

ADDING RACIAL EQUITY TO THE MENU

An Equity Toolkit for Restaurant Employers



IN PARTNERSHIP WITH

race forward & *Csi* CENTER FOR SOCIAL INCLUSION

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INTRODUCTION



RESTAURANTS OFTEN DISTINGUISH THEMSELVES by their delicious cuisine, unique menu, top-notch service, inviting atmosphere, and/or value pricing. We have all witnessed the wave of restaurants shifting towards sustainable, locally sourced, and organic food as a way to stand apart. Now, a growing number of restaurants are exploring ways to add equity to their menu — making the fair treatment and compensation of employees a prominent part of their mission, operations, customer appeal, and overall brand. There's an increased interest — and appetite — for equity, not only among customers, but also among restaurant owners, and of course, restaurant workers.

The purpose of this Racial Equity Toolkit is to provide restaurant management with practical resources for assessing, planning, and implementing steps toward racial equity at your business. There is no step too small: every action you take helps your business thrive and fosters stronger local relationships with your workers and consumers.

This toolkit combines the expertise of three national organizations: Restaurant Opportunities Centers United (ROC United), Race Forward, and the Center for Social Inclusion. Collectively, these organizations have decades of experience in restaurant-standards innovation and racial-equity consulting. To ensure this tool is useful, realistic, and accessible for real-life people in the industry, we partnered with two respected fine dining and casual dining restaurants in the San Francisco Bay Area: Alta (San Francisco) and Homeroom (Oakland).

Through our partnership with the management and staff of these leading restaurants, we identified the skills and tools that are most critical to supporting all restaurants in moving the needle on racial equity in the industry. The result is a toolkit that is simple and straightforward. It can help you identify where racial bias — whether conscious or unconscious — might be operating in the functions or policies of your restaurant, thus creating barriers to success for employees of color and your business as a whole. It can also help you craft a plan to eliminate those barriers. We also recognize that achieving racial equity can require more guidance and support than what can be found in this toolkit alone, and that you will invariably run into obstacles along the way. In tandem with this publication, ROC

RACIAL INEQUITIES FACED BY WORKERS OF COLOR



GLASS CEILING

Workers of color access living wage fine dining occupations only 73% of the time, compared to equally qualified white workers



LOW FLOOR

Workers of color earn 56% less income on average compared to equally qualified white workers



LOCKED DOORS

Structural and durable inequalities that exclude them from the industry¹

As part of a national study, ROC sent 400 pairs of evenly matched white and people-of-color job applicants into 277 randomly selected fine-dining restaurants to determine how race affects an employer's interest in hiring for fine dining server positions. They found that white workers were more likely to be interviewed — and twice as likely to be hired — as equally or better-qualified workers of color applying to the same fine dining establishments.² In addition to these audits, an observational study of 133 fine dining establishments found that white workers, a disproportionate amount of them male, occupied 81 percent of management and 78 percent of higher-level non-management positions such as captain, manager, and bartender.³ These patterns amount to occupational segregation, often by race and gender, which are not only evident in restaurants but also in other industries across the country.

¹ Restaurant Opportunities Centers United, *The Great Service Divide: Occupational Segregation and Inequality in the US Restaurant Industry*, 2 (New York, NY: ROC United, 2014).

² Ibid.

³ Ibid.

United has launched a racial equity coaching service to provide more one-on-one expert support, connect you with our network of other experienced restaurateurs, and help you avoid common pitfalls on the path to racial equity.

Our ultimate goal is to ensure that restaurants fully utilize and reward the skills that all workers bring to their workplace, as well as bolster the success of the business for both owners and patrons.

WHY FOCUS ON RACIAL EQUITY?

After decades of working with numerous clients in private businesses, non-profit organizations, and local government agencies, we have come to the conclusion that **unless an institution is proactively furthering racial equity through strategic and actionable steps, racial inequity continues to play out as the status quo**. And no matter what the industry, there is much that is lost economically, socially, and culturally when we fail to be proactive and innovative in our organizations.

As in all other industries we've worked with, we don't need to look very hard to find that in the restaurant industry, the absence of true leadership for racial equity on the part of employers results in deep segregation between front and back-of-house, a large gap in pay and benefits by race, and a near absence of people of color in applicant pools. These disparities become evident when you walk through the door of most restaurants, if you take a quick look around and note the race and gender of the restaurant workers. The front-of-house, higher-paid workers — such as the headwaiter or captain, servers, and bartenders — are often white or light-skinned. The back-of-house, lower-paid workers — such as the dishwashers and line cooks are disproportionately workers of color and often out of sight of the restaurant customers. And the restaurant owners and upper management are typically white males.

Behind the visible segregation is an array of other kinds of inequities — in compensation, benefits, work hours, workplace safety, hiring, promotions, and workers' rights. **This is where we have to look beyond the diversity (the variety or representation of different kinds of workers) and focus on equity (the fair treatment of all employees) throughout the operations of our businesses.**

While we often think of racism as a personal failing or an issue between one individual and another, the most insidious forms of racial bias actually play out unintentionally and unknowingly within organizations or companies. In order to be most effective, strategies

to counter racism and build systemic equity must be made and sustained at an organizational level.

Many restaurants are beginning to see that embracing and embedding equity in all of their operations is not simply a moral imperative — doing what's right by treating everyone fairly —but also a strategic imperative. There are numerous benefits for making racial equity a core part of your mission and operations including:

- **It shows customers that you are a socially conscious enterprise,** which is an appealing attribute to millennials and a growing number of socially minded customers.
- **It helps you attract and retain a diverse pool of talent in your workforce,** which also has many benefits to a company that serves a diverse customer base.
- **Fair treatment and equitable compensation can boost employee morale, workforce cohesion, and longevity, thereby reducing turnover costs.** ROC's research shows that better human resource (HR) practices can cut turnover by nearly half, with about 20-percent lower annual turnover rates and an average tenure of about three years longer than in restaurants with poor HR practices.⁴
- **It makes you an industry leader and a model for ethical business practices.** This will demonstrate to your customers that your restaurant aims to break away from industry-wide patterns of discrimination.

WHAT IS RACIAL EQUITY?

