



RACIAL EQUITY ACTION PLAN

DEPARTMENT SHOWCASE



February 2022

www.oewd.org

San Francisco Office of Economic and Workforce Development

AGENDA

- Community Agreements
- Introductions & Ice Breaker
- OEWD Mission
- Government Alliance on Race & Equity
- Why We Lead With Race
- Office of Racial Equity
- Racial Equity Action Plan Annual Update
- **Sub-Committee Progress**
- **Getting Involved!**
- **Next Steps**

Community Agreements

- We want to acknowledge and pay respects to the unceded ancestral homeland of the Ohlone on which we work.
- Create and maintain brave space
- Offer what you can, ask for what you need
- What is said here stays here; what is learned here leaves here
- Notice the space you occupy (step up/fall back)
- Respectful of other people's perspectives and where they are in their learning.
- Conflict is an opportunity to learn.
- Share what you have been given permission to share by the owner of that experience.
- Show empathy.
- Mute your mics if you are not speaking.
- Be brave on camera, as appropriate.
- Take care of yourselves and notice your body and your reaction to things.
- Don't be afraid to laugh and have joy.
- Incorporate care into this process for ourselves and each other.
- Take deep breaths.
- Lead with love to combat hate.
- Give permission to come as you are.
- Assume best intentions.
- Take time to offer gratitude.



Who Is In Our Community?

Name	Pronouns	Division	Email Address
Crezia Tano	She/Her	IPC (Impact, Policy, & Comms)	Crezia.Tano@sfgov.org
Orrian Willis	He/Him	Workforce Programs	Orrian.willis@sfgov.org
Sharlana (Lana) Anthony	She/Her	Econ/Administrative	Sharlana.anthony@sfgov.org
Marissa Bloom	She/Her	Finance & Admin	Marissa.Bloom@sfgov.org
Jen Hand	She/Her	Workforce	Jennifer.Hand@sfgov.org
Christopher Vergara	He/Him	Workforce	chris.vergara@sfgov.org
Jerry Trotter	He/Him	Econ/Biz Development	Jerry.trotter@sfgov.org
Annie Yalon	She/Her	Workforce	Anne.yalon@sfgov.org
Ellie Asenloo	She/Her	Workforce	Elinoemi.asenloo@sfgov.org
Kerry Birnbach	She/Her	Office of Small Business	Kerry.birnbach@sfgov.org
Adrian Owens	She/her	Workforce Programs - DKI	Adrian.owens@sfgov.org
Jennifer Salerno	She/her	Workforce Programs-SJC	Jennifer.salerno@sfgov.org

Who Is In Our Community?

Name	Pronouns	Division	Email Address
Mimi Hiraki	She/her	Invest in Neighborhoods	Mimi.tam@sfgov.org
Diana Ponce De Leon	She/her	Invest in Neighborhoods	Diana.poncedeleon@sfgov.org

Who Is In Our Community?

Name	Pronouns	Division	Email Address

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CO-CREATORS & COLLABORATORS

- Tajuana Gray, Contract Compliance Officer
- Marissa Bloom, Director of Contracts and Grants
- Amabel Akwa-Asare, Director of Strategic Initiatives
- Jennifer Hand, Sr. Community Development Specialist
- Juan Carlos Cancino, Director of Special Projects
- Dylan Smith, Sr. Community Development Specialist
- Susannah Greason Robbins, Executive Director, Film SF
- Ren Floyd-Rodriguez, Senior Program Specialist
- Lex Leifheit, Senior Business Development Manager
- Susan Ma, Project Manager
- Darcy Bender, Project Manager
- Andrew Abou Jaoude, Sr. Community Workforce Development Specialist II
- Lisa Pagan, Director of Policy & Planning
- Bryan Quevedo, Policy & Program Analyst
- Kristen Erbst, Human Resources Analyst
- Regina Dick-Endrizzi, Director, Office of Small Business
- Rhea Aguinaldo, Assistant Project Manager

