



SAN FRANCISCO PUBLIC WORKS

RACIAL EQUITY INITIATIVE

Quarterly Update – May 5, 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

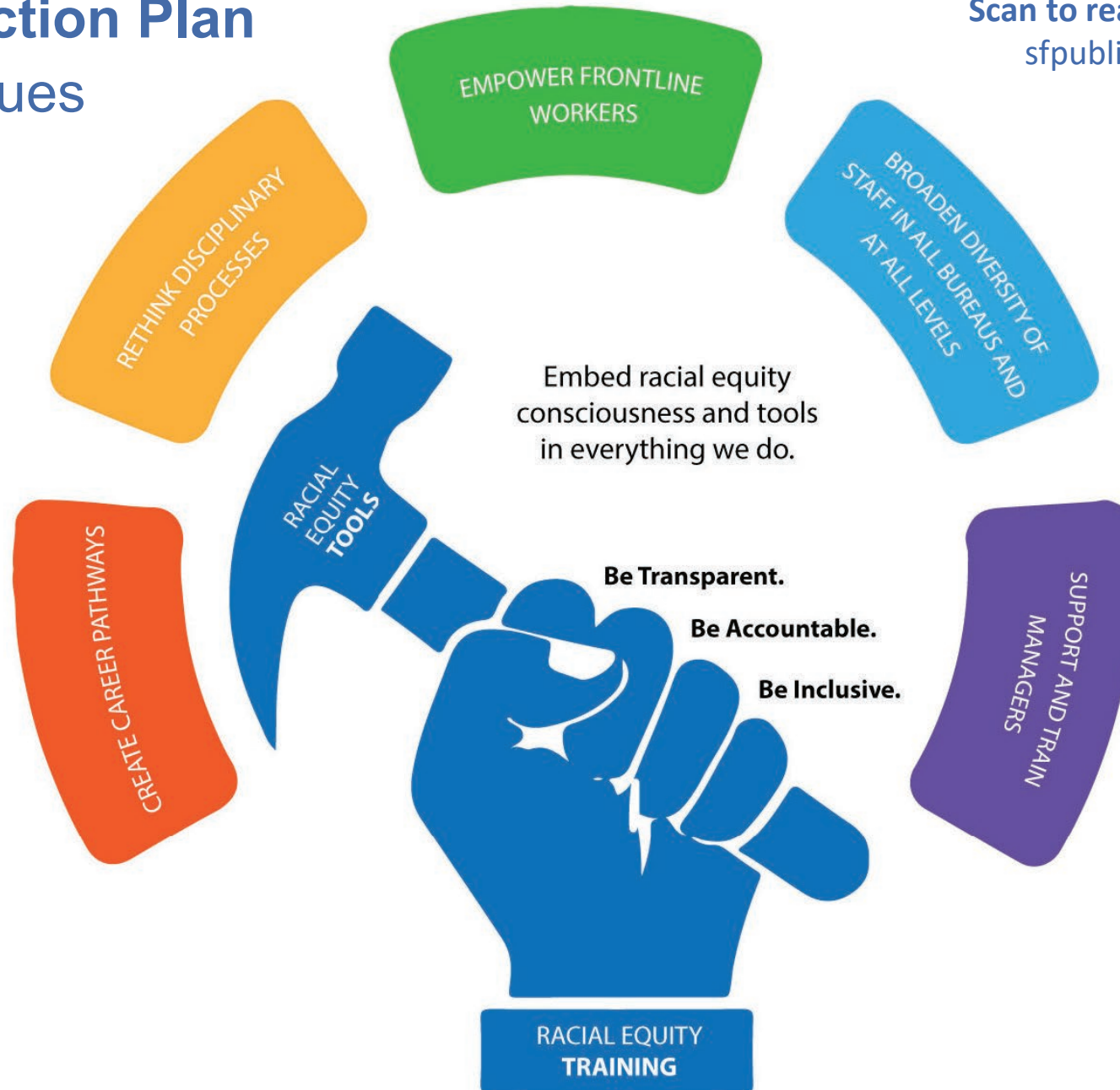


ORGANIZATIONAL CHANGE

Racial Equity Action Plan

Priorities and values

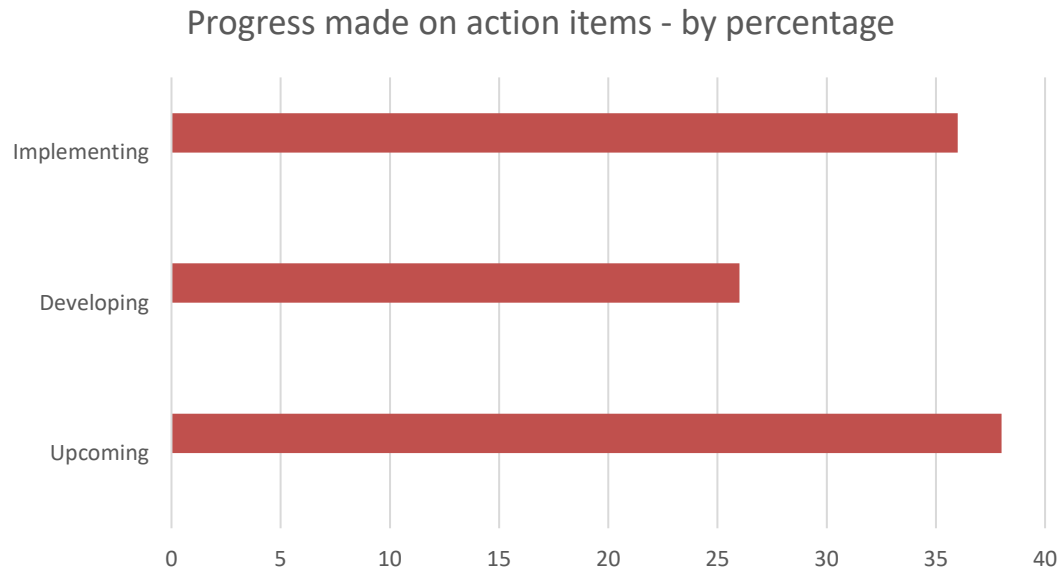
Scan to read our Racial Equity Action Plan at sfpublicworks.org/racialequityactionplan



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 "Nikk" Mixon**, Landscape Section, Urban Forestry, Operations
- **Nosakhare "Nosa" Ikponmwonba**, Internships, IDC
- **Patrick Rivera**, Project Management, IDC
- **Robynn Takayama**, Grants, OFFMA



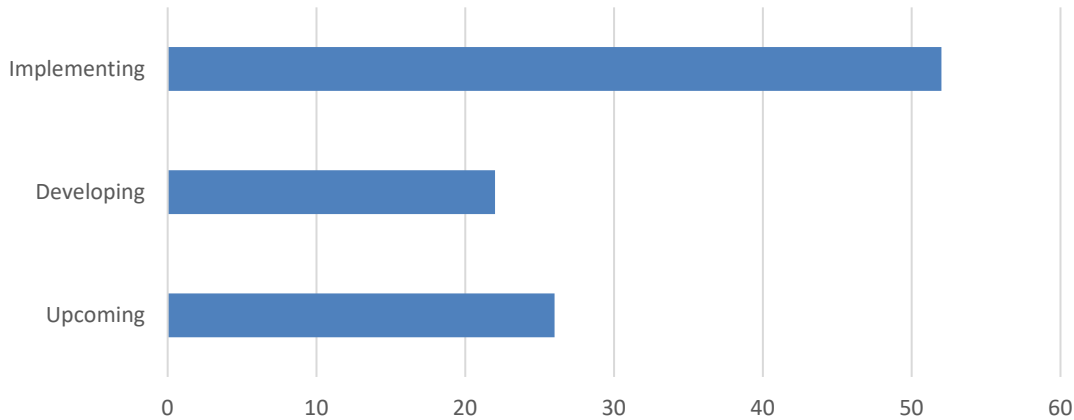
Key progress:

- Building an organizational culture of conversation and normalizing discussions about racism and its impacts
- Building broad-base, grassroots leadership for racial equity and organizational development that builds off of strategic plan, process improvement work and employee survey
- New racial equity staff member for Operations
- Support from director and executive team
- Racial equity conversations across the department, including budget, IT, landscape architecture, performance plans, University, data collection, grantmaking teams
