

# **RACIAL EQUITY PROGRESS REPORT**



SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT

**2021**

## EXECUTIVE SUMMARY

Racial equity is not forged in the pages of a strategic plan and a legislative mandate, but in the hands of like-minded individuals working together toward a common goal. In July 2020, the OEWD Racial Equity Working Group had its second meeting, bringing together leadership and staff to develop a collaboration touching all corners of the organization. Over the next five months, approximately 40 staff who had never worked together cross-functionally built trust and the social infrastructure to continue systems change-making through the development of the RE Action Plan.

A year and a half later, the Racial Equity Working Group went from finding its legs to developing nearly autonomous working groups focused on discrete issues that push the essential equity work forward. Infrastructure for the work includes regular participation from over 40 staff in weekly CORE team meetings, bi-weekly Racial Equity Working Group Sub-Committee meetings, monthly convenings of the full Racial Equity Working Group, semi-annual presentations to department staff and policy bodies, monthly representation at the Office of Racial Equity and Citywide events, ad-hoc new hire onboarding, and day-to-day project management activities.

As of January 2022, OEWD is one year into implementation of the three-year OEWD Racial Equity Action Plan Phase ([“RE Action Plan”](#)). The original RE Action Plan template directs City Departments to assess current conditions in seven key focus areas for all employees, particularly for BIPOC employees, and to make a plan to remedy harmful policies which have perpetuated anti-Black racism and caused disparate harm to Black, Indigenous, and People of Color (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.

This Annual Update has been prepared for the Office of Racial Equity, the Board of Supervisors, and the Mayor’s Office in accordance with the March 2022 submission deadline and parameters set forth by the Office of Racial Equity. This document is organized around prompts from the Office of Racial Equity for each of the seven key focus areas. Prompts requested bullet points on the following areas: Goals and Performance Measures, Changes Implemented over the 2021 Calendar Year, and Priority Actions for 2022 calendar year, including opportunities for staff input and decision-making, and how this work will be resourced in 2022. ORE also requested a letter from Executive Director Kate Sofis describing her involvement in the work and discussion of challenges or opportunities. This Annual Update meets all points of this request. OEWD has also updated its Racial Equity Action Plan, and the v.2 redlines are included as an appendix to this document.

In total, the OEWD Racial Equity Action Plan has 95 actions, with 73 actions ongoing, and 22 actions have not been started. Actions which have not been started reflect long-term HR policy changes which require involvement of the City and County of San Francisco’s Central Department of Human Resources, negotiations with labor, or coordination with additional stakeholders. The Racial Equity Working Group has made substantial and meaningful progress in the following areas:

- Consistent with standards identified by the DHR Diversity Recruitment workgroup, OEWD HR implemented best practices in hiring and recruitment, changed the structure of job descriptions to highlight important content and simplify language to broaden accessibility, and piloted the SmartRecruiter applicant tracking system to collect meaningful data on recruitment, hiring, and the application process.
- OEWD HR standardized the Performance Plan and Appraisal Report process to require annual completion, semi-annual review, and inclusion of racial equity goals, and also widely shared OEWD’s process for alternative dispute resolution to limit separation.
- The Racial Equity Working Group developed a three-hour workshop on racial equity foundation concepts, established a racial equity onboarding process for new staff, provided at-least semi-annual updates to OEWD divisions and units, released surveys, and catalogued external free and low-cost trainings for ongoing staff and leadership development.
- Strategic planning teams supported community development of racial equity statements, and successfully embedded statements into strategic planning and policy documents.

- Procurement teams 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.
- Community development staff created a framework for internal and external community engagement so staff can develop strong relationships with community members, including: define the target population by who will be most impacted by the policy, process, or procedure; include target population in planning and implementation on an ongoing basis; initiate feedback loop to keep target population informed; create accessible outreach processes; collect feedback in a culturally humble and accessible manner; and provide context for informed decision-making.
- The Film Commission, Small Business Commission, and Workforce Investment San Francisco Board passed the Ohlone Land Acknowledgment Resolution, reserve time on their agendas for racial equity updates, and have rotating community and/or stakeholder spotlights.

While the Racial Equity Working Group made significant progress in pushing the organization towards transformational change, there were challenges in progressing through the RE Action Plan.

First, many of the actions in Hiring and Recruitment, Retention and Promotion, Discipline and Separation, and Diverse and Equitable Leadership require data-driven analysis and process improvement projects. OEWD HR is a small and mighty team of no more than two employees, and this body of work requires staff allocations beyond routine work, along with extensive coordination and alignment with other stakeholders, e.g., Civil Service Commission, Unions, DHR, and Office of Racial Equity. Consequently, these actions did not progress as far as expected in 2021.

Second, all staff have limited capacity, and many have been facing significantly increased workloads or socioemotional strain in response to the COVID-19 pandemic over the last two years. As with many public agencies in the last two years, there has been significant staff turnover, and OEWD did not receive any additional staffing to support this work in previous budget requests. All staff have volunteered their time for this action plan beyond allocations for their routine work. While racial equity work should be integrated into all work and it has been successfully in many cases, development and implementation of this plan has created additional projects, policies, and processes for staff to manage outside of their existing scopes of work.

Lastly, RE Action Plan benchmarks are numerous, difficult to track, and over-broad. OEWD holds two data analysts that service the entire organization, including providing research and evaluation, data collection and retention, and data systems management services. While the Racial Equity Working Group was able to advance many actions, the team was not able to benchmark outcomes, collect meaningful quantitative data, or conduct impact analysis.

Despite these challenges, the work continues through the formalized structure of the OEWD CORE Team, Racial Equity Working Group, and Sub-Committees. Additional resources such as dedicated staffing, project management tools, and training funds will guarantee the sustainability and continued coordination of this work over the next two years, and thereafter. Consequently, OEWD's priorities for 2022 include the following actions:

- Hiring (1) Racial Equity Manager to lead the Core team.
- Identify existing resources that can be reallocated to ensure equity work is appropriately resourced.
- Identify and acquire data that will allow us to better understand staff and leadership demographics and disparities, and establishing benchmarks to support this analysis.
- Create a unified narrative for the department's history, including impact analysis of policies and programs.
- Implement quarterly racial equity training opportunities for any staff to develop professionally and grow at OEWD.

