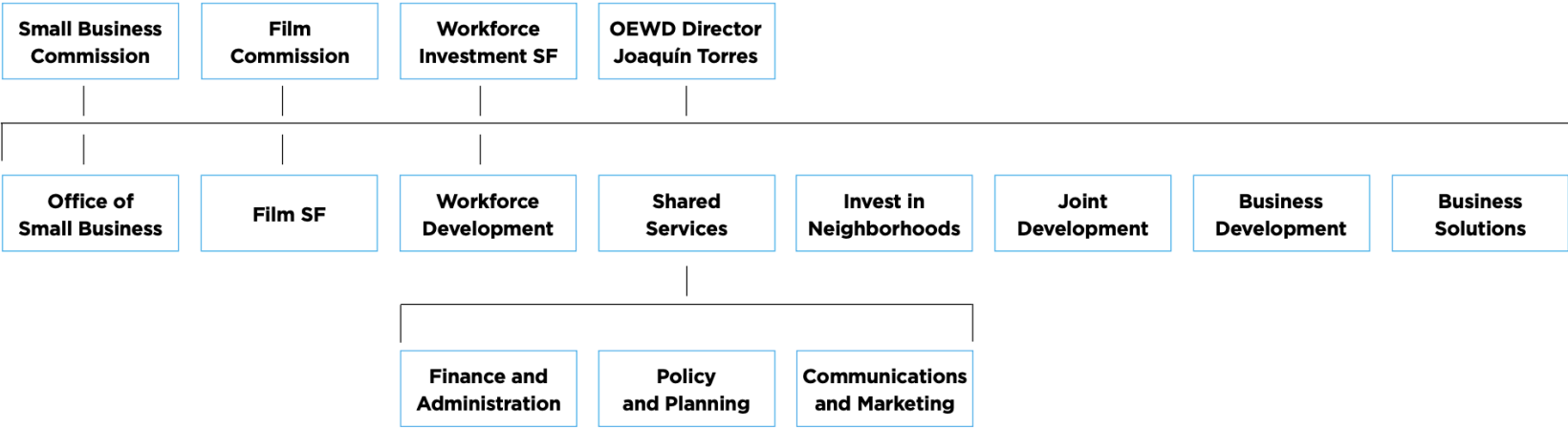
Mission-Driven: We are committed to ensuring San Francisco continues to be a thriving place for all people to live and work.
Civic-Minded: We are motivated by a sense of responsibility and accountability to our community and a desire to work for the common good.
Inclusive: We foster a culture of collaboration within our department and among our stakeholders, clients, and the public.
Equitable: We develop policies and invest in programs that aim to bridge the economic divide to ensure that San Francisco’s prosperity is equitably shared.
Effective: We deliver results through passion, dedication, and technical expertise.

Innovative: We respond to our dynamic environment through analysis, continuous improvement, creativity, and change.

Our Goals

- Goal 1: Facilitate a resilient and robust economy that helps businesses start, stay, and grow — creating shared prosperity and a diverse and vibrant city.
- Goal 2: Foster shared and equitable prosperity for all residents, including the unemployed, underemployed and hard to employ, by preparing, training, and connecting San Franciscans to sustainable jobs with strong career pathways.
- Goal 3: Support diverse and vibrant neighborhoods by strengthening and investing in small businesses, nonprofits, community organizations, commercial corridors and public spaces.
- Goal 4: Create space for jobs, recreation, community benefits, and housing affordable to a variety of income levels by leading the approval and implementation of significant development projects.
- Goal 5: Deliver excellent service through collaboration, transparency, and team member support with our external stakeholders and within our department.

Our Organization



OEWD is a department within the City and County of San Francisco with approximately 130 employees. We are organized into seven divisions that have smaller teams.

- 1. Office of Small Business** The Office of Small Business and the Small Business Assistance Center are the primary information and support hub for businesses with fewer than 100 employees. Staffs the Small Business Commission.
- 2. Film SF** Promotes San Francisco as a film destination by attracting and facilitating film, television, and other media productions.
- 3. Workforce Development** Coordinates the City's workforce system, connects employers to job seekers, and creates and implements job training programs, especially in growing industries such as technology, healthcare, hospitality and construction. Staffs Workforce Investment San Francisco (WISF), the City's Workforce Investment Board.
- 4. Shared Services** Provides staffing support across all teams within OEWD in the areas of finance and administration, policy and strategic planning, communications and marketing, technology and digital resources, business and development project support, and citywide special event coordination.

- 5. Invest in Neighborhoods** Provides customized programs and services to support businesses and community partners in commercial districts and neighborhoods.
- 6. Joint Development** Manages major public-private development projects involving public benefits.
- 7. Business Development** Attracts, supports and retains businesses, with a focus on targeted industries.
- 8. Business Solutions** Leads interdepartmental permitting coordination to support a diversity of applicants navigating city processes.

OEWD Today

To further opportunities for all San Franciscans, we create equitable pathways to good paying jobs, addressing challenges to diversity and inclusion in the local job market. We invest in the retention and stabilization of small businesses, nonprofits, and community organizations, addressing the displacement that challenges the civic vitality of San Francisco's diverse and vibrant neighborhoods. We also lead the approval and implementation of significant development projects that create more housing, especially affordable housing, while maximizing jobs, community benefits and services. All of these efforts support broader social and economic goals that improve the quality of life for our residents.

As we continue to grow these programs and services, we recognize the deep and pervasive impacts that past and present structural and institutional inequities have created in many of our communities, and in particular, our communities of color. We've seen that the unprecedented economic opportunities realized in San Francisco have not been accessible to all. Many OEWD services are designed to reach those who have been traditionally excluded from that prosperity. Nonetheless, systemic discrimination in San Francisco has resulted in significant disparities for Black, Indigenous, or people of color (BIPOC) communities, including an unemployment rate that is three times higher than the average for Black workers. While the COVID-19 pandemic has certainly exacerbated these racial disparities, they are not new. In fact, the pandemic has only further illuminated what so many within BIPOC communities have long known, faced and worked to address: that these disparities and associated persistent and negative impacts on health and economic outcomes are the predictable and inevitable result of systemic racism in this country.

After COVID-19 erupted here in March, San Francisco's unemployment rate quickly rose from 1.9% to an all-time high of 12.6%, and San Franciscans submitted over 360,000 applications for unemployment insurance. The totality of the economic trauma is not yet known, but workers who are BIPOC, transitional age youth, without college degrees, women, or have children, have been most heavily impacted. Members of these groups make up a disproportionate share of the workforce for San Francisco's hardest hit industries and were least likely to have benefited from San Francisco's prosperity before the pandemic.

Mayor Breed's decision to propose reallocating \$120 million from law enforcement towards the Black community over the next two years is a direct response to systemic racism and the resulting health and economic crises it has precipitated in the wake of COVID-19. It is an unprecedented intervention intended to begin repairing the long legacy of over-policing and racially disparate policies on health, housing, and economic outcomes in San Francisco. OEWD is partnering with the Mayor and Human Rights Commission (HRC) to develop strategy and provide infrastructure for the distribution of these funds. During the COVID-19 crisis, the Mayor and OEWD also launched the African-American Small Business Revolving Loan Fund (\$3.2 million), COVID-19 Resiliency Fund (\$2.5 million) grants for micro-businesses, Artist Relief Fund (\$2.5 million) grants for artists, the Workers and Families First (\$10 million) wage reimbursement program for paid sick time, among other initiatives to provide relief for communities most negatively impacted by the pandemic. OEWD will continue to develop innovative programs and opportunities to support BIPOC communities as a focus of San Francisco's relief and recovery efforts, and beyond.

Vulnerable Populations Served

In July 2020, the Office of Racial Equity worked with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those agencies to end such practices through a Vulnerable Populations Engagement Assessment. Participation in this survey provided an opportunity to examine how OEWD partners and supports San Francisco's vulnerable populations.

OEWD relies on and consistently engages with nonprofit partners on the ground, recognizing that those closest to the problem are closest to the solution. Our nonprofit partners are on the frontlines each day, navigating the complex and urgent population-level needs and providing services in the manner most appropriate to the people they serve. The majority of OEWD grant funds are administered through the Neighborhood Economic Development (“Invest in Neighborhoods”) division and the Workforce Development division, which are also the primary sources of data for this survey.

The Neighborhood Economic Development (Invest In Neighborhoods/IIN) division has identified six "Opportunity Neighborhoods" where funding and staff time is most heavily concentrated. These neighborhoods are identified based on three criteria: need, opportunities for investment, and community capacity. These neighborhoods also tend to have higher concentrations of vulnerable populations. IIN staff are assigned as liaisons to Opportunity Neighborhoods and contribute to citywide efforts to coordinate resources for residents, businesses, and neighborhood associations in these areas.

The Workforce Development division’s funding addresses a variety of population-based needs, aligned with requirements from the United States Department of Labor and California Employment Development Department. This division funds neighborhood-based job centers (“Job Centers”) for both adults and young adults, population-based Job Centers to meet distinct needs (e.g. LGBTQI+, jobseekers, immigrant jobseekers), and training for in-demand opportunities in the construction, health care, hospitality, and technology sectors. These efforts are detailed in the accompanying survey.

The Office of Small Business (OSB) and its Small Business Assistance Center (SBAC) function as the City's central point of information and referral for entrepreneurs and small businesses located in the City and County of San Francisco. By championing "business-friendly" policies, marketing the contributions of the small business sector, and developing appropriate assistance programs, the Office of Small Business (together with its oversight body, the Small Business Commission) works to support and enhance an environment where small businesses can succeed and flourish.

Please see Appendix D for details on OEWD’s Vulnerable Populations Served Report.

Vulnerable Populations Engagement Assessment

As a companion to the above-mentioned Vulnerable Populations Served Report, OEWD provided a detailed Vulnerable Populations Engagement Assessment detailing stakeholder engagement strategies, percent and amount of budget allocated towards specific vulnerable populations, critical issues raised by vulnerable populations, and measurable activities to assess impact of programs and services. While OEWD programs and services strive to center equity and prioritize vulnerable populations, and while OEWD has the programmatic and analytical competency to conduct racial equity analyses, OEWD may strengthen its racial equity interventions by critically examining race neutrality and identifying opportunities to further engage community in our budget process, policy priorities, program development, and decision-making across all divisions. These conclusions, documented through the data collection in ORE's vulnerable populations assessments, informed OEWD's Racial Reconciliation Statement.