- New dedicated HR team assembled

Challenges:

- Limited subject matter expertise and staffing to support racial equity work

Organizational culture - progress on action items by percentage



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

Key progress:

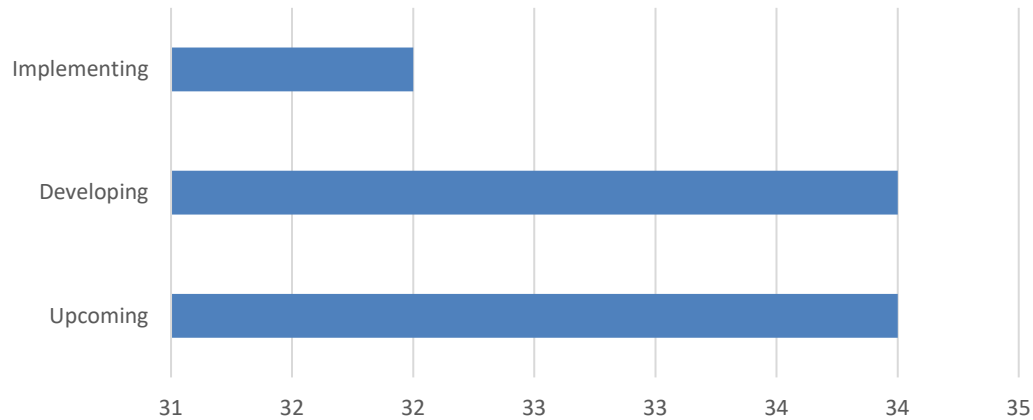
- A blossoming of peer-led programming:
 - 90 leaders
 - 1,500 attendees
- Inspecting our Foundation, Word Exchange, It's Relatable, Film Series, CONNECT
- Month-long heritage celebrations with weekly events and potlucks: Black History, Latinx/Hispanic, Asian American Pacific Islander, Pride
- Building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

Challenges:

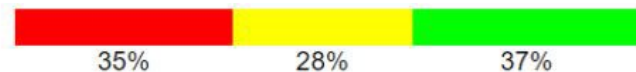
- 2022 Employee Experience Survey results
- Operations staff sense of belonging

Create an Organizational Culture of Belonging & Inclusion

Create career pathways - progress on action items by percentage



23. There are equal promotional opportunities for all staff at San Francisco Public Works.



Among the highest percentages of "unfavorable" responses out of 74 questions.