Only in further resourcing this work will we realize the benefits of it in many years to come.

# EXECUTIVE DIRECTOR’S NOTE

As the newly appointed Executive Director in Spring 2021, one of the first meetings I scheduled was with the Racial Equity CORE Team. It was important to me to get up to speed on this critical body of work, and to leverage the group’s understanding of cross-departmental sentiments and connectivity to strengthen my "One OEWD" organizational vision. In our department, the Racial Equity Working Group is one of the few initiatives which engages across all divisions and creates the space for the Workforce Development and Economic Development units to connect.

As such, our Racial Equity Action Plan was not created in a vacuum. We have 31 staff members that are actively involved with OEWD’s racial equity work. The RE CORE Team is comprised of staff from different divisions and backgrounds and includes a member of my executive team. Staff involved in this work have the full support of division directors and senior leadership. This has been especially important as we work to unify our economic and workforce divisions into one cohesive department. The Racial Equity Working Group is the embodiment of how colleagues across divisions and disciplines can come together to create change. The department has made a point to create space for all staff to discuss the impacts of violence on our BIPOC communities, and how staff can continue to stand in solidarity and push back. Recognizing the humanity in our staff and acknowledging the vulnerabilities staff may be feeling is a part of the process of becoming a stronger community and department.

In FY 21-22, we revamped our hiring minimum qualifications to better value lived experience, recognizing that there are many paths to success and that systemic and institutional racism has prevented quality candidates to even make it pass the application process. New employees are introduced to the racial equity work, through one-on-one or group Racial Equity Orientations, within the first two weeks of onboarding. Now every employee has racial equity goals built into their performance plans, and staff are evaluated on a bi-annual basis.

All of this work has taken place in addition to the full-time roles each staff has, while I am proud of the work that has been accomplished, it is clear that there are actions we must implement to make this work more robust. My goals for the upcoming year include:

- Unify OEWD staff around goals of the racial equity work and OEWD’s mission alignment.
- Hire a full-time Racial Equity Manager to ensure this work is appropriately resourced.
- Create a unified narrative for the department’s history and any racial harm that may have been perpetuated by OEWD.
- Identify and acquire data that will allow us to better understand staff and leadership demographics and disparities, and establish benchmarks to support this analysis.
- Implement quarterly racial equity training opportunities for any staff to develop professionally and grow at OEWD.

It is important that we examine our own systems. Responding and recovering from the COVID-19 pandemic while centering racial equity has been our priority. Phase I of the Racial Equity Action Plan has reminded us to look at the systems within our department. Our department has spent the pandemic focused on getting much needed relief to San Francisco residents, small businesses, and workers impacted by COVID-19, I am proud to be part of an organization who worked tirelessly to deliver over \$100m in COVID-19 relief programming and direct services. But we know that not all San Franciscans benefited from previous economic booms, especially in BIPOC communities, and that these inequities have become even more apparent during the COVID-19 pandemic. When intersectional identities, such as gender, disability, or sexual orientation are examined, we know that BIPOC communities are disproportionately represented in negative outcomes. Implementing a racial equity strategy will help us better define interventions which cut across identities and communities and can lift all boats in the rising tides of our economic recovery.



**Kate Sofis**  
**Executive Director**



## ABOUT OEWD

The San Francisco 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.

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 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.

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 WORKING GROUP

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 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. The OEWD Director at that time, Joaquín Torres, recommended formation of the OEWD Racial Equity Working Group (“Working Group”), composed of thirty (30) division leads across leadership and staff levels serving as racial equity anchors within the organization. The Working Group is led by five members of the department, four of whom 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.

### Racial Equity Leads

- Tajuana Gray, Contract Compliance Officer, [tajuana.gray@sfgov.org](mailto:tajuana.gray@sfgov.org)
- Marissa Bloom, Director of Contracts and Grants, [marissa.bloom@sfgov.org](mailto:marissa.bloom@sfgov.org)
- Jennifer Hand, Sr. Community Development Specialist, [jennifer.hand@sfgov.org](mailto:jennifer.hand@sfgov.org)
- Andrew Abou Jaoude, Sr. Community Development Specialist II, [andrew.aboujaoude@sfgov.org](mailto:andrew.aboujaoude@sfgov.org)
- Susan Ma, Project Manager, [susan.ma@sfgov.org](mailto:susan.ma@sfgov.org)
- Crezia Tano, Chief Operating Officer, [crezia.tano@sfgov.org](mailto:crezia.tano@sfgov.org)

### Racial Equity Working Group

- Armina Brown, Executive Assistant to Director of CityBuild and Office Manager, [armina.brown@sfgov.org](mailto:armina.brown@sfgov.org)
- Benson Tran, Communications Specialist, [benson.tran@sfgov.org](mailto:benson.tran@sfgov.org)
- Darcy Bender, Project Manager, [darcy.bender@sfgov.org](mailto:darcy.bender@sfgov.org)
- Gloria Chan, Director of Communications, [gloria.chan@sfgov.org](mailto:gloria.chan@sfgov.org)
- John Francis, Project Manager, Joint Development, [john.francis@sfgov.org](mailto:john.francis@sfgov.org)
- Glenn Eagleson, Sr. Workforce Policy Analyst, [glenn.eagleson@sfgov.org](mailto:glenn.eagleson@sfgov.org)
- Iris Rollins, Executive Assistant to the Director of Workforce, [iris.rollins@sfgov.org](mailto:iris.rollins@sfgov.org)
- Jerry Trotter, Sr. Community Development Specialist, [jerry.trotter@sfgov.org](mailto:jerry.trotter@sfgov.org)

- Kerry Birnbach, Small Business Commission Secretary, [kerry.birnbach@sfgov.org](mailto:kerry.birnbach@sfgov.org)
- Kristen Erbst, Human Resources Analyst, [kristen.erbst@sfgov.org](mailto:kristen.erbst@sfgov.org)
- Lana Anthony, Junior Management Assistant to the Executive Director, [sharlana.anthony@sfgov.org](mailto:sharlana.anthony@sfgov.org)
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- Miguel Velasco, Sr. Community Development Specialist, [miguel.a.velasco@sfgov.org](mailto:miguel.a.velasco@sfgov.org)
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- Jennifer Salerno, Sr. Community Development Specialist, [jennifer.salerno@sfgov.org](mailto:jennifer.salerno@sfgov.org)

