



SAN FRANCISCO PUBLIC WORKS

RACIAL EQUITY INITIATIVE

Quarterly Update – May 15, 2023

Beth Rubenstein

Racial Equity Lead; Deputy Director of Policy and Communications

Guillermo Perez, Jr.

Leadership and Racial Equity Manager at Operations Division

SF Public Works Racial Equity Initiative

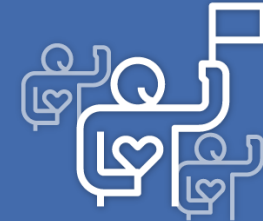
The Racial Equity Initiative seeks to build our understanding of historical and structural racism and the impacts it has on our organization and the communities we serve.

With a greater understanding, we seek to respond to these systems of oppression, both internally and externally, to erase racial disparities in the workplace and in the way we provide services to the public.



GRASSROOTS ORGANIZING

plus



EXECUTIVE LEADERSHIP

equals



ORGANIZATIONAL CHANGE

Racial Equity Working Group

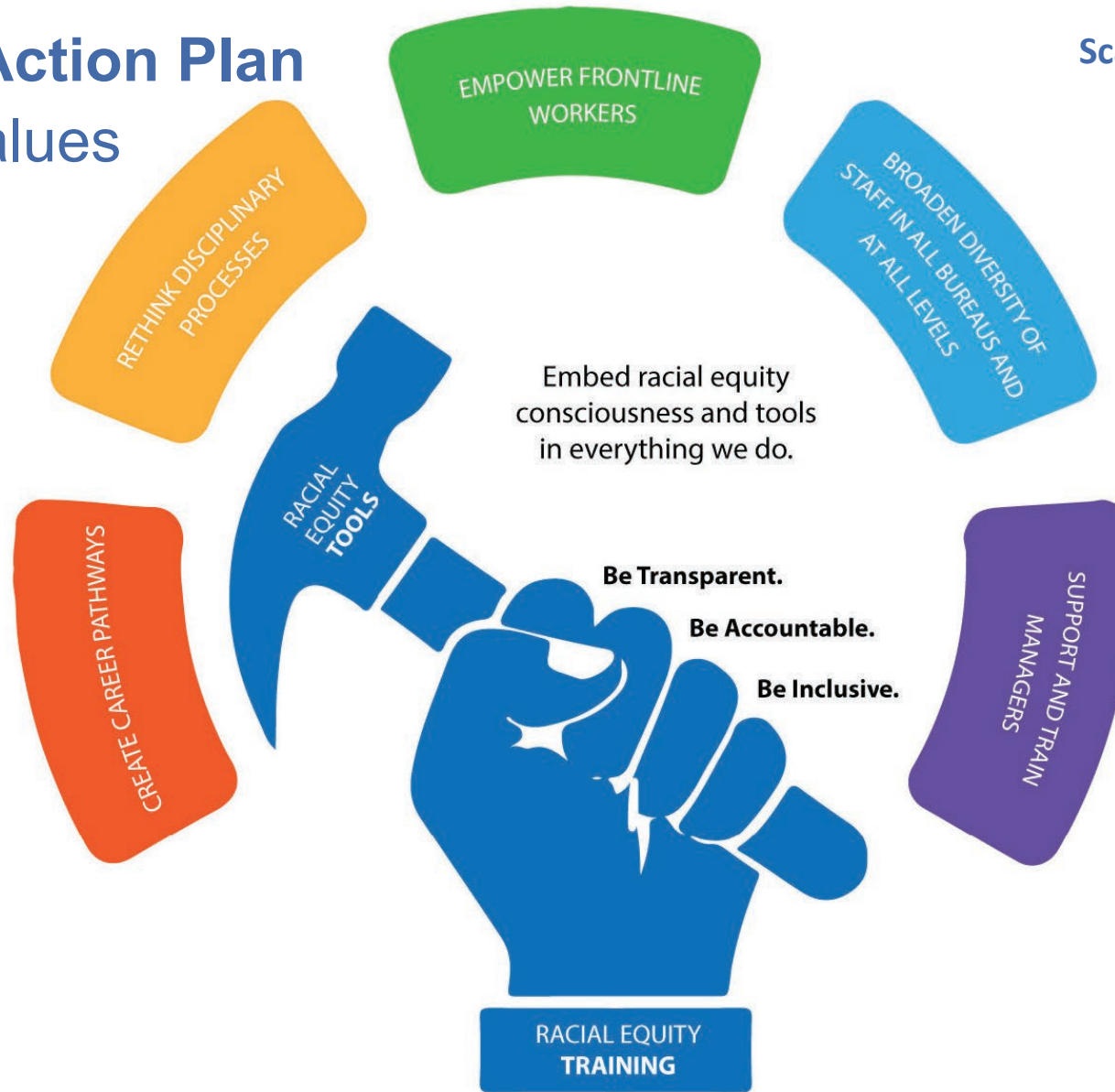


- **Beth Rubenstein**, Racial Equity Lead, Deputy Director of Policy and Communications
- **Guillermo Perez, Jr.**, Leadership and Racial Equity Manager at Operations
- **Jumoke Akin-Taylor**, Project Management, BDC
- **Alexandra Bidot**, Performance, OFFMA
- **Jin Zhao**, Construction Management, IDC
- **Jon Swae**, Grants, Urban Forestry, Operations
- **Julie An**, Landscape Architecture, BDC
- **Siobhan Kelly**, University, OFFMA
- **DeShelia "Nikki" Mixon**, Landscape Section, Urban Forestry, Operations
- **Nosakhare "Nosa" Ikponmwonba**, Internships, IDC
- **Patrick Rivera**, Project Management, IDC
- **Robynn Takayama**, Grants, OFFMA

Racial Equity Action Plan

Priorities and values

Scan to read our Racial Equity Action Plan at sfpublicworks.org/racialequityactionplan



Create an Organizational Culture of Inclusion and Belonging

- ✓ Racial Equity Action Plan – citywide model
- ✓ Inspecting our Foundation – citywide model
