



San Diego Regional Playbook to Eliminate Workplace Discrimination

An initiative of the LEAPS San Diego Alliance

Executive Summary

January 2024

Major supporters:



TABLE OF CONTENTS

Introduction.....	3
Our theory of change.....	3
LEAPS San Diego accelerates change.....	4
Phase 2: The Playbook.....	6
Concluding remarks.....	7
LEAPS San Diego Alliance.....	7
Call to action.....	7
APPENDIX A: Playbook Interventions.....	9
Priority Area: Eliminate sexual harassment.....	9
Priority Area: Help small businesses become a united engine for change.....	10
Priority Area: Increase childcare for workers.....	11
APPENDIX B: Workshop attendees.....	13
Endnotes.....	14

Introduction

"Alone we can do so little; together we can do so much." – Helen Keller



LEAPS Kickoff Workshop, Jan 2023

The LEAPS San Diego Alliance is a collaborative of local entities dedicated to driving measurable and tangible change in our time. We are employers, employees, business associations, unions, advocacy organizations, for- and non-profit institutions, and more. Together, we are investing in a future San Diego that will serve as a national model of a thriving, inclusive ecosystem.

San Diego is poised to ignite a national wave of economic and social progress by revolutionizing its regional workplace culture. We're building an ecosystem where workers from all backgrounds thrive, not just survive.

This Executive Summary distills the core principles and framework of the LEAPS San Diego initiative to eliminate workplace discrimination as a united community. Our goal is to universalize fair workplaces that embrace best practices and fuel greater prosperity for workers and their communities across the entire San Diego region.

The groundbreaking LEAPS (Leadership in Ecosystems, Advancement, Policies, Supervisors) initiative goes beyond awareness campaigns. Spearheaded by the LEAPS San Diego Alliance, it equips government, employer, and advocacy decision-makers with practical guidance and protocols that will improve worker retention, attract top talent, and boost company and regional competitiveness. This is particularly valuable for small businesses, which are typically under-resourced because of their size and bandwidth.

LEAPS is powered by direct feedback from workers at multiple intersections of identity about their lived experiences at work. Groups whose voices particularly require elevating include women of color, caregivers, workers with disabilities, and LGBTQIA+ workers. The Kim Center is proud to join with leaders across industries, sectors, and interest groups to advance our region into a beacon of fair opportunities for all.

Our theory of change

A. San Diego can unlock an unprecedented wave of community unity and prosperity within 12 years by dismantling workplace discrimination.

Imagine an economy that outcompetes other regions – one in which businesses draw top talent from around the nation, families of all backgrounds thrive on secure incomes, and vibrant communities are bound by trust and collaboration. By addressing workplace discrimination, San Diego can boost our region's estimated economic growth rate by almost 10% in less than 10 years;¹ and inclusive diversity can raise quality of life for entire communities within 12 years.²

B. How? Consistent metrics and intentional action at the local level will drive lasting change.

"Success on a global level requires action on the local level,"³ and lasting change requires measuring progress using objective standards within a universal framework that also informs local action. Thanks to LEAPS, San

Diego already has the tools it needs. The LEAPS Alliance established San Diego’s first-ever workplace ecosystem baselines in 2022, and is now testing innovative solutions designed to *systematically* improve workplace culture on the regional scale. Our first major milestone is to tangibly improve the work experiences of our Alliance’s 6,000+ members and clients.

C. Why? Workplace discrimination persists, and everyone is paying a price, literally.

Workplace discrimination continuously prevents certain groups from achieving the work and financial success they deserve. For example, even in higher paying jobs, Black women still earn 63% of what white men earn in the same positions.⁴ However, the consequences resonate far beyond the individuals; racial discrimination causes stress and lost productivity that have cost U.S. businesses almost \$59 billion IN A YEAR,⁵ and ultimately hurt employers’ competitiveness with companies that have more fair environments⁶ and regions’ overall prosperity.⁷ Plus, today’s bias carries more serious consequences for tomorrow than ever before: Artificial Intelligence (AI) often relies on human-generated data or programming, so “AI models can embed human and societal biases and deploy them at scale” – for example, one company recently discovered that its hiring algorithm systematically “penalized applicants from women’s colleges.”⁸

LEAPS San Diego accelerates change

“Happiness is not a coincidence but instead is the result of the conscious effort of enlightened leaders to make decisions that improve the quality of life for locals.”