#### **Racial Equity Department Alum**

- Joaquín Torres, OEWD Director
- Amabel Akwa-Asare, Director of Strategic Initiatives
- Juan Carlos Cancino, Director of Special Projects
- Alex Jones, Project Assistant
- Bryan Quevedo, Policy & Program Analyst
- Charles MacNulty, Data and Performance Manager
- Dominica Donovan, Senior Administrative Analyst
- Kevin Lo, Business Development Intern
- Krysti Specht, Sr. Workforce Development Specialist
- May Liang, FilmSF Coordinator
- Ryan Briscoe Young, Policy Analyst
- Tabitha Tapia, Sr. Administrative Analyst
- Regina Dick-Endrizzi, Director, Office of Small Business
- Rhea Aguinaldo, Assistant Project Manager
- Susannah Greason Robbins, Executive Director, Film SF





# RESPONSE TO ORE EVALUATION

The Office of Racial Equity (ORE) provided Citywide and departmental evaluations for the City’s Racial Equity Action Plans. The evaluation had several guiding principles and established the four-pronged evaluation framework.

## ORE’s Evaluation Guiding Principles:

- Transformational work is ongoing and on a continuum of change. There is no “A+” “done” or “best” rating for this type of work.
- Plans and actions need to lead with race because we all live in a white supremacy culture. Implementation of these plans also needs to continually identify and name characteristics such as perfectionism, sense of urgency that protects status quo, and defensiveness, which will undermine advancing racial equity.
- An evaluation sets standards and expectations for transformation. The purpose of the ORE evaluation is to provide input that results in stronger plans and yields better outcomes.
- A plan is only a blueprint. Only department leadership and employees can ground truth and know what is possible within their own plan.
- ORE encourages a learning mindset for this evaluation feedback. ORE will both name areas for improvement and lift up what works.

## ORE’s Evaluation Framework:

- Spirit. Authenticity, transparency, and a willingness to acknowledge racial injustice in the department’s area of work and organization.
- Data. Use of qualitative and quantitative information to inform goals and actions. This also includes principles and practices for ensuring high-quality data.
- Roadmap. Operationalization of goals and actions, such as implementation steps, resources, timelines, risk management, and contingencies.
- Transformation. Actions that lean into the department’s locus of control to shift power paradigms, drive individual and institutional self-examination, and center humanity.

OEWD received its evaluation on December 14, 2021 (*Appendix A ORE Phase I Evaluation*), which was after the content for this annual update had been compiled by over 50 members of the WORKING GROUP and after the release and closing of its annual staff racial equity survey which had nearly 70 OEWD staff responses. Where possible, OEWD has incorporated the evaluation into reflections for the 2021 Annual Update, and OEWD has developed responsive policies to improve processes for the future.

In the spirit of transparency and government accountability, the revised RE ACTION PLAN (*Appendix B OEWD Racial Equity Action Plan v.2*) includes track changes for this annual update. The RE ACTION PLAN v.2 is published on the OEWD website without tracked changes.

## SPIRIT

*The plan states: “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.” Beyond this, however, the plan does not further discuss racial injustice in its programs, services, or department. Additional context around this would have helped to ground the plan. Any plan to address racial equity must be grounded in truth and genuineness. In order to solve a problem, we must understand how we got there in the*

*first place. The department should demonstrate a clear understanding of how racial injustice is created within its sector of work, as well as within its organization. These are not yet fully acknowledged in the narrative. In the words of James Baldwin: “Not everything that is faced can be changed, but nothing can be changed until it is faced.”*

A core motto of the Racial Equity Working Group is “You need to know where you have been to know where you’re going.” In 2004, OEWD was formed under the Mayor’s Office to support traditional economic development work, which purports to create wealth for communities through targeted economic investment. In the 15 years since the Great Recession, theory and policy around economic development, workforce development, and community benefit work has changed significantly as gains from the economic recovery across the U.S. were unevenly distributed, and income inequality in the Bay Area increased beyond expectation. Updated theory and policy shift power and decision-making to communities that were negatively impacted by previous community development work.

To that end, the Racial Equity Working Group attempted to establish a shared understanding of the department and its programs and policies by conducting ethnographic interviews with the longest-serving OEWD staff—nearly all of whom are BIPOC—in order to understand the sociohistorical context of the department’s work in communities of color. Discussion of OEWD’s early days was validated through legislative history, and early programs and policies were matched against legislative documents or outcomes data, where available. Through these interviews and data analysis, OEWD recognized that core stakeholders—whether community-based or department staff—often have opposing views of the same programs, policies, practices, and outcomes. OEWD serves many business, labor, and community stakeholders, and so benefits for one community may not benefit all communities, but may improve the economic outcomes of the City on the whole. For example, according to the California Employment Development Department, San Francisco County had a historically-unprecedented unemployment rate of 2.1% before the COVID-19 pandemic; however, data analysis using the U.S. American Community Survey demonstrates that the unemployment rate for Black and African American residents and Native American and American Indian residents was three times the average City unemployment rate during the same period. While OEWD’s interventions to catalyze business growth, neighborhood-based investment, entrepreneurship, and placement in employment aim to benefit communities and individuals with the highest need and despite the years prior to COVID with low unemployment rates across the City, OEWD’s programs have no realized changes in unemployment rates and other outcomes for all San Francisco communities equitably.

Though the Racial Equity Working Group conducted these initial interviews, OEWD’s Impact Policy & communications Team intends to undertake an impact evaluation and historic context analysis including reviewing third-party data and written materials with a third-party consultant in the racial justice and strategic planning field in order to critically explore the impact of policies and programs on different communities in San Francisco. This commitment is identified here in this document, and again in the updated OEWD RE ACTION PLAN v. 2 located in *Appendix B*.

Outside of the OEWD RE Action Plan, OEWD embodied the spirit of racial equity in its grantmaking, programming, and talent development initiatives.

As a government grantor which funds external providers, OEWD largely contracts its budget to neighborhood-based services at BIPOC-led or -serving organizations. In addition to existing investments, OEWD also administered over \$10 million in Dream Keeper grantees to Black-led community-based organizations, approximately \$3.9 million in Economic Development and \$6.8 million in Workforce Development. Use of the flexible Dream Keeper Initiative funding established multiple program manager positions in the department, in order to provide culturally humble oversight of dollars meant to provide economic intervention in service of eradicating anti-Black racism and to diversify the department's workforce. The recruitment, hiring, and retention process for Dream Keeper Initiative and other new hires provided an opportunity to model RE ACTION PLAN goals to support BIPOC employees.

