

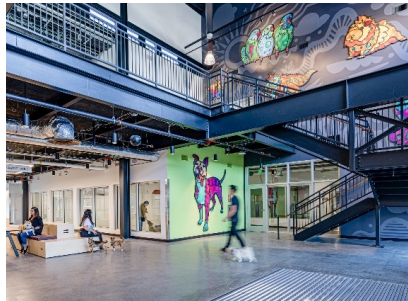


March 8, 2024

# Racial Equity Initiative

Beth Rubenstein

Lead, Racial Equity Initiative; Deputy Director of Policy and Communications



# RACIAL EQUITY WORKING GROUP



**Beth Rubenstein**  
Racial Equity Lead,  
Deputy Director of Policy  
and Communications



**Guillermo Perez, Jr.**  
Leadership and Racial  
Equity Manager at  
Operations



**Lluvia Hernandez**  
Racial Equity Specialist



**Meklit Biliard**  
Racial Equity Specialist



**Jumoke Akin-Taylor**  
Project  
Management, BDC



**Alexandra Bidot** Planning  
and Performance, OFFMA



**Jin Zhao**  
Construction  
Management, IDC



**Jon Swae**  
Grants, Urban Forestry,  
Operations



**Julie An**  
Landscape Architecture,  
BDC



**Siobhan Kelly**  
University, OFFMA



**DeShelia "Nikki"  
Mixon**, Landscape  
Section, Urban Forestry,  
Operations



**Patrick Rivera**  
Project Management,  
IDC

# Key Collaborations

## Deputies' initiatives

- IDC/BDC – college internships/SFUSD partnerships
- Operations – computer support
- Operations – team building and trainings

## HR

- Recruitment
- Discipline
- Hiring process
- Communications at Operations

## University

- Support trainings that include racial equity priorities
- Operations staff participation in trainings

## Performance & Planning

- Strategic Plan
- Employee survey action items
- Lean 6 Sigma process improvements
- Data/Public Works Stat