- ✓ Hired Leadership and Racial Equity Manager at Operations
- ✓ Embedding a racial equity lens in departmental work
- ✓ Normalizing conversations about the impacts of racism across the department
- ✓ 2022 Employee Experience Survey builds off of 2019 survey
- ✓ Two 1822s and consultant funding approved and in the cue
- ✓ 62% of 140 action items are either implemented or in development

Summary of Progress

- ✓ A blossoming of peer-led programming: 90 leaders and 1,500 attendees
- ✓ Inspecting our Foundation, Word Exchange, It's Relatable, Film Series, CONNECT
- ✓ Month-long heritage celebrations with weekly events and potlucks: Black History, Latinx/Hispanic, Asian American Pacific Islander, Pride
- ✓ Building bridges between 49SVN and Operations Yard
- ✓ Bureau-specific racial equity committees
- ✓ Three awards from SF Health Service System for Well-being @ Work

63.I have experienced racial tension between employees at San Francisco Public Works.



11.I feel a sense of inclusion at San Francisco Public Works.



From 2022 Employee Experience Survey: Red = unfavorable; Yellow = neutral; Green = favorable

- ✓ Racial equity goal in performance plan
- ✓ Racial equity questions in hiring interviews
- ✓ Racial equity analysis of departmental budget
- ✓ Racial equity module in Supervisor Essentials and Supervisor Academy
- ✓ New, dedicated HR team with racial equity subject matter expertise

Embedding a Racial Equity Lens

- Hiring and onboarding two 1822s and two consultants
- Focus on the needs of Operations staff who work in the field
- Focus on rethinking disciplinary processes and deescalating difficult situations
- Implement "shovel-ready" projects:
 - Operations Racial Equity Steering Committee
 - Morning Huddle program at Operations
 - Mentoring for Racial Equity program
 - High school internships
 - Collect data to measure results