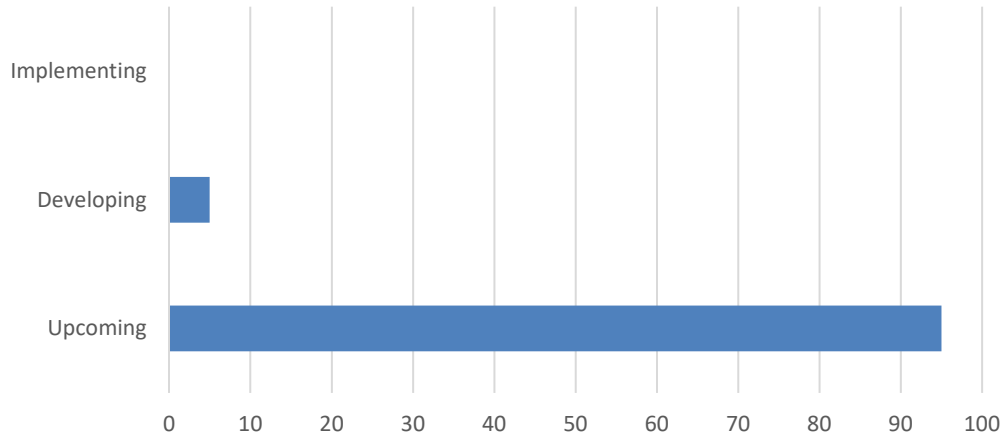
Key progress:

- Built structure for mentoring program
- Proposals on new job classifications and flexing
- New dedicated HR team with racial equity knowledge
- Focus on new employee orientation
- Expanded University team
- Operations racial equity staff working with HR and University to better communicate opportunities to Operations staff
- Project management roundtables
- Workshops on interview skills

Challenges:

- Engaging staff who work in the field: access to communication, computers, dedicated time and professional development opportunities is limited

Rethink disciplinary processes - progress on action items by percentage



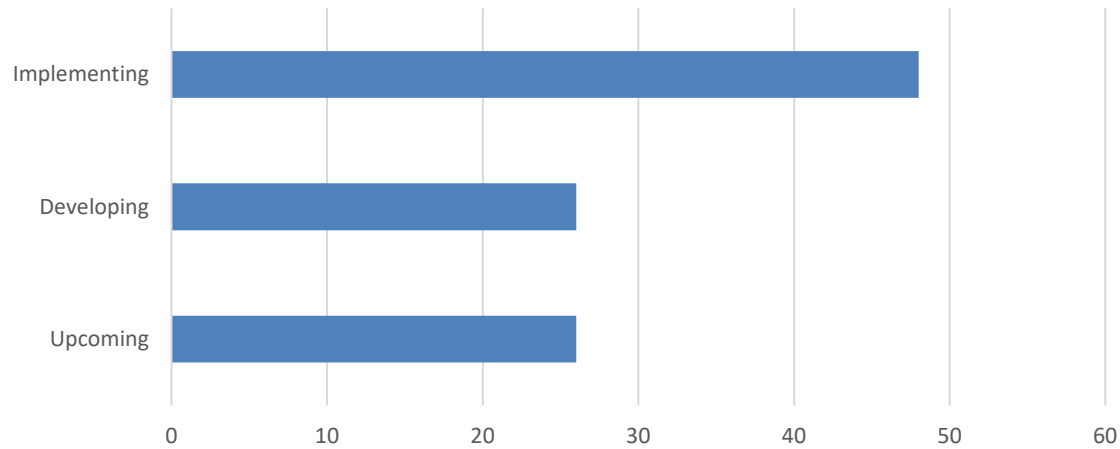
Key progress:

- New dedicated HR staff with racial equity knowledge and commitment to improving workplace culture around disciplinary and de-escalation processes
- Setting up better communication methods and structures that will support working on these action items

Challenges and upcoming

- Lack of staff capacity
- Communication with staff about processes
- Support of managers to help de-escalate situations through strengthened communication skills
- Development of alternative methods like mediation and mentoring, strengthen the use of performance plans