CO-CREATORS & COLLABORATORS

- Manijeh Fata, Film SF Manager
- Armina Brown, Executive Assistant to Director of City Build and Office Manager
- Alex Jones, Project Assistant
- Gloria Chan, Director of Communications
- Benson Tran, Communications Specialist
- May Liang, Film Coordinator
- Iris Rollins, Executive Assistant to the Director of Workforce
- Ryan Briscoe Young, Policy Analyst
- Charles MacNulty, Data and Performance Manager
- Glenn Eagleson, Sr. Workforce Policy Analyst
- Krysti Specht, Sr. Workforce Development Specialist
- Tabitha Tapia, Sr. Administrative Analyst
- Dominica Donovan, Senior Administrative Analyst
- Mark Hogains, Management Assistant
- Anabel Simonelli, Chief People Officer
- Merrick Pascual, Chief Financial Officer
- Miguel Velasco, Sr. Workforce Development Specialist
- Maggie Mattson, Housing Delivery Analyst

ICE BREAKER – What's in a Name?

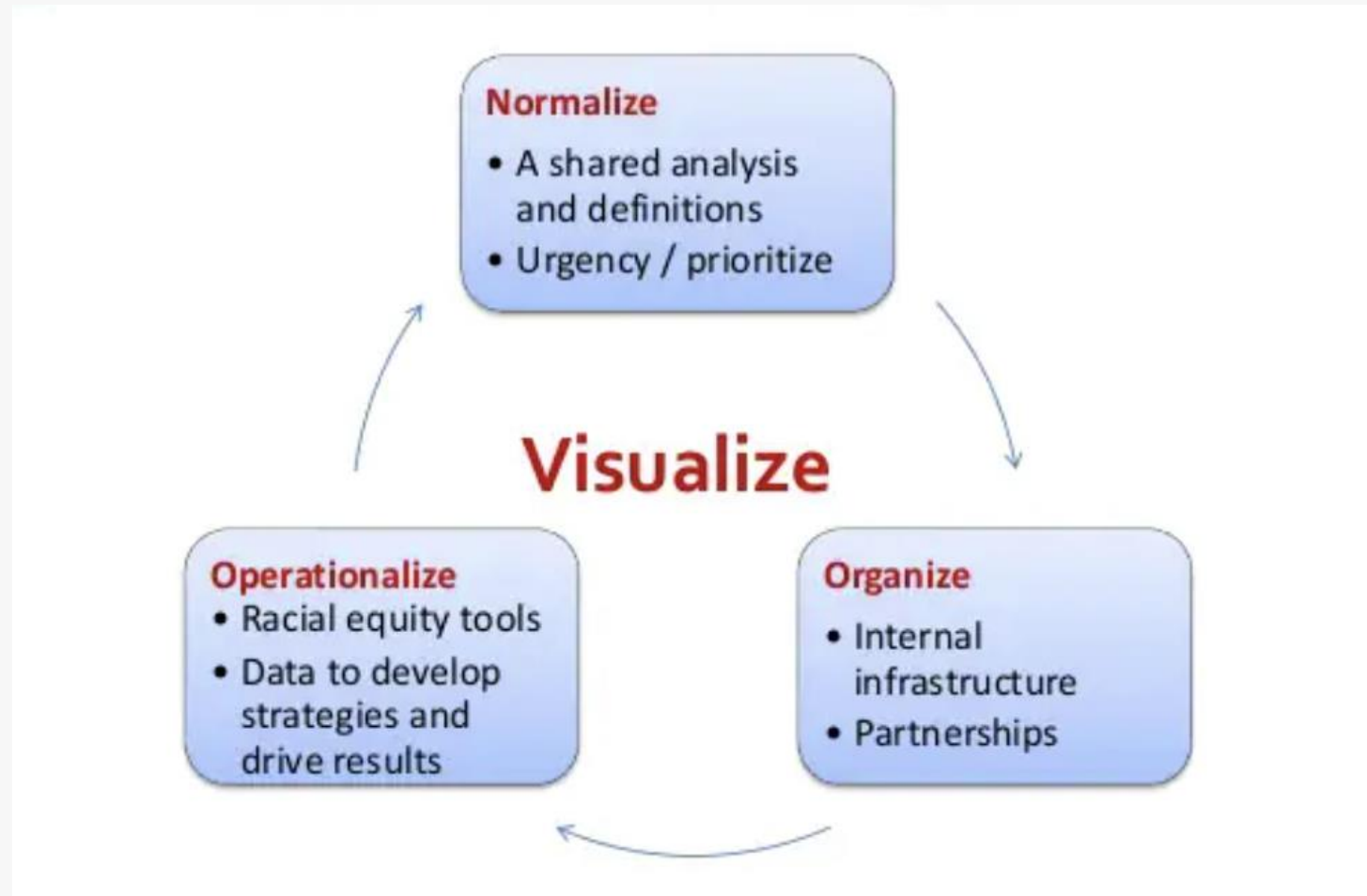
5 Minutes! Pick One and Answer in Your Small Group:

- Does your name have any special meaning? What is it?
- Where does your name come from?
- What does your name mean to you?
- Do you have any nicknames?

OEWD MISSION

The mission of the **Office of Economic and Workforce Development (OEWD)** is to advance **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.

Government Alliance on Race & Equity (GARE)



Why lead with race?

- To have maximum impact, **focus and specificity** are necessary. Strategies to achieve racial equity differ from those to achieve equity in other areas. “One-size-fits all” strategies are rarely successful.
- A racial equity framework that is clear about the differences between **individual, institutional and structural racism**, as well as the history and current reality of inequities, has applications for other marginalized groups.
- Race can be an issue that keeps other marginalized communities from effectively coming together. An approach that recognizes the inter-connected ways in which marginalization takes place will help to achieve **greater unity across communities**.



OFFICE OF RACIAL EQUITY

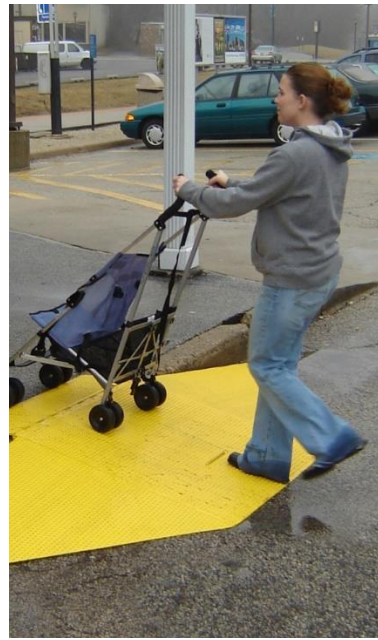
“A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs.”

— *ORE Legislative Mandate, Ordinance No. 188-19*



ACTIVITY:

What is a policy, practice, or process you are aware of or you impacted that has promoted equity?



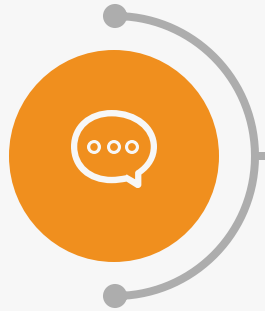
The Curb Cut Effect.

Source: Angela Glover Blackwell, The Curb-Cut Effect, Stanford Social Innovation Review (Winter 2017)

RACIAL EQUITY PLAN TIMELINE

DECEMBER 2019

OEWD Director Joaquín Torres recommends **22 staff** across all OEWD divisions to serve as Racial Equity leaders



FEBRUARY 2020

OEWD's Racial Equity Working Group (REWG) begins monthly meetings



AUGUST 2020

REWG forms sub-committees,
engaging an additional 20

OEWD subject matter experts in:

- Procurement and Grantmaking
- Community and Public Engagement
- Benchmarking and Accountability
- Internal Workforce Development and Human Resources
- Policy Boards and Commissions
- Communications and Staffing
- Internal Training



