



RACIAL EQUITY ACTION PLAN

OEWD DEPARTMENT MEETING

Spring 2023

www.oewd.org

San Francisco Office of Economic and Workforce Development

Community Agreements

1. We want to acknowledge and pay respects to the unceded ancestral homeland of the Ohlone on which we work.
2. Create and maintain brave space
3. Offer what you can, ask for what you need
4. What is said here stays here; what is learned here leaves here
5. Notice the space you occupy (step up/fall back)
6. Respectful of other people's perspectives and where they are in their learning.
7. Conflict is an opportunity to learn.
8. Share what you have been given permission to share by the owner of that experience.
9. Show empathy.
10. Mute your mics if you are not speaking.
11. Be brave on camera, as appropriate.
12. Take care of yourselves and notice your body and your reaction to things.
13. Don't be afraid to laugh and have joy.
14. Incorporate care and kindness into this process for ourselves and each other.
15. Take deep breaths.
16. Lead with love to combat hate.
17. Give permission to come as you are.
18. Assume best intentions.
19. Take time to offer and receive gratitude.
20. Enter the conversation with curiosity and inquiry.
21. Celebrate the wins!
22. Thou shalt add thine racial equity hours to thine time sheet this week.

CO-CREATORS & COLLABORATORS

- Tajuana Gray, Contract Compliance Officer
- Marissa Bloom, Director of Contracts and Grants
- Jen Hand, Workforce Alignment Manager
- Ren Floyd-Rodriguez, Youth and Young Adult Programs Manager
- Susan Ma, Project Manager
- Andrew Abou Jaoude, Hospitality Programs Manager
- Lisa Pagan, Director of Policy & Planning
- Zefania Preza, Senior Film Coordinator
- Manijeh Fata, Film SF Manager
- Armina Brown, Executive Assistant to Director of City Build and Office Manager
- Gloria Chan, Director of Communications
- Benson Tran, Communications Specialist
- Glenn Eagleson, Sr. Workforce Policy Analyst
- Crezia Tano, Chief Operating Officer
- Jerry Trotter, Sr. Community Development Specialist
- Marianne Thompson, Communications Project Manager

CO-CREATORS & COLLABORATORS

- Mark Hogains, Management Assistant
- Anabel Simonelli, Chief People Officer
- Merrick Pascual, Chief Financial Officer
- Carmen Towler, Sr. Community Development Specialist I
- Jen Salerno, Sr. Community Development Specialist
- Kerry Birnbach, Sr. Policy Analyst
- Maggie Mattson, Housing Delivery Analyst
- Andres Coronado Salas, Pr. Administrative Analyst
- Ebon Glenn, Sr. Community Development Specialist I
- Michelle Reynolds, Small Business Programs and Communication Manager
- Kayla Gordon, Sr. Workforce Alignment Specialist I
- Katy Tang, Executive Director, Office of Small Business
- Sofia Sanchez, Executive Secretary
- Benson Tran, Communications Specialist
- Derek Remski, Sr. Community Development Specialist
- Lowell Rice, First Source Hiring Manager
- Orrian Willis, TechSF Manager

RACIAL EQUITY ALUM

- Lex Leifheit, Senior Business Development Manager
- Miguel Velasco, Sr Workforce Development Specialist
- Iris Rollins, Executive Assistant to the Director of Workforce
- Sharlana Anthony, Administrative Coordinator
- Alex Jones, Project Assistant
- May Liang, Film Coordinator
- Ryan Briscoe Young, Policy Analyst
- Charles MacNulty, Data and Performance Manager
- Krysti Specht, Sr. Workforce Development Specialist
- Tabitha Tapia, Sr. Administrative Analyst
- Dominica Donovan, Senior Administrative Analyst
- Juan Carlos Cancino, Director of Special Projects
- Darcy Bender, Project Manager
- Amabel Akwa-Asare, Director of Strategic Initiatives
- Bryan Quevedo, Policy & Program Analyst
- Susannah Greason Robbins, Executive Director, Film SF
- Regina Dick-Endrizzi, Director, Office of Small Business
- Kristen Erbst, Human Resources Analyst
- Rhea Aguinaldo, Assistant Project Manager
- Dylan Smith, Sr. Community Development Specialist