Next Steps



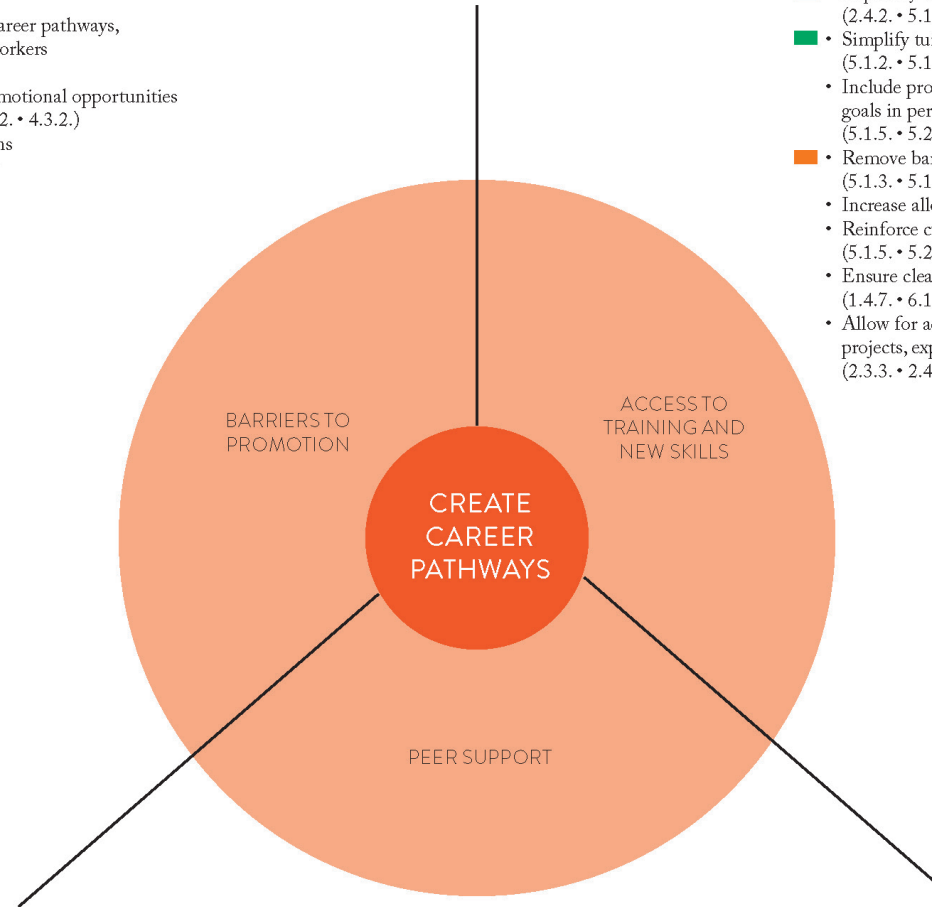
This addendum is intended to support the Commissioners' understanding of the Racial Equity Action Plan. All action items are coordinated with aspects of each of the five priorities.

The numbers cited (for instance, "2.2.3.") correlate to the action item numbers in the Racial Equity Action Plan.

These slides have been shared with Public Works staff to help them unpack the Action Plan and to prioritize bureau-specific work.