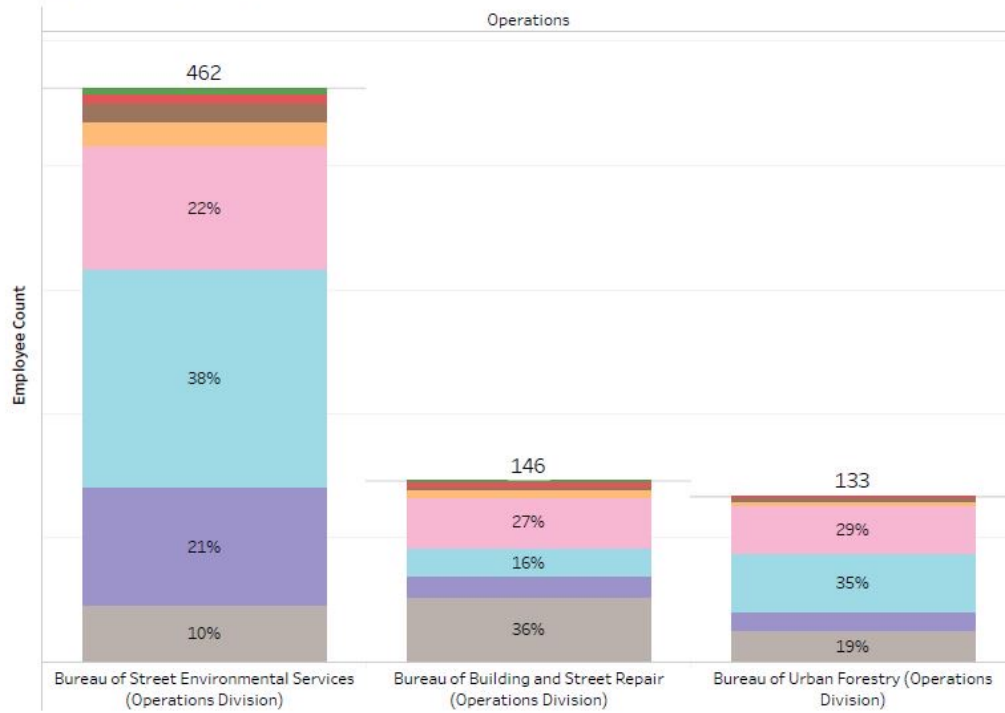


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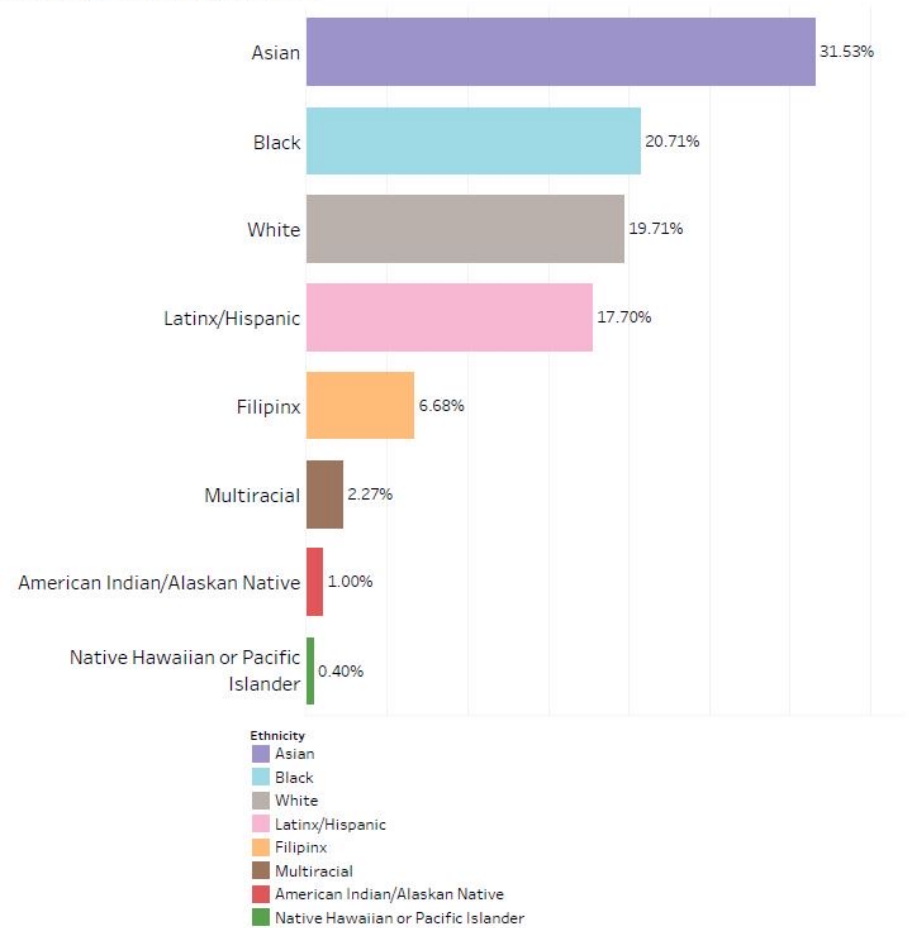
Racial demographics of Public Works staff by bureau of Operations division for FY 23-24 as of December 2023

Source: Annual Workforce Data Report  
Racial Equity Action Plan 2021, P. 48 Table 1.4



Racial demographics of Public Works staff, fiscal year 2023-2024 as of December 2023

Racial Equity Action Plan 2021, P. 22 Table 3



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## Average hourly rate of Public Works staff by race FY23-24 as of 12/23