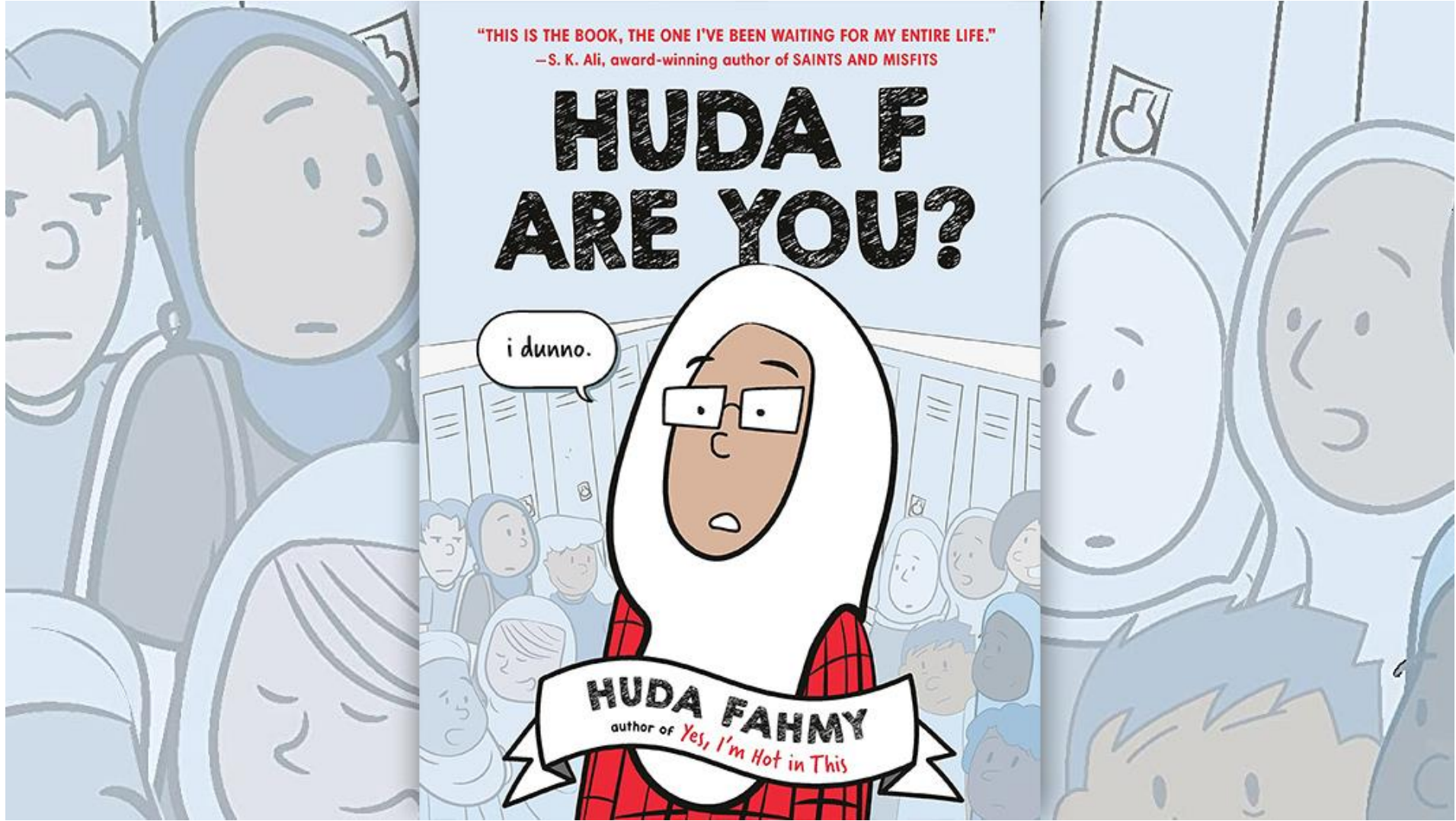
ICE BREAKER

"THIS IS THE BOOK, THE ONE I'VE BEEN WAITING FOR MY ENTIRE LIFE."
—S. K. Ali, award-winning author of SAINTS AND MISFITS

HUDA F ARE YOU?

i dunno.