Empower frontline workers - progress on action items by percentage

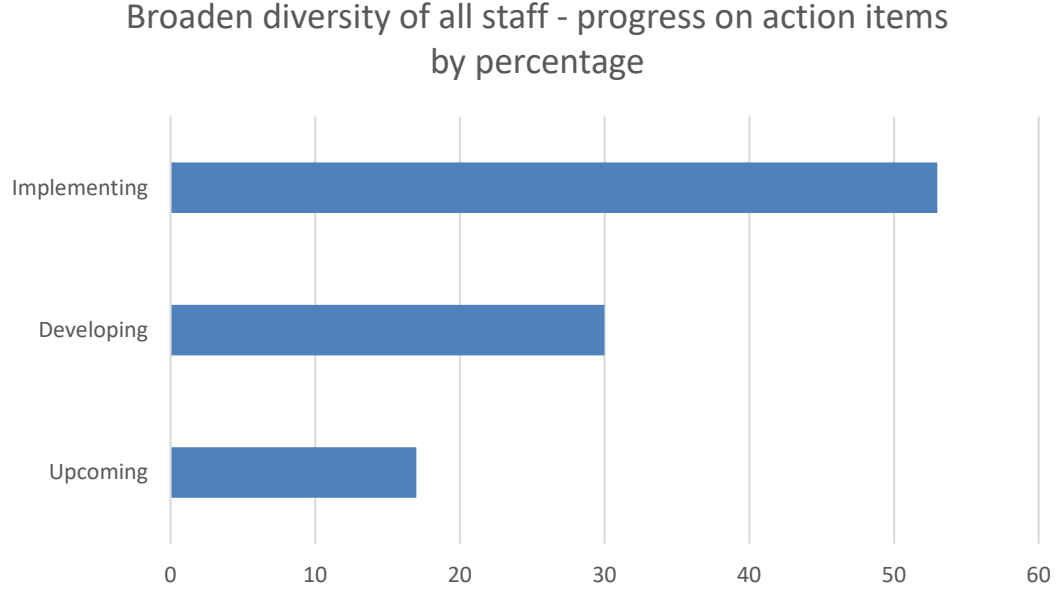


Key progress:

- Broadening grassroots leadership through diverse programming and opportunities
- Structure developed for Operations Racial Equity Steering Committee
- Communication survey for Operations staff
- Built "Huddle" structure for Operations teams
- Initiated work with IT to design technology to support Operations staff access to opportunities
- 2022 Employee Experience Survey and developing bureau-specific action items

Challenges and upcoming:

- Staff in the field with less flexible schedules and limited access to computers



Key progress:

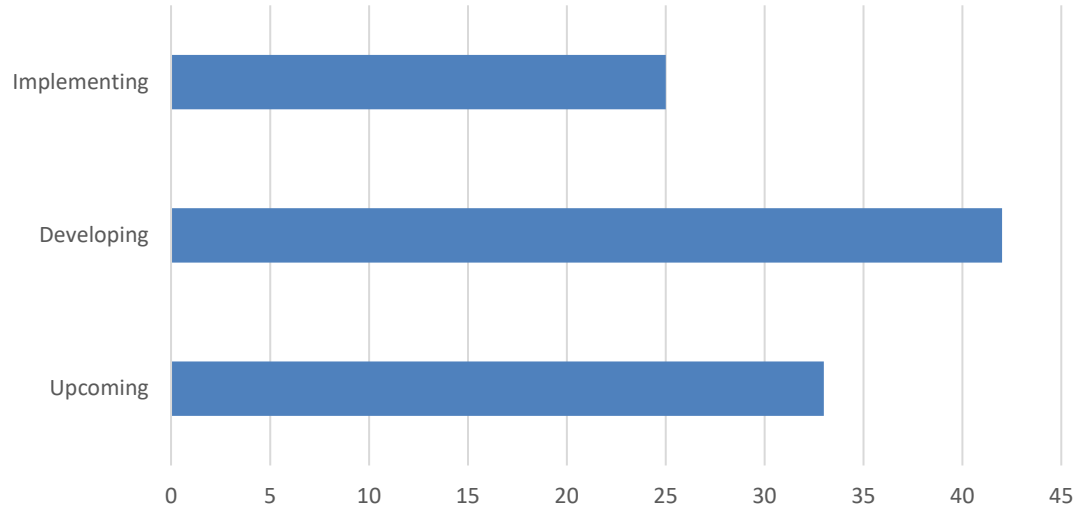
- Development of a recruitment resource matrix for 12 key job classes lacking in racial diversity
- Broadening recruitment strategies
- Pilot high school internships
- Reinvigorated apprenticeship programs
- More responsibility has shifted to hiring managers: opportunities for trainings and support around interviews, supplemental questions, preferred qualifications
- Working on streamlining hiring process

Challenges:

- New dedicated HR team



Support managers - progress on action items by percentage

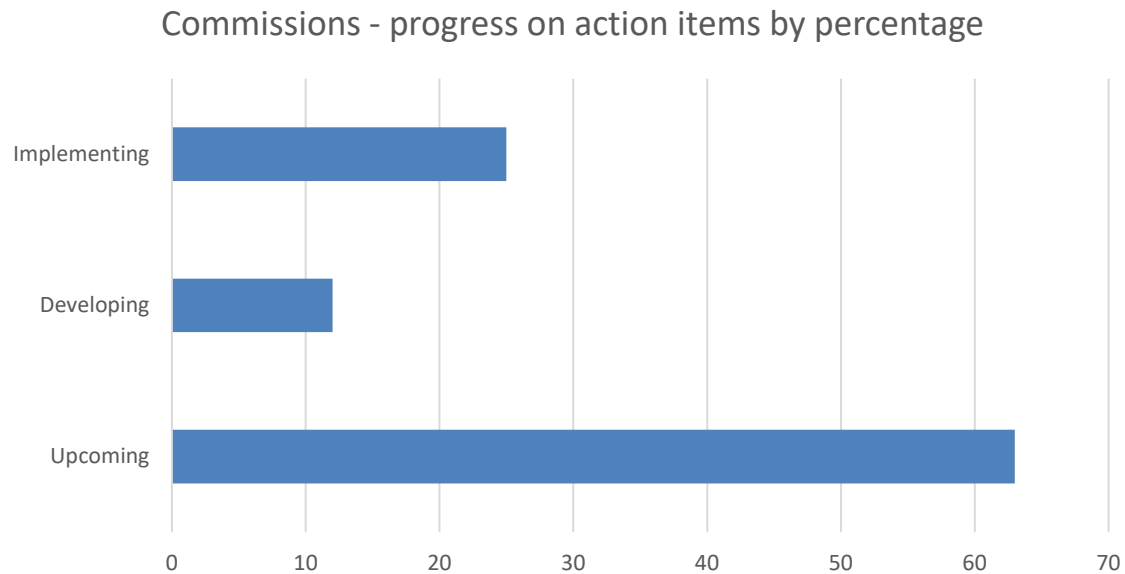


Key progress:

- Racial equity training included in Supervisor Essentials and Supervisor Academy
- Managers participating in peer-led programming and racial equity leadership
- Trainings for performance plan quarterly conversations with staff

Challenges:

- Racial equity subject matter expertise



Key progress:

- Sanitation and Streets Commission embarked on a land acknowledgement with programming
- Embarked on developing a racial equity tool that commissioners can use for evaluating policies, projects and budgets

Challenges and upcoming:

- Providing racial equity training to commissioners
- Public Works Commission land acknowledgement process
- Commissions holding the department accountable on racial equity action items
- Expand ability for commissioners to hear from diverse voices



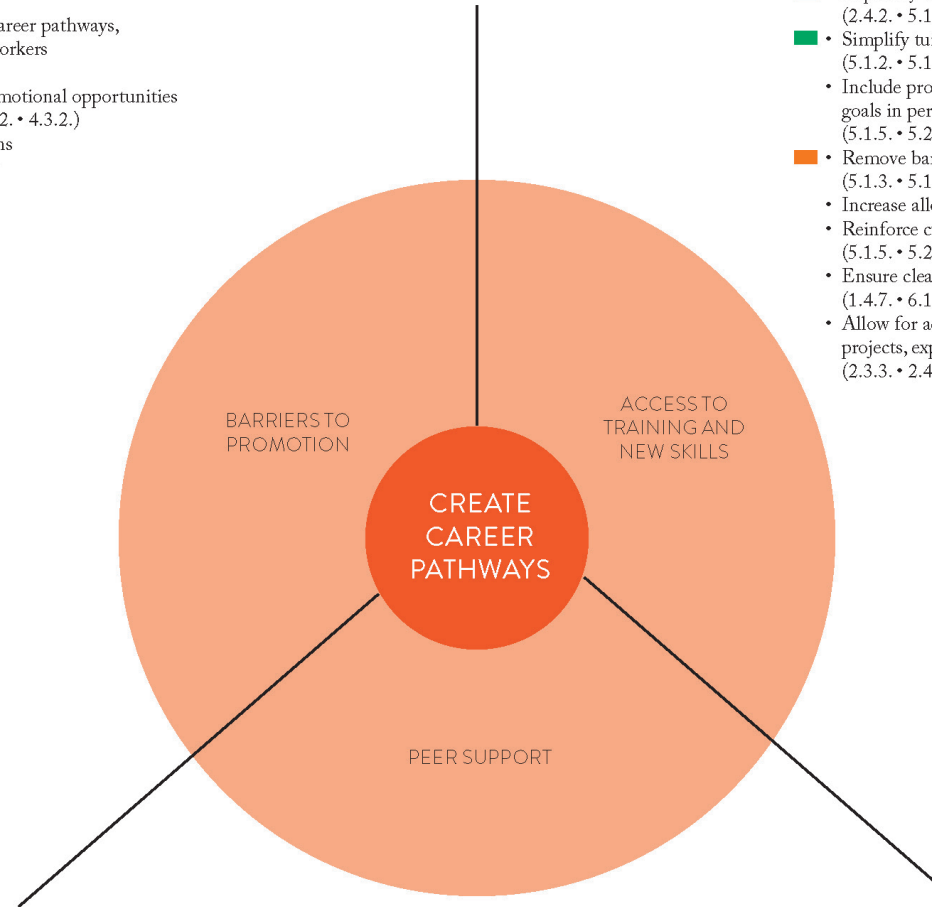
This addendum is intended to support the Commissioners' understanding of the Racial Equity Action Plan. All action items are coordinated with aspects of each of the five priorities.