Please see Appendix E for details on OEWD's Vulnerable Populations Engagement Assessment.

CURRENT WORKFORCE DEMOGRAPHIC DATA

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.

The demographic data analyzed in this section is derived from data provided by the Department of Human Resources, in partnership with Human Rights Commission, to City agencies during the RE Action Plan development.

OEWD’s workforce size is 124 employees, comprised of the following racial demographics: 39 White employees, 28 Asian employees, 25 Hispanic employees, 22 Black employees, 7 Filipino employees, 3 Multiracial employees, and no American Indian employees.

	Bay Area	CCSF	OEWD
White	43%	29%	31%
Asian	21%	28%	23%
Hispanic	19%	15%	20%
Black	4%	15%	18%
Filipino	Included with Asian	11%	6%
American Indian	.40%	.50%	0%
Multiracial	4%	1%	2%

Table 1. Bay Area, CCSF, and OEWD Available Workforce Demographics.

Source: San Francisco Department of Human Resources Annual Workforce Report (March 2020)

OEWD’s average salary is \$62.60 for White employees, and \$55.72 for BIPOC employees. OEWD’s average salary is \$59.10 for male employees, and \$56.85 for female employees. Further analysis of these data points has been limited as necessary to protect the individual identities and privacy rights of OEWD staff.

Excluding Municipal Executives Association (MEA) members, OEWD’s workforce has 31 employees in Permanent Civil Service (PCS) Classifications and 71 employees in Exempt positions. The 31 PCS employees are comprised of 11 Asian employees, 7 White employees, 5 Filipino employees, 3 Black employees, 3 Multiracial employees and 2 Hispanic employees. The 71 exempt employees are comprised of 22 white employees, 18 Black employees, 15 Asian employees, 15 Hispanic employees and 1 Filipino employee.

OEWD’s workforce is primarily comprised of job classifications that fall into two classification groups: (1) the 1800 series, which includes 1820 Junior Administrative Analyst, 1822 Administrative Analyst, 1823 Senior Administrative Analyst, 1824 Principal Administrative Analyst, 1840 Junior Management Assistant, and 1842 Management Assistant, and (2) the 9700 series, which includes 9704 Employment and Training Specialist 3, 9706 Employment and Training Specialist 5, 9772 Community Development Specialist, 9774 Senior Community Development Specialist, and 9775 Senior Community Development Specialist 2. These classifications comprise 78 of the total 124 OEWD employees. The demographics for specific classifications and classification groups is as follows:

- 9774: **9 White, 15 BIPOC**
- 9775: **3 White, 11 BIPOC**
- Combined 9704, 9706, 9772, 9774, 9775: **12 White, 41 BIPOC**
- Combined 1820, 1822, 1823, 1824, 1840, 1842: **11 White, 14 BIPOC**
- MEA Senior Staff and Leadership: **10 White, 12 BIPOC**

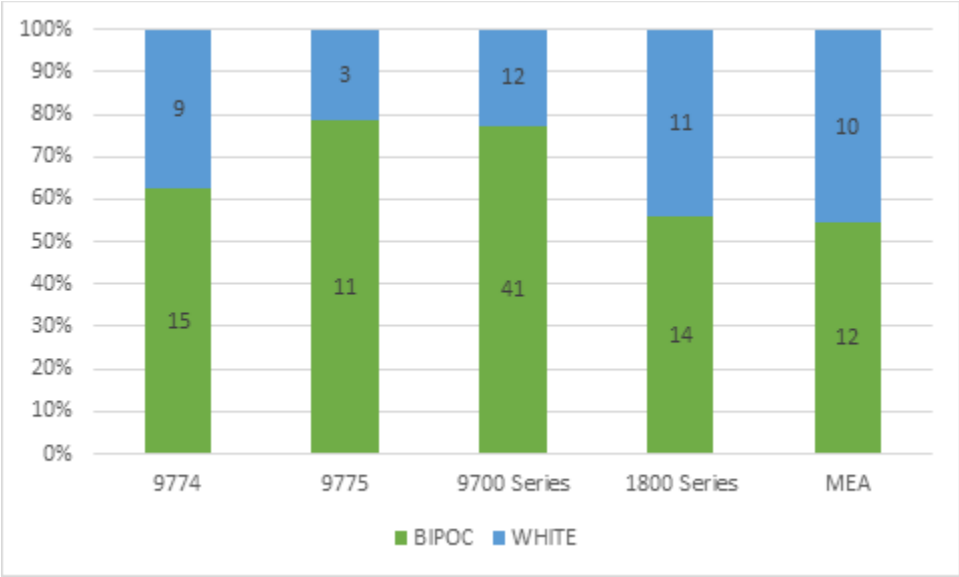


Figure 1. OEWD BIPOC and White Staff, DHR Demographic Report, November 2020

Key Takeaways from the Current Workforce Demographic Data

OEWD’s classification demographics reflect a large percentage of BIPOC employees represented in the 9700 series, which is the largest employee series in the department. The 9700 promotive series demonstrates a trend of increasing BIPOC employee numbers in the top promotive class of the series. The data indicates the 9700 series classification is not affected by a “drop off” in promotional opportunities for BIPOC employees. While the data for ungrouped 1800 series classification employee numbers are too small to disaggregate for the purposes of this report, the data indicates a decrease in BIPOC employee representation in the higher promotive classes of the series, indicating a “drop off” in promotional opportunities for BIPOC employees in the 1800 series. MEA data demonstrates a balance between BIPOC and White leadership, with a notable decrease in BIPOC representation in comparison to non-MEA employees in the department.

OEWD’s higher total of Exempt classifications over PCS positions is a function of the department’s organizational operation through grant-funded and limited-term positions. The demographics show a disparity in Black and Hispanic representation in PCS positions compared to Exempt positions. By removing the common barriers to City employment through the PCS recruitment process, the number of Exempt positions in OEWD may be supportive of the diversity found within the department’s total employee demographics.

OEWD will perform further analysis of workforce demographics to inform and support its ongoing implementation of this Plan.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

In October 2020, OEWD's Director released the 2020 OEWD Internal Racial Equity Survey. Anonymous survey responses were accepted for three weeks following this release. Eighty-nine (89) of OEWD's one hundred and twenty-four (124) employees responded to the survey, representing a 71.8% completion rate.

Overwhelmingly, employees reported understanding racial equity concepts (93.2%) and finding value in examining and discussing the impacts of race at work (96.6%). Indeed, answers to these questions and other framing questions about racial equity demonstrate deep mission alignment within the organization.

About three-quarters of respondents indicated that they had attended one or more trainings on racial equity, and over 90% of those who attended trainings found them useful. On the whole, staff strongly agreed or agreed with the statement that they knew how to identify examples of structural, institutional, and interpersonal racism; however, the majority of staff identified as neutral on or disagreed with having the tools to address these types of racism within their workplace.

On the whole, staff articulated similar sentiments about the value of leveraging government resources and tools (e.g., data collection, evaluation, procurements, funding) toward deconstructing systemic, institutional, and interpersonal racism to the benefit of community, people of color, workers of color, and marginalized communities in San Francisco. The word cloud below represents key terms generated from the question: **In your own words, what do you think a focus on racial equity and inclusion should mean for our mission and how we work? What should we do more/less of? What would need to change?**



OEWD staff responses to this question clearly identify their desire to see the organization continue to promote racial equity by: aligning racial equity goals across different stakeholders, advancing racial equity initiatives, critically examining grantee performance and outcomes using results-based accountability and data-driven decision-making, continuing visibility and prioritization of racial equity in decision-making, tying strategic goals to racial equity, and promoting organization-wide information sharing and a shared understanding of racial equity goals.

Please see Appendix A for additional details on OEWD’s Racial Equity Staff Survey.

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

OEWD actively recruits and hires employees that reflect diversity and the communities impacted by our work. OEWD values the lived experience of applicants and, wherever possible, prioritizes skills-based hiring and eliminates credentials or criteria that are not deemed essential for entry to employment. OEWD proactively partners with and engages traditionally underrepresented communities, individuals, organizations, and/or groups in a way that cultivates and promotes diversity in hiring and recruitment.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	DHR Racial Equity & DHR Diversity Recruiting Working Group OEWD Racial Equity Working Group	Barriers assessment is completed	6-12 months	OEWD is committed to conducting internal barrier assessments to identify barriers in OEWD’s new and internal applicant process. OEWD will work with the Department of Human Resources (DHR) and the Citywide Racial Equity Working Group to ensure compliance with guidelines.	Not Started	DHR OEWD Racial Equity Working Group OEWD HR

	OEWD HR					
	Barriers Assessment Template					
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.	OEWD Racial Equity Working group Foundational Survey Tool-dept on diversity and inclusivity that will inform hiring and recruiting goals	Survey is administered annually Survey results are included in the department annual review	6-12 months	OEWD will administer an annual staff survey, disaggregate and analyze the data, and report out results. Results will be included in the ORE annual review/measurements system and will inform OEWD's hiring and recruitment strategy.	Not Started	OEWD Racial Equity Working Group
1.1.3. Draft and release equitable and inclusive hiring and recruitment best practices 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.	OEWD HR OEWD Racial Equity Working Group OEWD HR Working Group DHR and Citywide Racial Equity current framework on inclusion and equity in recruiting	Best practices Document is created, implemented, and reviewed annually to maximize results	0-6 months OEWD research Best Practices 6-12 months draft best practices document	OEWD plans to build on current hiring and recruitment processes and develop a best practices/procedures manual on hiring and recruitment, and a statement of our commitment to inclusion/equity in hiring and recruitment.	Not Started	OEWD Racial Equity Core Team OEWD HR Working Group OEWD HR