– Dan Buettner, author of *Blue Zones*



LEAPS Workshop attendees

LEAPS fills critical gaps in the mission by: a) standardizing success metrics for regions *and* employers, b) informing targeted action with locally specific data, and c) harnessing the power of localized collaboration. This systematic approach accelerates change in three straightforward phases:

Phase 1: Use the LEAPS Assessment to collect San Diego’s locally specific baselines – COMPLETED

In June 2022, the LEAPS Alliance gathered feedback from San Diego workers across multiple intersections of identity about their daily experiences at work using the LEAPS Assessment. This first-of-its-kind study revealed trends in four Metric Areas: 1) Workplace Ecosystem, 2) Advancement and Compensation, 3) Policies and Organizational Support, 4) Supervisor Relationships. [Read the report at kimcenter.org](https://kimcenter.org).

The San Diego region scored in the LEAPS zone of *Worrisome* in all Metric Areas (see table below), indicating a need to act immediately to reverse a potential trend of diminishing prosperity.

1. Workplace Ecosystem: **70**
2. Advancement and Compensation: **64**

- 3. Policies and Organizational Support: **64**
- 4. Supervisor Relationships: **70**

LEAPS ZONE	SCORES	ANTICIPATED OUTCOMES	WHAT TO DO
Doing Well	90-100	Economic and social prosperity resulting from thriving workers	Engage in activities to understand what you're doing right so you can systematize them to last through leadership changes
Getting Close	75-89	Thriving ecosystem for most workers	Activate a LEAPS Playbook within the next 2 years to address opportunities for long-term success
Worrisome	60-74	Diminishing prosperity due to reduced talent access, worker productivity, and/or retention	Immediately activate a LEAPS Playbook to revise your work culture, systems, and engagement strategies
Problematic	<60	Inability to compete and sustain due to insufficient talent access, worker productivity, and/or retention	Immediately activate a LEAPS Playbook to restructure your work culture, systems, and engagement strategies

Phase 2: Collaboratively design and implement the LEAPS Playbook – IN PROGRESS

The LEAPS Playbook is a unique roadmap of targeted interventions based on LEAPS Assessment findings. It focuses our region's energies on generating maximum impact by addressing our most urgent challenges rather than trying to fix everything at once. Trailblazing leaders from 50+ local organizations (see Appendix B) representing diverse sectors, industries, and interest groups convened in five workshops from January to May 2023. Together, they identified three Priority Areas and co-designed interventions with the greatest potential to improve San Diego's workplaces.

Phase 3: Evaluate our progress – SLATED FOR 2025

LEAPS runs on a three-year cycle. The Alliance will initiate our region's second LEAPS Assessment in 2025 and respond to the new findings by adjusting interventions as necessary.

Phase 2: The Playbook

LEAPS Playbook interventions are implemented by subgroups of workshop attendees called Collaborative Action Groups (CAGs).

CAG members officially committed their organizations to specific LEAPS Playbook interventions at a signing ceremony in November, 2023. See Appendix A for each intervention’s goals, objectives, metrics, and members.

The LEAPS Playbook is a living, breathing action plan, so we will share updates every three months on the LEAPS Dashboard, to be launched in Winter 2024.



Michelle Mullen/Girl Scouts of San Diego, Adrianna O'Donnell/San Ysidro Health, Alicia Brav/BRV Consultations (left to right)

Priority Area: Eliminate sexual harassment

Intervention: Create a universal toolkit to help employers improve sexual harassment prevention and response.

Significant LEAPS Assessment findings: 32% of San Diego workers are sexually harassed/assaulted by others in their organizations *Always/Very Often/Sometimes*. This includes 30% of all women and 40% of all Latinas.

LEAPS goal: In 12 years, we aim to decrease negative LEAPS Assessment findings for sexual harassment to 10% or less for all demographic groups.

Priority Area: Help small businesses become a united engine for change

Intervention: Adapt LEAPS to small companies so they can model fair ecosystems.