AUG - NOV 2020

REWG and sub-committees
lead development of draft
Phase 1 Action Plan, including
staff survey on organizational
climate

NOV – DEC 2020

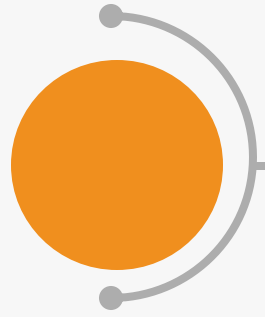
Presentations to OEWD Policy
Boards and Commissions,
finalize department goals



DECEMBER 2020

OEWD REAP submitted to MYR
and BOS via ORE.

<https://oewd.org/reports-and-plans>



SUMMER 2021

Progress presentations to
units, divisions, staff, and
leadership.



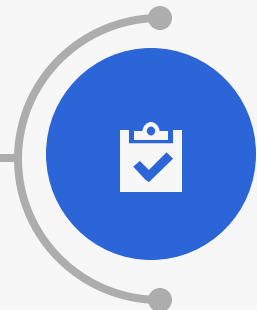
JANUARY 2021

REWG and Sub-Committees
lead implementation.



NOV – DEC 2021

REWG releases annual staff
survey, prepares annual
update, etc.





March 1, 2022

OEWD Racial Equity Action Plan
Implementation Starts

ANNUAL UPDATE SECTIONS

Letter from Director Sofis.

Process. Working Group, Sub-Committees, Citywide Meetings, Small Groups, Surveys.

Department Background. Overview of OEWD and organization culture.

Racial Reconciliation Statement. Led by Communications and Policy Teams through Interviews.

Vulnerable Populations Served. ORE Data Request from 2020. Customized service delivery through workforce development, small business assistance, and other investments.

ANNUAL UPDATE SECTIONS

Current Workforce Demographic Data. HR analysis by race, gender, PCS, exempt, classification, and wage rate.

Staff Survey Results. Results pending.

Response to ORE Feedback.

REAP Update on Action Items.

OVERVIEW:

PHASE 1 RACIAL EQUITY ACTION PLAN SECTIONS

**Hiring
&
Recruitment**

**Retention
&
Promotion**

**Discipline
&
Separation**

**Diverse
&
Equitable
Leadership**



SAN FRANCISCO
OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT

OVERVIEW:

PHASE 1 RACIAL EQUITY ACTION PLAN SECTIONS

**Mobility
&
Professional
Development**

**Organization
Culture of
Inclusion &
Belonging**

**Boards
&
Commissions**



SAN FRANCISCO

OFFICE OF ECONOMIC &
WORKFORCE DEVELOPMENT

ACTION ITEMS:

HIRING & RECRUITMENT

- 1.1.** Develop a hiring and recruitment policy that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.
- 1.2.** Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.
- 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.
- 1.4.** Commit to standardized, transparent, and participatory recruiting and onboarding.
- 1.5.** Ensure equitable compensation for special skills as outlined by unions, MOUs, classifications, etc.

ACTION ITEMS:

RETENTION & PROMOTION

- 2.1.** Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.
- 2.2.** Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.
- 2.3.** Create paths to promotion that are transparent and work to advance equity.

ACTION ITEMS:

DISCIPLINE & SEPARATION

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

1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.
2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.
3. Train supervisors on bias and equitable and compassionate discipline and separation.
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.
5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.