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.</p> <p>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>OEWD HR</p> <p>DHR Diversity Recruitment Working Group</p> <p>Tracking system recruitment/outreach efforts</p> <p>OEWD Leadership</p>	<p>Candidate pool increasingly more diverse and referred from a variety of sources</p>	<p>6-12 months, DHR process</p> <p>OEWD 12-18 months</p>	<p>DHR is working on supporting citywide recruitment outreach with a centralized database to diverse serving organizations, to be shared with departments to identify targeted recruiting. Departments will send weekly notice of open recruitments and identified outreach areas to DHR who will provide CBOs etc. with open recruitment notifications. DHR is also currently creating tracking system/excel spreadsheet to track recruitment efforts for use by department.</p> <p>OEWD will utilize DHRs recruitment and outreach centralized database and also develop our own internal recruitment outreach tracking system to track our outreach efforts, and a database where staff can share outreach information and resources.</p>	<p>In Progress</p>	<p>DHR Diversity Recruitment Working Group</p> <p>OEWD HR</p>
<p>1.2.2.</p> <p>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>OEWD HR</p> <p>DHR Diversity Recruitment Working Group</p> <p>Tracking system</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>6-12 months</p>	<p>OEWD is committed to and will continue to engage traditionally excluded individuals and/or groups in processes, activities and decision/policy making in a way that shares power. OEWD will explore different ways to grow and strengthen relationships with community-based organizations, BIPOC professional</p>	<p>In Progress</p>	<p>DHR Diversity Recruitment Working Group</p> <p>OEWD HR</p>

recruitment/outr
each efforts

OEWD
Leadership

networks, re-entry programs, the San
Francisco Unified School District
(SFUSD), minority institutes of higher
education, and the community college
systems.

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 professional experiences. Include multiple ways to apply to a position.	OEWD HR OEWD Racial Equity Working Group Online diversity inclusive language screening tool for job announcements	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	6-12 months	Where permissible, OEWD plans to examine job descriptions, minimum qualifications, and the application process and remove barriers to attracting and hiring diverse pool of applicants. As part of the process, OEWD plans to highlight education substitution language within job descriptions to draw attention and advocate for standardized inclusive language. OEWD will additionally research best practice language in order to create an Inclusive Workplace/ Department statement in OEWD job announcements and also use an online inclusivity language tool to review each job announcement through racial equity and skills-based hiring lenses.	Not Started	OEWD HR OEWD Racial Equity Working Group
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	DHR DHR Diversity Recruitment Working Group	An increase in applicant pool with more diverse life, education, and professional experiences Adopting skills-based hiring practices.		OEWD is committed to working with DHR and other relevant stakeholders to intentionally examine minimum qualifications to identify and remove or replace criteria that create racial inequities. OEWD will also advocate for and incorporate skill based hiring practices in our internal hiring process, and create internal accountability	In Progress	DHR

classifications to expedite hiring and allow for greater equity.				mechanisms that promote a more efficient application process.		
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ¹	OEWD HR	An increase in applicant pool with more diverse life, education, and professional experiences	N/A	OEWD will continue the current departmental practice of not using supplemental questions for initial applications. OEWD will also examine supplemental questions used during the interview process to ensure that they are applicable to the job duties.	Ongoing	OEWD HR
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.	DHR OEWD HR	An increase in applicant pool with more diverse life, education, and professional experiences	0-6 months	OEWD commits to conducting an internal audit of any classifications with MQs requiring a degree with no experience substitution. OEWD will support efforts for removing MQS that are degree inflated.	In Progress	DHR OEWD HR
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	N/A	Candidate pool is increasingly more diverse and referred from a variety of sources	N/A	OEWD does not currently use outside recruiters. OEWD, in its hiring and recruitment plan, will include guidelines for potential outside recruiters to ensure that they are culturally humble and comply with OEWD hiring and recruitment racial equity priorities and relevant guidelines.	N/A	N/A

¹ From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid opportunities. Be clear and upfront about the ability to fund internships and during the interview process.	OEWD External Internship Partners, Mayor's, HSA Funding Staff to manage programs	# of paid interns/fellows, increase annually or meets department needs/capacity	18-36 months	OEWD will strengthen our partnership with the Human Rights Commission's Opportunities for All (OFA) initiative. OEWD will develop criteria that will create a meaningful experience for OFA interns, and include racial equity experiences and learning as a part of intern work plans. OEWD will also research creating our own internship program.	Not started	OEWD Leadership OEWD Admin Workforce Finance
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.	Mayor's Office Workforce. Admin Funding Clear process	# of Opportunities for All placements and mentors	18-36 months	OEWD will work with the Human Rights Commission's Opportunities For All initiative to place interns. It is our goal to develop a clear hiring process with our current internship partnership with OFA so that interns can have a meaningful experience.	Ongoing	OEWD Admin Workforce - Josh
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.	Admin HR Working Group	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	18-36 months	OEWD is committed to developing a system to strengthen our relationship and collaboration efforts with local schools, college, and training programs to increase diversity in hiring.	Not started	OEWD Racial Equity Working Group - Training and Development Subcommittee Workforce - Josh

e.g. SF Unified School District’s [Career Pathways Program](#).

Admin

1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	OEWD Racial Equity Working Group - Training and Development Subcommittee OEWD Racial Racial equity training Trainings Consultant Implicit Bias Training	# of opportunities during internship/fellowship	18-36 months	OEWD plans have a comprehensive work plan for each intern, with opportunities for learning and practice in OEWD’s Racial Equity Action Plan implementation, and an onboarding process that will incorporate racial equity training.	Not started	OEWD Racial Equity Working Group - Training and Development Subcommittee Workforce - Josh Admin
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.	Admin Staff allocated to track outcomes OEWD HR Working Group	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	18-36 months	OEWD plans to track internships by race and ethnicity, create exit interviews for interns where they can give honest feedback, and adjust our application process to eliminate biases.	Not started	OEWD HR Sub-Committee Workforce Admin

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	OEWD HR OEWD Hiring Managers OEWD Racial Equity Working Group Inclusive Interview Questions Toolkit	Standardized interview process with a set of inclusive interview questions	12-18 months	OEWD's Racial Equity Working Group, together with DHR interview guidelines (e.g. Temporary Exempt, Permanent Exempt, and Civil Service) will research and create inclusive and equity-based interview questions and hiring toolkits to guide managers.	Ongoing	OEWD HR OEWD Racial Equity Working Group
1.4.2. Ensure a diverse hiring panel for each interview.	OEWD HR DHR Hiring Managers Panelist position/ demographic request document	Demographic composition of panels Increase in diverse interview panels	6-12 months	DHR process is to provide guidelines for diverse panel members which requires Fairness in Hiring training for all panelists and review of interview guidelines prior to participation. Along with DHR processes, OEWD will create and implement equity and diversity-informed forms for Hiring Managers to use when recommending interview panelists – clearly defining panelist demographic information. We will also incorporate language stating our commitment to a diverse hiring panel.	Ongoing	OEWD HR
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and	OEWD Racial Equity Working Group -Training	Interview panels will be increasingly more equitable, conversations	12-18 months	OEWD will require that staff who serve on interview panels participate in implicit bias and racial equity training.	Ongoing	OEWD HR

equity. This includes staff involved in selecting interns and fellows	and Development Subcommittee OEWD HR	regarding racial equity can be easily had				OEWD Racial Equity Working Group -Training and Development Subcommittee
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	DHR	Tool created and implemented # of applicants increased Increased assistance to job seekers	N/A	OEWD will review our internal application process and incorporate ways to be more helpful, informative, and resourceful to job seekers.	N/A	N/A
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	OEWD HR OEWD Racial Equity Working Group Creation of OEWD HR FAQ SharePoint Site Contract SharePoint Developer Budget to develop new HR FAQ SharePoint site	Increase in internal part-time and full-time staff, interns and fellows applying for job openings		OEWD's current practice is to share and post all job openings internally. OEWD will dedicate time to exploring ways to share and post jobs in a way that promotes a culture of inclusivity and professional mobility among staff. OEWD plans to create and distribute a Frequently Asked Questions (FAQ) resource with helpful links including SF Job Opportunities and OEWD Job Opportunities to an HR SharePoint site. The SharePoint interface will include job resources and other professional development opportunities. Will we also create a feedback loop with job openings and postings accessibility to help inform how we are doing.	Ongoing	OEWD HR

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.	DHR	Hiring, interviewing, and onboarding processes standardized	18-36 months	<p>OEWD’s goal is to continue to standardize our hiring, interview, onboarding and recruitment processes and will track the time it takes to apply, interview, receive an offer, and complete onboarding to identify extensive lag times and close gaps.</p> <p>OEWD HR will also establish a feedback loop from managers to understand where they perceive lag times in the process.</p> <p>OEWD HR will also work with DHR to ensure they are accountable for process improvements towards reducing lag times.</p>	Ongoing	OEWD HR Hiring Managers
	OEWD HR					
	Hiring Managers	Lag times/wait times				
	Additional OEWD Staff					
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	OEWD HR	All new hires are processed and on-boarded similarly regardless of position	12-18 months	<p>This is a High Priority for OEWD.</p> <p>OEWD will prioritize developing a robust, standardized, department-wide onboarding process that will include implementing DHR standardized onboarding process, OEWD internal HR process for onboarding and orientation, and other unit-specific onboarding. All new employees will attend the Citywide New Employee Orientation, along with an OEWD department-wide orientation on OEWD culture, safety protocols, departmental history, racial equity and implicit bias training guided by the OEWD racial equity training subcommittee, and individual orientation and job training by manager and unit.</p>	Ongoing/ Some parts not started	Admin OEWD Racial Equity Working Group -Training and Development Subcommittee
	DHR					
	Econ and Workforce Admin	Implementation of standardized onboarding practice				
	OEWD Racial Equity Working Group - Training and Development Sub-Committee					

1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	OEWD HR	Increase in number of diverse candidate pools	2024	OEWD will promote and work with DHR and the Unions to expand the Rule of Three scores to other alternative rules that allow greater opportunity for diverse applicant pools.	Ongoing	OEWD HR
	Unions					
	Civil Service Rules	Overall faster hiring times				
	Office of Racial Equity					

1.5. Ensure equitable compensation for special skills as outlined by unions, MOUs, classifications, etc.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. Adopt bilingual pay differential procedures/process transparency	HR and leadership advocacy to adopt policy	Employees paid for time devoted to translating		OEWD commits to researching and developing strategies to pay staff bilingual classified pay for time spent translating while performing job duties.	Not started	HR and DHR

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

OEWD establishes and regularly communicates expectations for retention and promotion of staff, with the goal of eliminating “dead-end” positions. Staff are cross-trained and coached to be highly competitive for internal and external opportunities.