Significant LEAPS Assessment findings: The Alliance expected to collect LEAPS Assessment responses from at least 50 company leaders, but received only eight, mostly from small businesses.

LEAPS goal: In 12 years, we aim to award 25% of San Diego’s small businesses with LEAPS Accreditation, the tipping point⁹ for unifying all employers around eliminating workplace discrimination.

Priority Area: Increase childcare for workers

Intervention: Amplify the County’s Childcare Blueprint¹⁰ effort to incentivize employers to offer childcare benefits.

Significant LEAPS Assessment findings

30% of San Diego workers think about leaving their employers *Always/Very Often/Sometimes* because their needs as caregivers are poorly met. This includes 44% of all men and 38% of men of color.

LEAPS goal: In 12 years, we aim to increase the number of San Diego employers offering childcare benefits from 9%¹¹ to the tipping point of 25%.

Concluding remarks

The San Diego region has a vibrant and diverse workforce, but sexual harassment and the lack of childcare continue to hold back the prosperity of individuals and the organizations they work for. The LEAPS Playbook aims to propel San Diego beyond the tipping point for achieving a truly thriving workplace ecosystem within 12 years by dismantling these age-old barriers, particularly for women of color and caregivers. This will empower leaders to unlock our region's full potential to drive economic success by creating new access to quality jobs and upward mobility for marginalized communities, and by promoting greater competitiveness for small businesses.

LEAPS San Diego Alliance



Call to action

Join us! An Alliance member is any entity that wants to help universalize best practices for employers to create fair workplace ecosystems. This includes companies, agencies, unions, nonprofits, advocacy groups, and more. Alliance members receive recognition in all LEAPS promotions, invitations to member-only LEAPS events, and special updates about LEAPS San Diego progress.

Here's how. We ask that you commit to at least one of the following:

1. Apply to become a member of one Collaborative Action Group (CAG). Anticipated responsibilities include:
 - a. Commit someone from your leadership team to attend 1-3 virtual meetings (1-2 hours long each) per quarter over the next 6-18 months, and/or regularly review and respond to meeting updates.
 - b. Execute specific tasks within timelines that are agreed upon by all CAG members.
2. Contribute any of the following with a minimum value of \$500: monetary gifts, company resources, in-kind gifts



- Participate in at least one CAG intervention activity, such as surveys, focus groups, beta tests, etc, and provide feedback and/or testimonials

Contact Dr. Hei-ock Kim at heiock@kimcenter.org with your questions.

Special thanks to LEAPS' 2023-24 Supporters

Lighthouse Supporter (\$15,000 and up)

County of San Diego Office of Vice Chair Terra
Lawson-Remer, District 3

Pioneer Supporter (\$7,500 and up)

Community Health Group

Trailblazer Supporter (\$3,500 and up)

Arleen Antin and Dr. Leonard Ozerkis
City Heights Community Development Corporation

Lodestar Supporter (\$1,000 and up)

5P Consulting
Barbara Bry
Bonnie and Dr. Neil Cohen
Linda and Mel Katz
Miranda Heerah
MyPoint Credit Union
Dr. Tina Ngo Bartel

Trendsetter Supporter (\$500)

Ben Kaatz
Burnham Center for Community Advancement
Employee Rights Center
Nancy Mancilla
Proven Recruiting
RK2 Systems
San Diego Regional Economic Development Corp.
Sassinie, Inc.
Steve Makoff
Susan and Steve Davis

Visionary Supporters (\$1-499)

Adriana Brunner
Adrianna O'Donnell
Barbara Orozco-Valdivia
Betty Roth
Brian Noveck
Catherine Northcutt
Clarissa Falcon
Connie Cepeda
Dave Brooke
Delinda Forsythe
Fiona Ong
Dr. Inez González Perezchica
Jane Niemeier
Jessica Crawford
Lada Onyshkevych
Linda Kavanagh
Lynn Rhodes
Maggie and Paul Meyer
Marci Bair
Dr. Mary Kim
Michelle Youngers
Nancy Mancilla
Penny Clews
Sarah Hassaine
Shelby Gomez
Sofia Salgado Robitaille
Stacie Bresler and Jonathan Reinstein
Tom Lemmon
Wendy Hunter Barker