National racial justice organization Race Forward defines racial equity as **“the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone.”** How does that translate within the restaurant industry? Restaurants that value fairness and equal treatment for all employees must be willing to examine their current practices. For example, seemingly neutral practices like relying on “word-of-mouth” to advertise open positions tends to advantage white applicants who already have the social connections to front-of-house staff.

However, equity isn't something you can simply add-on, like sprinkling some salt on a dish at the table. Equity is a core ingredient — something baked into all aspects of your operations to qualitatively enhance your service. There's no secret recipe, but this guide provides you with tools that you can begin applying in your everyday operations. Our team of racial equity consultants and fellow restaurant leaders are here to help all employers learn and lead amidst this growing appetite for equity.



diversity

the variety or representation of different kinds of workers

equity

the fair treatment of all employees

racial equity

the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone



⁴ Batt, R., Lee, J.E., & Lakhani, T. (2014, January). “A National Study of Human Resource Practices, Turnover, and Customer Service in the Restaurant Industry.” Restaurant Opportunities Centers United. (New York, NY: ROC United).

INDUSTRY LEADERS IN PROFILE

In 2016, ROC United, Race Forward, and Center for Social Inclusion teamed up with two leading restaurants to pilot a new innovation in high road restaurant standards. Over the course of six months, Alta of San Francisco and Homeroom of Oakland assessed their current operations, developed a plan and tested new ideas. In the following profiles, you will learn a little bit more about the motivations, challenges, and lessons learned from these Bay Area innovators.



Alta SAN FRANCISCO, CA

Alta at Market Street is a casual fine dining restaurant that sits in the center of downtown San Francisco, a metropolitan pinnacle of cutting-edge cuisine. Stepping in from the downtown hustle, the thick worn wood bar takes center stage; funky, chic art adorns the walls; and one glance across the room tells you the cocktails are quality and the food is well made. Alta is one of four restaurants in the Bay Area that are currently a part of the Alta Group. Daniel Patterson is the self-taught chef attributed with changing the way restaurateurs approach California Cuisine, and his other "brainchildren" include the Plum Bar in Oakland and the acclaimed Coi restaurant in San Francisco.

Beyond Alta's beautiful bar, smart service, and approachable food is an unwavering commitment to their newfound role as social innovation leaders in the food industry. Daniel Patterson and his Alta Group Team are determined to set a new example for what smart, practical, and holistic business looks like in fine and casual dining. In October of 2016, Restaurant Opportunities Centers United and Alta Group joined forces to pilot the first racial equity initiative in the country.

When ROC first reached out to Patterson, Alta Group was already in the process of examining their business model, hiring practices, and training programs. They knew that ensuring race and gender equity was not only the right way to run their business, but a better way. They already had the motivation — all they needed was sound guidance in taking some clear first steps. Patterson reflects on the rewards of putting new racial-equity practices in place:



TOP Staff set-up for an evening opening at Alta at Market Street

BOTTOM Renowned Chef and Alta Group Founder Daniel Patterson

"Race — and gender — equity in restaurants means that opportunity is opened up for any [worker] with the ability to learn and who shares our values. More loyalty, less turnover, less energy wasted on conflict, happier customers. That means a better staff, a better restaurant, a better industry."

The first stage of the partnership between ROC and Alta involved critical self-reflection and identifying areas to strengthen and grow. Using ROC's Racial Equity Assessment tool, the team interviewed the restaurant's Human Resources Manager, Service Manager, and Kitchen Manager, as well as the front and back-of-house staff. The racial equity team, made up of ROC and Race Forward consultants, aimed to identify current weaknesses in the restaurant's operations that might make it vulnerable to implicit racial bias.

Gabriel Barba, Alta's new Director of Training and Development, joined the team in the midst of the project. Barba recalled some early realizations within the process:

"I joined Alta at the beginning of this exciting transition. The partnership with ROC, in my view, was forged because we recognized the inequities that are ubiquitous in our industry. My whole professional career has been in restaurants. It may have felt natural, or perhaps I was just ignorant to the racial and economic disparities in the restaurants I worked for, but I took the back-of-house and front-of-house [segregated] team structure for granted. I was excited to participate in something that for our industry is completely different."

Following the guidelines of the assessment, a small sub-group including managers and hourly staff narrowed in on where Alta already upheld fair and transparent processes in their day-to-day operations and where they could improve. Alta had clearly demonstrated a commitment to racial-equity goals and devoted staff time and resources to ensuring those efforts could be sustained. All job descriptions were accessible to both front-of-house and back-of-house staff in both Spanish and English, ensuring that advancement opportunities were known by all, not just a select few. Clear initiatives had already been taken to improve training and personnel evaluation systems — momentum that the team hoped could be furthered to include formalized promotion criteria and clear pathways for staff members of color who otherwise might be passed over.

As part of the self-assessment, Alta analyzed how segregated their restaurant was by race and gender across all occupations, comparing front-of-house with back-of-house positions. As is common throughout the restaurant industry, Alta had a high level of racial segregation, with white workers overrepresented in front-of-house positions (servers, bartenders) and people of color overrepresented in back-of-house positions (prep cook, dishwasher).

"My whole professional career has been in restaurants. It may have felt natural, or perhaps I was just ignorant to the racial and economic disparities in the restaurants I worked for, but I took the back-of-house and front-of-house [segregated] team structure for granted."



Alta at Market Street
bar with wine on display

"We have
the ability
to fix a
very broken
system."

Given this bird's-eye view, the team narrowed in on some of the ripest opportunities for shifting policies and practices that had likely resulted in some amount of occupational segregation. Alta was already posting their job openings on various on-line platforms; however, a large part of their outreach-and-recruitment process relied on internal referrals. This is incredibly common throughout the restaurant industry — the combination of using peer referrals with a mostly white wait staff for front-of-house positions and mostly people of color for back-of-house positions often perpetuates those disparities, as people end up referring their friends who look just like

them. To change this status quo, Alta began actively pursuing qualified people of color for their front-of-house positions and using new outreach channels such as ROC's CHOW training program alumni network. The result has been a vastly more diverse and expansive applicant pool — a great benefit at a time when labor shortages are ubiquitous.