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.	DHR OEWD HR	Tracking mechanism implemented Demographic data analyzed	0-6 months Duration of emergency declaration	DHR actively requests DSW workers based on need of classification and checks volunteer demographics vs. requested and deployed employee demographics. OEWD will track demographics of deployed DSW assignments on a departmental level, and analyze the data for inequities in deployment.	Not Started	DHR OEWD HR
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.	Finance	Budget analysis completed Strategies developed and published	N/A	OEWD is committed to continue to evaluate our budget and DSW data to inform our staff hiring and to prevent inequities in layoffs and furloughs for similar emergency declarations such as COVID.	N/A	N/A

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.	EOC	PPE access protocol established	Immediate	OEWD will ensure that its COVID PPE protocol is clearly communicated, clear and accessible to staff. OEWD will follow up with deployed staff to ensure that resources from EOC/DPH have been communicated, and PPE is available.	Not started	OEWD HR
	DPH	DSW workers have an increased awareness of PPE access protocol	Duration of emergency declaration			
	OEWD HR					
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	DHR	Compensation, paid sick leave, and flex time	Immediate	OEWD will continue its current practice of sending DHR update/notification emails regarding additional benefits to staff and will additionally include this information on our internal SharePoint interface, in a way that is easily accessible to staff, clearly identifies benefits, and includes information linking to DHR updates.	In Progress-Communication emails/news letter	OEWD HR
	EOC	benefits assessed and easily accessed	Duration of emergency declaration			
	OEWD HR	Increased employee awareness of additional benefits	12-18 Months – Complete OEWD HR FAQ SharePoint page		Not Started - OEWD HR FAQ SharePoint site	
	Creation of OEWD HR FAQ SharePoint Site					
	Contract SharePoint Developer					
	Budget to develop new HR FAQ SharePoint site					
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	DHR	Caretaking and safe transportation sections included in DSW deployment protocol	Immediate	OEWD is committed to working with DHR to ensure that staff safety, scheduling, caretaking, and transportation constraints are considered when making assignment approval decisions.	Ongoing	OEWD HR
	EOC					
	DPH					
	OEWD HR					

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.	DHR OEWD HR	Pay inequities are reduced and aligned annually after salary data is reviewed	6-12 months	OEWD will review its current parity review process, and conduct another internal review of salary data to determine pay inequities, evaluate where we are as a department, specifically concerning BIPOC and women. We will also work with DHR and the Unions to develop strategies to decrease pay inequities.	Ongoing	DHR OEWD HR
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.	DHR OEWD HR	Benefits provided are annually improved	12-18 months	OEWD will conduct review of employee leave usage by demographic, review our internal processes on discretionary leave, and research citywide best practices. OEWD will prioritize ways to provide information on parental policies, including return to work from leave process; clean and safe lactation accommodations; and include information about available resources, daycare discounts, etc.	Not Started	DHR OEWD HR
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	DHR Charter	PTO policy is annually improved # of staff taking PTO increases		OEWD commits to working with DHR and other departments to support and incorporate paid time off policies to include holidays that are in inclusive and celebrate all religions and cultures.	Not started	DHR

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.	DHR	Increase in knowledge about raises and promotions	12-18 months	OEWD will create an internal HR FAQ SharePoint site with information on OEWD standard factors in raises and promotions, and include links to MOU and Classification & Compensation websites. OEWD will also exercise transparency with managers regarding pay ranges, and raise and promotion information B & C.	Not started	OEWD Racial Equity Working Group OEWD HR
	Unions					
	OEWD HR	Increase knowledge and training of managers of factors considered for raises and promotions and process that managers should follow				
	Creation of OEWD HR FAQ SharePoint Site					
	Contract SharePoint Developer					
	Budget to develop new HR FAQ SharePoint site					
2.3.2. Develop a formal and transparent process for raises and promotions.	DHR	Increase in knowledge about raises and promotions.	12-18 months	This is a high priority for OEWD. OEWD will create or help clarify the process for raises and promotions and make it easily accessible to staff and managers. Information will be shared on an internal HR FAQ SharePoint site, including links to MOUs and Classification & Compensation websites. Our goal is to also have managers receive coaching on promotion/raise process.	Not started	OEWD Racial Equity Working Group OEWD HR
	OEWD Racial Equity Working Group	Increase in staff feedback about promotion and raise process and opportunities.				
	OEWD HR					
	Creation of OEWD HR FAQ SharePoint Site					

	Contract SharePoint Developer					
	Budget to develop new HR FAQ SharePoint site					
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	DHR OEWD HR Creation of OEWD HR FAQ SharePoint Site Contract SharePoint Developer Budget to develop new HR FAQ SharePoint site	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	12-18 months	OEWD will create an internal HR FAQ SharePoint site including links to MOUs and Employee Handbook pointing to processes for acting/interim roles.	Not Started	OEWD HR
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.	OEWD HR OEWD Racial Equity Working Group - Training and Development Subcommittee Database Templates	Reversal of diversity drop-offs in 182x, 977x, and other identified classifications	6-12 months - reporting to identify “drop off” 12-18 months - research and develop professional develop-	OEWD will work with DHR and other stakeholders to obtain Citywide “drop off” data and strategies to reverse “drop off” classifications within our department. OEWD plans to set up a database utilizing PeopleSoft Reporting to identify classifications with “drop-offs,” identify strategies to support employee development with OEWD Racial Equity Working Group and HR Racial Equity	Not started	OEWD HR Leadership Managers OEWD Racial Equity Working Group - Training and

	Funding for Employee Development		ment training opportunity plan	Leaders, and identify and implement professional development training opportunities in order to promote internal and external Citywide mobility.		Development Subcommittee
			18-24 months – implement professional development			
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	DHR Classification & Compensation	Identify “dead end” classification and revise	6-12 months - reporting to identify “dead end” 12-18 months - research and develop upward path plan 18-24 months – implement professional development	OEWD will review for “dead end” classifications, and, upon identification, create, review and revise our department mobility plan.	Not started	DHR OEWD HR OEWD Racial Equity Working Group OEWD Leadership

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. 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.² Thus, 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 Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.
² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

Managers, staff, and human resources personnel are held accountable to ensuring equitable disciplinary outcomes in the department. Human Resources policies related to discipline and separations are transparent and compassionate, consider the whole person’s circumstances, and include mediation as a diversion from discipline where appropriate.

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.	DHR OEWD HR Tracking Mechanism	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	12-18 months	OEWD will track departmental discipline data, perform an annual analysis of discipline data, identify indication of biases and inequities particularly against BIPOC staff, and institute positive interventions to improve and build a more	Not Started	OEWD HR

	Template/Best Practices			equitable disciplinary system within OEWD and Citywide.		
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.	OEWD HR Additional OEWD HR Staffing Tracking Template/Best practices	Create standardized exit survey that includes questions about experienced biases during employment term Analyze data annually	12-18 months	This is a high priority for OEWD. As part of that commitment, we will establish internal OEWD separation tracking that is analyzed annually, Additionally, OEWD will implement a standardized exit interview process which may include standard questions or a survey asking about racial equity, gender bias, discrimination and harassment, relationships with management, team dynamics, opportunities for advancement and professional development, skills development, leadership development, work distribution and out-of-classification responsibilities, ongoing technical training, staff experience, and workplace climate.	Not Started	OEWD HR
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	OEWD HR Finance Funding for trainings OEWD Racial Equity Working Group - Training and Development Subcommittee	# of trainings completed annually	18-36 months	OEWD will create a training plan that utilizes DHR supervisor-provided training and explore ways to increase our training budget for equity, diversity and inclusion trainings or cross-train across divisions or departments. We plan to implement a supervisor departmental plan that requires supervisors to train on equitable and compassionate discipline on an annual or biannual basis and track training completion. This will become standard process for all incoming managers hired to work at OEWD.	Not Started	OEWD Racial Equity Working Group - Training and Development Subcommittee

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.	OEWD HR DHR Additional OEWD HR Staffing	Human resources trained on alternative dispute resolution	18-36 months	OEWD commits to partnering with DHR to implement alternative dispute resolution within OEWD. OEWD’s goal is to enhance our internal mediation process which prioritizes staff and encourages a scaled back discipline approach, and provides continued alternative dispute training opportunities for HR and staff through DHR’s peer mediation program.	Not Started	OEWD HR
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	DHR OEWD HR OEWD Leadership Additional OEWD HR Staffing	Reduction of racial disparities in disciplinary actions	18-36 months	Together with DHR, OEWD is committed to exploring ways to standardize the disciplinary process, making it more transparent to staff. To help further that goal, OEWD will ensure that supervisors and managers emphasize PPAR performance, receive coaching and training, and that Supervisors receive additional training on Progressive Discipline process.	Not started	OEWD HR OEWD Leadership, Managers, Supervisors

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

OEWD leadership is diverse, accessible, approachable, trained on equity changemaking, and reflects the communities impacted by our work. Equity goals are explicitly set within strategic plans, team workplans, and individual workplans, and executed in leadership priorities.