About the Kim Center for Social Balance

The Kim Center for Social Balance is a nonprofit dedicated to eliminating workplace discrimination and fostering pathways of success for all workers. As such, our work directly advances six of the 17 United Nations Sustainable Goals:¹² [1] No Poverty, [3] Good Health and Well-Being, [5] Gender Equality, [8] Decent Work and Economic Growth, [10] Reduced Inequalities, and [11] Peace, Justice and Strong Institutions. We achieve this through organized, local collaboration in both regions and companies to elevate the status of historically marginalized worker populations. Visit kimcenter.org for more information about how you or your organization can partner with the Kim Center and be part of the solution. Contact Dr. Hei-ock Kim at heiock@kimcenter.org with questions.

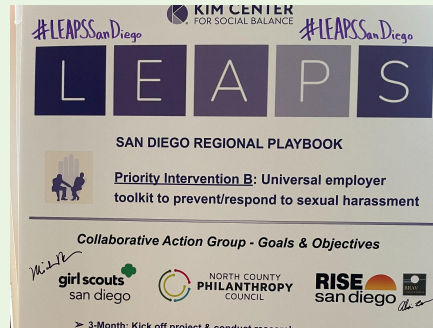
APPENDIX A: Playbook Interventions

Priority Area: Eliminate sexual harassment

Significant LEAPS Assessment findings

32% of San Diego workers are sexually harassed/assaulted by others in their organizations *Always/Very Often/Sometimes*. This includes 30% of all women and 40% of all Latinas.

Sexual harassment costs employers more than \$30,000 PER COMPLAINT,¹³ and the consequences to individuals¹⁴ can total a million dollars over a lifetime.



INTERVENTION: Create a universal toolkit to help employers improve sexual harassment prevention and response

Background

Sexual harassment is not about sex, it is about power.¹⁵ Yet, the majority of trainings focus “on simply avoiding legal liability” rather than understanding and balancing power structures, and therefore fail as prevention tools.¹⁶

LEAPS goals

1. In 12 years, we aim to decrease negative LEAPS Assessment findings for sexual harassment to 10% or less for all demographic groups
 - a. Measurably increase employer participation in eliminating workplace sexual harassment
 - b. Streamline the process for employers to identify effective resources for preventing sexual harassment
 - c. Increase post-event justice and reconciliation through comprehensive, trauma-informed processes

CAG objectives and metrics

- a. 3-month: Kick off project and conduct research.
 - Reframe sexual harassment as a consequence of unbalanced power dynamics.
 - Compile 10-20 existing tools with demonstrated success. Draft 3-5 components for the toolkit structure.
- b. 6-month: Test and validate preliminary assumptions.
 - Agree on 1-3 target audiences and 5-10 desired outcomes.
 - Collect feedback on toolkit structure and content.
- c. 9-month: Build toolkit for San Diego employers.
 - Design success metrics, data collection process, and communications.
- d. 12-month: Beta-test toolkit with 3-5 partners.
 - Validate recommended tools and toolkit structure.
- e. 15-month: Launch toolkit.
 - Collect feedback from at least 60% of target audiences.

- f. 18-month: Report on toolkit success metrics.
 - Prepare for 2025 LEAPS Assessment.

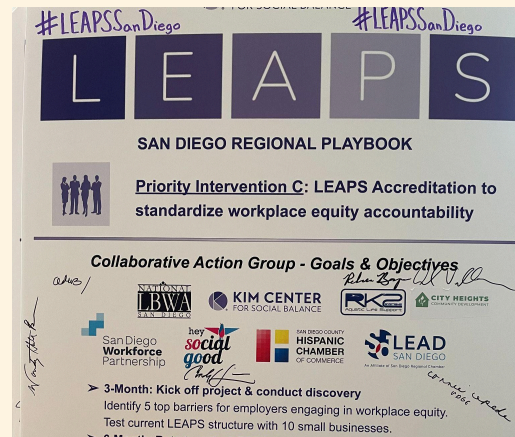
CAG Members

- Alicia Brav, BRAV Consultations
- Alor Calderon, Employee Rights Center
- Annamarie Montecina Till, RISE San Diego
- Mayra Hernandez, CA State Assembly 80th District David Alvarez's Office
- Michelle Mullen, Girl Scouts San Diego
- Monica Martinez, North County Philanthropy Council
- Steve Slocum, Salaam