Newly armed with knowledge on how to best thwart implicit (i.e., unintentional and unconscious) bias in hiring and promotion practices, Bryan Blair, Alta Group's HR manager, was excited to usher in an era of standardized hiring questions and evaluation criteria. He also developed clearer pathways for promotion for all his staff, including workers of color that the management might have previously assumed weren't interested in applying for new openings. Some additional new hiring, training, and promotion systems put in place included: rotating interview teams and heavy documentation to increase transparency and eliminate patterns of bias; comprehensive training for all staff, including bilingual training, to facilitate promotions; and regular check-ins on individualized personal development plans so that each employee can move into their desired career. The decision to prioritize internal promotions for management team and allow more lateral movement between back-of-house and front-of-house was also instrumental. As Blair describes this transition:

"We have the ability to fix a very broken system. With the help of ROC, we are completely reshaping our staff and our company culture to improve advancement opportunities that have historically been nonexistent to anyone of color... Building a culture where our team consistently works to tear down stereotypes associated with race and job positions and acknowledging the implicit/unconscious biases that exist in daily operations is challenging... but so far, our team is genuinely in love with the new mission, and we have a lot of truly incredible people on our team."

Some of the improvements Alta made were lighter lifts, allowing the team to get practice consulting staff, making changes, and studying the results. Some of their immediate first steps included making equity an explicit part of their outward-facing promotion materials and removing from the employee manual any references to prior convictions being a potential consideration for hiring. Subsidizing English

and Spanish language training for all staff in order to remove language as a barrier to an effective and communicative work environment between staff and with customers was seen as critical, low-hanging fruit.

In a few short months, the results of Alta's commitment to building its awareness and skill around racially equitable practices, investigating its operations, and seizing opportunities for change have been impressive. They have increased the representation of people of color in front-of-house positions from 29% to 57%, which has in turn decreased their level of occupational segregation and created an environment where applicants and staff of color feel a true sense of opportunity and recognition for their contributions to the business.

Patterson describes the overall positive effect that these changes have had:

"For our restaurants, it has created a very clear identity and values. Everyone understands who we are and what we care about. The energy in the restaurants has been really incredible and positive since we made the changes. I think this is a powerful paradigm that can change our industry. And since so many people work in restaurants, that means it can change the country."

Since the transition at Alta, Daniel Patterson has expanded his team's efforts into additional restaurants including Alfred's and Plum Bar, with plans to implement similar changes to his fine dining establishments Coi and Aster next year.

Restaurants have an incredible opportunity to lead the way in fair and sustainable business practices, not just on the plate, but on the floor and in the kitchen too. What Alta Group's experience makes clear is that incorporating racial equity into a restaurant's business practice is not only possible, it works. And it stands to shift the status quo not only in a single eatery, but across the restaurant industry.

Homeroom OAKLAND, CA

Homeroom, a well-known gourmet mac & cheese restaurant tucked into Oakland's Temescal neighborhood, has taken the iconic comfort food to a new level — flavors from sriracha to goat cheese and, of course, the classics — owner Erin Wade and her team know how to make great mac & cheese.

Homeroom's success speaks for itself. Since opening its doors in 2011, the restaurant has exploded in popularity: serving thousands of macs a week, employing a staff of more than 85, and opening a satellite location solely for to-go orders. At the helm of this fun, whimsical establishment is a leadership that is serious about putting racial equity on the map in the restaurant industry.

Owner Wade, along with Human Resource (HR) manager Rikki Thompson are two women who understand the importance of institution-



Owner Erin Wade at Homeroom in Oakland



Homeroom server Reyna prepares a drink on tap

al equity and a commitment to ensuring opportunity, access, and success for workers of color and women in their business. When ROC United approached the Homeroom team about partnering on a new racial equity initiative, it was readily apparent the restaurant was already undertaking this work. Years prior, Homeroom's team had implemented HR practices including a strong priority to promote from within, bilingual job postings, subsidized training support, and a removal of exclusionary language or discriminatory restrictions from their application process. It was clear this team was hungry for where to push next. Wade describes the team's excitement to receive support and continue their impact:

"We believe that our diversity is a huge source of strength for us as a business, and something we have actively pursued since the day Homeroom was founded. We were excited to have the opportunity to partner with ROC to figure out how we could build upon our strong foundation to create an even more welcoming, diverse workplace!"

One of those standards is building a restaurant whose staff reflects the neighborhood in which it's based. In Homeroom's case the Temescal neighborhood where they set up shop has gone through some of the most intense levels of gentrification in Oakland, forcing the displacement of many long-time Black residents. For HR Manager Thompson, recruiting and hiring the residents who built and sustain the neighborhood where Homeroom operates is a critical part of doing good, accountable business:

"Hiring staff that represent and are from the business' neighborhood is key — it shows a commitment to offering employment opportunities to everyone, not just a select few. It brings diversity into our decision-making and creates a more open and accepting environment for staff."

With this and other tangible goals in mind, the ROC, Race Forward, and Homeroom teams sat down to go through their Racial Equity Assessment. After a series of conversations and a review of current policies, the team identified leverage points that would build on already established best practices. Through the Track Your Numbers section of the assessment it became clear that if Homeroom was to more fully reflect the Temescal neighborhood, they would need to put concerted effort into formalizing equitable recruitment and hiring practices. Upon initial analysis, the restaurant particularly lacked Black staff, a dynamic that is common throughout the restaurant industry.

Over the next couple months, Homeroom continued to run a thriving business, maintain a loyal staff, and make some achievable changes in their recruitment and hiring practices. To narrow in on why they had lower representation of people of color on their staff, Thompson began reviewing the demographics of their applicant pool and hires. Recognizing a lower percentage of people of color, specifically Black applicants, Homeroom began to question how their current recruitment process might be unintentionally advantaging white applicants and disadvantaging applicants of color. In response Homeroom now proactively works with a variety of organizations that support marginalized communities to extend their hiring outreach, including local and national non-profits like Elevate/Beyond Emancipation, the International Rescue Committee, and Quentin Cooks.

Beyond intentionally outreaching to workers of color impacted by structural discrimination, Homeroom wanted to ensure that all of their current staff had access to clear pathways for internal training and promotion. Thompson describes an important realization about how a lack of representation can set barriers for people of color otherwise ready to progress:

"We offer a lot of cross-training opportunities and assumed our staff felt they could apply to any position in the restaurant. The more we pushed, the more we realized that wasn't true, precisely because no one from their peer group was in that position yet. Posting jobs internally and encouraging suitable candidates to apply has been great — in addition, we also now interview anyone who is interested and give resume feedback sessions if they are not yet qualified."