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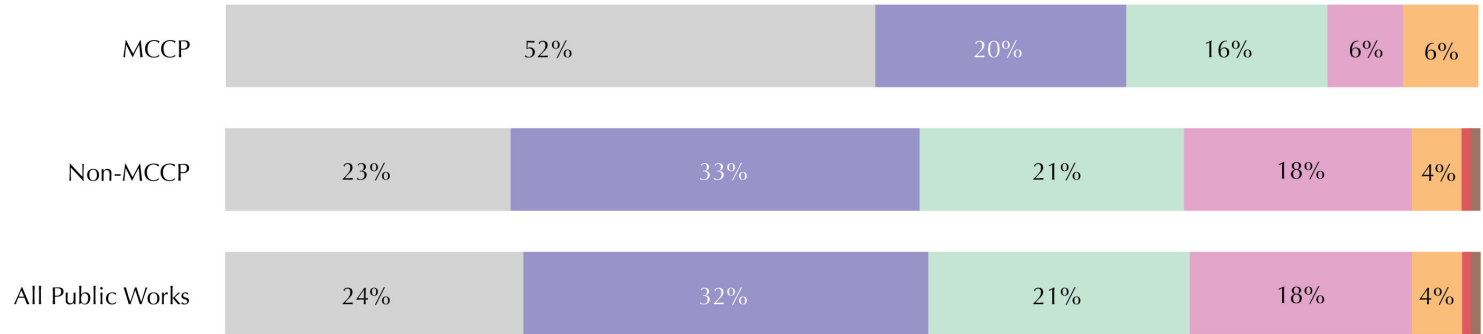
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# Racial Diversity Management vs. non-management positions

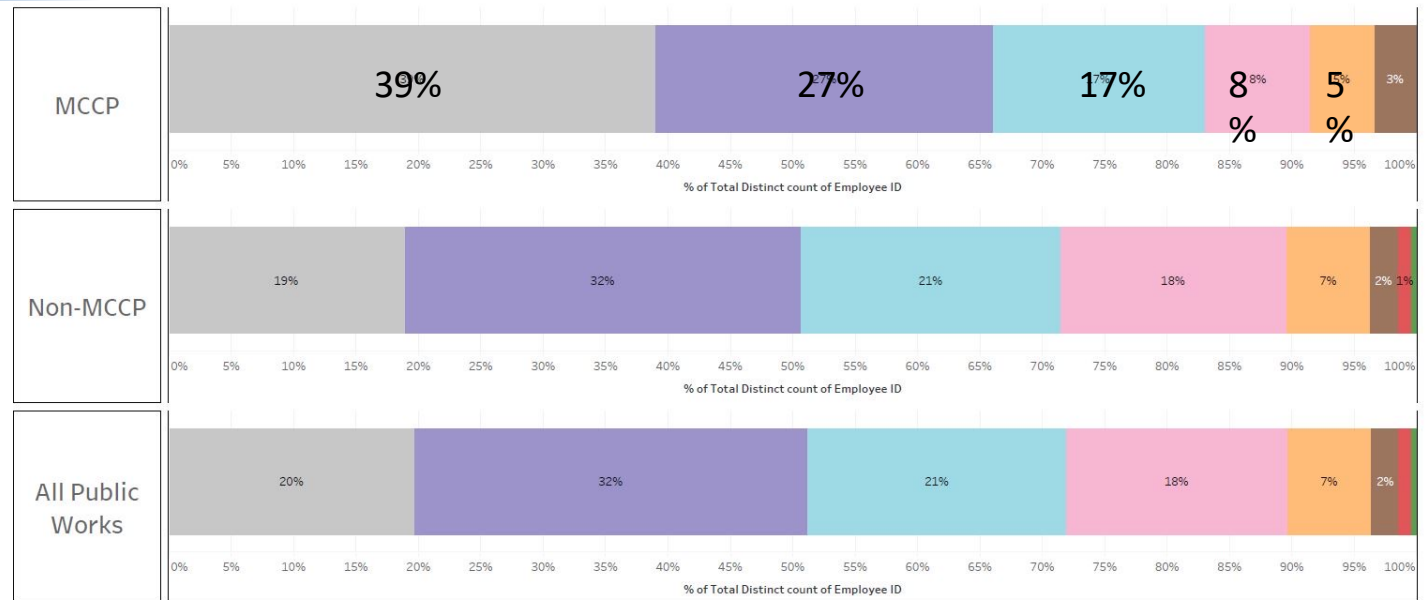
FY20-21 as of 10/21

- Native Hawaiian or Pacific Islander
- American Indian/Alaskan Native
- Multiracial
- Filipino
- Hispanic
- Black
- Asian
- White

MCCP refers to people who work as managers in the City and County of San Francisco who are covered under the Management Classification And Compensation Plan.