ACTION ITEMS:

DIVERSE & EQUITABLE LEADERSHIP

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

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

ACTION ITEMS:

MOBILITY & PROFESSIONAL DEVELOPMENT

- 5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.
- 5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.
- 5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTION ITEMS:

ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

- 6.1.** Foster an intentional organizational culture that is committed to inclusion and belonging.
- 6.2.** Develop internal communication processes and procedures that promote equity.
- 6.3.** Improve both physical and digital spaces to meet or exceed accessibility standards.
- 6.4.** Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

Procurement & Grantmaking

Members: Lex Leifheit, Marissa Bloom, Andrew Abou Jaoude, Glenn Eagleson, John Francis, Benson Tran, Lana Anthony, Jerry Trotter, Montana Cruz

Alum: Kevin Lo, Krysti Specht

- **Piloted a community panelist pilot program** for Requests for Proposals 122 and 216 to center community voice, ensure that grantmaking authority rests with a group of reviewers representative of both San Francisco's demographics and the applicant pool in terms of race/ethnicity, gender, LGBTQ and disability community members, and bring greater transparency to funding and partnership decisions. Panelists were compensated for their participation in the review process.
- **Provided professional development partnership opportunities to existing partners** growing new lines of services and to grant applicants whose proposals were not funded.
- **Advised and participated in extensive community outreach strategies** to share OEWD procurement information and receive feedback from various communities and stakeholders on unmet needs in the workforce system.
- **Advised on the inclusion of the Equity Pilot strategy for RFP 122** to address workforce and system inequities experienced by San Franciscans.

Community & Public Engagement

Members: Susan Ma, Darcy Bender, Ren Floyd-Rodriguez, Maggie Mattson, Jen Hand (Rotating), Tajuana Gray (Rotating), Marissa Bloom (Rotating), Lana Anthony

Alum: Alex Jones, Rhea Aguinaldo

- Developed key considerations for **shaping internal and external community engagement**.
- Designed and released survey to gather **internal feedback** on REAP Phase 1.
- Designed and released survey on **community engagement best practices at OEWD**
 - Conducted qualitative interviews as part II of the survey
- **Research other community engagement practices and best practices outside of government**, including the Spectrum of Public Participation and Design Thinking.
- **Create a resource for department** to shape community engagement on specific projects/programs and in specific communities.

Benchmarking & Accountability

Members: Lisa Pagan, Jen Hand

Alum: Bryan Quevedo, Charlie MacNulty, Juan Carlos Cancino, Amabel Akwa-Asare, Jade Wheaton

- **Consulted on Performance Metrics** for Racial Equity Action Plan.
- **Supporting HR unit** with Management-level staffing and evaluation consulting.
- Advocating for **performance-based measurements in OEWD processes/outcomes.**
- **Advocating for appropriate staffing** for project and data analysis/evaluation.
- Leverages racial equity work for improved accountability within leadership and organization.
- Communicating need for and **normalizing benchmarking and accountability in strategic planning**, and developing infrastructure to operationalize.
 - Embedded racial equity language into federally-required WIOA Strategic Plan for FY 21-24.

Internal Human Resources

Members: Kristen Erbst, Armina Brown, Tajuana Gray, Philip Wong, Jen Hand, Marissa Bloom, Andrew Abou Jaoude, Lana Anthony

Advisors: Merrick Pascual, Anabel Simonelli-Kupelian, Lisa Pagan

- OEWD already implements best practices in hiring and recruitment. **OEWD is creating an equitable and inclusive hiring and recruitment best practices document.**
- OEWD HR changed the structure of job descriptions, highlighting important content and language.
- OEWD is **piloting SmartRecruiters hiring management system** to standardize job descriptions with goal of implementing hiring modernization tool.
- OEWD continued **relationship building and coordination** with various stakeholders, including Unions, Department of Human Resources, and the Civil Service Commission.
- OEWD is in the process of identifying and **eliminating drop-off and dead-end** classifications.
- OEWD is implementing a modified discipline process by using **alternative dispute resolution** and continue the current practice of **progressive discipline**.
- OEWD is implementing an annual and regular Performance Plan and Appraisal process, including coaching and training, with goal to incorporate feedback/review semi-annually.