In response to the COVID-19 pandemic, OEWD funded over \$6.4 million investments in COVID-19 Resource Hubs which supported COVID-response efforts at community resource hubs in the Mission, Bayview, and Excelsior neighborhoods. The City also created its first zero interest loan program, the San Francisco Hardship Emergency Loan Program (SF HELP). SF HELP has now funded more than \$12 million in loans and programming for businesses citywide. San Francisco successfully delivered over \$4 million in grants and loans to Asian-Pacific Islander (API) businesses citywide and created the Latino Small Business Fund focused on providing similar support to Latino-serving small businesses. OEWD also established the African American Small Business Revolving Loan Fund to support micro-enterprises and small businesses historically underserved by private banks and other traditional sources of financing. AARLF funds have been prioritized for long-standing San Francisco Black-owned and Black-serving businesses, especially those businesses most impacted by COVID-19 including those whose operations have been severely limited since the Stay-at-Home Order was issued in March 2020,

such as hair salons, barber shops and other personal services, gyms and personal fitness. Funds can be used to pay for rent, payroll, equipment and machinery, inventory, furniture and fixtures, tenant improvements, and COVID-19 related expenses including marketing and improving online presence and reopening costs. In February 2022, all outstanding balances from that program were forgiven in order to support small business development and generational wealth building.

**DATA**

*The plan provides minimal quantitative data about its workforce. While the data is disaggregated by race and gender, the analysis lacks an intersectional approach when discussing and comparing key data indicators such as pay, employment type, and classifications. The department should prioritize completing an intersectional analysis of its workforce and ensure that the implementation steps in the plan are updated to address the causes of specific disparities. Additionally, in order to have a better understanding of current workforce inequities, the department should use specific racial identities in its data analysis instead of generalizing across all BIPOC groups.*

Per the City and County of San Francisco’s [Citywide Workforce Demographics](#), OEWD had 129 staff in 2021 and 136 staff in 2020. Disaggregated analysis of staff across race (7 characteristics), gender (3 characteristics), and classification (14 characteristics) produces identifiable data under the rule of 11, even when characteristics are collapsed. OEWD did not include these identifiable, disaggregated data in the Racial Equity Action Plan, but it did include discussion of the data, including that the average salary for White employees is higher than for BIPOC employees, the average salary for male employees is higher than for female employees, there is lower representation of BIPOC employees in promotive classes, and there is lower representation of Black and Hispanic employees in permanent civil service positions and higher representation in temporary or permanent exempt classifications. Further discussion is in *Appendix E Workforce Data Summary*.

While the OEWD RE ACTION PLAN does not include identifiable, disaggregated data, the internally available data was leveraged to produce verifiable changes to HR hiring and staffing practices, including diversifying interview panels, asking equity expertise question sets during the interview process, substituting experience for education in minimum qualification assessment, and promoting opportunities with BIPOC community groups. OEWD participated in the Human Rights Commission’s Dream Keeper Initiative to build a pipeline for BIPOC employees to permanent City employment.

*The plan summarizes results from a department racial equity survey in 2020. The department sent the survey to all 124 employees and 89 people participated - a 72% completion rate. The analysis was not race-centered or intersectional in its approach. The survey results are not consistently disaggregated by race, and not at all disaggregated by gender, classification, or employment type. The department needs to gather robust and meaningful qualitative data from employees. As with the quantitative data, the department should disaggregate this data in more intersectional ways to inform the implementation steps.*

At the request of BIPOC staff and members of the Racial Equity Working Group, the OEWD Annual Racial Equity Staff Survey was confidential and anonymized because of concern of retaliation. Employees were also given the opportunity to provide a qualitative interview instead of participate in the survey, if they felt discomfort in answering a survey. At the request of BIPOC staff, results were not consistently disaggregated by race and ethnicity in order to protect identifiable information and to not sow discord among different communities in the department.

ORE indicates in its guiding principles that leadership and employees must ground the truth and know what’s possible in the plan. The Racial Equity Working Group strives for cultural humility and recognizes staff trauma and vulnerability in answering questions about their workplace experience, either from negative experiences at OEWD, at other departments, or in previous work experience. The Annual Racial Equity Staff Survey included in Appendix C discusses results by race and ethnicity, but it does not meet the level of detail suggested in ORE’s feedback.

*The plan should state what data will be used to create metrics and dashboards to measure performance and support decision-making on an ongoing basis. The implementation steps should also note processes that will be used to maintain, secure, analyze, and share quantitative and qualitative data.*

OEWD plans to use the data indicators required in the RE ACTION PLAN and has added discussion of implementation to the RE ACTION PLAN v. 2 update regarding maintaining, securing, analyzing, and sharing quantitative and qualitative data. OEWD has not established benchmarks for progress, and this is a priority for the Racial Equity Working Group and its Benchmarking and Accountability Sub-Committee in 2022.

**ROADMAP**

*The plan includes goals for each section that are relevant to the department. The goals were identified by staff through a collaborative process documented in an appendix. The department should also set goals that are specific to racial disparities within the department and that are measurable and baselined against existing data. Without specific and measurable goals, it will be difficult to assess progress.*

OEWD plans to use the data indicators laid out in the RE ACTION PLAN template and has added discussion of implementation to maintain, secure, analyze, and share quantitative and qualitative data to the updated OEWD RE ACTION PLAN included in *Appendix A*. OEWD has not established benchmarks for progress, and this is a priority for the Racial Equity Working Group in 2022.