FY23-24 as of 12/23

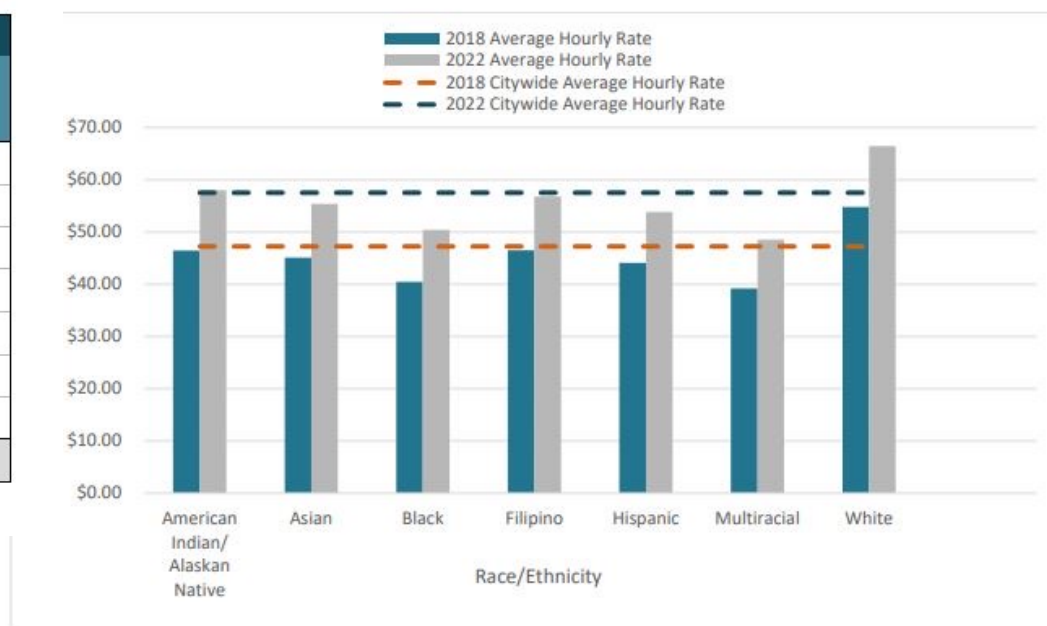


# DHR Citywide Workforce Data

Figure 15: Workforce by Race/Ethnicity and Management, FY 2018 and FY 2022

Management Employees by Race/Ethnicity	2018		2022	
	Number of Management Employees	Percent of Management Employees	Number of Management Employees	Percent of Management Employees
American Indian/Alaskan Native	2	0.2%	3	0.3%
Asian	179	18.6%	215	20.5%
Black	95	9.9%	127	12.1%
Filipino	63	6.6%	64	6.1%
Hispanic	89	9.3%	109	10.4%
Multiracial	4	0.4%	8	0.8%
White	529	55.1%	523	49.9%
<b>Total Management Employees</b>	<b>961</b>		<b>1,049</b>	