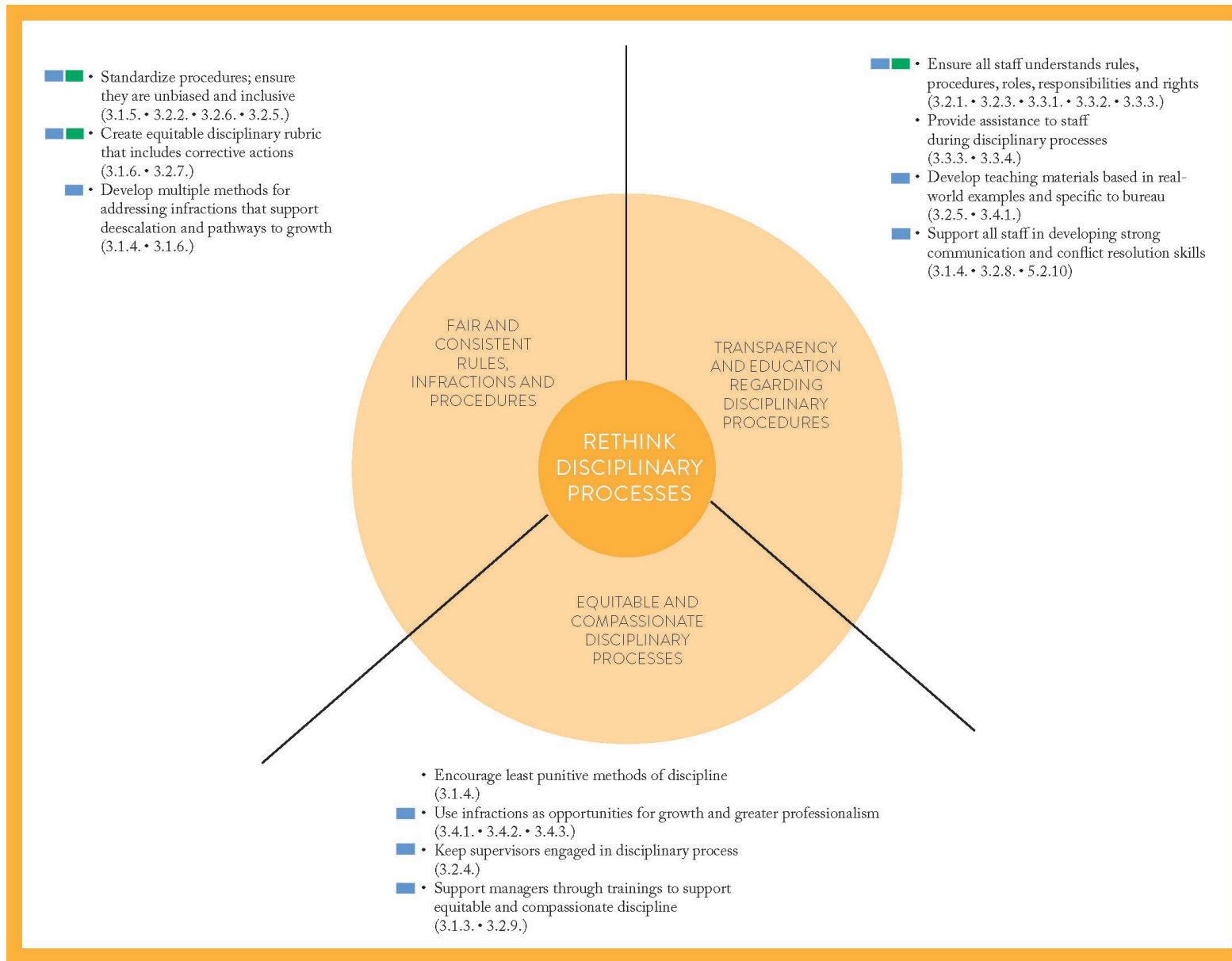
- Develop and communicate career pathways, particularly for low-wage workers (4.2.3.)
- Ensure transparency in promotional opportunities (1.4.5. • 2.3.1. • 2.3.2. • 2.4.2. • 4.3.2.)
- Investigate key classifications with “drop offs” in diversity (2.3.4. • 2.3.5.)

- Explicitly connect trainings to career pathways (2.4.2. • 5.1.1. • 5.1.6. • 5.1.7.)
- Simplify tuition reimbursement (5.1.2. • 5.1.12.)
- Include professional development goals in performance plans (5.1.5. • 5.2.2. • 5.2.5.)
- Remove barriers to participation in trainings (5.1.3. • 5.1.4. • 5.1.8. • 5.1.10.)
- Increase allotted training hours (5.1.9.)
- Reinforce culture of learning (5.1.5. • 5.2.6. • 5.2.7. • 5.2.9.)
- Ensure clear and equitable onboarding (1.4.7. • 6.1.9.)
- Allow for acting assignments and challenging projects, exposing staff to skill building (2.3.3. • 2.4.2. • 4.2.4. • 5.1.11. • 6.1.10.)