Priority Area: Help small businesses become a united engine for change

In San Diego, small businesses represent 98% of firms and 60% workers.¹⁷

The LEAPS Accreditation promotes standardized accountability like B-Corps or LEAD Certification. Giving small businesses access to this powerful tool 1) empowers them to intentionally build and sustain fair ecosystems as they grow, 2) publicly validates their efforts toward eliminating workplace discrimination, and 3) helps them attract talent, customers, and investors, which can create more quality jobs and increase economic advancement.



INTERVENTION: Adapt LEAPS to small companies so they can model fair ecosystems

Significant LEAPS Assessment findings

The Alliance expected to collect LEAPS Assessment responses from at least 50 company leaders, but received only eight, mostly from small businesses. LEAPS Playbook Workshop outcomes suggest that small businesses can be more agile and innovative than large companies in shifting culture if we help them overcome bandwidth and resource limitations.

LEAPS goals

1. In 12 years, we aim to award 25% of San Diego’s small businesses with LEAPS Accreditation, the tipping point for unifying all employers around eliminating workplace discrimination.
 - a. Create new LEAPS pathways tailored to the limited bandwidth and resources of small businesses.
 - b. Increase the visibility of LEAPS Accredited small businesses to “big buyers with strategic purchasing decisions to resilience and quality job creation.”¹⁸
 - c. Increase the economic power of LEAPS Accredited small businesses by influencing public choices to work for, buy from, and/or invest in them.

CAG objectives and metrics

- a. 3-month: Kick off project and conduct discovery.
 - Understand the landscape of San Diego’s small businesses by size, revenue, location, and industry.
 - Test and revise the LEAPS Accreditation with a control group of 10 small businesses.
- b. 6-month: Beta-test the LEAPS Accreditation.
 - Solidify 3-5 Accreditation levels.
 - Finalize 15-30 success metrics.
- c. 9-month: Launch the LEAPS Accreditation.
 - Design 3-5 pathways for small businesses to proceed with LEAPS.
- d. 12-month: Build out the LEAPS Dashboard.
 - Establish 5 goals and 15-30 success metrics.
- e. 15-month: Launch the LEAPS Dashboard.
 - Beta test with 10 users ranging from employers to the general public.
- f. 18-month: Report on Accreditation successes.
 - Present 3-5 case studies demonstrating positive impacts on company prosperity and sustainability.
 - Prepare for the 2025 LEAPS Assessment.

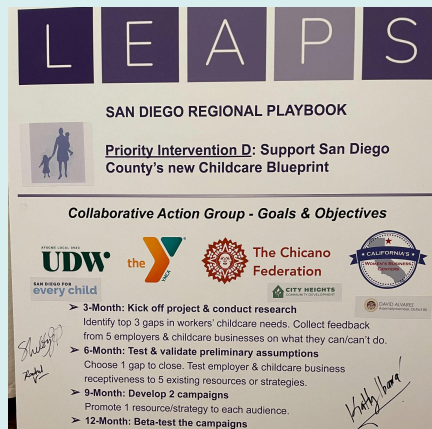
CAG Members

- Christie Marcella, Connect
- Cindy J. Lin, Hey Social Good
- Gina Jacobs, Port of San Diego
- Josie Flores-Clark, SD County Hispanic Chamber of Commerce and National Latina Business Women’s Association San Diego
- Maggie Carter, SDG&E
- Natasha Salgado, City Heights CDC
- Rebecca Boyce, RK2 Systems, Inc.
- Samantha Beck, LEAD San Diego
- Wendy Hunter Barker, UC San Diego Rady School

Priority Area: Increase childcare for workers

LEAPS Playbook designers determined that San Diego urgently needs a regionally cohesive strategy with centralized management to increase childcare for workers.