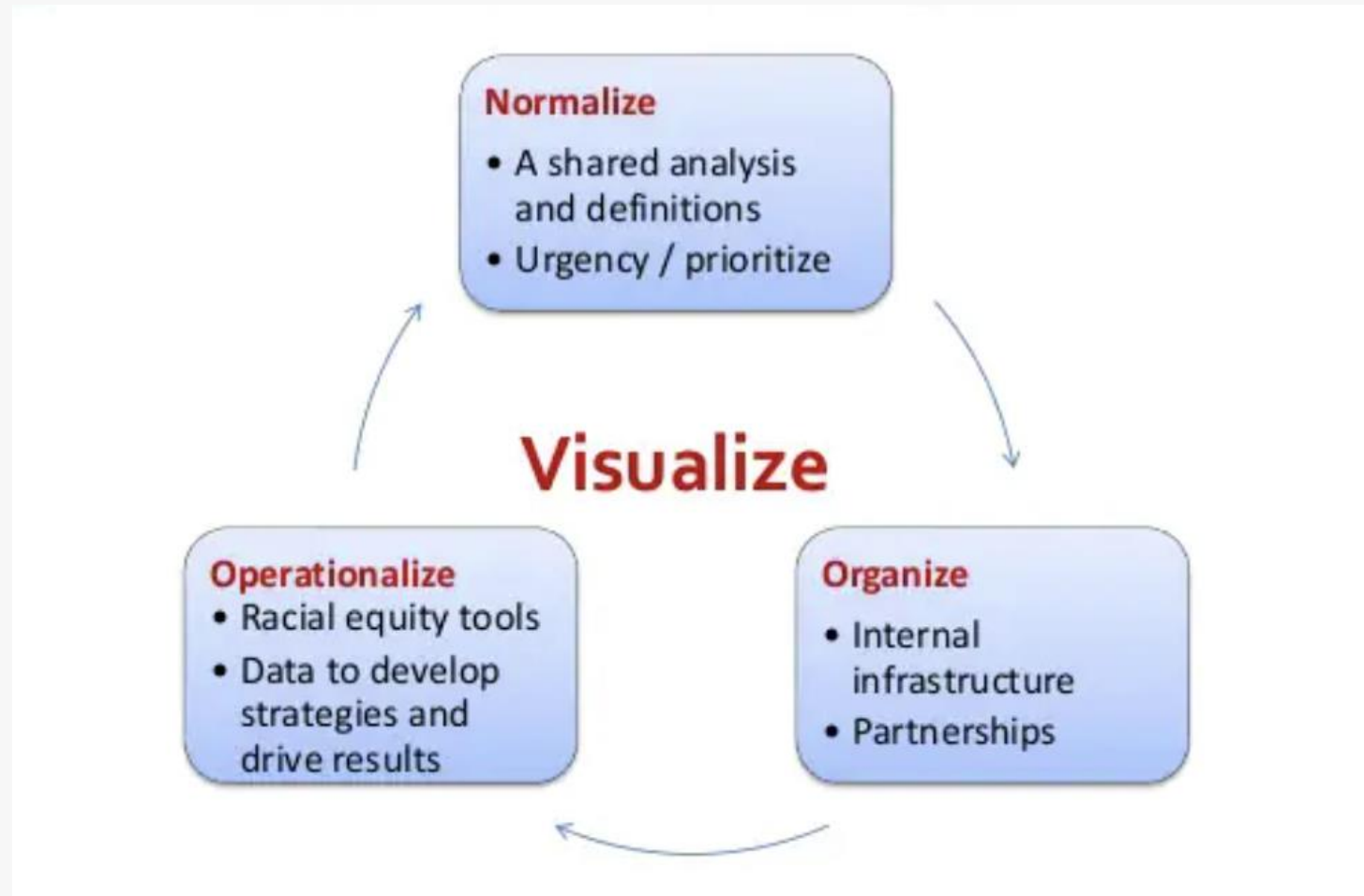
HUDA FAHMY
author of *Yes, I'm Hot in This*



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**.



**POLL: WHY DO YOU
THINK WE SHOULD
LEAD WITH RACE?**

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*



Racial Equity Working Group Structure

**OEWD
EXECUTIVE DIRECTOR**

**Chief Operating
Officer**

CORE (6)
Interpret City and OEWD policy priorities, coordinates staff and REAP project, staffs Citywide functions, communicates activities and progress to department

Racial Equity Working Group (30) - Executive Director Appointed
Serves as SMEs, implements REAP activities, reports on activities and progress to division/unit staff and CORE, staff and lead sub-committees.

**Procurement
&
Grantmaking**

**Community
& Public
Engagement**

**Benchmarking &
Accountability**

**HR & Internal
Workforce
Development**

**Internal
Training**

**Policy Boards &
Commissions**

**External
Comms
(Inactive)**

OEWD Staff
Provide feedback through staff surveys, small group sessions, division leads, attendance at sub-committees, office hours, etc.

OVERVIEW: RACIAL EQUITY PLAN TIMELINE

DECEMBER 2019

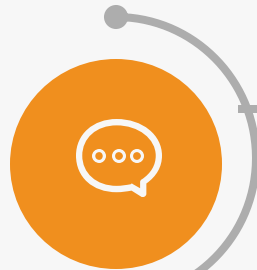
OEWD Director Joaquín Torres recommends **22 staff** across all OEWD divisions to serve as Racial Equity leaders

FEBRUARY 2020

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

AUGUST 2020

REWG forms sub-committees, engaging 20 more OEWD subject matter experts



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, finalized department goals



OEWD Racial Equity Action Plan (REAP)

Implementation Phase

January 1, 2021-December 31, 2023

OVERVIEW:

PHASE 1 RACIAL EQUITY ACTION PLAN SECTIONS

Hiring
&
Recruitment

Retention
&
Promotion

Discipline
&
Separation

Diverse
&
Equitable
Leadership



OVERVIEW:

PHASE 1 RACIAL EQUITY ACTION PLAN SECTIONS

**Mobility
&
Professional
Development**

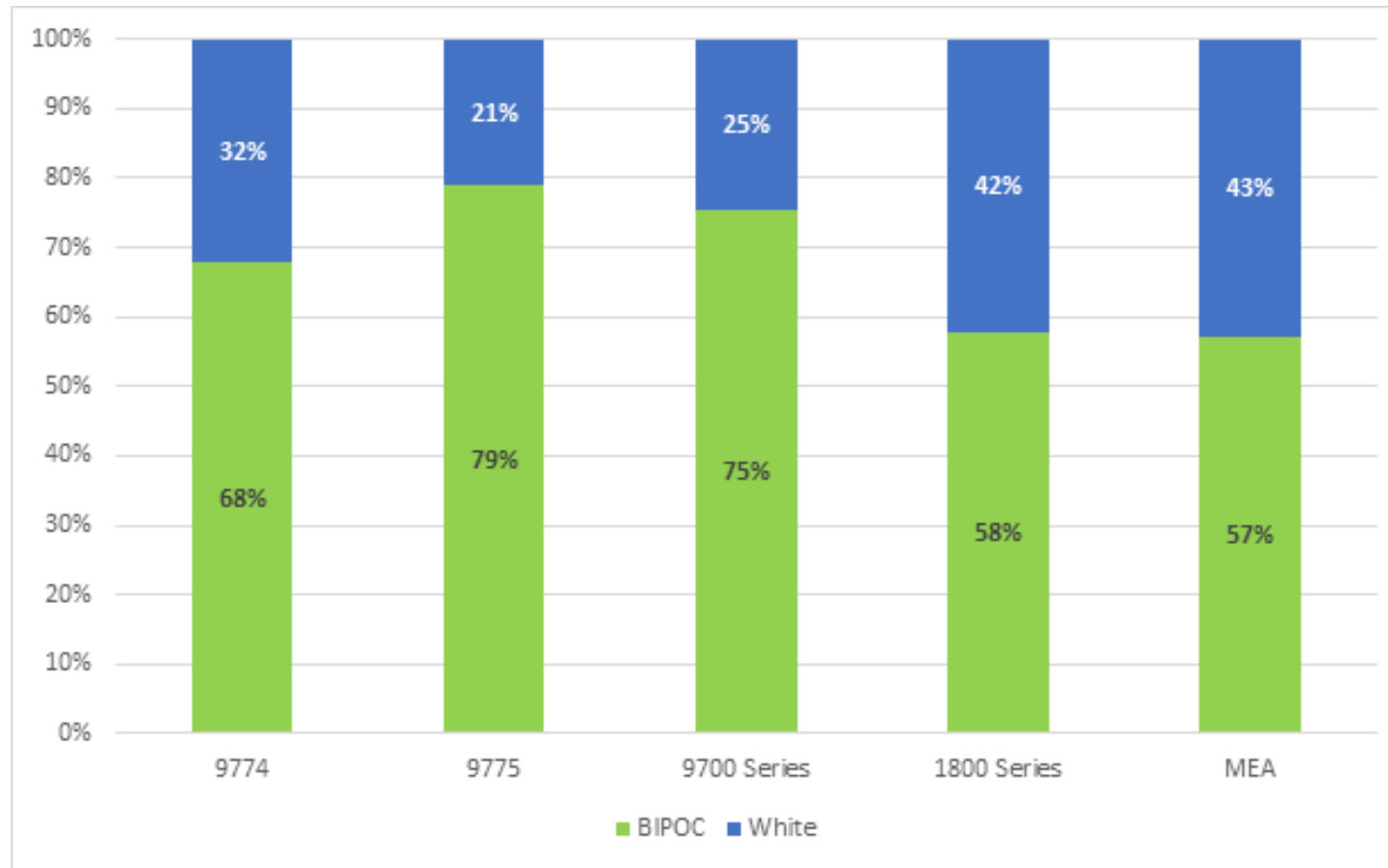
**Organization
Culture of
Inclusion &
Belonging**

**Boards
&
Commissions**



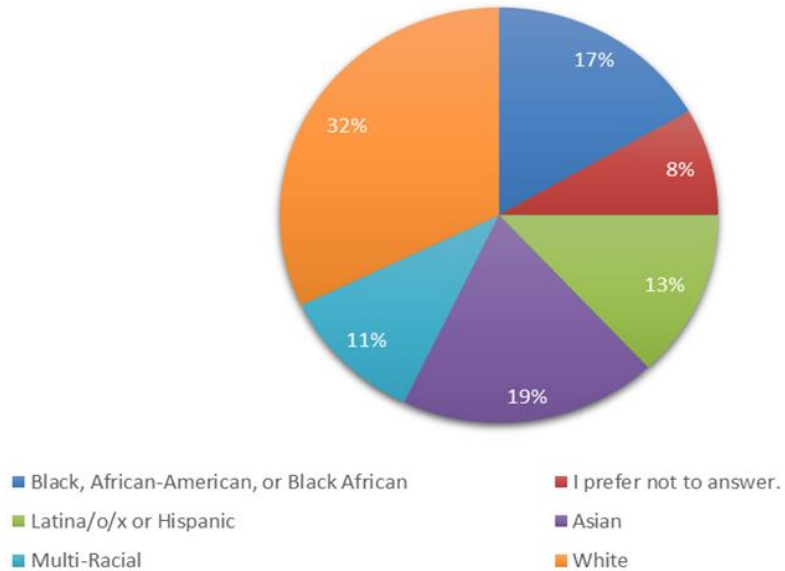
ORE ANNUAL UPDATE

ECN BIPOC AND WHITE STAFF (7/1/2022)



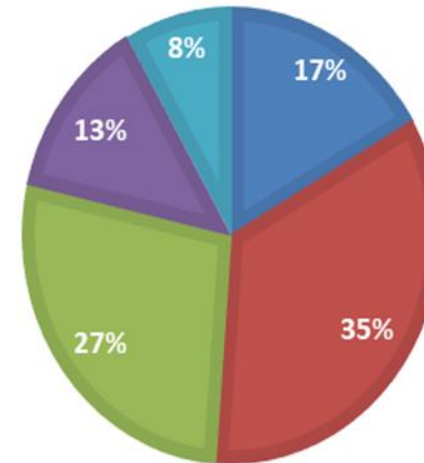
OEWD Survey Results (October 2022)