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.	OEWD HR	% increase in diverse leadership	12-18 months	OEWD will create a departmental Racial Equity Hiring and Recruitment document to consolidate all current and future equity practices/processes.	Not Started	OEWD HR
4.1.2. Commit to ongoing racial equity training and development for leadership.	OEWD Racial Equity Working Group - Training and Development Subcommittee	# of training & development completed by leadership per quarter	6-12 months	This is a high priority for OEWD. OEWD will implement annual or more frequent racial equity training for existing leadership. Include racial equity training as a part of onboarding for leadership coming on as new hires or promoting into leadership roles. Ongoing refreshers,	In Progress	OEWD Racial Equity Working Group - Training and Development Subcommittee

OEWD
Leadership

Consultant

Internal and
Citywide
Trainings

City
Departments

Funding/
Training
budget

possibly bi-annual. Plan to utilize consultants and share training opportunities among other departments. Track training completion by leadership on a quarterly basis.

4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	OEWD HR	Senior leadership demographic included in the department annual report	18-36 months	OEWD will disaggregate departmental leadership demographic data. In doing so, OEWD HR will be responsible for ensuring that identifying data is excluded as necessary (consideration for Rule of 10), and for working with DHR to provide data to strategic plans, division reports, and other annual reports.	Not started	OEWD HR
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	OEWD Leadership OEWD Racial Equity Working Group OEWD HR	% of staff is aware of the process	18-36 months	OEWD will create an internal SharePoint Site and an online form for anonymous submission (not tied to DSW or email). Review of submissions to be conducted by OEWD HR or Racial Equity Working Group (need to determine appropriate source for review considering trust). Leadership to determine if this process will be division or department-specific. OEWD HR to bring specific concerns to	Not started	OEWD Racial Equity Working Group

individual managers/teams, as appropriate.

Racial Equity Working Group to add a survey question about awareness of anonymous input process on annual survey

4.2. Provide appropriate support to managers from communities of color to promote success and to retain staff in managerial pipelines, and support all managers to effectively manage cross-cultural teams.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. Support BIPOC in leadership positions against biases	OEWD Racial Equity Working Group - Training and Development Subcommittee Training Input mechanisms for BIPOC leadership	BIPOC managerial staff retained and increased overtime	12-18 months	Training regarding racial equity in leadership Input mechanism for feedback from BIPOC staff	Not started	BIPOC staff OEWD Racial Equity Working Group - Training and Development Subcommittee

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 having both the hard and soft skills needed to perform certain tasks is a form of privilege. 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

OEWD prioritizes upward mobility within the department, where staff are equitably compensated, trained, and promoted across race and gender lines. OEWD promotes mentorship from more experienced staff/colleagues for advancement opportunities and transparency around promotions for staff from leadership and HR. All staff are encouraged to participate in professional development opportunities and there is transparency around access and availability.

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. Recommend/encourage professional development for all staff regardless of full/part-time status or seniority.	OEWD HR	# of available professional development opportunities	18-36 months	This is a high priority for OEWD.	Not Started	OEWD Leadership
	OEWD Leadership	# of completed professional development opportunities		OEWD will encourage and support managers to incorporate professional development in PPAR process.		OEWD Racial Equity Working Group -
	Training Budget			Additionally, OEWD will implement work plan and project management tools that are more nebulous and flexible than the PPAR to document work load, work-flow,		Training and Development Subcommittee
	Contract trainings					

OEWD Racial
Equity Working
Group -
Training and
Development
Subcommittee

Project
management
software

and progress towards team goals
(Microsoft Project Management software
and other tools).

Provide professional development
information to employees as part of
onboarding process, and provide
orientation to SharePoint site. SharePoint
site will contain information on training
opportunities, available funds (including
how to access Union funds), and will
clearly outline the process for requesting
professional development resources.
Additionally, the site will include space for
staff to share resources, reflections, and
recommendations (learn back/teach
back). Training options will include
internal/DHR offerings (including City
University), external training with
contractors, and other professional and
continuing education opportunities.

OEWD will utilize a schedule to track all
staff trainings and request funding in
OEWD's annual budget to provide training
opportunities for all staff.

In December 2020, OEWD established a
Training and Professional Development
Subcommittee through the OEWD Racial
Equity Working Group. This committee
will routinely assess training fund
utilization to ensure resources are
accessed and distributed equitably.

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	OEWD Leadership	# of attended, external conferences	18-36 months	<p>OEWD will develop departmental conference attendance procedures and a tracking system to analyze who is able to attend, who gets invited to participate. Training SharePoint site will also include listing of annual/regular industry related conferences and process for requesting resources to attend conferences.</p> <p>Train management and leadership on how to encourage and equitably promote staff attendance at conferences. Leadership becomes a resource on conference process to encourage and communicate options with staff.</p> <p>Make widely available processes and protocols for pre-approvals, registration and travel requests, reimbursement, stipends, etc.. Employees and Racial Equity Working Group will provide feedback on how to improve information sharing.</p> <p>SharePoint site will include a department-wide learn back/teach back resource to knowledge share from conferences/trainings</p>	Not Started	OEWD Leadership
	Conference Budget	% staff feel supported to attend conferences				OEWD Racial Equity Working Group -
	OEWD Racial Equity Working Group - Training and Development Subcommittee					Training and Development Subcommittee
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	City Network/ Knowledge Share	# of staff enrolling and completing extended learning	18-36 months	<p>OEWD will implement a SharePoint site for trainings and extended learning, serving as a one-stop information center.</p> <p>Set expectations with managers about appropriate workload due to technical expertise. Prioritize capacity building for</p>	Not Started	OEWD Racial Equity Working Group -
	Extended Learning Budget	\$ dedicated to extended learning annually				Training and Development Subcommittee

OEWD
Leadership

individuals with need to develop technical
skill sets.

OEWD Racial
Equity Working
Group -
Training and
Development
Subcommittee

Develop toolkits of meeting facilitation
best practices and industry best practices.
Keep in a central place and provide
structured opportunities for share-outs
and teach-backs, both online and at unit,
division, and department-wide meetings.

Communicate available offerings and
budget for employees or department.
Department can work with other
departments or internally to utilize free
opportunities, such as working groups,
brown bag lunches, etc.

Resources available to all staff will be
budgeted at the Department level;
however, Division directors may also
consider incorporating necessary division
or position-specific learning opportunities
in annual budget requests.

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.

City
Network/Knowle
dge Share

of staff participating in
outside events or
opportunities

6-36 months

OEWD will implement a SharePoint site
for trainings and extended learning,
serving as a one-stop information center.

In Progress

OEWD Racial
Equity Working
Group -
Training and
Development
Subcommittee

Extended
Learning
Budget

Communicate message of available
offerings, budget for employees or
department. Department can work with
other departments or internally to utilize
free opportunities, such as working
groups, brown bag lunch.

OEWD
Leadership

OEWD Racial
Equity Working

Group -
Training and
Development
Subcommittee

List Annual industry related conferences and process for requesting attendance at trainings.

Train management and leadership on ways to encourage and equitably promote staff attendance at conferences. Leadership becomes a resource on conference process to encourage and communicate options with staff. Learn back/teach back resources sharing from conferences/training.

This is a high priority for OEWD:
The upfront costs of conferences and trainings unfairly deters employees from professional development opportunities. Request and reimbursement process is so tedious that it is a barrier to participation. OEWD is exploring additional opportunities to pay costs upfront, such as through a central fund and develop professional development training procedures including reimbursement process – offer to employees for onboarding process, contract out trainings, universities, union pay, utilize schedule tracking all staff, request funding for to provide for all staff.

OEWD strongly recommends that the Controller reconsiders the policies and processes for staff-related reimbursements.

5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	OEWD HR OEWD Racial Equity Working Group - Training and Development Subcommittee Leadership	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	18-36 months	OEWD will create tracking system, and analyze data annually. OEWD will create targeted plan based on results. To be determined: format of tracking system (reporting system, employee submission, approval), and who will track.	Not Started	OEWD Racial Equity Working Group - Training and Development Subcommittee Management Assistant roles
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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.	Leadership Teams OEWD Racial Equity Working Group - Training and Development Subcommittee	Bi-annual performance evaluation program to all staff	18-36 months	<p>This is a high priority for OEWD.</p> <p>OEWD will incorporate advancement opportunities into PPAR process and create department wide consistency. The annual PPAR policy is inconsistently applied across the department, and OEWD seeks to develop a performance conversation culture to make sure the policy is more uniformly applied.</p> <p>Managers are tasked with bi-annual evaluation. Anyone in supervisory position makes commitment and receives appropriate training to manage employee’s professional development and growth advancement</p>	In Progress	OEWD Racial Equity Working Group - Training and Development Subcommittee

OEWD recommends Central DHR formalize professional development into PPAR.

5.2.2. Create a mentorship program between senior and junior level staff.	Additional staffing 1800 series? OEWD HR OEWD Racial Equity Working Group - Training and Development Subcommittee	# of mentorship programs per year # of meetings per program cycle	18-36 months	OEWD will establish a mentorship program department-wide and/or across different divisions and track demographics for those involved. The mentorship program may focus on pairing individuals with diverse and disparate backgrounds to build diverse teams.	Not Started	OEWD Racial Equity Working Group - Training and Development Subcommittee
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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 Staff to create process HR to set process with Admin	Process developed % of staff aware of accommodation process # of accommodations made increased Staff understands process, where they are in the process, and there is timely follow up	18-36 months	OEWD will create FAQ for processes, include timeline, and different types of accommodations (ADA or otherwise). Reasonable Accommodation and Ergo is confidential information and must be direct with HR, while Admin may be responsible for office-related or other recommendations. Information on accommodations will be included in onboarding. OEWD will establish a clear and transparent process. Employee needs to understand where they are in the process, have a follow up.	Not started	OEWD Admin OEWD HR
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	OEWD HR DHR OEWD Leadership	Accommodations discussed and recorded during bi-annual performance evaluation process	18-36 months	OEWD will add a section for staff evaluation method on general accommodations. Reasonable accommodations based on ADA may not be discussed in performance evaluation process and must be discussed directly with OEWD HR.	Not started	OEWD HR OEWD Leadership
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	OEWD Admin	Improvement in overall staff mental health, increase in staff feedback	12-18 months	OEWD will create an inclusive work environment through virtual convenings, monthly staff meetings, and informal meetings.	Not started	OEWD Admin

In physical office spaces, OEWD will make break spaces widely known to employees, include in new hire orientation. City Hall 4th floor has kitchen/break room and public building spaces. One South Van Ness has kitchen/break rooms on the 5th Floor, the MTA Wellness Room on the 8th floor, and shared space in the 2nd floor atrium.