*All of the actions in the template are included in the plan. The department added actions around paying bilingual employees for translation and re-authorizing the Workforce Community Advisory Committee. In some sections, the plan identifies specific processes and tools it will use to implement each action. In others, though, the implementation steps are broad. For instance, one implementation step states that the department will “continuously share [the] Action Plan, or specific actions, to each unit for feedback and upkeep annually or as needed.” To increase transparency and accessibility, it would be helpful to include details around when and how this will happen. The plan should describe how information that is used to implement each action will be shared and validated with staff who are most likely to be affected by decisions.*

The Racial Equity Working Group holds monthly meetings to share progress on all parts of the RE ACTION PLAN and sub-committee progress across approximately 30 members of staff. The Racial Equity Working Group hosts at-least semi-annual small group and unit presentations to share progress and solicit feedback from staff outside of the WORKING GROUP (*Appendix D OEWD RE ACTION PLAN Annual Report Presentation*). The WORKING GROUP uses an open digital document to encourage all members to make ongoing updates to the RE ACTION PLAN, and the WORKING GROUP formalizes updates to the RE ACTION PLAN semi-annually (July, January) internally and once a year externally (February).

*The plan shows the number of months required to complete each action is listed in the plan. However, no start or end dates are included. Every action in the plan should have a clear and timely start and end date. The plan names teams that are responsible for each action. However, often multiple teams are listed. The teams are also very broad - for instance, one action states that “BIPOC staff” will serve as the lead. The plan should clarify who is accountable for final decisions on each action as well as who will be called on to provide support. The resources for each action are not consistently estimated in the plan. For some actions, the specific teams that will be involved are listed as resources, while for others, the only resource identified is “staff time.” A few material resources, such as project management software, training, and online platforms, are included in the plan, but not for all actions. Overall, the number of staff hours and budget amounts needed are not estimated, and it is not clear which resources are available or yet to be secured. The resources for each action, such as staff and budget, should be scoped in further detail. It is important to ensure that staff who are named in the plan as responsible are actually equipped with the resources and decision-making authority to successfully make change. Lastly, consider adding risk mitigation or contingencies to the plan. Plan implementation could include steps for monitoring, avoiding, or mitigating identified and potential risks and unexpected issues that may arise from addressing racial inequities within the department. For instance, besides resource and schedule needs, this may need to involve accounting for people’s internal motivations, understanding external sociopolitical movements, and socializing new ideas and processes.*

Feedback around effective project management principles, including specific timelines and resources, has been resolved in the latest version of the RE ACTION PLAN attached to this progress report. The number of staff hours and budget amounts are not estimated; however, OEWD established task profiles for all members of the WORKING GROUP and sub-committees to track staff hours towards this project. Members of the Core Racial Equity team that are responsible for convening and staffing the WORKING GROUP register up to 10 hours per week. Members of the WORKING GROUP register up to 4 hours per week. Members of the sub-committees register up to 2 hours per week. Bolstered by data, the WORKING GROUP was able to advocate for additional staff classifications and for additional protected time for WORKING GROUP members.

As a consideration that this work requires specific subject matter expertise which cannot be contained in a single person, and guided by principles of community organizing and decentralized decision-making, the WORKING GROUP uses a sub-committee structure to hold itself and the department accountable for results and to build capacity for the work. Each sub-committee has been assigned multiple actions in the RE ACTION PLAN, and each sub-committee is responsible for the delivery of those actions, regardless of staffing changes or capacity concerns.

### **TRANSFORMATION**

*Ultimately, the purpose of racial equity work is to move our City towards Transformation. While this was not an individual section of the Racial Equity Action Plan template, we offer these additional reflections to inform your department's continued work: The plan includes some creative actions, such as "intraoffice working groups focused on deconstructing racial traumas within government processes." Overall, however, the plan does not identify specific racial inequities to be addressed, and the implementation steps do not name or center issues facing BIPOC employees. Every aspect of making BIPOC employees "net better off" in the workplace should be addressed in tangible ways in the plan: financially; emotionally and mentally; relationally; physically; and purposefully. Every employee is a person, not only a worker. Throughout the plan, the department delegates several important actions and decisions to the Department of Human Resources without describing how employees will be involved. The department should reflect on how to shift internal decision-making structures to repair trust and empower BIPOC employees. It requires both intention and commitment to change the harmful and unequal distribution of power in our status quo systems. The people closest to the pain should be closest to the power, as they have the knowledge and expertise that is required to address the department's racial equity challenges.*

Through the Racial Equity Working Group and its sub-committees, OEWD integrated the principles reflected in this feedback, especially around empowering BIPOC employees, shifting internal decision-making structures to repair trust and empower BIPOC employees, and making people closest to the pain closest to the power. Department leadership—many of whom are former community organizers—expressed the desire for RE ACTION PLAN strategy and implementation to be a ground-up, staff-led effort in order to build organizational capacity and empower staff for long-term system change. Consequently, the WORKING GROUP is composed of predominantly BIPOC employees across all divisions of the organization, with representation from staff and leadership. In terms of proximity to power, WORKING GROUP Division leads provide regular progress updates to Division leadership, and the WORKING GROUP provides regular progress updates to the OEWD Executive Director. In terms of solutions-focused engagement, all WORKING GROUP members participate in strategy and decision-making for moving this body of work through the organization, and sub-committees are responsible for leading specific actions and advising on workplace needs in small group settings.

Systems change-making work is inherently transformational. Members of the WORKING GROUP—which is predominantly BIPOC employees—report improved attachment to the workplace, better relationships with colleagues, and liberation at work due to their participation in the racial equity work. New employees have reported stronger attachment to OEWD, joy for the organization's equity priorities, and enthusiasm for meeting new colleagues and working cross-departmentally. This project is the first initiative OEWD's entire staff has worked on, and it has improved cross-departmental communication and created an organizational culture of learning and humility. The WORKING GROUP regularly brings the whole department together for presentations and workshops, and it has moved divisions and units to center race in meetings or to empower staff to ask critical questions when discussing policies and programs. The organization has also built trust and internal capacity for shared experiences and mission alignment.

But transformation takes time and trust. This first year was an exercise in trust-building and expectation setting. The organization will achieve transformation when the current infrastructure is formally institutionalized and resourced, and when all employees make equity analysis and reflection a daily practice.

# PROGRESS REPORT (2021)

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.

This Progress Report section is organized around prompts from the Office of Racial Equity provided in late January 2022. Prompts requested bullet points on the following areas: Goals and Performance Measures, Changes Implemented over the 2021 Calendar Year, and Priority Actions for 2022 calendar year, including opportunities for staff input and decision-making, and how this work will be resourced in 2022. ORE also requested discussion of challenges, which are listed below.