Respondents by Race and Ethnicity, OEWD Internal Staff Survey, October 2022 (n=84)

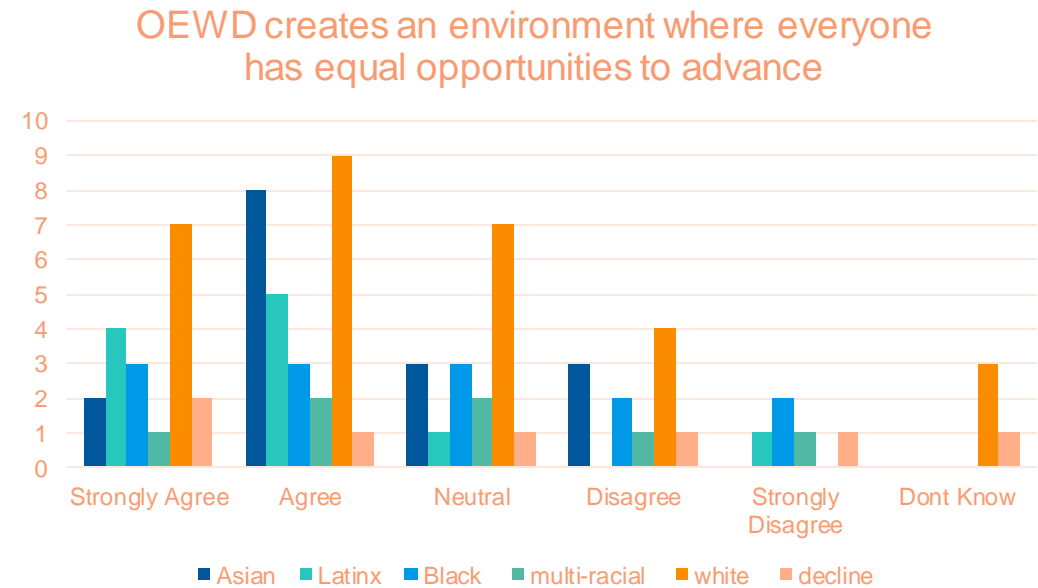
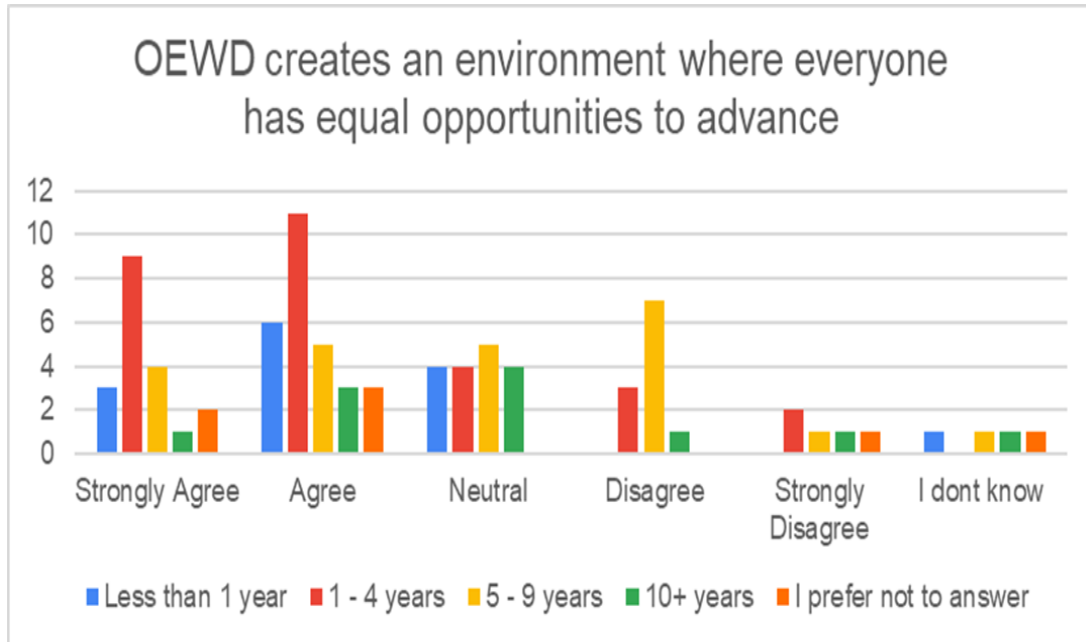