OEWD HR will share information about parental leave and transitions transparently, improve lactation room conditions, and include day care resources.

<p>5.3.4. 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.</p> <p>e.g. transportation stipends, exercise stipends, childcare, etc.</p>	OEWD Racial Equity Working Group	Assessment performed annually	12-18 months	OEWD will assess staff needs, review existing resources, and identify how to make resources more accessible to staff.	Not Started	OEWD Racial Equity Working Group
	OEWD Admin	<p>\$ set aside for accommodations</p> <p>Increase in staff awareness of accommodations</p>		<p>Examples of resources to include in SharePoint info page – Health Service System (HSS) links, gym discounts, FSA, childcare links, discounts for city employees at local daycare centers, etc.</p>		OEWD Admin
<p>5.3.5. Respect religious and cultural practices of employees.</p>	OEWD Racial Equity Working Group	Improvement in overall staff mental health	6 – 12 months	OEWD will assess staff needs, review existing resources, and identify how to make resources more accessible to staff.	Not Started	OEWD Racial Equity Working Group
	OEWD Admin					OEWD Admin

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.

DEPARTMENT GOAL

All OEWD staff practice humility, courage, and compassion in talking about race and culture in the workplace. OEWD will exercise restorative and healing justice by acknowledging the history of racial trauma and being accountable to the communities which have been harmed. The voices of BIPOC staff are affirmed and visible in OEWD’s policy priorities, programs, virtual and physical spaces. Daily activities, celebrations, rituals, and traditions reflect the rich culture of our work community.

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.	Staff time Equity consultant	Department mission, policies, and procedures are updated and available	Immediate	OEWD Communications team ensures consistency across department’s mission and strategic planning. OEWD secures an equity consultant to inform strategic planning process.	Ongoing	Policy and Planning Strategic Initiatives

Racial Equity Working Group holds department accountable to updating mission, policies and procedures annually.

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.	Staff Time - up to 20% time allocated for RE activities for dedicated staff	Regular, scheduled meetings with RE Team to implement RE Action Plan	Immediate	OEWD identified CORE group, Division Leads, and Sub-Committees for intra-office working groups focused on deconstructing racial traumas within government processes. Groups meet nearly weekly through delivery of the Racial Equity Action Plan, and will continue on a monthly cycle thereafter to discuss.	Ongoing	OEWD CORE Team
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff Time	RE Action Plan is published on department website, publish on more visible platforms (e.g. social media, newsletters, emails)	Immediate	OEWD will create a Racial Equity Action Plan with input from all OEWD staff and publish December 31. Continuously share Action Plan, or specific actions, to each unit for feedback and upkeep annually or as needed.	Ongoing	Communications Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff Time	Ongoing reporting	Immediate	OEWD will socialize the Racial Equity Action Plan with policy boards and commissions starting in November 2020 and on an ongoing basis. OEWD assigns staff time in division and All Staff team meetings to discuss racial equity work.	Ongoing	Executive Team / OEWD CORE Team
6.1.5. Support and provide spaces for affinity groups, employee resource groups,	Staff Time Online sharepoint	# of meetings (in person and virtual), direct, targeted and culturally competent language/communications	Begin January 2021	Centralize information for City and County of San Francisco affinity groups/resource groups and promote through racial equity communications on online platform.	In planning	Communications Team

prioritizing historically marginalized peoples.	Online platforms	for affinity groups and marginalized peoples				
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Staff Time Online sharepoint Training Opportunities (and funds allocated for this purpose)	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Begin January 2021	Centralize information for CCSF affinity groups and promote through racial equity communications. Conduct racial equity trainings/activities/workshops within unit meetings. Utilize racial equity team members to share pertinent information to each unit.	Ongoing	Communications Team
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Survey Staff time for evaluation	Annual survey with disaggregated data and feedback	Begin October 2020; release annually	Annual survey on organizational climate and knowledge base for racial equity released October 2020 and conducted annually	Ongoing	OEWD CORE Team
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Staff time	# of art pieces that reflect racial and social diversity # of Racial Equity campaigns promoted # of diverse artists featured	Begin July 2021	Continue art showcase with City College. Develop a staff input/feedback mechanism to promote diverse perspectives. Update photo wall/community corner in OEWD 1 South Van Ness location. e.g., expand to include founders of local hire and other relevant historical figures for our industry. Find space at City Hall to do the same. Identify dedicated space for multicultural celebrations and experiences. 1SVN:	Ongoing in-progress	Admin Team

5080, Situation Room. City Hall: Room 448 “Land of Milk and Honey” and Senior Staff Meeting room.

Promote and celebrate diverse cultures through holiday celebrations, division events, or other practices organized by HR or admin team.

Identify a few All-Staff meetings each year that have guest presenters and/or topics around racial equity. Allow time for staff discussion/engagement. Capitalize on virtual setting.

Make a way to let remote working staff view and engage with these spaces and this art as a way to feel connected even when apart.

6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff Time	Increase in staff feedback, participation, and response to communications # of mailing list reconciliations per year.	By July 2021	Include in Orientation Tasks: Update communication lists as new hires arrive. Perform quarterly mailing list reconciliation with Comms and Admin team on identified communications lists: Outlook Group Lists - OEWD Admin Constant Contact – Comms CCSF Directory – HR / OEWD Admin	Ongoing in-progress	Admin/Comms
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.	Staff Time	Ongoing staff participation and feedback # of staff-led topic meetings # of presentations that feature diverse topics # of staff-influenced topics	Begin December 2020	Set aside time for interaction, creativity and collaboration in meetings – more workshops and fewer presentations. Identify a few All-Staff meetings each year that have guest presenters and/or topics around racial equity. Allow time for staff discussion/engagement. Map out All-Staff Meetings on Internal Meetings Calendar/Document. Work with Executive Team to identify Themes for each staff meeting based on Racial Equity and/or staff-identified topics. Create mechanism for staff feedback on topics.	Ongoing in-progress	Admin/Comms
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Staff Time	Ongoing staff participation and feedback	Begin January 2021	Identify all known virtual and physical spaces where staff can share information. Work with Executive Operations and HR on mandatory requirements that need to be posted in specific locations.	Not started	Admin/Comms

Create a “Shared Information and Space” directory for staff to access.

Initiate process for staff to participate in Shared Info Space.

Communicate Shared Info Space Process.

Identified Shared Spaces: Virtual and Physical:
T: Drive
MS Office : Sharepoint
Unit Specific Spaces: Salesforce, Asana
Copy Room
Front Desk / Reception
Conference Room
Wall Space

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,	Staff Time	Finalized Protocol distributed internally and	Begin January 2021	Research 2-3 department accessibility protocols and determine challenges and rewards.	Not started	Admin

communications, and departmental functions.		with any outward-facing interactions		<p>Identify functions and plans which inform accessibility protocols across events, communication and department functions: Discussion Methods, Learning Methods, Accessibility, Ability.</p> <p>Collaborate, develop and evaluate across teams that utilize event planning, communications and develop staff.</p> <p>Communicate accessibility protocols across units.</p> <p>Clearly identify roles/responsibilities for whom to approach with these accommodation/accessibility requests.</p>		
<p>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.</p> <p>e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.</p>	<p>Staff Time</p> <p>\$</p>	<p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	<p>Begin January 2021</p>	<p>Through annual program monitoring visits, make recommendations and provide resources to support physical accessibility.</p> <p>Real Estate Division: Fire Department and OSHA confirms code adherence.</p> <p>Create feedback loop mechanism where staff can inform Admin and Executive Staff of physical space concerns.</p> <p>Ensure OEWD website is accessible in multiple languages (more external practice but relevant to accessibility standards).</p>	Not started	Admin / Real Estate

6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	Staff Time Staff Training \$	A plan for digital improvement \$ funding secured Successful implementation	Begin January 2021	Create a Digital Equity Playbook with continuous evaluation of digital functions according to accessibility standards. Incorporate themes from the Digital Equity Playbook into accessibility standards. Report and receive feedback from staff.	Not started	Admin / Comms
6.3.4. Invest in translation services.	Staff Time \$	# Increase in translated materials # of interpreters at events # of E-mail notifications in more than 1 language	Begin January 2021	Research limited English proficiency (LEP) vendors, including City Agency resources. Promote LEP vendor list with OEWD Staff to connect partners where appropriate. Ensure OEWD website is accessible in multiple languages (more external practice but relevant to accessibility standards). Promote accessibility at high touch points on a website to ensure visibility.	Not started	Admin / Comms
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Staff Time	Increase in staff using inclusive identity expression, second nature # of meetings that begin with the explicit promotion of inclusive identity expressions	Begin January 2021	Initiate a conversation with DHR to discuss process and ensure we are within rights and guidelines. Research and outreach to agencies which may have trainings on this topic. Outreach with staff to see if there is interest in modeling this behavior.	Not started	Admin / HR / Exec Operations

		# of unit directors that shift dress code behavior.		Practice inclusive identity expression amongst leadership.		
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.	Staff Time \$	Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed-captioning by default Increased digital equity (e.g., access) for all employees Information exists on department website # of events with ADA compliance & Language Accessibility language # of Comms plans approved # of Public events with translated promotion # of translated materials per event	Begin January 2021	Develop the Event Comms plan which includes the benefits of and how to incorporate accessibility information at the forefront with an emphasis on planning and timeline. Persuade Executive Operations that staff must have the Events Plan signed off by an Executive Staff. Promote the Event Comms plan with staff through direct messaging and trainings and constant reminders.	Not started	Admin / Exec Operations / Comms

6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Staff Time	Community will have an impact on all department projects	Immediate	<p>RFP Planning Community Engagement Sessions were planned in each district prior to SIP. OEWD was able to conduct three sessions prior to SIP.</p> <p>Two Virtual RFP Community Engagement Sessions were held in November 2020.</p> <p>OEWD will commit to standardizing community engagement strategies around budget, program, and policy priorities.</p>	Ongoing, in progress	Community Engagement Sub-Committee
6.4.2. Find opportunities to invest into and support the communities the department serves.	Staff Time	<p>Bid opportunities (RFPs, RFQs) are advertised to a broad network of providers and community coalitions, reflecting priority populations.</p> <p>OEWD's Capacity Building resources for leadership transitions and organizational sustainability center racial equity in both candidate recruitment</p>	<p>Immediate</p> <p>December 2020</p>	<p>Build a more comprehensive outreach strategy, which includes key affinity groups, coalitions and advocacy organizations such as SFBLOC, Latino Parity Coalition, API Council, and others.</p> <p>Analyze current capacity building investments (NSI, Workforce consultants). Identify examples of organizations that have effectively addressed racial equity in strategic plans, transition and hiring plans. RFP/NOFA language needs to be</p>	Ongoing, in progress	Procurement and Grantmaking Sub-Committee

and consultant selection.
(Procurement)

updated and reviewed by City Attorney
for compliance.