Recently putting this into practice, Homeroom decided to promote one of their Assistant Kitchen Managers, who is Latinx, to fill their open Kitchen Manager position instead of sourcing external candidates.

In addition to these improvements Homeroom has brought increased transparency and accountability to their hiring team. A multi-racial group of non-management staff are now included and compensated to be part of the hiring process. All responsible staff members receive training in proper interviewing skills, including how to appropriately document an interview and applicant assessment, so that off-the-cuff decisions and bias don't influence hiring decisions. As the applicant pool became more diverse the hiring team re-visited their manager bias training to thwart unconscious discrimination or bias that might creep into their process.

In a short eight months, Homeroom has made remarkable progress towards building a more inclusive and productive workplace. The percentage of people of color in the business has increased from 75% to 82%. This includes an increase in the percentage of Black workers in front-of-house positions from 11% to 25%. This closer parity in representation means that Homeroom is benefiting from more qualified applicants in the area regardless of race, in addition to more fully utilizing previously overlooked staff members who are often the ones who know the menu and the operations of the business the best.

As business continues to grow, Homeroom staff and leadership are committed to weaving the values, practices, and lessons of racial equity into their daily work. They hope this kind of willingness and know-how can ripple out to others in the Bay Area and across the nation. The drive to innovate and continuously improve is an imperative in the food industry. From what goes on the plate to who serves the dish, a thriving business means progress on all fronts.



"We offer a lot of cross-training opportunities and assumed our staff felt they could apply to any position in the restaurant. The more we pushed, the more we realized that wasn't true, precisely because no one from their peer group was in that position yet."

RACIAL EQUITY ASSESSMENT FOR RESTAURANTS

You can use this tool to help clarify whether racial equity is currently embedded within your restaurant's policies, practices, and culture, and to identify opportunities for practical, visionary improvement.

This assessment tool is divided into two sections:

- **TRACK YOUR NUMBERS**
- **ANALYZE YOUR CHOICE POINTS**

The TRACK YOUR NUMBERS section provides you with an overall snapshot of the level of occupational segregation in your restaurant. It includes an easy-to-follow worksheet to help you calculate a number-based score that you can continuously improve upon and use to track and measure racial equity throughout your organization.

The ANALYZE YOUR CHOICE POINTS section goes a layer deeper, covering the following four major workplace areas where racial equity and inclusion can be advanced through clear and actionable means:

- **RACIAL EQUITY ASSESSMENT AND WORK PLANS**
- **RECRUITMENT, OUTREACH, AND ADVERTISING**
- **APPLICATION AND HIRING**
- **PROMOTIONS AND TRAININGS**

Race Forward calls the decision-making opportunities that you will find in each of these four areas *Racial Equity Choice Points*. Being able to recognize these decision-making crossroads will enable you to stop, do some analysis, make a new plan of action, and move forward.

TRACK YOUR NUMBERS

One of the best ways to measure racial equity in your workplace is to calculate the level of occupational segregation. This index measures the level of segregation in your restaurant in much the same way that you would measure segregation in a city. You will find a step-by-step Occupational Segregation Worksheet below. The following two illustrations depict what kind of information the worksheet will help you map out.

EXAMPLES FROM THE FIELD

Alta

INITIAL SEGREGATION LEVEL

High at 61.1%

PROGRESS BENCHMARK AFTER SIX MONTHS

Moderate at 47.9%

Homeroom

INITIAL SEGREGATION LEVEL

Moderate at 47.3%

PROGRESS BENCHMARK AFTER SIX MONTHS

Moderate at 43.7%



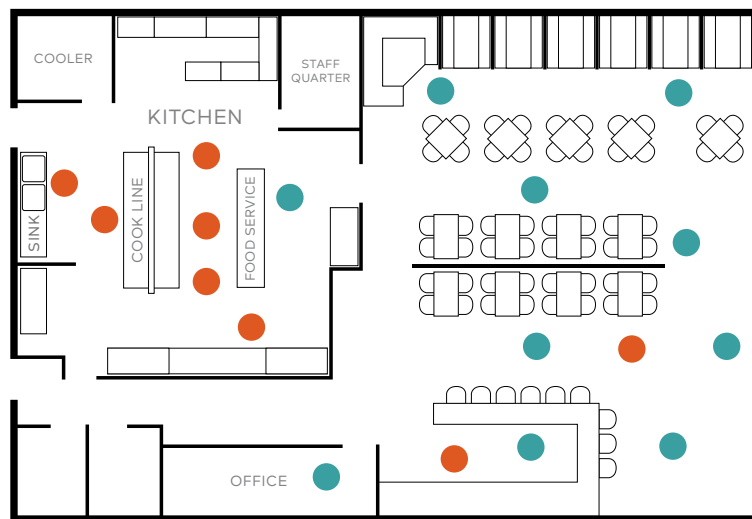
In this section, use the worksheet with your own demographic data to assess the current level of racial equity in your restaurant.

VISUAL EXAMPLES

RESTAURANT A

High Segregation between Workers of Color (orange) and White Workers (blue)

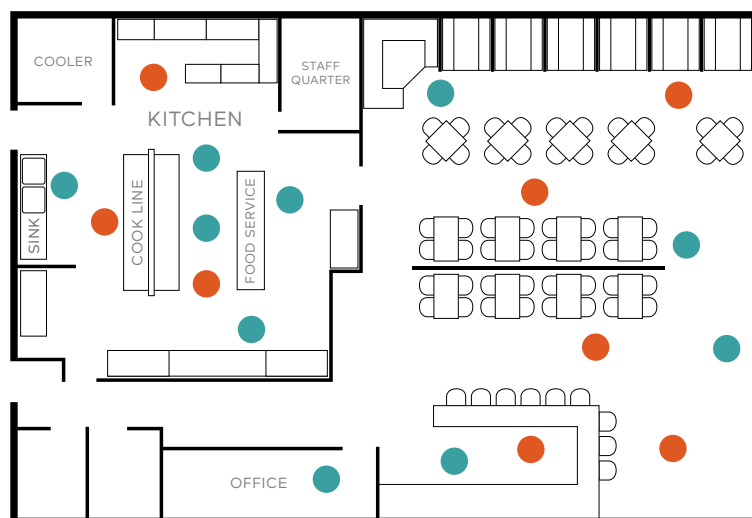
Restaurant A has a total of 10 white workers: 9 (or 90%) in front-of-house positions, and 1 (or 10%) in back-of-house positions. There are 8 workers of color: 2 (or 25%) in front-of-house positions, and 6 (or 75%) in back-of-house positions. Using the Occupational Segregation Worksheet, the segregation level for this restaurant is 65% (high).