TENURE WITH OEWD

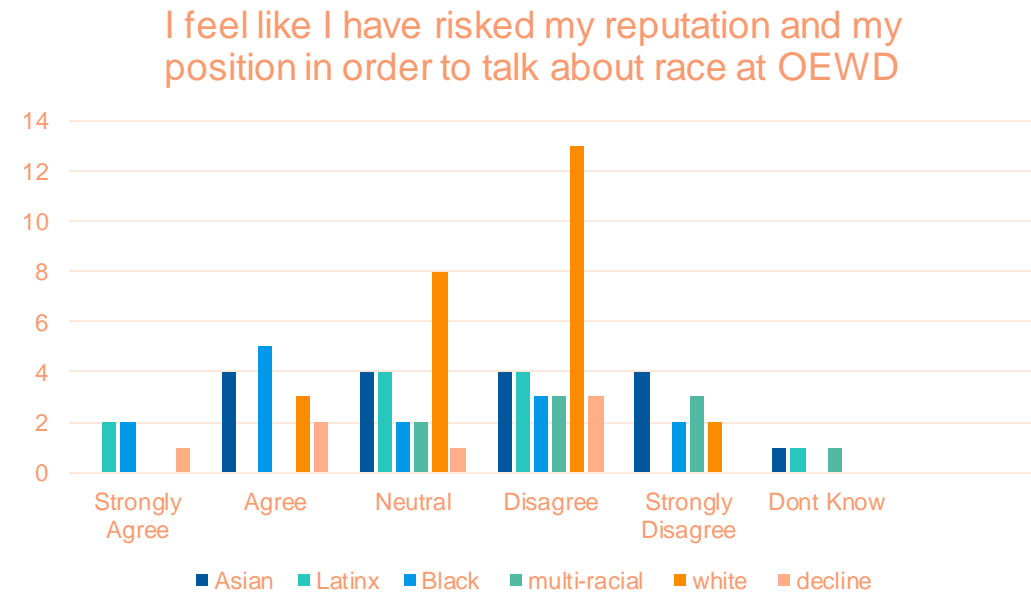
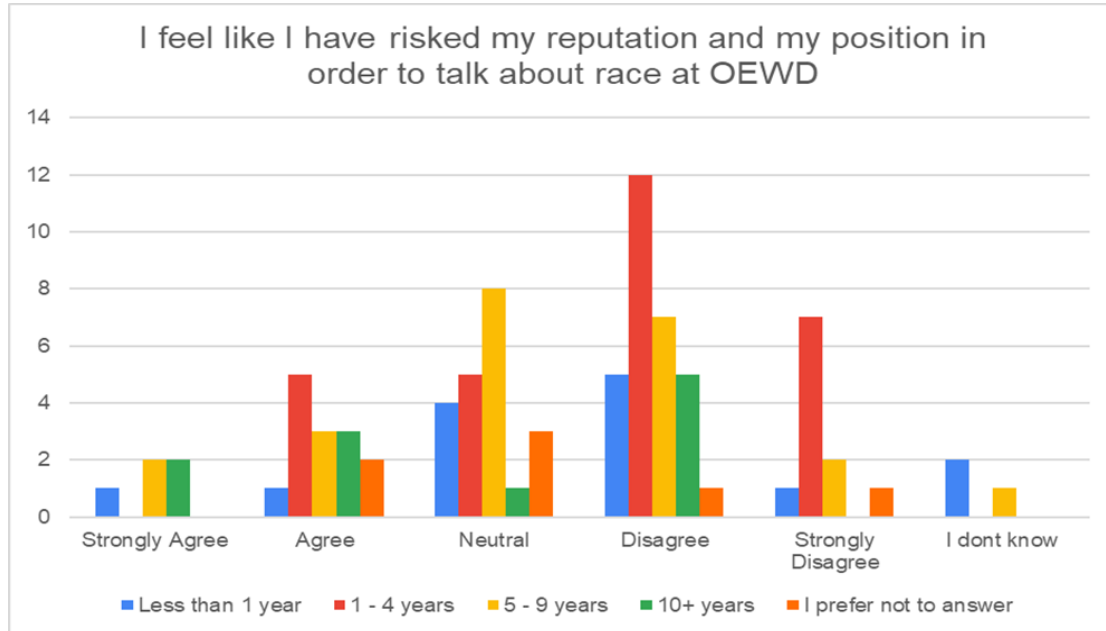
■ -1 years ■ 1-4 years ■ 5-9 years ■ 10+ years ■ Prefer not to answer



OEWD Survey Results (October 2022)



OEWD Survey Results (October 2022)



