

Fw: Vulnerable Populations Engagement Survey

Bloom, Marissa (ECN) <marissa.bloom@sfgov.org>

Thu 7/16/2020 1:32 PM

To: Hand, Jennifer (ECN) <jennifer.hand@sfgov.org>; Gray, Tajuana (ECN) <tajuana.gray@sfgov.org>

Thank you,

Marissa

Marissa Bloom

Preferred gender pronouns: she/her

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From: Google Forms <forms-receipts-noreply@google.com>
Sent: Monday, July 13, 2020 11:38 PM
To: Bloom, Marissa (ECN) <marissa.bloom@sfgov.org>
Subject: Vulnerable Populations Engagement Survey

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Google Forms

Thanks for filling out [Vulnerable Populations Engagement Survey](#).

Here's what we got from you:

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Vulnerable Populations Engagement Survey

Many community stakeholders as well as City employees believe San Francisco is complicit in creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City. To address these concerns and perceptions, we encourage City departments to assess their engagement and support of underrepresented, historically marginalized communities. The Office of Racial Equity will work with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those departments to end those practices. This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current Fy20/21 budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low level budget allocations advance equity and support those most in need. As we prepare for budget hearings in August 2020, and given Mayor Breed and the SF Board of Supervisors' focus on equity and support for historically marginalized communities this budget season, City agencies have an opportunity to compile and assess this information in preparation for Budget Hearings. Given the impact of COVID-19, please include your department's work in COVID-19 response, re-opening and/or recovery/forward planning. Please complete BOTH: 1. This overview survey 2. Vulnerable Populations Engagement Details (Microsoft Word template) Please complete both parts by 6pm on Monday, July 13th, 2020.

Email address *

marissa.bloom@sfgov.org

Full Department Name *

Office of Economic and Workforce Development

First and Last Name *

Marissa Bloom

Email *

marissa.bloom@sfgov.org

Division

Finance and Administration

Position *

Acting Director - Contracts and Grants Division

What is your current role, if any, in your Department in regards to racial equity?
(Select all that apply)

- I am the/a Racial Equity Leader for my Department
- I am a member of my Department's Racial Equity Working Group
- I am a part of the Leadership Team for my Department
- I am a part of the Human Resources Team for my Department
- I am a part of the Finance Team for my Department
- I am a part of the Community Engagement Team for my Department
- Other:

1. Which communities of color do you serve? (Select all that apply) *

- Black or African-American
- Latino/a/x or Hispanic
- Middle Eastern or North African
- Indigenous, Native American or American Indian
- Pacific Islander/Native Hawaiian
- East Asian
-

- Southeast Asian
- South Asian/Indian
- Filipino/a/x
- Other:

2. What other vulnerable groups/communities do you serve? (Select all that apply)

*

- Seniors and Older Adults
- Children and Youth
- Transgender, Gender Variant, Intersex People
- Lesbian, Gay, Bisexual, Queer People
- People with Disabilities and Medical Conditions
- People with Mental Health and Behavioral Health Issues
- People with Limited-English Proficiency
- Undocumented People
- People Facing Food Insecurity
- People who are Subjected to Intimate Partner Violence
- Public Housing Residents
- Caregivers
- Detained/Justice-Involved People
- Shift, Temporary Gig, Low-wage Workers
- Low-income Students
- People facing Digital Access/Connectivity Issues
- People who Rely Exclusively on Public Transit

- Under/Uninsured People
- People Who Are Unbanked/No Access to Credit/Debit Cards
- Other:

Overview of Engagement Activities

Please provide an overview of your engagement activities with communities of color and other vulnerable groups. Note: In the "Vulnerable Populations Engagement Assessment - Details" document, you can provide specifics for each of the groups you have identified in the table provided.

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color. *

OEWD relies on and consistently engages with our 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's grant funds are administered through the Neighborhood Economic Development ("Invest in Neighborhoods") and Workforce Development divisions, which are where we sourced the majority of the data for this survey. The Neighborhood Economic Development (Invest In Neighborhoods/IIN) Division has identified six "Opportunity Neighborhoods" within which we concentrate our funding and staff time. 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. OEWD staff from the IIN division serve as liaisons to each Opportunity Neighborhood and contribute to citywide efforts to coordinate resources for residents, businesses, and neighborhood associations. The Workforce Development Division's funding addresses a variety of population-based needs, aligned with requirements from the Department of Labor and Employment Development Department. We fund neighborhood-based job centers ("Access Points") 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 the Small Business Commission) work to support and enhance an environment where small businesses can succeed and flourish.

4. Based on your work, what critical issues do these communities face? *

We have provided detailed information in the survey for each target population and are happy to share more specifics on request.

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders) *

OEWD provides grants to more than 100 local nonprofits, with programs designed to address the distinct service needs of many of the vulnerable populations identified in this survey. We have provided detailed information in the survey for each target population (and contact names, in some cases) and are happy to share more specifics on request.