RESTAURANT B

Low Segregation between Workers of Color (orange) and White Workers (blue)

Restaurant B has a total of 10 white workers: 5 (or 50%) in front-of-house positions, and 5 (or 50%) in back-of-house positions. There are 8 workers of color: 5 (or 75%) in front-of-house positions and 3 (or 25%) in back-of-house positions. Worksheet calculations result in a segregation level of 25% (low).



OCCUPATIONAL SEGREGATION

Use this worksheet to calculate the level of segregation between white workers and workers of color in front-of-house and back-of-house positions.

FIRST, record your employee demographics.

STEP 1: How many white workers do you employ? _____

STEP 2: How many white workers are employed in front-of-house positions? _____

STEP 3: How many white workers are employed in back-of-house positions? _____

STEP 4: How many workers of color do you employ? _____

STEP 5: How many workers of color are employed in front-of-house positions? _____

STEP 6: How many workers of color are employed in back-of-house positions? _____

NEXT, calculate percentages for these demographics.

STEP 7: Divide the number you entered in Step 2 by the number you entered in Step 1, and then multiply the result by 100: _____

STEP 8: Divide the number you entered in Step 3 by the number you entered in Step 1, and then multiply the result by 100: _____

STEP 9: Divide the number you entered in Step 5 by the number you entered in Step 4, and then multiply the result by 100: _____

STEP 10: Divide the number you entered in Step 6 by the number you entered in Step 4, and then multiply the result by 100: _____

FINALLY, calculate the level of segregation between white workers and workers of color.

STEP 11: Subtract the number you entered in Step 9 from the number you entered in Step 7, and round the result to the closest whole number: _____

STEP 12: Subtract the number you entered in Step 10 from the number you entered in Step 8, and round the result to the closest positive number. If you entered 0 in Step 8, enter the same number you entered in Step 10: _____

STEP 13: Add the number you entered in Step 11 to the number you entered in Step 12, and then divide the result by 2: _____

THE FINAL NUMBER you enter in Step 13 should be between 0 and 100. If it is less than 30, the level of occupational segregation between white workers and workers of color is low across front-of-house and back-of-house positions. If the number is between 30 and 60, the level of segregation is moderate. If it is over 60, the level of segregation is high.

LEVEL OF SEGREGATION

< 30 LOW

30 - 60 MODERATE

> 60 HIGH

ANALYZE YOUR CHOICE POINTS

As you will see in this part of the assessment, there is no shortage of great opportunities. The choice points that are listed in each of the four workplace categories were compiled from an in-depth exploration of specific policies, practices, and/or principles that advance racial equity within the restaurant industry. These choice points comprise the various aspects of a restaurant business that most directly impact the realization of a racially inclusive and equitable workplace. Next to each choice point, there is a space for you to score how well that racial equity component is being applied in your workplace. When scoring, try to be as curious, reflective, and honest as possible.

Below each section you will find relevant tools to get you started — best practice tips from other restaurant leaders, exploratory research questions, and example language for goal-setting. If you find this section confusing, or encounter any challenges during this process, we are available to clarify or provide other support.



In this section, you use interviews with management and staff to fill out the assessment. Each racial equity choice point offers an opportunity for reflection, discussion, and goal setting.

HOW TO CALCULATE YOUR SCORE

- 1 Read through each Racial Equity Choice Point in the table, and give it a score of 0, 1, or 2 according to the following chart.
- 2 Once you have scored each Choice Point in the table, add them up and enter the total in the Points Earned row.
- 3 Divide the Points Earned by the Total Possible Points for that category. The result should be a decimal value between 0 and 1.
- 4 Once you have calculated a decimal value for each category, use the following table to translate it to a more descriptive evaluation of how well your restaurant is incorporating racial equity in that area of the workplace.

RACIAL EQUITY SCORE RANGE

0	ABSENT
1	PRESENT, BUT WEAK
2	STRONG

WORKPLACE CATEGORY EVALUATIONS

0 TO .2	NEEDS INTENSIVE WORK
.2 TO .4	NEEDS IMPROVEMENT
.4 TO .6	FAIR
.6 TO .8	GOOD
.8 TO 1	MODEL

RACIAL EQUITY ASSESSMENT AND WORK PLANS

RACIAL EQUITY CHOICE POINTS	SCORE
Leadership has performed a racial-equity assessment to determine barriers and opportunities.	
Leadership has received Racial Equity and Bias training.	
Explicit racial equity and inclusion goals are built into the mission and goals of the restaurant.	
There is a clear timetable as well as a work plan and assigned staff to complete racial equity goals.	
POINTS EARNED	
POINTS EARNED ÷ 8 <i>Total Possible Points</i>	

EVALUATION:

INDUSTRY BEST PRACTICES

ALTA

- Management communicated that racial equity would be an official business value during their pre-shift meetings and distributed internal FAQs in both English and Spanish to all staff.

HOMEROOM

- Completed the Racial Equity Assessment and created an action plan that includes target goals, assigned staffing, and deadlines.
- Management team attended Race Forward's Racial Equity training, which includes completing an Implicit Association Test (IAT). *If you are interested in exploring, a link to the IAT test can be found at www.psytoolkit.org/cgi-bin/psy2.3.4/survey?s=LFKjs.