Figure 13: Workforce by Race/Ethnicity and Hourly Rate, FY 2018 and FY 2022



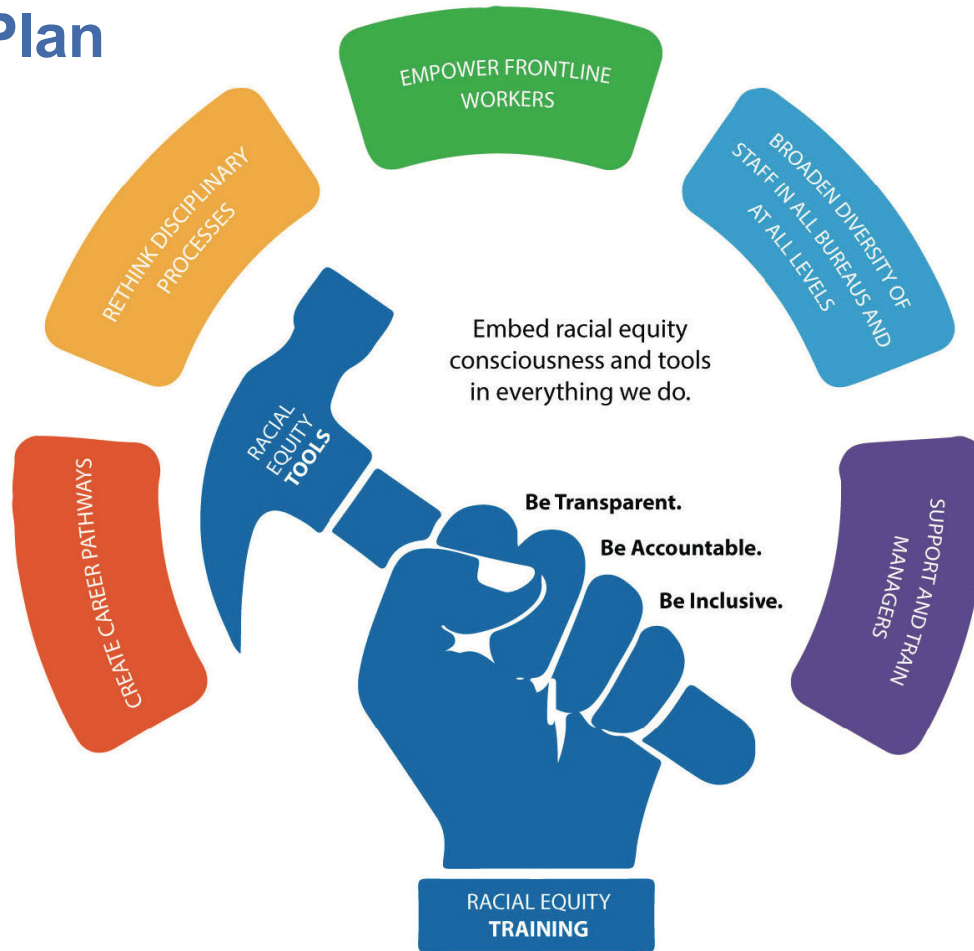
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# Racial Equity Action Plan

## Phase 1

Priorities and values



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# RACIAL EQUITY

## Create an organizational culture of inclusion and belonging



# Projects and Initiatives

## Department-wide

- ✓ **New racial equity staff:**
  - Leadership & Racial Equity Manager at Operations: Guillermo
  - Two Racial Equity Specialists: Meklit and Lluvia
- ✓ **Mentoring for racial equity program** piloted at IDC and BDC
- ✓ **Racial equity modules** in Supervisor Academy and Supervisor Essentials
- ✓ **Mandatory racial equity question** in all hiring interviews
- ✓ **Racial equity programming** and heritage month celebrations
- ✓ **Wiki recruitment matrix** to broaden recruitment of BIPOC
- ✓ **High school summer internship program** at Bureaus of Architecture and Landscape Architecture
- ✓ **Workforce demographic data update** – looking for trends and comparison to citywide data
- ✓ **Cohorts for Supervisor Academy** participants



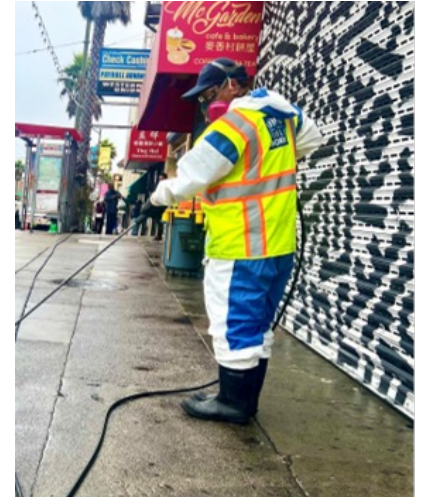
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# Projects and Initiatives

## Operations-specific

- ✓ **Operations Racial Equity Working Group**
- ✓ **Career pathway support**
  - Trainings
  - Computer support
  - Career mapping
- ✓ **Improved communications**
  - Bulletin boards
  - Morning huddles
  - Enhanced Operations-specific new employee orientation
- ✓ **Facilities renovation**



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# Upcoming



- Work on SMART goals using new data
- Disciplinary and de-escalation processes
- Deeper coordination with HR team
- Language access programs and requirements
- New racial equity committees at IDC, BDC and OFFMA
- Racial equity tools and resources for all staff
- Personal racial equity goal and performance plan support
- Phase 2 of the Racial Equity Action Plan



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Questions?



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