Budget Considerations & Impacts

This section assesses your department's FY20/21 budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations: *

OEWD's annual budget for FY20/21 is \$70,924,959. Of that amount, \$42,984,642 is General Fund supported. The remaining budget is comprised of funds from the Department of Labor, Housing and Urban Development, Small Business Administration, and other sources. These dollars are programmed, in large part, according to grant goals that aim to address economic and workforce development needs for vulnerable populations. For continuing services, budget allocations are determined annually, factoring in program outcomes and community and stakeholder input as much as possible. OEWD's structured Boards, Commissions and subcommittees also provide invaluable oversight to our work. There are three primary Boards that provide oversight; the Workforce Investment Board, Small Business Commission and Film Commission. All three provide input on our programming and approve funding strategies.

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget? *

OEWD regularly evaluates the efficacy of our investments and has the capacity to disaggregate a good amount of the data on our programs and services by race and other

demographic measures. In developing budget reduction targets for the current year, OEWD explicitly focused on maintaining essential services to our most vulnerable residents and businesses. This approach began with a Department-level commitment to preserving full funding for key populations. For example, the Workforce Development Division adopted the principles of employment equity and ensured that the resulting budget proposal reflected no reduction of funding for Black-led organizations or programming developed to serve the Black community, and minimized impact on other marginalized populations. Similarly, the Invest In Neighborhoods Division's cuts for FY20-21 and FY 21-22 were focused on non-Opportunity Neighborhood grants and programs, and maintained funding for projects in Opportunity Neighborhoods (see description above). As we continue to collect and analyze information on the disparate impact of COVID-19 on vulnerable residents and businesses, OEWD has ensured the preservation of funding and, in some cases, proactively issued funding to specifically address needs. OEWD repurposed roughly one million dollars in neighborhood funding to stand up a new mini-grant program focused on reaching family- and solo-operated businesses in opportunity neighborhoods. OEWD has also made every effort through its leadership in the Economic Recovery Task Force (ERTF) and separately through the Give2SF steering committee to center equity in the City's COVID-19 relief and response efforts. Through work with the ERTF, OEWD has focused on ensuring health guidance reaches and is adopted by essential businesses and workers, and that the plan for reopening our economy considers as much as possible the needs of various racial and ethnic communities as well as the makeup of owners, workers and customers of various business sectors. (For detailed information on OEWD's work with Give2SF, we will attach the Controller's July 13 Give2SF COVID-19 Response and Recovery Fund Fiscal Year 2019-20 Annual Report to our email submission). In addition to efforts focused on vulnerable workers, these efforts include establishing an African American Small Business Revolving Loan Fund program to provide zero-interest loans of up to \$50,000, to support unanticipated expenses resulting from COVID closures, as well as development and promotion of a Black-owned business directory. Additionally, the Workforce Division has increased investments in barrier removal funding for displaced jobseekers, including undocumented residents who may not otherwise have access to government subsidies. OEWD also created a new workforce hotline (telephone number, staffed by OEWD) that has supported nearly 5,000 callers since March 16th, connecting them to unemployment benefits and other resources provided through the workforce system and the City. This new workforce hotline is paired with a small business hotline that has supported thousands of small businesses in interpreting guidance and accessing resources. OEWD also took into consideration the need for Black and Latinx-serving organizations to continue their staffing levels at full capacity. As the public will continue to rely on their support through these uncertain times, we have strived to ensure these organizations will be fully equipped with staff to provide continued service. To mitigate some of the impact of budget reductions, OEWD wrote a number of grant proposals to federal and state emergency fund RFP opportunities. Through these efforts, OEWD has secured more than \$2M in federal resources since the pandemic began. These grants will largely be focused on providing immediate relief to displaced workers impacted by COVID-19. OEWD has also been looking at job outlook data for key sectors, as well as discussed strategy and employment trends with trade unions and industry leaders. Through this research, OEWD was able to align proposed cuts with sectors and programs that have a less stable employment outlook (i.e. Hospitality industry). OEWD staff also are taking lead on research and development of new employer partners that have more positive employment opportunities, and connecting them directly to providers and job seekers. On the whole, OEWD considered budget cut recommendations through a racial equity framework, prioritizing organizations that are deeply embedded in community, and cutting contracts or

pilots which are not demonstrating significant impact or value-add for priority populations. As discussed above, OEWD has advocated for City-directed philanthropic commitments to vulnerable populations and also sought additional funding to replace General Fund cuts, and ultimately to protect funding for community-based organizations.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes? *

Yes

No

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here: *

The Department routinely engages with the communities we serve, through partnerships with organizations and leaders on the ground and in broader public forums. In 2019, OEWD partnered with the Mayor's Office of Housing and Community Development and Planning in a series of more than 10 population-based community listening sessions. In early 2020, OEWD held two public budget meetings in the Bayview and Richmond districts, and collected extensive feedback from community leaders about the specific ways to address equity through our programs (we are happy to share the results of these sessions). Additionally, in preparation for an anticipated RFP for workforce services originally planned for release this Fall, OEWD began District-based community listening sessions in late- February, only to be derailed by COVID-19. We are currently planning to pick up this public process in an alternative format in the coming months, in anticipation of rolling out the RFP next year.