Policy Boards & Commissions

Members: Iris Rollins, Manijeh Fata, Jennifer Hand, Kerry Birnbach, Zefania Preza, Tajuana Gray (Rotating)

Alum: Regina Dick-Endrizzi, Dominica Donovan, Ryan Young, May Liang, Susannah Robbins, Amabel Akwa-Asare

- All boards incorporated **Ohlone Land Acknowledgment Resolution** and added a verbal acknowledgement at the beginning of each public meeting.
- **Racial equity agenda items and discussions at meetings**, such as guest speakers, community spotlights, and racial equity sub-committees.
- SBC developed a Racial Equity Sub-Committee and Racial Equity Resolution.
- **Review and revise by-laws by 2022**, including recommending candidates for open commissions seats that reflect San Francisco's population, including taking into consideration BIPOC representation.

External Communications & Staffing

Members: Gloria Chan, Benson Tran, Diana Ponce De Leon, Mark Hogains, Alex Jones, Marianne Thompson, Jen Hand (Rotating), Marissa Bloom (Rotating)

Alum: Juan Carlos Cancino

- **Conducted ethnographic interviews across the department's longest-tenured staff** to compile information for a historical timeline of OEWD's history with racial equity to enable staff's understanding of the Office's past as they engage in current and future work.
- Compiled interview answers into a Google "jamboard" and then re-organized into a document for **presentation, re-working, and expansion purposes.**
- Contemplate and develop strategy around how does racial equity inform OEWD's internal and external communications strategy.
- Consult on **racial equity talking points, presentations, and reports.**

Internal Training

Members: Jen Hand, Tajuana Gray, Andrew Abou Jaoude, Mark Hogains, Kristen Erbst, Miguel Velasco, Lana Anthony, Armina Brown

Alum: Alex Jones, Manijeh Fata

The Why/Goal: To ensure that OEWD staff have enough resources and opportunity to be fully engaged with Racial Equity tools that apply to their career and current work.

- Analyzed staff survey responses to **identify OEWD training needs**.
- Added racial equity concepts and documents to **onboarding materials and orientation**.
- Created [SharePoint site](#) to centralize racial equity materials and resources.
- Presented **Mid-Year "mini-report"** to 8 individual units: WF Programs, Fiscal, JointDev, FilmSF, SI, BSU, BizDev, CityBuild, + WF All-staff
- Three "full, 1-hour" **Mid-Year reports** with over **65 staff participants**
- **Redesigned HRC One-Day Training Curriculum** for internal training to OEWD staff.
- Organize, advocate, and mobilize department to **align with ORE and DHR priorities**.
- Identified training topics of relevance to department to **build OEWD training curriculum**.
- Developed **catalogue of third-party racial equity training providers**.

OPPORTUNITIES TO ENGAGE

- Connect with your Division Lead!
- Come to Racial Equity Office Hours!
- Read the [Racial Equity Action Plan](#)!
- Join a Sub-Committee!
- Fill out surveys and come to department events!
- Give us feedback!

ACTIVITY!