As identified in the RE ACTION PLAN, the WORKING GROUP and its sub-committees are the primary staff responsible for input on nearly all actions. This is accomplished through monthly WORKING GROUP meetings and through bi-weekly sub-committee meetings. As discussed in the above section, RE sub-committees are responsible for leading actions. In lieu of describing each action’s staffing, each section below includes the sub-committees assigned to it.

The template for this Progress Report section was provided in late January 2022, which was after OEWD’s content for the legislatively-mandated Annual Update had been compiled, OEWD’s internal stakeholder engagement had been completed, and WORKING GROUP presentations on the Annual Update had concluded. Please see Appendix D Annual Update Presentations for additional content.

Where possible, OEWD has incorporated the evaluation’s feedback into reflections for this Progress Report, and OEWD has developed responsive policies to improve processes for the future.

## 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.

**PRIMARY STAFF INPUT:** RE Working Group, HR Sub-Committee, Training Sub-Committee

### CHANGES IMPLEMENTED IN 2021:

- Beginning in February 2021, OEWD’s Human Resources Division changed the structure of job descriptions, highlighting important content and simplifying language to broaden accessibility. Job descriptions highlight education substitution language.
- HR coached Hiring Managers on the necessity of educational requirements and alignment of core competencies for a position.
- OEWD successfully piloted the SmartRecruiters hiring management system to standardize job descriptions, provide transparency into the selection process, and begin collecting hiring and recruitment data through an automated job tracking system.
- OEWD implemented several best practices in hiring and recruitment (according to the standards as defined by the DHR-led Diversity Recruitment Workgroup).
- OEWD started to identify and eliminate drop-off and dead-end classifications, with the goal of expanding promotional opportunities for employees.



- OEWD continued relationship building and coordination with various stakeholders, including Unions, Department of Human Resources, and the Civil Service Commission.

#### **PRIORITY ACTIONS FOR 2022:**

- Create Department-level Policy Document on equitable and inclusive hiring and recruitment best practices document. This document includes a recommendation to provide further transparency and workforce development for existing employees, toward the goal of expanding promotional opportunities for people of color. (In Progress)
- Develop a department-wide comprehensive onboarding process which includes racial equity trainings. (Ongoing)
- Strengthen pipeline programs, including partnerships with Opportunities for All. (Ongoing)
- 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. (In Progress)

#### **CHALLENGES:**

- Hiring-related policies and directives are generally dictated by the Department of Human Resources (DHR) and/or Civil Service Commission, and departments have limited flexibility to set policies that fall outside the bounds of City standards. OEWD will continue to advance changes to our hiring and recruitment practices in all areas where we have discretion.
- OEWD continues to pursue staff positions to support this critical work, and a new Racial Equity Manager (to be hired) will be responsible for coordinating with OEWD HR and, where appropriate, DHR and other stakeholders (unions, Civil Service Commission, etc.) to advance equitable hiring practices.

### **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.

**PRIMARY STAFF INPUT:** RE Working Group, HR Sub-Committee, Training Sub-Committee

#### **CHANGES IMPLEMENTED IN 2021:**

- Created Internal Racial Equity Training and Professional Development Sub-Committee to support department professional development, especially in regard to racial equity training, developing meeting facilitation best practices, sharing racial equity resources, and disseminating information to staff.
- Developed a framework for internal and external community engagement so staff can develop strong relationships with community members, including: define the target population by who will be most impacted by the policy, process, or procedure; include target population in planning and implementation on an ongoing basis; initiate feedback loop to keep target population informed; create accessible outreach processes; collect feedback in a culturally humble and accessible manner; and provide context for informed decision-making.
- Implemented semi-annual Performance Plan and Appraisal process, including coaching and training for managers.

#### **PRIORITY ACTIONS FOR 2022:**

- Create Department-level Policy Document on equitable and inclusive retention and promotion best practices document. This document includes a recommendation to provide further transparency and workforce development for existing employees, toward the goal of expanding promotional opportunities for people of color. (In Progress)
- Conduct annual internal reviews and enhancements regarding parity of department benefits, especially for parental leave and procedures related to working parents. (In Progress)

- Identify standard factors considered for raises and promotions, and ensure this information is readily available to staff, including through management coaching. (In Progress)
- With DHR, identify and eliminate any drop-off and dead-end classifications. (In Progress)
- Provide leadership coaching on PPARs and alternative dispute resolution. (In Progress)
- Create SharePoint interface to centralize OEWD HR information. (In Progress)

#### **CHALLENGES:**

- OEWD continues to pursue staff positions to support this critical work, and a new Racial Equity Manager (to be hired) will be responsible for coordinating with OEWD HR and, where appropriate, DHR and other stakeholders (unions, Civil Service Commission, etc.) to advance equitable retention and promotion practices.

### **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.

**PRIMARY STAFF INPUT:** RE Working Group, HR Sub-Committee, Training Sub-Committee

#### **CHANGES IMPLEMENTED IN 2021:**

- OEWD implemented a modified discipline process by using alternative dispute resolution and continued the current practice of progressive discipline.
- OEWD implemented an annual and regular Performance Plan and Appraisal process, integrating coaching and training, with plans to expand semi-annually.

#### **PRIORITY ACTIONS FOR 2022:**

- Establish internal OEWD separation tracking and analyze data annually.
- Create a standardized exit interview process with standard questions and an exit survey that includes questions about experienced biases during employment term.

#### **CHALLENGES:**

- OEWD continues to pursue staff positions to support this critical work, and a new Racial Equity Manager (to be hired) will be responsible for coordinating with OEWD HR and, where appropriate, DHR and other stakeholders (unions, Civil Service Commission, etc.) to advance equitable discipline and separation practices.
- Lack of formal, routinized schedule for timely completion of PPARs impacts regular completion across the department.
- Financial and or technological challenges with centralized HR SharePoint site impacts transparency in HR.

### **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.

**PRIMARY STAFF INPUT:** RE Working Group, HR Sub-Committee, Training Sub-Committee, Communications and Executive Staffing Sub-Committee

**CHANGES IMPLEMENTED IN 2021:**

- Catalogued free and low-cost trainings which may be of-interest to staff and leadership team, and posted them on the Racial Equity Training SharePoint site.
- Reviewed training resources from DHR, ORE, and other City assets, catalogued third-party racial equity training providers and training consultants, and posted them on the OEWD Racial Equity Training SharePoint site for open access to staff.