At the same time, the County of San Diego released a Childcare Blueprint to universalize employer best practices to help workers find childcare. The LEAPS Childcare CAG is working directly with the County to develop key resources and partnerships. *“LEAPS is lifting up this foundational document.” - Alethea Arguilez, Executive Director of First 5 San Diego*



The screenshot shows the LEAPS San Diego Regional Playbook. At the top, the letters L, E, A, P, S are displayed in large, dark purple boxes. Below this, it says "SAN DIEGO REGIONAL PLAYBOOK". A small icon of a person with a child is next to the heading "Priority Intervention D: Support San Diego County's new Childcare Blueprint". Underneath, it lists "Collaborative Action Group - Goals & Objectives" and features logos for UDW (United Domestic Workers), the Y, The Chicano Federation, and City Heights. A list of objectives follows:

- > 3-Month: Kick off project & conduct research. Identify top 3 gaps in workers' childcare needs. Collect feedback from 5 employers & childcare businesses on what they can/can't do.
- > 6-Month: Test & validate preliminary assumptions. Choose 1 gap to close. Test employer & childcare business receptiveness to 5 existing resources or strategies.
- > 9-Month: Develop 2 campaigns. Promote 1 resource/strategy to each audience.
- > 12-Month: Beta-test the campaigns.

 Handwritten signatures are visible on the left and right sides of the objectives list.

INTERVENTION: Amplify the County’s efforts to incentivize employers to offer childcare benefits

Significant LEAPS Assessment findings

30% of San Diego workers think about leaving their employers *Always/Very Often/Sometimes* because their needs as caregivers are poorly met. This includes 44% of all men and 38% of men of color. As long as employed men are unable to shoulder their fair share of caregiving responsibilities at home, the burden will continue to fall on women and prevent them from fully participating in the workforce.

LEAPS goals

1. In 12 years, we aim to increase the number of San Diego employers offering childcare benefits from 9% to the tipping point of 25%.
 - a. Drive collaboration and increase impact among childcare resource providers, as well as between employers and childcare providers.
 - b. Increase cohesion and advocacy among other stakeholders such as housing providers and property investors.
 - c. Develop new pathways that allow small businesses with limited resources to offer childcare.

CAG objectives and metrics

- a. 3-month: Kick off project and conduct research.
 - Map the landscape of childcare resources.
 - Collect feedback from 5 employers and childcare businesses on what gaps they can/cannot fill.
- b. 6-month: Test and validate preliminary assumptions.
 - Choose 1 gap to close.
 - Test value of closing this gap with employers, childcare business, and childcare seekers.
- c. 9-month: Develop incentive campaign.
 - Promote 1-5 resources/strategies and their benefits to employers that close this gap.
- d. 12-month: Beta-test incentive plan.
 - Validate assumptions with 5-8 employers, childcare providers, and/or childcare seekers.
- e. 15-month: Launch incentive plan.
 - Develop 3-5 case studies and 10-15 success metrics.
- f. 18-month: Link employers, childcare providers, and childcare seekers through Live Well San Diego.
 - Track usage trends and prepare for the 2025 LEAPS Assessment.

CAG Members

- Erin Hogeboom, San Diego for Every Child
- Joann Lo, United Domestic Workers of America Local 3930
- Katty Ibarra, San Diego and Imperial Women's Business Center
- Kendyll Sepulveda, City Heights CDC
- Molly Kirkland, Southern California Rental Housing Association
- Tina Williams, YMCA of San Diego County
- Rachel Villarespe, The Chicano Federation

APPENDIX B: Workshop attendees

Deepest thanks to all who contributed time and expertise to the LEAPS workshops. We are honored by your partnership!

FACILITATORS:

Akhil Galagali
Alicia Brav
Angel Stancer
Arcela Nunez-Alvarez
Catherine Mattice

Cindy J. Lin
John Valencia
Macarena Lopez
Rachel Merfalen
Rebecca Del Secco

Sarah Hassaine
Steph Groce
Tanisha-Jean Martin
Tracey Mueller
Yi Li

PARTICIPANTS:

Accessity
CA State Assembly District 80
CA State University San Marcos
CDC Small Business Finance
Chicano Federation
City Heights CDC
City of San Diego District 4
City of San Diego District 6
City of San Diego District 8
City of San Diego District 9
City of Vista
Climate Action Campaign
Child and Family Well-Being Dept.
County of San Diego District 1
County of San Diego District 4
County Health and Human Services
Employee Rights Center

Girl Scouts San Diego
Hispanic Chamber of Commerce
International Rescue Committee
Ironworkers Local 229
ISOS Group
Junior Achievement of SD County
LEAD San Diego
MANA de North County
MANA de San Diego
National Conflict Resolution Center
NLBWA San Diego
North County Philanthropy Council
Port of San Diego
Proven Recruiting
Rescue Agency
RISE San Diego
RK2 Systems, Inc.