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

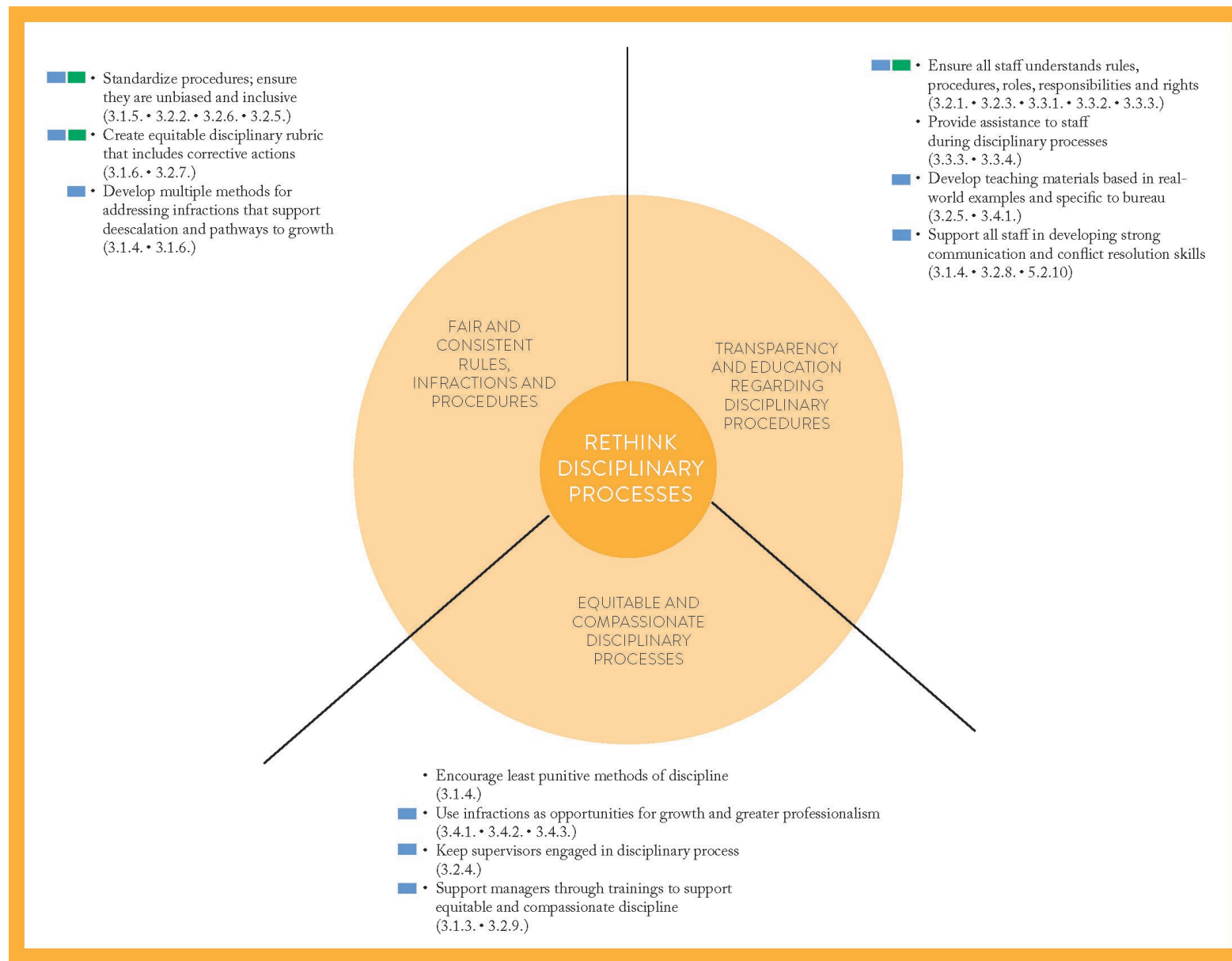
These slides have been shared with Public Works staff to help them unpack the Action Plan and to prioritize bureau-specific work.

- 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.)