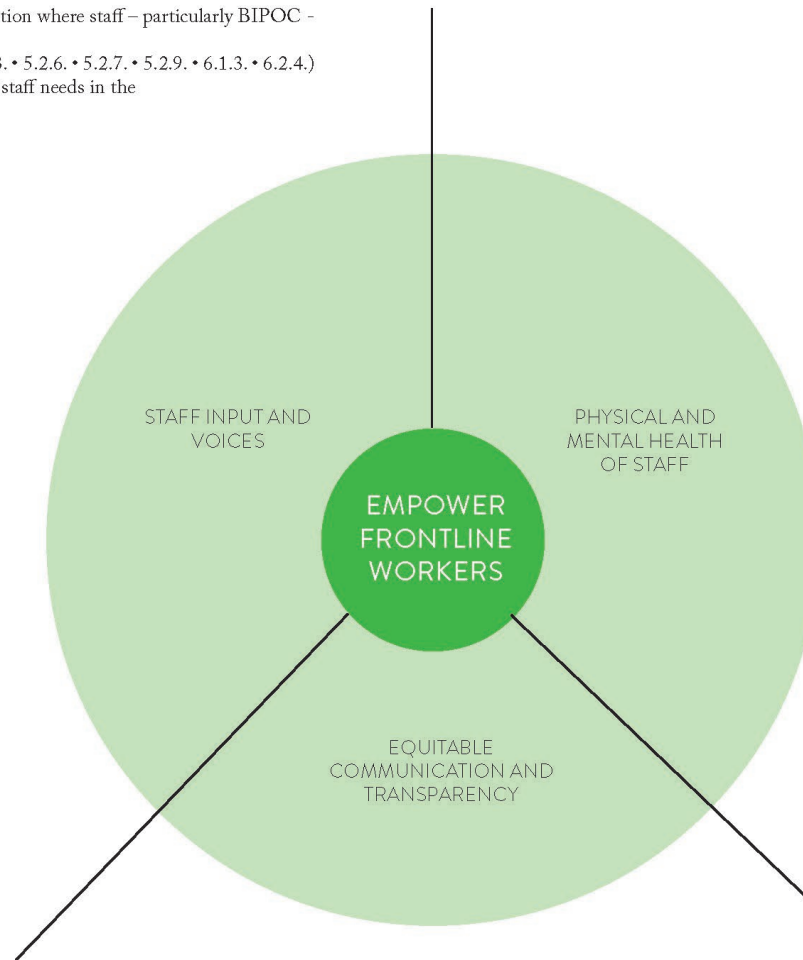
- Develop informal and formal mentoring programs, connecting junior and senior staff (4.2.3 • 5.3.1. • 5.3.2. • 5.3.3. • 5.3.4.)
- Develop peer learning platforms/programs (5.1.14.)