Salaam
SD and Imperial SBDC
SD Community College District
SD for Every Child
SD Job Corps Center
SD Refugee Communities Coalition
SD Women's Business Center
San Ysidro Health
San Diego Gas and Electric
Shyne San Diego
San Diego SHRM
SoCal Rental Housing Association
The SD LGBT Community Center
UCSD Rady School
UDW/AFSCME Local 3930
USD School of Law
YMCA of San Diego County

Endnotes

1. "Closing Gender Gap Could Boost Economy," Kim Center for Social Balance, April 9, 2019, <http://tinyurl.com/r63p7tw6>
2. B. Rose Kelly, "Breadcrumb," Princeton University, accessed January 30, 2024, <http://tinyurl.com/yhu2nycy>
3. Christina Lee Brown, "Global Change Requires Local Action: Comment," Journal, January 2, 2017, <http://tinyurl.com/yckc94m3>
4. Ward Williams, "Wage Gaps by Race: Its History, Importance, and Impact," Investopedia, accessed January 30, 2024, <http://tinyurl.com/4kk3a2vt>
5. Johnny C. Taylor, "From the CEO: Racial Injustice at Work Costs Us Billions," Welcome to SHRM, December 21, 2023, <http://tinyurl.com/4z5e768j>
6. "Delivering through Diversity," Kim Center for Social Balance, February 3, 2022, <http://tinyurl.com/2473s5bf>
7. Multiple sources:
 - a. Business case for racial equity, accessed January 31, 2024, <http://tinyurl.com/n2355kmk>
 - b. Martha Ross and Tara Watson, "10 Facts about American Women in the Workforce," Brookings, March 8, 2018, <http://tinyurl.com/ya8ca7e7>
8. Jake Silberg and James Manyika, "Tackling Bias in Artificial Intelligence (and in Humans)," McKinsey & Company, June 6, 2019, <http://tinyurl.com/3xx42vn2>
9. David Noonan, "The 25% Revolution--How Big Does a Minority Have to Be to Reshape Society?," Scientific American, June 13, 2018, <http://tinyurl.com/3hkysmm9>
10. San Diego County Child Care Blueprint, n.d., <http://tinyurl.com/34ewukst>
11. SAY San Diego, What It Takes - Work-Based Childcare, n.d., <http://tinyurl.com/3rzz9ppw>
12. "The 17 Goals | Sustainable Development," United Nations, accessed January 30, 2024, <http://tinyurl.com/3eycakrj>
13. In 2007, a meta-analysis of 41 studies found that each sexual harassment complaint costs employers \$22,500.00 (Jacqueline DiChiara, "The Incalculable Cost of Workplace Sexual Harassment," SAI360, March 31, 2023, <http://tinyurl.com/4wnvufrf>). People are still using this number as the dollar amount lost today, though many factors may have changed this cost. Considering inflation alone, the amount should be \$33,440. (1. "CPI Inflation Calculator," U.S. Bureau of Labor Statistics, <http://tinyurl.com/tf57a7m3>)
14. Ariane Hegewisch, Jessica Forden, and Eve Mefferd, Paying Today and Tomorrow, n.d., <http://tinyurl.com/ynx97ubf>
15. Lyn Yonack, Sexual assault is about power | Psychology Today, accessed January 31, 2024, <http://tinyurl.com/2x7j9dum>
16. Rhana Natour, "Does Sexual Harassment Training Work?," PBS, January 8, 2018, <http://tinyurl.com/bddfakyi>
17. "Inclusive Growth," San Diego Regional EDC, October 25, 2023, <http://tinyurl.com/y7xn32n7>
18. "Inclusive Growth," San Diego Regional EDC, October 25, 2023, <http://tinyurl.com/y7xn32n7>