**POLL: GIVE US
FEEDBACK ON THE
SURVEY!**

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD Human Resources coached Hiring Managers on the necessity of educational requirements, experience substitutions, and alignment of core competencies for each position.**
 - OEWD hired over 40 employees last year, and it was important to standardize the hiring process across the department in order to diversify skill sets and bring individuals with lived experience into the organization.
 - OEWD added experience substitutions to job descriptions.
 - The pool of entry-level classification and manager classification employees became more diverse from 2021 to 2022.
 - This practice will continue, and OEWD Human Resources continues to monitor staff demographics changes.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **All new managers attended DHR's 24-Plus and Implicit Bias training to ensure that new management is adequately resourced to build effective teams, which includes leadership coaching on PPARs, alternative dispute resolution, and reasonable accommodation.**
 - OEWD felt that it was important to adequately support managers in accepting new staff oversight responsibilities, and in supporting diverse teams who may be supervised by new managers.
 - New managers attended 24-Plus within the first 18 months of promotion or hire.
 - New managers felt better equipped to support staff.
 - OEWD intends to continue this practice in the future.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD staff included racial equity goals in their PPARs in order to support engagement in the work and prioritize participation in racial equity community building.**
 - Including outcomes in PPARs promotes accountability for staff to integrate racial equity principles into their work and also promotes accountability for the department in supporting staff to achieve performance goals.
 - Managers encouraged staff to include racial equity outcomes in their PPARs.
 - Many staff included racial equity outcomes in the PPARs.
 - Staff will continue to include racial equity outcomes in their PPARs, and managers will continue to be encouraged to add outcomes.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **Staff provide feedback to leadership via the Racial Equity Organizational Climate Survey.**
 - Feedback from the survey informs leadership on staff perception of equitable practices, and allows leadership to modify policies and practices which build a positive culture within the agency. The leadership team uses these data for continuous improvement of department human resources policies and practices.
 - Staff complete the survey in October of each year. The Racial Equity Working Group reviews results, conducts data analysis, prepares a public report, and presents on results to the department and the leadership team.
 - This practice is systematized and is the only opportunity for staff to provide anonymous feedback to the department and leadership team on racial equity within the department. Additionally, the number of BIPOC managers has increased over the last year.
 - OEWD will continue this practice next year and is exploring the opportunity to collect feedback outside of this annual resource.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD developed and implemented a curriculum for a 3-hour OEWD Racial Equity Foundations Workshop, and continues to build capacity of new trainers to lead the curriculum every few months.**
 - OEWD prioritizes upward mobility within the department, where staff are equitably compensated, trained, and promoted across race and gender lines. Trainings and opportunities to lead trainings provide opportunities for staff to learn and lead equity work within the department.
 - Based on HRC's Foundations Workshop (2018) and Government Alliance on Race and Equity, OEWD's Workshop is developed and led by staff who contextualized these trainings to economic and workforce development principles to meet the need outlined by staff.
 - OEWD trained 12 staff, and six new staff became trainers.
 - We will continue to provide quarterly RE Foundations workshops and plan to expand other avenues of participation for staff to learn and participate in leadership roles.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **A Racial Equity Orientation is included in the new staff on-boarding process. 40+ newly hired staff members were introduced to OEWD's Racial Equity practices and policy, and invited to join the Racial Equity Working groups should they be interested.**
 - New members are introduced to the departments commitment to racial equity early on. Staff should feel empowered to practice humility, courage, and compassion in talking about race and culture in the workplace.
 - Managers notified the CORE team of new on-boarding employees and scheduled them for orientations.
 - Many new staff have joined racial equity working groups and have shared how excited they were to be apart of an organization that values racial equity.
 - Create more opportunities for community by developing and implementing consistent "Lunch and Learn" sessions, RE book clubs, and resource spaces to discuss Racial Equity concepts and current/historical events

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD boards revised by-laws and rules of order with racial equity mission and inclusive language, and all boards and commissions have a racial equity and/or community update on agendas.**
 - OEWD identified that it was important to memorialize racial equity in foundational documents and ongoing meetings for boards and commissions.
 - Each by-law and rules of order includes the Ohlone Land Acknowledgment and racial equity priorities, and each agenda has a standing section for an equity or community update.
 - The by-laws and rules of order were amended with no contest. Boards and commissions recite the Ohlone Land acknowledgment at all meetings, and board members feel supported in an inclusive environment.
 - The board and commission will continue finding opportunities to embed equity into meetings.

Staffing plan template

Department Racial Equity Staffing Plan - Form					
Department	Economic and Workforce Development (ECN)				
Date last updated	3/31/2023				
Submitted to ORE by	Crezia Tano				
DESIGNATED RACIAL EQUITY LEADERS					
Staff Info					
First and last name	Work email address	Working job title	Department division (if any)	Role in department's racial equity action plan / systems change	Time allocated for racial equity work
Tajuana Gray	tajuana.gray@sfgov.org	Contract Compliance Officer	Workforce Development	Manage	Part-time (work duties have been adjusted)
Marissa Bloom	Marissa.Bloom@sfgov.org	Director, Contracts and Grants Division	Finance and Administration	Manage	Part-time (work duties have been adjusted)
Jennifer Hand	Jennifer.Hand@sfgov.org	Workforce Alignment Manager	Workforce Development	Manage	Part-time (work duties have been adjusted)
Andrew Abou Jaoude	Andrew.AbouJaoude@sfgov.org	Hospitality Initiative Manager	Workforce Development	Manage	Part-time (work duties have been adjusted)
Susan Ma	Susan.Ma@sfgov.org	Project Manager	Joint Development	Manage	Part-time (work duties have been adjusted)
Crezia Tano	Crezia.Tano@sfgov.org	Chief Operating Officer	Impact, Policy and Communications	Manage	Part-time (work duties have been adjusted)
Kerry Bimbach	Kerry.Bimbach@sfgov.org	Small Business Commission Secretary	Office of Small Business	Implement	Part-time (work duties have been adjusted)
Zefania Preza	Zefania.Preza@sfgov.org	Film SF Manager	Film SF	Implement	Part-time (work duties have been adjusted)
Katy Tang	Katy.Tang@sfgov.org	Executive Director, Office of Small Business	Office of Small Business	Manage	Part-time (work duties have been adjusted)
Manijeh Fata	Manijeh.Fata@sfgov.org	Executive Director, Film SF	Film SF	Manage	Part-time (work duties have been adjusted)