**PRIORITY ACTIONS FOR 2022:**

- 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 BIPOC managers to promote success and to retain staff in managerial pipelines, and support all managers to effectively manage cross-cultural teams.

**CHALLENGES:**

- OEWD continues to pursue staff positions to support this critical work, and a new Racial Equity Manager (to be hired) will be responsible for coordinating with OEWD HR and, where appropriate, DHR and other stakeholders (unions, Civil Service Commission, etc.) to advance diverse and equitable leadership.

**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.

**PRIMARY STAFF INPUT:** RE Working Group, HR Sub-Committee, Training Sub-Committee, Communications and Executive Staffing Sub-Committee

**CHANGES IMPLEMENTED IN 2021:**

- Added racial equity concepts to onboarding materials and orientation, and built capacity of Working Group to provide racial equity orientations to new hires.
- Created a SharePoint site for trainings and extended learning, serving as a one-stop information center.
- Revamped ORE’s Racial Equity Foundations Training, and launched a 3-hour workshop on racial equity concepts offered to all OEWD Staff.
- Instituted a WORKING GROUP training challenge to encourage staff to catalogue free and low-cost racial equity training offerings, share best practices among members, and build organizational capacity.
- RE CORE Team member selected to represent department in Northern California Grantmakers Equity Leaders cohort, with the intent to routinize OEWD participation.

**PRIORITY ACTIONS FOR 2022:**

- Continue to uplift Internal Racial Equity Training and Professional Development Sub-Committee's which will support department professional development goals, especially with 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 performance plan and appraisal report process.
- Create OEWD HR SharePoint interface to consolidate information about mobility within the department and professional development opportunities.

#### **CHALLENGES:**

- OEWD continues to pursue staff positions to support this critical work, and a new Racial Equity Manager (to be hired) will be responsible for coordinating with OEWD HR and, where appropriate, DHR and other stakeholders (unions, Civil Service Commission, etc.) to advance mobility and professional development.

#### **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.

**PRIMARY STAFF INPUT:** RE WORKING GROUP, HR Sub-Committee, Training Sub-Committee, Communications and Executive Staffing Sub-Committee, Benchmarking & Accountability Sub-Committee, Community Engagement Sub-Committee, Procurement and Grantmaking Sub-Committee

#### **CHANGES IMPLEMENTED IN 2021:**

- Implement trainings, workshops, and encouraging an ongoing conversation in order to Normalize, Organize, and Operationalize Racial Equity practices throughout the department.
- Incorporated of Racial Equity foundations, and conducted Racial Equity Orientation during first two weeks of onboarding. Over 20 newly hired staff members have been orientated on OEWD's Racial Equity practices and policy.
- Integrated racial equity updates into division and all-staff meetings to normalize racial equity concepts and updates.
- Integrated special topic activities into working group meetings to build capacity within the organization and operationalize racial equity tools.
- Created designated spaces online (OneDrive) and in-office for racial equity content.
- Began cataloguing San Francisco-specific community engagement best practices in order to effectively work in communities that OEWD serves.
- Ensured consistency in racial equity language and policy points in strategic planning documents, including in federally-mandated plans.
- 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.
- Conducted interviews with long-tenured staff across the department to gather information on the department's history of racial equity in its programs, policies, and structures, and began the process of compiling interview answers into a Google jam board for internal and external presentation purposes.
- Trained policy body staff on accommodation processes and resources.

**PRIORITY ACTIONS FOR 2022:**

- Continue to research and implement multi-modal training opportunities. Advocate for and secure training funds.
- Integrate Workforce Division’s racial equity portal (SharePoint) with Econ division’s digital assets.
- Create an internal resource for department to shape and inform community engagement best practices for specific projects and programs.
- Create and maintain racial equity talking points to ensure synchronization around current and future work areas.
- Engage consultant to support development of racial reconciliation narrative and timeline.
- Collaborate with community in the development of procurements and programs, and encourage staff to work in community as often as possible.
- Develop and implement external communications recommendations about culturally humble outreach/communications practices as informed by RE WORKING GROUP.

**CHALLENGES:**

- Ongoing changes in leadership—three directors in one year—impacts momentum of RE Action Plan.
- Not having a designated person to centralize and prioritize work impacts project management.
- Limited capacity (time, training, socioemotional bandwidth, COVID burnout) of internal staff impacts training capacity.
- In-person meetings are non-existent and present challenges for community building.
- Citywide resources are uncoordinated.
- Capacity for staff commitment and availability to engage community regularly.
- Uncertainty of funding prevents mid- or long-term planning and contracting.
- Defining roles and expectations within department staff can help understand who leads, initiatives, or helps facilitate community engagement.
- Current community engagement process is based on community relationships and skillset of the staff assigned to project.

**BOARDS AND COMMISSIONS**

OEWD maintains three policy boards and commissions: the Film Commission (Film SF), the Small Business Commission (SBC), and the Workforce Investment San Francisco Board (WISF). All three have different missions, goals, make-ups, appointment sources, federal requirements, etc. Each policy body must examine its own internal dynamics and racial biases, as the government is reviewing its own internal biases, particularly so Commissions and Boards that have the authority to adjudicate or legislate policy can lead with a racial equity lens. It is additionally important to understand the impact of historical policy decisions that have negatively impacted our local communities as policy changes are recommended.

- **Small Business Commission (SBC)** – Prior to the Racial Equity mandate for Boards and Commissions, the SBC had identified the need to elevate the priorities of businesses that do not have a voice or little political capital within City and County of San Francisco Government. The local legislature and regulators may not always be aware of the racial or social economic inequities to small businesses when crafting new legislation and regulation, in addition to existing regulation. The Racial Equity work required for Boards and Commissions enhances the work of the SBC and better establish the language and metrics it needs to make necessary recommendations to the Mayor and Board of Supervisors.

- **Workforce Investment San Francisco (WISF)** – The WISF is responsible for ensuring equity and inclusion for San Francisco’s vulnerable populations, to have their faith restored in workforce programs that have traditionally excluded them. The WISF is committed to providing space and time to speak truth to power in a public forum and to critically examining what function the policy body plays, and whether the policy body membership reflects the community we intend to serve.
- **Film Commission (Film SF)** – Film SF is committed to ensuring BIPOC representation on the Commission and having Commissioners support the industry for filmmakers of color. It is critical to examine the Commission’s role in supporting the film industry towards being more diverse.