Addendum – Create Career Pathways



Addendum – Rethink Disciplinary Processes

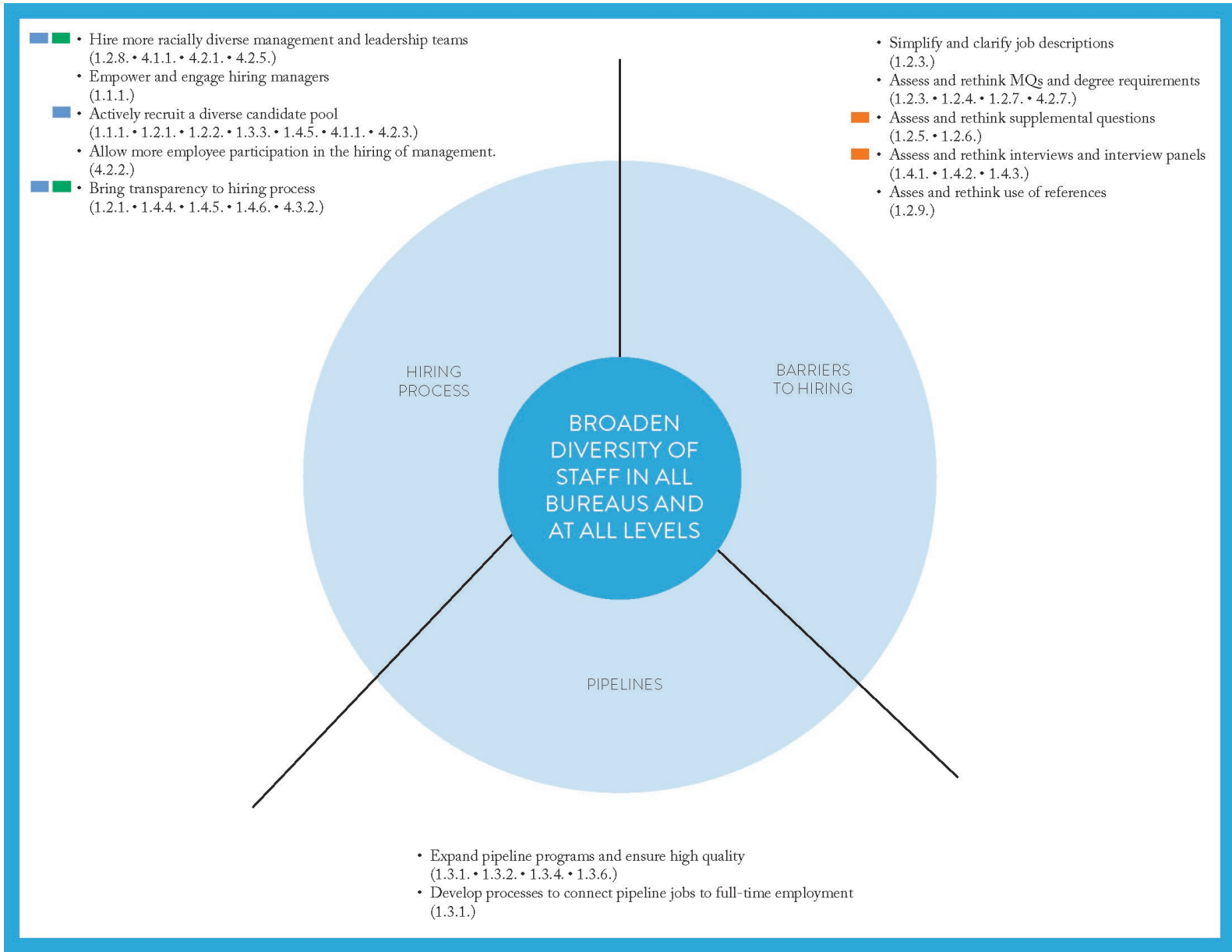
- Develop a culture of conversation where staff – particularly BIPOC – voices are valued at all levels. (4.1.4. • 4.3.1. • 5.1.12. • 5.2.3. • 5.2.6. • 5.2.7. • 5.2.9. • 6.1.3. • 6.2.4.)
- Incorporate an assessment of staff needs in the performance plan process (5.4.2.)



- Assess outside-of-workplace needs that affect work life and address them (5.4.3.)
- Support alternate schedules (5.2.8.)
- Support necessary workplace accommodations (5.4.1. • 5.4.3.)
- Make sure essential workers are fully supported (2.1.3. • 2.1.5. • 2.1.6.)
- Create safe, healing spaces and events that celebrate the diversity of workforce (2.4.3. • 6.1.8. • 6.1.11. • 6.2.3. • 6.4.2. • 6.4.5. • 6.4.6.)

- Ensure all staff has equal access to all department and City information and opportunities (1.1.3. • 2.1.4. • 2.3.1. • 2.3.2. • 3.2.3. • 5.1.4. • 5.2.10. • 6.1.2. • 6.1.4. • 6.1.5. • 6.2.1. • 6.2.5. • 6.3.1. • 6.4.4. • 6.4.6.)