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *

Grant investments make up the largest expenditure in our agency budget, representing more than 43% of the total budget (\$31M). The majority of our grant dollars are administered by the Invest in Neighborhoods and Workforce Development Divisions to support direct services to small businesses, the unemployed/ underemployed, and to the preservation of vital cultural and community institutions.

11. Beyond salaries and benefits, what is your largest projected expenditure?

Please go beyond listing a line item and be specific and explanatory. *

Grant investments make up the largest expenditure in our agency budget, representing more than 43% of the total budget (\$31M). The majority of our grant dollars are administered by the Invest in Neighborhoods and Workforce Development Divisions to support direct services to small businesses, the unemployed/ underemployed, and to the preservation of vital cultural and community institutions.

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *

After grant investments, OEWD spends approximately 27% of the total budget (\$19M) on staff salaries and benefits across all 8 of our Divisions.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *

The lowest projected expenditure for OEWD, consistently, is materials and supplies. This comprises less than \$7,000 per year.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve? *

Based on conservative estimates provided by individual OEWD Divisions, we estimate that at least \$20,000,000 (nearly 65% of of OEWD's grant investments) can be directly associated with the vulnerable populations that we serve. This estimate does not account for staff time (FTE) spent managing initiatives to serve the identified populations.

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity? *

OEWD administers a considerable amount of non-City funding, which provides the benefit of solving for general fund gaps but can somewhat restrict our ability to develop as creative approaches to meeting our equity goals (e.g. where funding is administered for a limited purpose and measured on a cost-per-participant basis). Much of that funding is directly in line with our goals to address the needs of vulnerable populations, as eligibility for services is

based on income, neighborhood/zip code, or specific barriers that are the direct result of systemic racism (housing instability, educational barriers, justice system involvement, etc.). OEWD continues to seek and deploy resources that build the capacity of our staff and nonprofit partners to more accurately measure the impact of our work for these populations.

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts. *

OEWD was deliberate about preserving funding for services that address the needs of our most vulnerable populations, and we do not anticipate that the proposed cuts will have significant impact on the Department's ability to serve these populations. Our cuts to non-essential programs and pilot efforts may restrict our ability to advance more innovative and iterative program models in the coming year, and we are bringing some work in-house (e.g. sector-based coordination with businesses) to preserve as much funding as possible for grantees to focus on providing quality, essential direct services to the public. Our budget proposal aims to minimize impact to public services wherever possible. The Workforce Division, as one example, proposed to achieve approximately 40% of total reductions through salaries savings and an additional 20% by back-filling general fund losses with federal, state, and private dollars that the department has raised in recent months.

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures? *

- Staff Time
- Grants to Community-Based Organizations
- Direct Service(s)
- Professional Development for Staff
- Recruitment and Hiring
- Events
- Other:

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity? *

Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.

OEWD will continue to work on developing public accountability structures and stronger evaluation tools to better align our budget with our mission. Currently, our commitment to racial equity shows up most readily in our grant investments, which are monitored by Department staff to ensure that essential programming for vulnerable populations remains intact and as impactful as possible. OEWD's Racial Equity Working Group – made up of between 1-4 representatives from each Division – will continue to dedicate significant time and energy to advancing equity at all levels. This work -- which ramped up in Q4 of the last fiscal year -- is currently focused on supporting staff to better collect and use data to inform decision-making, and examining how we can work in closer collaboration across Divisions to leverage grant dollars. Our procurement process is also undergoing a major overhaul to more readily address barriers to funding opportunities (eliminating cumbersome or lengthy application processes, alleviating technical challenges, etc.), invite more community involvement (community panelists!), and incorporate racial equity measures and training in each stage of our evaluation and awards process.

Focus Areas

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

19. Does your spending address specific equity needs?

Please refer to your previous responses about expenditures.

	Largest expenditure	Second largest expenditure	Lowest expenditure
Racial Disparities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability Access	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public Safety	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economic development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Academic Achievement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Climate and Environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Housing and Homelessness	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Transportation and Mobility	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Justice System	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community Health and Wellness	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Workforce and Fair Employment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Information Technology and Digital Equity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Education, Knowledge and Community Wisdom	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Wealth Building and Economic Justice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Arts and Culture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Food Justice and Sovereignty	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LGBTQIA+ and Gender Justice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

20. How do you get feedback on the success of your proposed spending? The return on investment?

	Largest Expenditure	Second largest Expenditure	Lowest Expenditure
Focus groups/interviews with stakeholders	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results based evaluation	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unbiased data collection	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participatory budgeting	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance on key indicators	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