**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.

**PRIMARY STAFF INPUT:** RE WORKING GROUP, Policy Bodies and Commissions Sub-Committee

#### **CHANGES IMPLEMENTED IN 2021:**

- All three policy bodies/commissions staff presented RE Plan and recommended actions to their respective policy bodies.
- Passed Ohlone Land Acknowledgment Resolution for WISF (June 2021), SBC (April 2021), and Film SF (Summer 2021).
- Bodies have reserved time on agendas for racial equity items, such as for updates from the SBC Racial Equity Sub-Committee, guest film industry speakers at the Film Commission, and community updates at WISF.
- SBC Racial Equity Sub-Committee passed a Racial Equity Resolution.

#### **PRIORITY ACTIONS FOR 2022:**

- 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.
- Adopt resolutions that acknowledges historical racial inequities and a commitment to racial equity moving forward. An ethnographic history of San Francisco will inform the resolution, and then by-laws/rules of order changes.

#### **CHALLENGES:**

- OEWD staff has limited influence on who is being appointed to respective policy bodies (WISF, SBC, Film SF), so it is difficult to increase BIPOC representation ad-hoc.
- Board training needs are varied across policy bodies, and we need to meet board members where they are at in their learning.

- Staffing has been impacted at all Commissions. The Small Business Commission Secretary position was vacant for most of 2021. The Directors of the Office of Small Business and FilmSF , along with some of the longest serving staff, transitioned in December.

## RESOURCING

**Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:**

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)*
  - N/A
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*
  - Tajuana Gray, Contract Compliance Officer, [tajuana.gray@sfgov.org](mailto:tajuana.gray@sfgov.org)
  - Marissa Bloom, Acting Director of Contracts and Grants, [marissa.bloom@sfgov.org](mailto:marissa.bloom@sfgov.org)
  - Jennifer Hand, Sr. Community Development Specialist, [jennifer.hand@sfgov.org](mailto:jennifer.hand@sfgov.org)
  - Andrew Abou Jaoude, Sr. Community Development Specialist II, [andrew.aboujaoude@sfgov.org](mailto:andrew.aboujaoude@sfgov.org)
  - Susan Ma, Project Manager, [susan.ma@sfgov.org](mailto:susan.ma@sfgov.org)
  - Crezia Tano, Chief Operations Officer, [crezia.tano@sfgov.org](mailto:crezia.tano@sfgov.org)
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*
  - Armina Brown, Executive Assistant to Director of CityBuild and Office Manager, [armina.brown@sfgov.org](mailto:armina.brown@sfgov.org)
  - Benson Tran, Communications Specialist, [benson.tran@sfgov.org](mailto:benson.tran@sfgov.org)
  - Darcy Bender, Project Manager, [darcy.bender@sfgov.org](mailto:darcy.bender@sfgov.org)
  - Gloria Chan, Director of Communications, [gloria.chan@sfgov.org](mailto:gloria.chan@sfgov.org)
  - John Francis, Project Manager, Joint Development, [john.francis@sfgov.org](mailto:john.francis@sfgov.org)
  - Glenn Eagleson, Sr. Workforce Policy Analyst, [glenn.eagleson@sfgov.org](mailto:glenn.eagleson@sfgov.org)
  - Iris Rollins, Executive Assistant to the Director of Workforce, [iris.rollins@sfgov.org](mailto:iris.rollins@sfgov.org)
  - Jerry Trotter, Sr. Community Development Specialist, [jerry.trotter@sfgov.org](mailto:jerry.trotter@sfgov.org)
  - Kerry Birnbach, Small Business Commission Secretary, [kerry.birnbach@sfgov.org](mailto:kerry.birnbach@sfgov.org)
  - Kristen Erbst, Human Resources Analyst, [kristen.erbst@sfgov.org](mailto:kristen.erbst@sfgov.org)
  - Lana Anthony, Junior Management Assistant to the Executive Director, [sharlana.anthony@sfgov.org](mailto:sharlana.anthony@sfgov.org)
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  - Maggie Matson, Housing Delivery Analyst, [margaret.mattson@sfgov.org](mailto:margaret.mattson@sfgov.org)
  - Manijeh Fata, Interim Executive Director, FilmSF, [manijeh.fata@sfgov.org](mailto:manijeh.fata@sfgov.org)
  - Marianne Thompson, Communications Project Manager, [marianne.thompson@sfgov.org](mailto:marianne.thompson@sfgov.org)

- Mark Hogains, Senior Management Assistant, Workforce, [mark.hogains@sfgov.org](mailto:mark.hogains@sfgov.org)
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- Philip Wong, Project Manager, Joint Development, [philip.wong@sfgov.org](mailto:philip.wong@sfgov.org)
- Ren Floyd-Rodriguez, Senior Program Specialist, Workforce, [ren.floyd-rodriguez@sfgov.org](mailto:ren.floyd-rodriguez@sfgov.org)
- Veronica Garcia, Sr. Community Development Specialist, [veronica.garcia@sfgov.org](mailto:veronica.garcia@sfgov.org)
- Zefania Preza, FilmSF Manager, [zefania.preza@sfgov.org](mailto:zefania.preza@sfgov.org)
- Jennifer Salerno, Sr. Community Development Specialist, [jennifer.salerno@sfgov.org](mailto:jennifer.salerno@sfgov.org)
- *Consultants/vendors (including firm name and contract number, if applicable)*
  - N/A
- *What changes, if any, do you plan for 2022*
  - *REWG and Sub-Committees recommended the following resources for this work:*
    - **Staffing:** Manager-level staff, 1823, 9774, or 9775 staff for full-time work
    - **Training:** Antiracist Boards and Commissions training, Full Organizational Trainings on Interpersonal Racism and Systematic Racism, RE Core Team Leadership Development
    - **Materials:** Ongoing Budget Support to Compensate Community Panelists in OEWD Procurement Processes, Monthly Racial Equity Workshop Budget
    - **Consultants:** Racial Reconciliation Audit; Assessment of Human Resources Processes, Practices, and Procedures; Systems Change Consultant; SharePoint Developer
    - **Tools:** Project Management Tool Subscription, Procurement Technology Solution, Translation Services and Capabilities