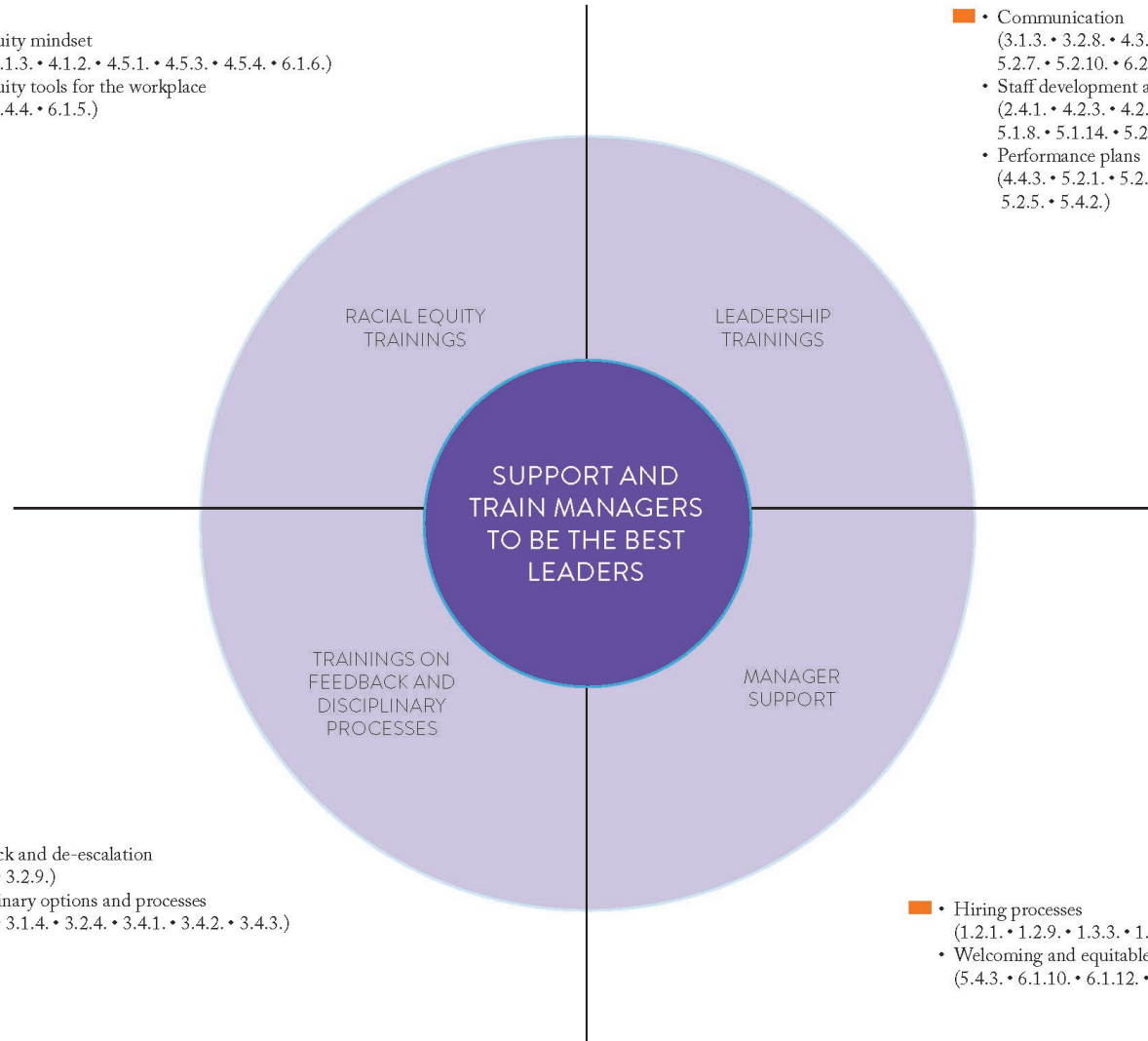
Addendum – Empower Frontline Workers



Addendum – Broaden Diversity in all Bureaus and Levels

- Racial equity mindset (2.4.3. • 3.1.3. • 4.1.2. • 4.5.1. • 4.5.3. • 4.5.4. • 6.1.6.)
- Racial equity tools for the workplace (4.4.2. • 4.4.4. • 6.1.5.)

- Communication (3.1.3. • 3.2.8. • 4.3.1. • 4.5.2. • 5.2.6. • 5.2.7. • 5.2.10. • 6.2.2. • 6.2.5. • 6.5.1.)
- Staff development and team building (2.4.1. • 4.2.3. • 4.2.4. • 4.3.3. • 4.5.3. • 5.1.8. • 5.1.14. • 5.2.9. • 6.1.6. • 6.2.4.)
- Performance plans (4.4.3. • 5.2.1. • 5.2.2. • 5.2.3. • 5.2.4. • 5.2.5. • 5.4.2.)



- Feedback and de-escalation (3.1.4. • 3.2.9.)
- Disciplinary options and processes (3.1.3. • 3.1.4. • 3.2.4. • 3.4.1. • 3.4.2. • 3.4.3.)

- Hiring processes (1.2.1. • 1.2.9. • 1.3.3. • 1.4.1. • 1.4.2.)
- Welcoming and equitable environments (5.4.3. • 6.1.10. • 6.1.12. • 6.4.2. • 6.4.5.)

Addendum – Support and Train Managers