Procurement process
includes option for
panels to recommend
additional funding to
support one-time
expenses that advance
racial equity and impact
(Procurement)

Begin
November
2020

Incorporate equity scoring process and
community panelist process for
Workforce RFP (Feb 2021) and all
subsequent procurements. Review with
Office of Contract Administration and
City Attorney as appropriate prior to
implementation.

Budget is set aside to
engage and invest in
community coalitions
(e.g. SFBLOC, LPEC,
API Council) and equity-
focused regranting
(Procurement,
Leadership)

Begin
November
2020

Develop budget request with explicit
recommendations for General Fund
budget enhancements, rooted in
community-led process. Lean on
existing practices like Arts Commission
regranting, other departmental equity
efforts (MOHCD, DYCF), and
philanthropy sector coalition funding.

Annualize asset
mapping of staff
community investments,
e.g. board and
commission
membership,

Begin
January
2021 for
FY21-22
budget
cycle;

Operationalize staff engagement and
volunteer-based achievements and
commitments. Examples: Youth Jobs +
initiative, CityBuild volunteer
construction project, leadership roles as

volunteerism, key community relationships. (Community Engagement)	finalize by March	volunteers or Board members with local organizations.
HR onboarding materials are updated to include new employee asset questionnaire and orientation to opportunities for investment in communities we serve (HR, Community Engagement)	Begin January 2021	Procurement and Grantmaking Committee to source opportunities for staff to contribute time/resources to grantee organizations.
Departmental newsletter/ SharePoint site includes highlights on opportunities and contributions of staff (Communications)	Begin November 2020	Communications Committee to promote and elevate volunteer opportunities and examples of staff contributions to communities we serve, through Department newsletter/ SharePoint site.

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.

DEPARTMENT GOAL

Board and Commission members should feel supported and valued for their diverse perspectives and contributions and reflect the diversity of San Francisco, especially Black, Indigenous, and People of Color. OEWD’s policy boards, commissions and advisory bodies include representation from the communities impacted by their work and prioritize accountability to BIPOC communities. Board and Commission members reflect the diversity of San Francisco.

BACKGROUND

OEWD maintains three policy boards and commissions: the Film Commission, the Small Business Commission, and the Workforce Investment San Francisco Board. All three have different missions, goals, make-ups, appointment sources, federal requirements, etc. The header at each action unites the department’s goals, with greater specificity for each board below the header.

San Francisco Film Commission

Film SF (San Francisco Film Commission) champions filming in San Francisco. We are a City agency that strives to attract a diversity of storytellers to the cinematic city of San Francisco and foster filming in order to stimulate economic development, create jobs and share the beauty of our city with the rest of the world.

The San Francisco Film Commission works to develop, recognize and promote film activities in San Francisco. We work to promote the San Francisco Bay Area as a film destination while also working with the local film community to support local projects with significant ties to San Francisco. The Commission is made up of eleven Commissioners who are appointed and serve at the will of the Mayor.

San Francisco Office of Small Business

This mission of the San Francisco Office of Small Business is to equitably support, preserve and protect small businesses in San Francisco. We provide high quality direct services and programs, drive practical policy solutions, and serve as a champion for San Francisco’s diverse small business community. Directed by the Small Business Commission, the Office of Small Business (OSB) functions as the City’s central point of information and referral for entrepreneurs and small businesses located in the City and County of San Francisco. The Small Business Commission and the Office of Small Business were established through voter mandate. San Francisco voters overwhelmingly passed both Proposition D in November 2003

and Proposition I in 2007. Proposition D created a Chartered Small Business Commission (SBC) to oversee the Office of Small Business (OSB) and defined the functions and duties of the Office of Small Business. Proposition I required the Office of Small Business to operate a Small Business Assistance Center (SBAC) to focus on the needs of San Francisco businesses with fewer than 100 employees. The Office of Small Business and Small Business Commission are committed to supporting the growth and prosperity of all small businesses, especially those owned by historically marginalized communities, to foster an inclusive and thriving San Francisco.

Our work involves:

- Business Assistance: We help existing and aspiring small business owners and entrepreneurs grow and thrive in San Francisco through specialized case management services.
- Programs: We protect small businesses by offering accessible educational resources and we preserve small businesses through the Legacy Business Program.
- Policy and Legislation: We promote practical policy and legislative solutions to mitigate challenges and ensure the economic health for all San Francisco small businesses.
- Stakeholder Engagement: We serve as the ‘door to City Hall’ for small businesses by working with a wide range of stakeholders to ensure that small businesses are heard and well supported, especially those from historically marginalized communities.

San Francisco Workforce Investment San Francisco Board

The San Francisco Workforce Investment Board (WISF) is designated as San Francisco’s Workforce Investment Board. The mission of the WISF is to provide a forum where businesses, labor, education, government, community-based organizations and other stakeholders work together to increase their collective capacity to address the supply and demand challenges confronting the workforce. Specifically, the WISF is responsible for:

- Overseeing administration of federal Workforce Innovation and Opportunity Act funding.
- Establishing the direction of workforce development in support of San Francisco’s vision for economic competitiveness.
- Creating strategic workforce connections between industry, business, labor, educational institutions, and community based organizations to serve the needs of workers and employers in the region.
- Providing job seekers with education and training needs to achieve self-sufficiency.
- Creating a framework to merge public and private resources and expertise to create an integrated workforce development and business service system.

WISF Members play an integral role in overseeing and setting the direction for San Francisco’s Workforce System. They establish policies for workforce development in San Francisco and influence the design and of the delivery system. Further, they contribute expertise from industry and articulate the current workforce trends and needs of the local labor market. Most importantly they provide leadership in developing a strong and vital partnership between businesses, education, community based organizations, and City agencies.

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 by-laws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	Staff and City Attorney time to revise by-laws Boards and Commissioners review	By-laws, rules of order, or other procedures successfully amended	December 2020 - June 2021.	Staff review and revise by-laws, City attorney reviews, Board/Commissioners review and provide feedback, Staff introduce by-laws, Board/Commissioners adopts by-laws by June 2021.	Ongoing	OEWD Staff for each Board & Commission
FILM SF	Staff and City Attorney time to revise by-laws Boards and Commissioners review	By-laws, rules of order or other procedures successfully amended	Introduce in December 2020, edit through January-February 2021, aim to complete within FY20-21	Staff review and revise by-laws, City Attorney reviews, Commissioners review and provide feedback, staff make final revisions, present to BOS to amend and approve by-laws.	Ongoing	Susannah
SBC	Staff and City Attorney time to revise by-laws Commissioners input and vote	By-laws, rules of order or other procedures successfully amended	Introduce in January 2021 through February - May 2021, aim to complete within FY20-21	Staff review and revise by-laws first in consultation with SBC Special Committee, City Attorney review, Full Commission review and feedback, and vote.	Begin work January 2021	SBC Special Committee and staff.

WISF	Staff and City Attorney time to revise by-laws Boards and Commissioners review	By-laws, rules of order or other procedures successfully amended	December 2020 – June 2021	<p>Staff present racial equity framework and recommendation to include revisions to by-laws, staff drafts by-law revisions and submits to City Attorney for review, WISF members review and provide feedback, staff make final revisions, present to WISF to amend and approve by-law</p> <p>Introduce project and by-law recommendations in December 2020.</p> <p>Introduce by-laws 30 days in advance of March 2021 meeting.</p> <p>Introduce by-laws for adoption in June 2021.</p>	Ongoing	Ryan
<p>7.1.2.</p> <p>Collect current board and/or commission demographic data and include in the department annual report.</p>	Staff Time	<p>Annually collect board/commission demographic data</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Greater racial and gender</p>	<p>January 2021</p> <p>Updated every fiscal year thereafter</p>	<p>Research self-reporting strategies and rules around reporting this data (always have an option not to disclose, need approved categories for race/ethnicity, confidentiality requirements, etc.).</p> <p>Develop survey/tool for data collection, distribute survey, compile and report results in annual report and report to Mayor/Commission Director.</p> <p>Create process in onboarding package.</p>	Ongoing	OEWD Staff for each Board & Commission

equity in board
and/or
commission
members

FILM SF	Staff time	<p>Annually collect board/commission demographic data and compare to industry</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Greater racial and gender equity in board and/or commission members</p>	<p>Yearly - beginning January 2021</p> <p>Updated every fiscal year</p>	<p>Develop survey/tool for data collection, distribute survey, compile and report results in annual report and report to Mayor/Commission Director.</p> <p>Research self-reporting strategies and rules around reporting this data (always have an option not to disclose, need approved categories for race/ethnicity, confidentiality requirements, etc.)</p> <p>Create process into onboarding package – consider ways to formalize and document at the outset</p>	Ongoing	May
SBC	Staff Time	<p>Annually collect board/commission demographic data and compare to industry</p> <p>Include data in annual report</p>	<p>Yearly - beginning January 2021</p> <p>Updated every fiscal year</p>	<p>Develop survey/tool for data collection, distribute survey, compile and report results in annual report and report to Mayor/Commission Director.</p> <p>Research self-reporting strategies and rules around reporting this data (always have an option not to disclose, need</p>	Begin January 2021	Staff

		Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members		approved categories for race/ethnicity, confidentiality requirements, etc.). Create process into onboarding package – consider ways to formalize and document at the outset.		
WISF	Staff time	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members	Introduce in December 2020	Collect data from existing board members and request demographic data from prospective board members (include ability to opt out of providing this information if members prefer no to disclose). If not selected at pre-appointment stage, include into onboarding package.	Ongoing	Iris

7.1.3. Have board/commission adopt a resolution around racial equity.	Staff time	Resolution adopted.	June 2021 – December 2021	This action item was added to the template in mid-December after items had been passed through review with policy bodies and commissions. OEWD will revisit this action item with the Policy Bodies and Commissions Sub-Committee, Film Commission, Small Business Commission, and WISF in January 2021.	Ongoing	Policy Bodies and Commissions Sub-Committee
7.1.4. Racial equity-related items are regularly agendized.	Staff time	Racial equity item on agenda.	June 2021 – December 2021	This action item was added to the template in mid-December after items had been passed through review with policy bodies and commissions. OEWD will revisit this action item with the Policy Bodies and Commissions Sub-Committee, Film Commission, Small Business Commission, and WISF in January 2021.	Ongoing	Policy Bodies and Commissions Sub-Committee
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff time	Community voice on agenda.	June 2021 – December 2021	This action item was added to the template in mid-December after items had been passed through review with policy bodies and commissions. OEWD will revisit this action item with the Policy Bodies and Commissions Sub-Committee, Film Commission, Small Business Commission, and WISF in January 2021.	Ongoing	Policy Bodies and Commissions Sub-Committee

7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	Staff time	Ramaytush Ohlone Land Acknowledgement adopted.	June 2021 – December 2021	This action item was added to the template in mid-December after items had been passed through review with policy bodies and commissions. OEWD will revisit this action item with the Policy Bodies and Commissions Sub-Committee, Film Commission, Small Business Commission, and WISF in January 2021.	Ongoing	Policy Bodies and Commissions Sub-Committee
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.	Staff time	Policies incorporated. Policies communicated to board and commission members and prospective appointees.	June 2021 – December 2021	This action item was added to the template in mid-December after items had been passed through review with policy bodies and commissions. OEWD will revisit this action item with the Policy Bodies and Commissions Sub-Committee, Film Commission, Small Business Commission, and WISF in January 2021.	Ongoing	Policy Bodies and Commissions Sub-Committee
7.1.8. Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation.	Staff and Commissioners' time	Recommendations of BIPOC board/commission members	January 2021, and dependent on when seats	Board Members and Commissioners are appointed by Mayor and Board of Supervisors.	Ongoing	OEWD Staff for each Board & Commissions

This action has been modified to reflect that OEWD Board Members and Commissioners do not benefit from a give/get policy.

become vacant

Policy Bodies may review demographic data to ensure diverse makeup, and provide data and list of recommendations to Mayor/Commission Director.

FILM SF	Staff and Commissioners' time	Recommend BIPOC board/commission members	January 2021 and may be dependent on when Commission seats are vacant and/or up for re-appointment	Review demographic data to ensure diverse makeup, provide data and list of Commissioner recommendations for appointment to Mayor/Commission Director	Ongoing	Commissioners and Film SF Staff
SBC	-	-	-	<p>The SBC cannot reserve seats as it does not appoint Commissioners.</p> <p>The Mayor and Board of Supervisors can use the annual reporting identified in 7.1.2 to achieve this goal.</p>	-	-
WISF	Staff time	# of diverse board members as percentage of overall board membership	Introduce in December 2020	<p>As part of the conversation to include an equity framework into WISF bylaws (see 7.1.1), also discuss establishing of goal of diversifying board membership.</p> <p>Regularly review demographic data to ensure diverse board composition.</p>	Ongoing	Ryan

				Note: WISF has a federally mandated member requirements.		
7.1.9. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Staff Time	# of policies passed with RE lens Budget equity completed	January – June 2021	Review assessment tools and share with Commissioners. Adopt a budget that ensures the department is able to retain and/or increase equity services.	Ongoing	OEWD Staff for each Board & Commission
FILM SF	Staff time	Commissioners advise using ORE assessment tool	March 2021- June 2021	Review assessment tools and share with Commissioners	Ongoing	Film SF Staff
SBC	SBC Special Committee and Staff time	Modify and implement tool to use to evaluation legislation and policy matter	January – May 2021	SBC adopt the Special Committees Racial equity tools to evaluate Legislation and Policy matters.	Start in February 2021	SBC Special Committee and staff
		Budget Equity Completed	February 2021	SBC adopt a FY 21-22 budget that ensures the department is able to retain and/or increase its business services for equity small business	Start in January 2021	Director

WISF	Staff time	# of policies passed with RE lens Budget equity completed		Review/create assessment tools and implement into policies	Ongoing	Ryan
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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>	Staff time	<p># of diverse board/commission members</p> <p>% of board/commission retention</p> <p>Implementation of inclusive protocols</p> <p>Commissioners feel comfortable asking for any accommodations and their requests/needs are met</p>	Ongoing	<p>Develop protocol and processes, share with City Attorney and Commissioners for feedback, finalize protocols (if it hasn't already been established).</p> <p>Research city resources available for Commissioner who need accommodations.</p> <p>Consider maintaining virtual meetings post-COVID.</p>	Ongoing	OEWD Staff for each Board & Commission

FILM SF	Staff time	Commissioners feel comfortable asking for any accommodations and their requests/needs are met	Ongoing	<p>Develop protocol and processes, share with City Attorney and Commissioners for feedback, finalize protocols (if it hasn't already been established)</p> <p>Research city resources available for Commissioner who need accommodations</p> <p>Consider maintaining virtual meetings post-COVID</p>	Ongoing	May
SBC	Staff Time	Staff and Commissioners feel comfortable asking for any accommodations and their requests/needs are met	Ongoing	<p>Develop protocol and processes, share with City Attorney and SBC Special Committee for feedback, finalize protocols (if it hasn't already been established)</p> <p>Research city resources available for Commissioner who need accommodations</p> <p>Consider integrating virtual access to meetings post-COVID</p>	Ongoing	
WISF	Staff time	# of diverse board/commission members	Ongoing	<p>Develop protocol and processes, share with City Attorney and SBC Special Committee for feedback, finalize protocols (if it hasn't already been established)</p> <p>Research city resources available for Commissioner who need accommodations</p> <p>Consider integrating virtual access to meetings post-COVID and adding</p>	Ongoing	Mark

				<p>opportunity for public comment on past meetings.</p> <p>Incorporate community presentation – services, requests, recommendations – include option for specific asks in talking points.</p>		
<p>7.2.2.</p> <p>Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>	<p>Staff and Board/Commissioner time</p> <p>Funds</p>	<p># of completed trainings per year</p> <p>Increased participation rate</p>	<p>January 2021 – January 2024</p>	<p>DHR and ORE provides training courses/resources for Commissioners/Board Members</p> <p>In addition to the Implicit Bias training (already required by City), possible training at annual retreat or separate training day specifically around RE</p>	<p>Ongoing</p>	<p>OEWD Staff for each Board & Commission</p>
FILM SF	<p>Staff and Commissioner time, funds?</p>	<p>1 completed training per year</p>	<p>February 2021</p>	<p>DHR and ORE provides training courses/resources for Commissioners/Board Members</p> <p>In addition to the Implicit Bias training (already required by City), possible training at annual retreat or separate training day specifically around RE</p>	<p>Ongoing</p>	<p>Film SF Staff and Commissioners</p>
SBC	<p>Staff and Commissioner time, funds?</p>	<p>1 completed training per year</p> <p>Can additional training be done without any cost if budget increases is not</p>	<p>March 2021</p>	<p>DHR and ORE provides training courses/resources for Commissioners/Board Members</p> <p>In addition to the Implicit Bias training (already required by City), possible</p>	<p>Begin February 2021</p>	<p>Staff and SBC Special Committee</p>

		approved by Mayor and BOS?		training at annual retreat or separate training day specifically around RE		
WISF	Staff time	# of completed trainings per year Increased participation rate	January 2021	DHR and ORE provides training courses/resources for Commissioners/Board Members In addition to the Implicit Bias training (already required by City), possible training at annual retreat or separate training day specifically around RE	Ongoing	Ryan
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Staff and Board/Commissioner time	Increased board/commission retention and attendance Member experience satisfaction survey Mentorship program with community launched	See Below	Work with Commission/Board to develop mentorship program and criteria for meeting with mentors. Establish a more formal onboarding process for new Board/Commissioners.	Ongoing	OEWD Staff of Each Board/Commission
FILM SF	Staff and Commissioner time	Increased board/commission attendance and/or participation Member experience satisfaction survey	February 2021	Work with Commission/Board to develop mentorship program and criteria for meeting with mentors Establish a more formal onboarding process for new Commissioners	Ongoing	President and Vice President of Film Commission
SBC	Staff and Commission time	Develop on-boarding documents with an equity focus.	March 2021	Work with Commissioner Special Committee to develop materials	Begin work January 2021	Special Committee

		Develop an mentorship program and/or advisory group to ensure inclusion of equity small business owners voice on implications of legislation and policy matters.		Work with Commissioner Special Committee to develop mentorship program and advisory group.		
WISF	Staff and Board time	Increased board/commission retention Member experience satisfaction survey	TBD	We will explore pairing board members with community members and/or workforce clients, as well as pairing new board members with more experienced board members.	Ongoing	Amabel/Jen

7.3. Reserve space for community members and workforce alumni in policy bodies. (WISF-Specific)

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. Re-authorize Workforce Community Advisory Committee	Staff Time Meeting agenda time	# of community members engaged	March 2021 start	OEWD will support the re-authorization of the Workforce Community Advisory Committee to engage community-based organizations in an advisory capacity to WISF.	Ongoing	Amabel/Jen