RECRUITMENT, OUTREACH, AND ADVERTISING

RACIAL EQUITY CHOICE POINTS	SCORE
There are explicit racial-equity inclusion goals and timetables for recruiting the applicant pool.	
Racial demographics are tracked throughout the recruitment stage (including an analysis of race by type of recruitment platform).	
The staff team responsible for developing job postings and applications is racially diverse, and all HR personnel are trained in strategies to advance racial equity.	
Job-posting language is specific to the job, does not include exclusionary terms such as "cultural fit," and depicts a culture of diversity and inclusion.	
Bilingual postings are available in both paper and digital form.	
There is no requirement to disclose prior convictions, provide background checks, or obtain educational certifications not directly related to position.	
Candidates are sourced from specific pathways that have a high representation of people of color (especially referrals from current employees of color).	
Currently employed workers of color are explicitly encouraged to apply to newly opened positions (especially where current underrepresentation exists).	
POINTS EARNED	
POINTS EARNED ÷ 16 Total Possible Points	

EVALUATION:

INDUSTRY BEST PRACTICES

ALTA

- Utilized ROC United's CHOW training program to connect with qualified graduates for front-of-house and back-of-house positions.
- Got rid of all requirements for applicants to disclose prior convictions when not directly applicable to job.

HOMEROOM

- Piloted a spreadsheet to track the race and gender of all applicants by their recruitment

- source in order to better understand which recruitment platforms tended to over-recruit white applicants and under-recruit applicants of color. Contact ROC United for templates.
- Fostered partnerships with local organizations connected to workers of color to diversify their recruitment pipeline.
- Included new language on applications that explicitly encourages people of color and formerly incarcerated applicants to apply.

RECRUITMENT, OUTREACH, AND ADVERTISING

CONTINUED

QUESTIONS TO GET YOU STARTED

- ▶ Have you noticed any patterns where people of various races have dominated specific occupations in your restaurant?
- ▶ What is your best estimate of the racial composition of the applicant pool for each job opening? (Consider both external and internal pools.)
- ▶ Are people of different races overrepresented or underrepresented in your hiring pool compared to the available recruitment area?
- ▶ What are the major pathways for applicants to find and apply for job openings (e.g., internal promotions, referrals, word-of-mouth from workers at nearby restaurants, digital platforms and social media)? How are the racial demographics different for each pathway?
- ▶ What racial groups are most targeted by your current advertising and outreach efforts? Is there any group that is being missed or excluded?
- ▶ What barriers to applying might exist for different racial communities?
- ▶ What biases might exist in the job application? For example, are there any words or phrases that might make people feel like they are not welcome, or requirements that unintentionally rule out different communities?
- ▶ What outreach and advertising strategies will best reach underrepresented applicants?
- ▶ How many different new and targeted strategies are your job recruiters willing or required to use? And how will recruiters be held accountable to use these strategies?

TARGET GOAL EXAMPLE

Once you've conducted this analysis, you can start creating a specific goal aimed at alleviating racial bias in the recruitment process. For example:

For our front-of-house hires in the next three months, we want to achieve an applicant pool that is at least 25% people of color, and in the three months after that, we want to achieve an applicant pool that is at least 50% people of color.

Make sure the goal is achievable, but also requires enough of a stretch to force you to do some things differently. Outcomes will not change if strategies and practices don't change.

APPLICATION AND HIRING PROCESS

RACIAL EQUITY CHOICE POINTS	SCORE
There are explicit racial-equity inclusion goals and timetables for the hiring process.	
The staff members who are responsible for reviewing and hiring applicants are racially diverse, and all HR personnel must be trained in strategies to advance racial equity.	
The criteria for selecting candidates are standardized and clearly limit opportunities for subjective or biased decision-making to occur.	
The hiring process includes a racial equity-awareness component in which anyone who is reviewing a candidate is required to consciously consider racial equity goals, impacts, and outcomes.	
Hiring procedures and decisions are accountable and transparent to a larger hiring team.	
Any initial trial period is paid.	
POINTS EARNED	
POINTS EARNED ÷ 12 <i>Total Possible Points</i>	

EVALUATION:

INDUSTRY BEST PRACTICES

ALTA

- The HR manager received coaching in racially equitable hiring practices that included learning how a lack of standardized criteria for hiring applicants can allow implicit bias to affect decision making.

HOMEROOM

- Expanded their hiring team to include people of color.
- All hiring staff received training in non-biased interviewing skills, which included documentation and standard criteria tied to job-specific skill sets.

APPLICATION AND HIRING PROCESS

CONTINUED

Refer to the **TRACK YOUR NUMBERS** section earlier in this document for help in answering these questions.

QUESTIONS TO GET YOU STARTED

- ▶ What is the current racial composition of your workforce by position?
- ▶ Are there racial groups that are being hired at disproportionate rates compared to other groups? Are there aspects of your hiring process (e.g., resume screening, interviewing, evaluating) that might be causing that to happen?
- ▶ Can you identify internal staff members who are promotable, trainable, or transferable?
- ▶ How can you improve your hiring processes to ensure that biased decision-making is eliminated?
- ▶ How structured and formal is your current hiring process? Are any of your selection criteria highly subjective, or is there a component of the hiring process that is based on subjective opinions about a given candidate?
- ▶ How many different new and targeted strategies are your job recruiters willing or required to use? How will recruiters be held accountable to use these strategies?
- ▶ How can the hiring process be improved so that people of color and women who are offered a position actually accept and retain it?



VOLUNTARY AFFIRMATIVE ACTION PLAN⁵

Voluntary Affirmative Action Plans (VAAP) are designed by the Equal Employment Opportunity Commission (EEOC) to rectify continuing effects of past discriminatory policies or practices. This is not to say that using a VAAP admits intentional discrimination on the part of staff or management. However, if your analysis shows underrepresentation of people of color in certain positions where there is reasonable availability after using proactive recruitment and promotion channels, then using a VAAP is a good way to understand your findings and make a strategic plan of action. VAAPs often include specific placement goals for people of color and women that you can use based on your analysis of your restaurant's current equity landscape. In addition, ROC's RAISE cohort and new High Road consulting firm are available to support you as you design your own VAAP or other plan.

⁵ A sample VAAP can be found at: https://www.dol.gov/ofccp/regs/compliance/AAPs/Sample_AAP_final_JRF_QA_508c.pdf. For comprehensive support in designing and implementing your own voluntary affirmative action plan, contact ROC's High Road consulting firm at info@rocunited.org.