**What resonates with you about the
plan and our progress?**

**How will you operationalize racial
equity in your work?**

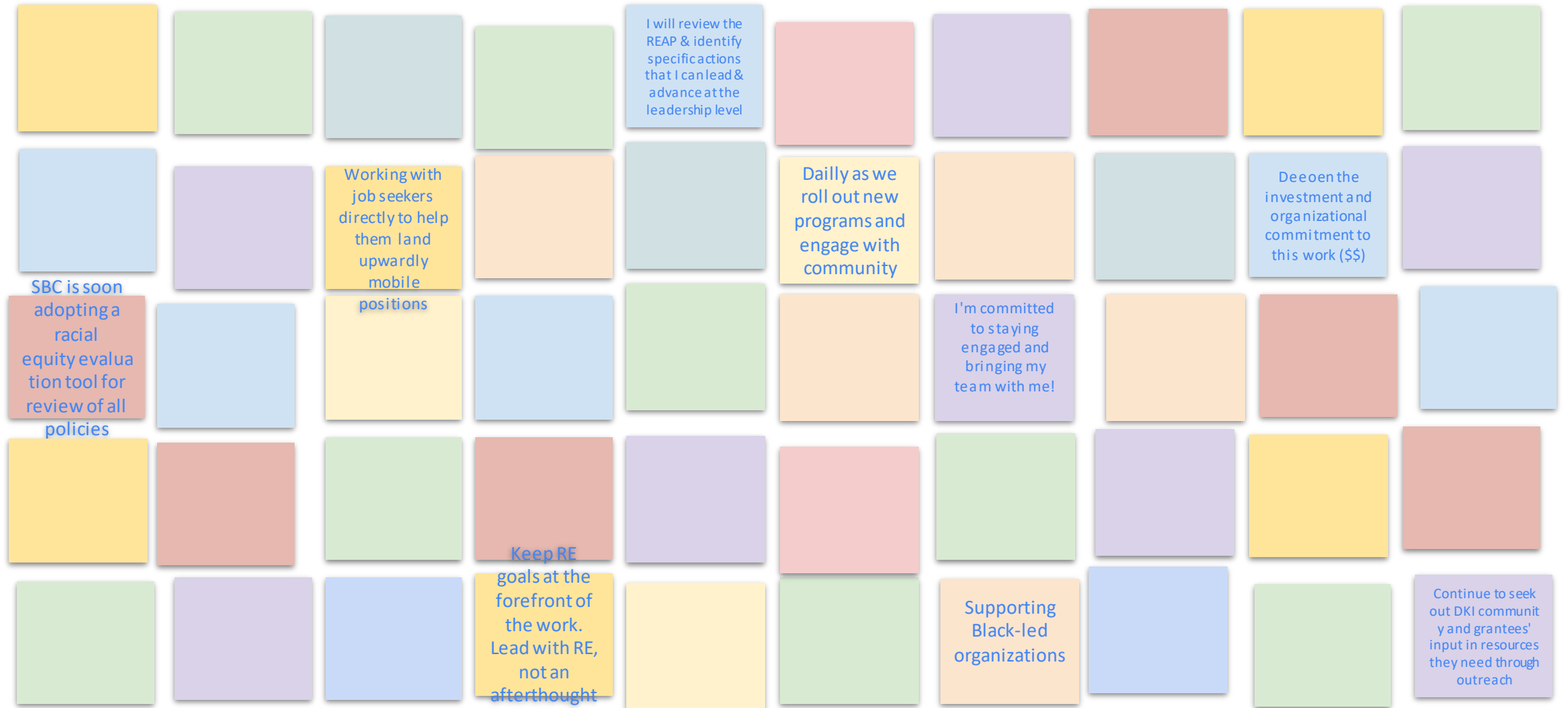
What resonates with you?

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	I recently came across the State as a Model Employer Initiative. While it focuses on disability, it overlaps with the themes highlighted by the SF team and I am happy to see our depts progress!!							Hearing the amazing work being done across the divisions to advance RE	
								I can see the changes which has been really encouraging to t see and now be a part of.	
It's been great to see everyone pursuing the same goals through different groups and ideas	Creating space and time to heal.		That we brainstormed, implemented, and evaluated impact						Continue to work on outward polity on how we serve OEWD commumoty of provders.
	Reminder to recommit to the departmental efforts					many amazing, dedicated individuals leading this work!			
			ORGANIZATI ONAL CULTURE OF INCLUSION AND BELONGING	I like how you interviewed longest tenured OEWD staff to get the historical timeline on racial equity progress.				Connecting both Econ and WF staff for the common good	
						Love the internal resources to learn about equity			

How will you operationalize?

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FOR MORE INFORMATION:

OEWD's Racial Equity Core Team:

- **Marissa Bloom:** Marissa.Bloom@sfgov.org
- **Jennifer Hand:** Jennifer.Hand@sfgov.org
- **Andrew Abou Jaoude:** Andrew.AbouJaoude@sfgov.org
- **Susan Ma:** Susan.Ma@sfgov.org
- **Crezia Tano-Lee:** Crezia.Tano@sfgov.org

RE Office Hours, Fridays from 2:00 – 4:00 p.m. via Teams