LARGE GROUP DISCUSSION

BREAK

Procurement & Grantmaking

Members: Lex Leifheit, Marissa Bloom, Andrew Abou Jaoude, Glenn Eagleson, Michelle Reynolds, Jerry Trotter, Kayla Gordon

- Conducted **evaluation of the community panelist pilot program** with Program Specialists and Managers, resulting in two in-progress improvements to operationalize
 - Sharepoint page for project managers as a one-stop for integrating community panelists
 - PowerBI searchable list of community panelists for more streamlined selection based on experience, availability, etc. (transferred to IPC team)
- **Began implementation of new models for payment** to mitigate cash flow and capacity needs for smaller, less resourced organizations through a trust-based model
- **Procurement Tool pilot** of community equity tools with a RE lens in procurement opportunities:

Resource Share:

- [Capital for Communities Scorecard – Urban Institute \(Piloted in RFP#225\)](#)
- [Healthy Places Index \(Piloted in RFP 225\)](#)
- Community Benefit Score + Urban Impact Score
- **Community Panelist SharePoint page for project managers**
- **PowerBI searchable list of community panelists**

Community & Public Engagement

Members: Susan Ma, Ren Floyd-Rodriguez, Ebon Glenn, Kayla Gordon, Maggie Mattson, Andres Coronado Salas

- Recent activities
 - Updated internal Community Engagement Checklist to guide staff in their work on specific projects/programs and in specific communities
- On-going activities
 - Research other community engagement practices and best practices outside of government
 - Continue to refine department recommendations
 - Explore internal tools and frameworks to streamline community engagement efforts
 - Received feedback from OEWD leadership
- Future
 - Compile virtual hub of engagement resources to be shared department wide
 - *Ramp up for Phase II of Racial Equity Action Plan Phase II*
- **Resource share: [Community Engagement Checklist 2.0](#)**

Benchmarking & Accountability

Members: Lisa Pagan, Jen Hand, Tajuana Gray, Kayla Gordon, Lowell Rice, Derek Remski, Sofia Sanchez

- **Consulted on Department Small Business Objectives & Key Result Metrics (OKR)**
- Led department coordination and response to **ORE's Budget Equity Tool**
- **Created a New Racial Equity Objectives/Key Results (OKR) Program Goals & Metrics Planning Tool**
 - This new tool is designed to measure OEWD program impacts by race through a Results Based Accountability Framework
 - This framework provides OEWD divisions with a tool to guide their strategic planning on the development of new Organizational Key Result performance-based measurements for OEWD programs focused on implementing new data collection processes and new data based performance metrics to measure their program impacts by race and ethnicity over time
 - [Resource Share: OEWD Racial Equity Organizational Key Results \(OKR\) Program Goals & Metrics Planning Tool](#)

Policy Boards & Commissions

Members: Manijeh Fata, Jen Hand, Tajuana Gray, Zefania Preza, Kerry Birnbach, Kayla Gordon, Ebon Glenn

- The **Film Commission** adopted **Community Norms** to build community at meetings.
- Continue **Ohlone Land Acknowledgment** 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.
- Identified **project management plan for racial equity trainings** for Commissioners/Policy members and staff.
- **Finalized racial equity tool** to evaluate policies impacting small businesses.
- Small Business Commission **adopted a resolution** on their commitment to racial equity.
- Revised **Workforce Alignment Ordinance** to include strong community representation.
- **Resource Share:** [SBC Racial Equity Resolution](#), [SBC Racial Equity Tool](#), and [WISF Bylaws](#)

Internal Training & Human Resources

Members: Armina Brown, Jen Hand, Tajuana Gray, Andrew Abou Jaoude, Mark Hogains, Jen Salerno, Carmen Towler, Marissa Bloom, Orrian Willis, Kayla Gordon

Alumni: Miguel Velasco, Phillip Wong

- Analyzed staff survey responses to identify OEWD training needs and incorporated into Foundations.
- Administered 40+ new staff 1:1 racial equity orientations and on-boarding.
- Hosted 2 Racial Equity Workshops and trained 3 new trainers. (100% Satisfaction Rating)
- Developed an internal certification and recognition process for staff who participate in development.
- Launched Racial Equity Resource Wall's at 1SVN and Office of Small Business.
- Relaunch and refresh Racial Equity SharePoint Page.
- Planned the first Racial Equity Book Club for implementation in 2023 and launched OEWD Lending Library.
- Organize, advocate, and mobilize department to align with ORE and DHR priorities.
- Researching Employee Resource Groups and developing structure.
- Staffed ORE's Citywide Racial Equity Training work group and reporting out OEWD's great work.
- Consulted with OEWD HR on policy and practice items critical to RE work, including exit interview protocols, employee handbook, and FAQs.
- **Resource Share:** [Racial Equity SharePoint Page](#)
- **Resource Share:** [OEWD Foundations Workshop – June 16th from 9:00 – 12:00 p.m.](#)

BREAK OUT RESOURCE SHARE

SHARE BACK FROM BREAKOUTS

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!

**WHAT SUPPORT DO
YOU NEED TO
INTEGRATE THIS WORK
INTO YOUR TEAM?**

QUESTIONS

For more information, contact any or all members of **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