PROMOTIONS AND TRAINING

RACIAL EQUITY CHOICE POINTS	SCORE
HR staff and managers use a written protocol for employee advancement that includes common standards, evaluation rubrics, and regular communication and feedback about an employee's progress.	
The evaluation team is diverse or seeks input on progress evaluations from diverse staff members.	
"Culture fit" or other subjective criteria for advancement undergo a racial equity review to ensure no implicit discrimination is present.	
All job openings are made known to current staff both verbally and in writing.	
The leadership team actively encourages staff workers of color to apply for front-of-house or leadership positions and prioritizes considering them as candidates.	
Training protocol is standardized, comprehensive, and regularly offered, and it provides a clear pathway to higher-paid positions in both the front and back-of-house.	
If outside training for promotion is required, it is compensated.	
Substantial opportunities are provided for non-English speaking workers to learn adequate English to advance to higher-paying positions in the back and front-of-house.	
POINTS EARNED	
POINTS EARNED ÷ 16 Total Possible Points	

EVALUATION:

INDUSTRY BEST PRACTICES

ALTA

- Management overhauled their promotion system by implementing Individualized Development Plans for all employees. These plans include each employee's aspirational position and an employer-supported training pathway.

HOMEROOM

- Managers personally encouraged all qualified candidates of color to apply for promotions when openings arose.

PROMOTIONS AND TRAINING

CONTINUED

QUESTIONS TO GET YOU STARTED

- ▶ What training is currently offered for existing staff members? Who designed the training, and does it include adequate preparation to move into a new position?
- ▶ How are staff members provided training opportunities for positions they are not currently working in?
- ▶ Are there barriers that may preclude staff from training for promotional positions? (Consider additional time constraints, language barriers, financial costs, lack of mentorship, etc.)
- ▶ How formal are training opportunities? Is training based on informal social networks or relationships that may be exacerbated by race and gender biases?
- ▶ Are training and professional-development opportunities built into the business model of the restaurant? Does this include adequate management support for prioritizing the development and dissemination of training material?
- ▶ How is in-depth training and professional development incorporated as part of your staff's regular workday? Is that training provided for all staff members, not just front-of-house or Tier 1 (i.e. highest earning) employees?
- ▶ Are there training gaps that your current workers of color report as the most critical barriers to their promotional development?



TARGET GOAL EXAMPLE

In the next six months, develop a training and advancement protocol that lays out all necessary skills and attributes for each position. Ensure that all staff members understand the new standard criteria for advancement, their current evaluation under the criteria and a pathway towards promotion.



RACIAL EQUITY PLANNING AND IMPLEMENTATION GUIDE

This assessment tool demonstrates that there are many opportunities to incorporate racial equity into the operations, practices, and culture of your restaurant. However, we don't intend for any business to take on everything at once — in fact, that's most likely to lead to burnout before getting anything done. Instead, you should allow enough time to assess the patterns that are most pressing and how you might approach a new policy or practice with clarity, strategy, and most important, capacity.

This planning and implementation guide serves as a companion piece to the previous assessment tool. It provides important principles for racial equity practice and key features to consider when you're designing policies to overcome institutional-level racial bias. Remember there are additional resources available as you need them, so don't hesitate to contact us if you find this process daunting. You don't have to engage with this process alone.

SIX PRINCIPLES OF GOOD RACIAL EQUITY PRACTICE

1 THINK BIG

When it comes to racial inequity, we have the tendency to think about the biases or transgressions of individual people. While these are important

Utilize this implementation guide to identify critical next steps for progressing towards your racial equity choice points as well as how to stay the course.



issues to mitigate, the real barriers to developing an equitable business lie in the policies and general practices of the restaurant. You may not realize that the practices and policies of your restaurant operations maintain barriers for workers of color, but when we look critically at “the ways things have always been done,” we can see that recruitment pools based on referrals from a wait staff that is mostly white or requiring job applicants to disclose prior convictions exacerbates racial inequities.

Every choice point in the assessment tool presented earlier in this document focuses on shifting the business as a whole and for the long-term, not just the missteps of one person. This organizational-level approach ensures sustainability and resilience — so that no matter who comes into a new position or holds decision-making power, the racially equitable policies and practices will remain.

2 BE EXPLICIT ABOUT RACIAL EQUITY

It is much easier to advance racial equity when you talk about it directly. Talking around racial bias and the negative impacts it has on your workers and your business will only lead to roundabout solutions. Be direct — name your goals, name how racial equity benefits your restaurant and all the people in it, and name the solutions you are taking on. Being explicit about racial equity and inequity with your leadership, your staff, and your customers allows for greater buy-in.

Here are some tips to keep in mind:

Name a specific racial disparity you want to address. For example, if there is currently a pay gap caused by positional segregation in your restaurant, you can set a goal to decrease it by a specific percentage in the next year.

Name specific racial populations you are targeting. If you are trying to increase a particular underrepresented racial community in your applicant pool, say African Americans, you should name that community in your goals and develop targeted strategies and sufficient resources to address existing patterns of discrimination.

Name a specific racially equitable and inclusive strategy that you want to implement or an outcome you seek to achieve. Use the appropriate choice points from the Racial Equity Assessment.

3 AIM FOR TANGIBLE CHANGE

Being outcome-oriented is a critical aspect to making real changes within restaurants and the industry at large. It is important to remember that when we notice racial disparities in positions, salaries, or benefits, this is

not a natural occurrence. It is likely a result of a racially inequitable policy, practice, or industry trend. While no single restaurant can resolve racial inequity within the broader industry, remedies are possible — and keeping your sights on equal outcomes is the best tool.

For example, if your goal is to have an applicant pool that actually reflects the diversity of the available workers in the city where you do business, don't stop short by simply making applications publicly available. While this may seem like an equal opportunity that is visible to everyone, a more holistic approach would be to consider societal reasons why applicants of color might not come across your job postings with the same frequency that white applicants do. Perhaps people are segregated in different neighborhoods, don't use the same digital sites, or don't have access to the same peer networks. Setting outcome-oriented goals — and claiming success when you get there — will be the surest way to combat racial bias that might be operating invisibly inside and outside your restaurant.

4 ENGAGE STAFF EARLY TO BUILD BUY-IN

Large-scale organizational changes are most effective and sustainable when everyone within a workplace is aware of what is happening, why it is happening, and how people will benefit from it. Be clear with your staff about why racial equity is important for your business. Don't rush the process — racial-justice language and concepts require adequate time and attention to ensure that everyone is on the same page when people come from vastly different life experiences, interpretations, and ways of talking about systemic racial inequity. Don't try to take this on alone if you don't feel confident and comfortable about it. Sending select management and staff members to racial equity and inclusion trainings is one way to clarify conceptual basics that can be shared within your organization.