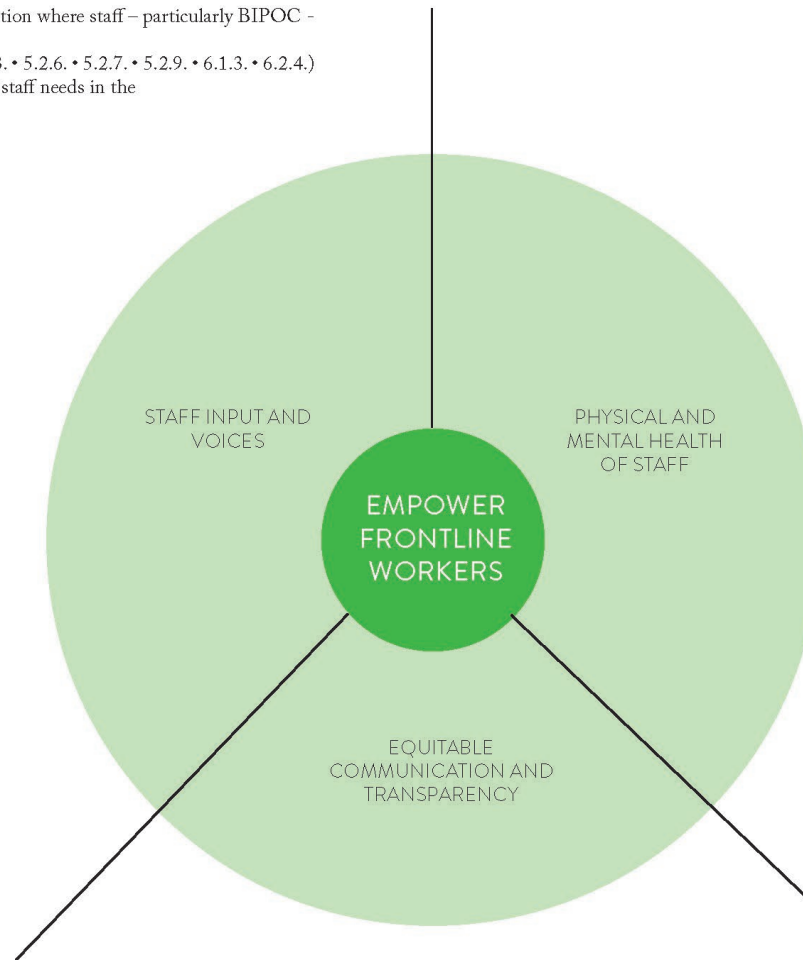
- Explicitly connect trainings to career pathways (2.4.2. • 5.1.1. • 5.1.6. • 5.1.7.)
- Simplify tuition reimbursement (5.1.2. • 5.1.12.)
- Include professional development goals in performance plans (5.1.5. • 5.2.2. • 5.2.5.)
- Remove barriers to participation in trainings (5.1.3. • 5.1.4. • 5.1.8. • 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.)