Also be sure to open communication channels to get feedback, share concerns, and include diverse stakeholders and collaborators throughout the process. When you're analyzing issues and setting racial equity goals, it is critical that you give special attention to how you engage workers of color among your staff, many of whom likely have valuable experience and expertise to contribute about how racial bias might be operating. These can be tricky areas to navigate, so please reach out and contact ROC United about the RAISE (Restaurants Advancing Industry Standards) member support network and consultancy program.

5 MEASURE AND EVALUATE

Like any good work plan, the goals you set are more powerful and achievable if they are concrete and viable. Use "SMART" goals: Specific, Measureable, Attainable, Relevant, and Timely. Setting goals that have well-defined numbers and/or descriptions that mark success can help to ensure your strategies and goals are attainable and motivating. While we never recommend using racial quotas or specific numeric goals that are intended to be permanent, which violates the Title VII anti-discrimination law, we do suggest using affirmative language and strategies that remedy the effects of policies or practices that result in unfair, discriminatory impacts on workers of color.

And of course, make sure you evaluate your work. Here are some questions that can help with that evaluation:

- Where were you successful, and where did you fall short?
- Which strategies were most useful?
- What lessons can we share with others?
- What can we replicate, modify, or build upon for future success?

Remember, racial equity is both aspirational and operational. Developing clear goals, plans, timetables, work assignments, and accountability measures will not only save you time but will make your efforts more worthwhile.

6 GET PROFESSIONAL HELP

If you're just getting started in this pursuit of racial equity in your restaurant, you should consider hiring a professional team to help identify how racial equity may be impeding your business, consult with your staff, provide trainings, and right-size your approach. Experts in this work are competent at guiding an organization through hard-to-grasp concepts like implicit bias and structural inequity. They can help you understand that racial equity transformations should be add-ins (not add-ons), so that making institutional change is not only achievable, but long-term.

In 2017, ROC will launch its High Road consulting firm. ROC's consultants focus on studying, advising, and moving restaurants towards more equitable business practices. For more information, please contact info@rocunited.org.



implicit bias

the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner

KEY TACTICS TO SUCCESSFULLY OVERCOME IMPLICIT BIAS

Implicit bias — the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner — is a pervasive barrier to racial equity, not just in the restaurant industry, but in society as a whole. However, it can be one of the hardest challenges to overcome because it is implicit and therefore not readily visible to someone who is not looking for it. This is particularly the case when such bias gets embedded into an organization's business practices and becomes normalized.

Fear not — there are ways to effectively counter implicit racial bias from playing out in your restaurant's daily functions, and putting them into effect doesn't have to be overwhelming. Although there is extensive research documenting how racial bias operates organizationally and the best ways to mitigate it, we have summarized the research into three easy to remember buckets. Print it out, post it up, and refer to it often. This is a continual process, so learn the basics, try something out, and test anew.



CATEGORIES OF IMPLICIT RACIAL BIAS INTERVENTIONS

RE-PRIMING

Re-priming involves the training, conversations, and cultural shifts that organizations collectively adopt in order to increase their capacity to think about and shift away from racial bias in day-to-day operations. This is the critical background work that strengthens people's skills and understanding of why racial equity is important and how it can be achieved.

EXAMPLE POLICY OR PRACTICE INTERVENTIONS

Building awareness of implicit bias (what it is, how it operates at an organizational level, and what the impacts are) enables your leadership and staff to enact racial equity work on a daily basis.

Diverse hiring teams help build accountability by expanding the number of people reviewing a decision and the diversity of viewpoints. In addition, we are more likely to limit rash, subjective decision-making when we know we will need to explain the reasoning behind our choices.

Institution-wide explicit racial-equity commitments help us shift the cultural environment we collectively operate within. By making explicit commitments, equity becomes embedded in everyday conversations between management, staff, and customers. Over time this shifts an organization's awareness and capacity to analyze problems and create solutions.

REMOVING THE OPPORTUNITY

Implicit bias often occurs when decision-making processes allow for subjective biases or unconscious stereotypical thinking to enter into the equation. Policies or protocols (such as for hiring or promotions) that limit the opportunities for individual subjective biases to come into play are more resistant to subjective decision-making, and therefore to implicit bias.

EXAMPLE POLICY OR PRACTICE INTERVENTIONS

Formalized structures with clear guidelines, protocols, and criteria help limit subjectivity, stereotype bias, and ambiguous definitions of success.

Using a name-blind or picture-blind hiring process removes irrelevant information that might trigger biased thoughts and/or stereotypes.

STOP AND THINK

It is common for implicit bias to distort healthy business decisions when an organization's processes don't explicitly include conscious racial-equity goals and considerations. When we don't slow down and directly consider racial impacts, we often revert to operating norms that perpetuate unfair decisions based on stereotypes or unconscious preferences. However, by designing policies or protocols where considerations of racial equity are built into the way decisions are made in your business, you are more likely to achieve positive, effective, and unbiased results.

EXAMPLE POLICY OR PRACTICE INTERVENTIONS

Decisions made under intense time pressure cause our decisions to be guided more by gut reactions than conscientious consideration. Allowing ample time for decision-making decreases unconscious bias and allows logical and value-driven processes to steer the process.

A Racial Equity Impact Assessment (REIA) tool for hiring and promotion asks a series of questions that help decision makers determine if and how a new policy or practice might be unfair or have a racially disparate impact on workers of color. You can find an (REIA) tool on the Race Forward website, raceforward.org, under the "tools" tab.

A racially intentional recruitment policy allows teams to set racial equity goals that are most supportive of the business and its workers. Every time a team comes to a decision point, they can reference the goal to see if their approach is in alignment with best practice. Assessing outcomes allows the team to measure whether the policy has been effective in achieving the racial equity results it originally aimed for.

SALAD & SANDWICH BAR



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FOR MORE INFORMATION ABOUT THE RESTAURANTS PROFILED IN THIS TOOLKIT, VISIT HOMEROOM: HOMEROOM.COM
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