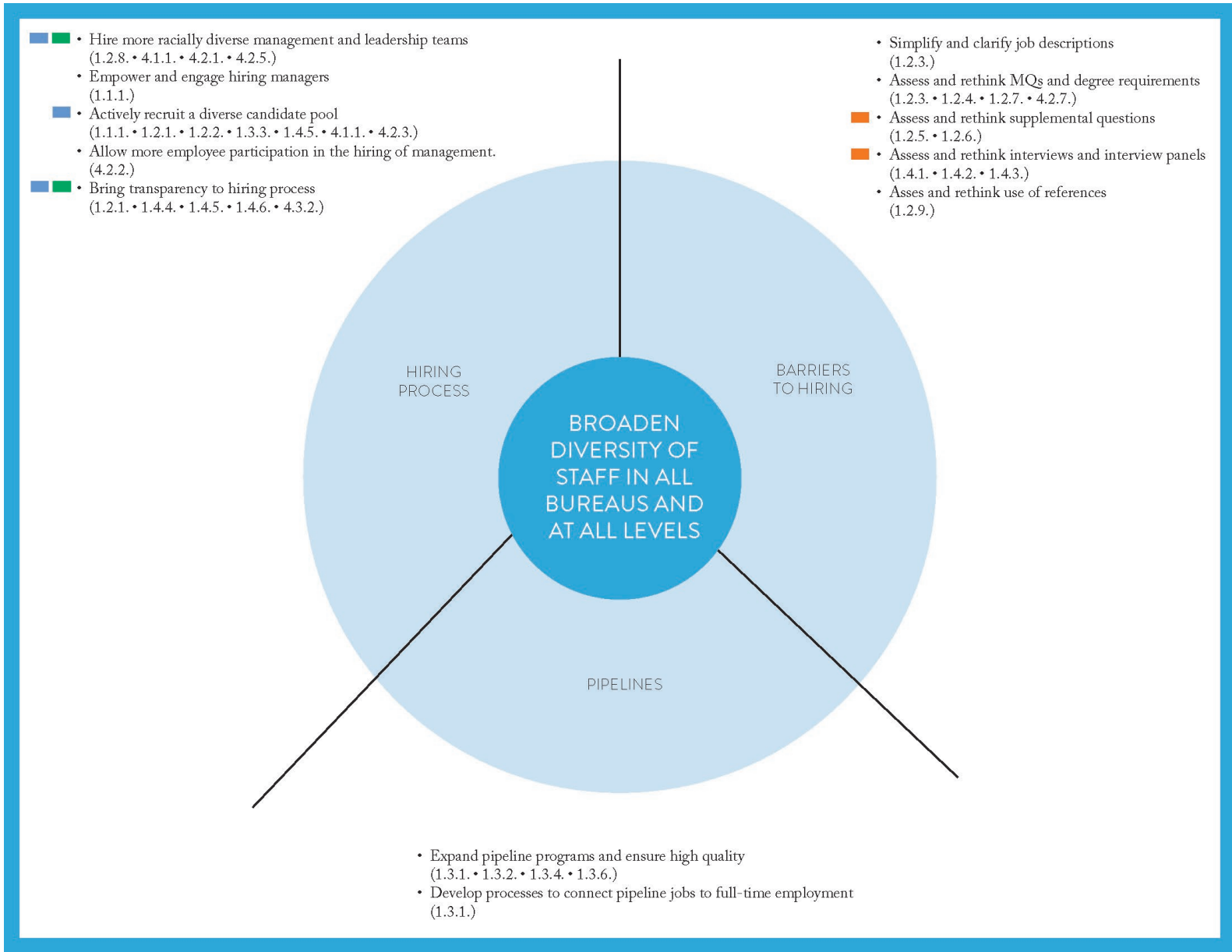


- Develop a culture of conversation where staff – particularly BIPOC – voices are valued at all levels. (4.1.4. • 4.3.1. • 5.1.12. • 5.2.3. • 5.2.6. • 5.2.7. • 5.2.9. • 6.1.3. • 6.2.4.)
- Incorporate an assessment of staff needs in the performance plan process (5.4.2.)



- 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.)

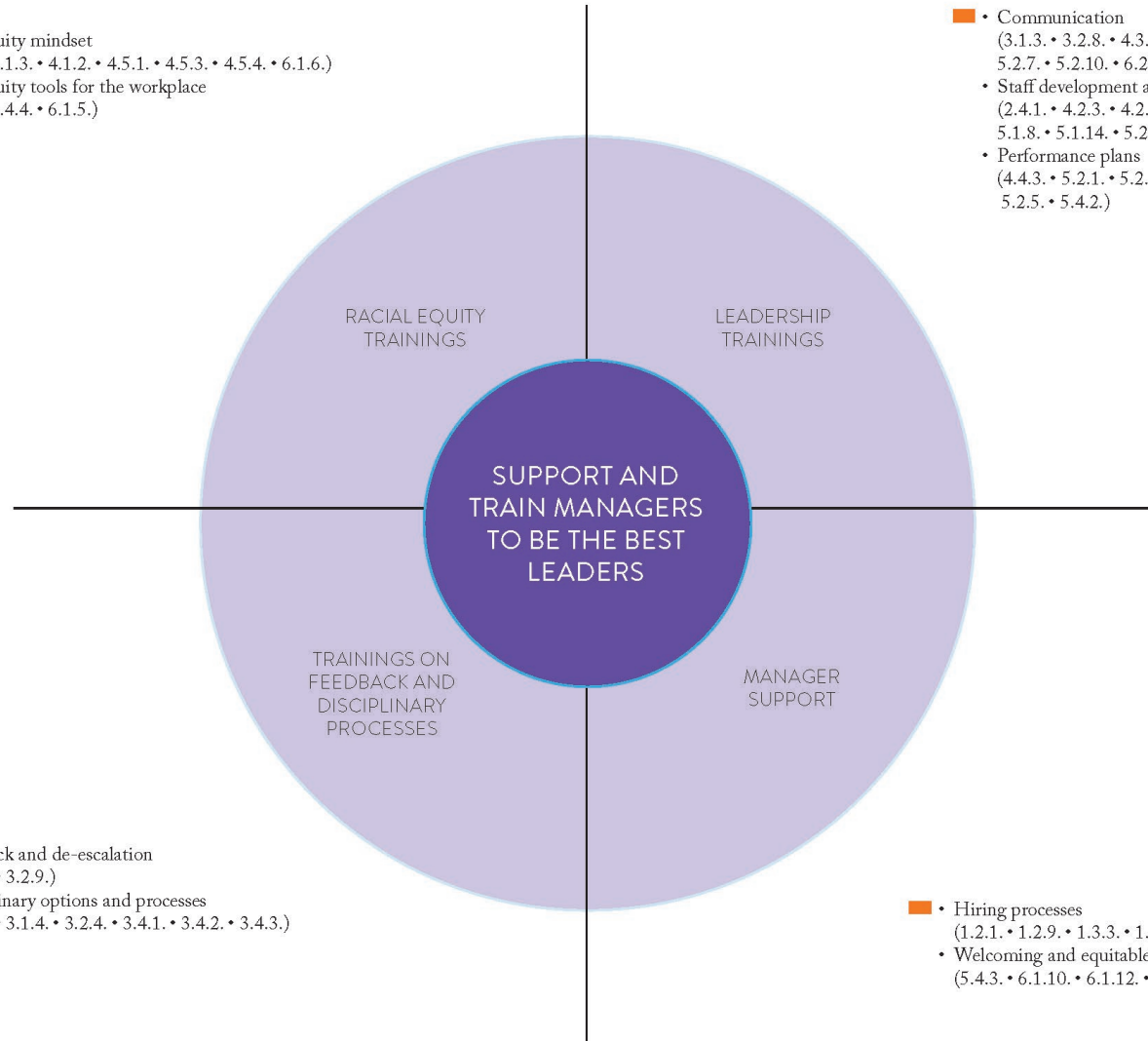
- Ensure all staff has equal access to all department and City information and opportunities (1.1.3. • 2.1.4. • 2.3.1. • 2.3.2. • 3.2.3. • 5.1.4. • 5.2.10. • 6.1.2. • 6.1.4. • 6.1.5. • 6.2.1. • 6.2.5. • 6.3.1. • 6.4.4. • 6.4.6.)



Addendum – 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.)