

San Francisco County Transportation Authority: Racial Equity Action Plan Phase 1

Last Updated 12/31/2020

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy that demonstrate how an agency will address Racial Disparities within the department as well as in external programs.

— ORE Legislative Mandate, [Ordinance No. 188-19](#)

Racial Equity Lead

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action's success; how much, how well, or how anyone is better off

TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

- 1. Hiring and Recruitment**
- 2. Retention and Promotion**
- 3. Discipline and Separation**
- 4. Diverse and Equitable Leadership and Management**
- 5. Mobility and Professional Development**
- 6. Organizational Culture of Inclusion and Belonging**
- 7. Boards and Commissions**

Process

The established Racial Equity Working Group (REWG) began in Summer 2020 by reviewing the action plan template and developing a schedule to complete the draft by the end of the year. REWG members volunteered to lead and support development of individual sections. Then the subgroups for each section met to develop initial content. Draft sections were presented to the entire REWG for review and feedback. After incorporating feedback from the working group, members of management on the REWG shared the updated sections shared with agency leadership. Once again, the action plan was revised and shared with all staff. The REWG members held office hours for each section that were open to all staff to add, edit, and prioritize elements of the draft action plan.

Agency Background

History

The San Francisco County Transportation Authority (Transportation Authority) was created in 1989 by a vote of the San Francisco electorate. The vote approved Proposition B, which imposed a sales tax of one-half of one percent (0.5%), for a period not to exceed 20 years, to fund essential transportation projects. The types of projects to be funded with the proceeds from the sales tax were set forth in the San Francisco County Transportation Expenditure Plan, which was approved as part of Proposition B. The Transportation Authority was organized pursuant to Sections 131000 et seq. of the California Public Utilities Code. Collection of the voter-approved sales tax began on April 1, 1990. The Transportation Authority has its own governing board, consisting of the eleven members of the Board of Supervisors of the City and County of San Francisco (City), acting as the Commissioners of the Transportation Authority Board. The Transportation Authority is governed by an administrative code separate and distinct from that of the City's, and the agency operates as a special-purpose government agency under state law. The City's Mayor does not have oversight control over the Transportation Authority. The ordinance that created the Transportation Authority empowers it to independently issue debt in order to finance transportation projects in the San Francisco County Transportation Expenditure Plan. The Transportation Authority's financial statements are included in the City's basic financial statements, but the borrowing capacity is separate and distinct from that of the City. There are 43 staff members at the Transportation Authority and the agency's budget for Fiscal Year 2020/21 totals to \$229,607,736. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco.

Our designated mandates includes administering the Prop K Sales Tax program; functioning as the Congestion Management Agency for San Francisco; acting as the Local Program Manager for the Transportation Fund for Clean Air program; administering the \$10 Prop AA vehicle registration fee program; administering the Prop D Traffic Congestion Mitigation Tax program (TNC Tax); and operating as the Treasure Island Mobility Management Agency for San Francisco. Our work program reflects the multi-disciplinary and collaborative nature of our roles in planning, funding, and delivering transportation projects and programs across the city, while ensuring transparency and accountability in the use of taxpayer funds.

Transportation Authority and Racial Equity

The Transportation Authority joined the second San Francisco cohort of the Local and Regional Government Alliance on Race & Equity (GARE) program in January 2017. At the Annual Staff workshop in August 2017, all staff participated in a racial equity training segment that focused on the role of government in advancing racial equity. The following year, the Transportation Authority started its Racial Equity Working Group (REWG) in Fall 2018 composed of at least one person from each division within the agency. As an example, of the work this group did, one of the results of our 2018 Agency Assessment and Employee Survey results was in the area of lead to changes in hiring practices: we began blocking out names on resumes received and removed the mandatory graduate school requirement on job descriptions, substituting in work experience. After further assessment in 2019, we began blocking out the applicant's educational institutions and, in 2020, determined to block out addresses on resumes. In 2021, we plan to further our work through the following:

- Re-evaluate how and where we post our positions
- Understand where people learn about job opportunities
- Interview career coaches and local community leaders to understand how to better connect

Inequitable policies and practices throughout transportation planning history have contributed to racial segregation, systemic discrimination, and the resulting health, education, and income disparities that we find in San Francisco and throughout our country. For that reason, the REWG leads a number of initiatives to evaluate our culture and management, our hiring and contracting practices, and the funding we allocate. This work includes hosting regular Racial Equity Trainings to normalize conversations on race and equip staff with skills to speak to racial issues. It also involves applying the Racial Equity Tool to agency projects and processes, like the sales tax reauthorization.

Results from Agency Assessment and Employee Survey

In December 2018, the REWG conducted a survey for the staff to assess how well the Transportation Authority is advancing racial equity. We used the GARE assessment continuum matrix for staff to rate the Transportation Authority by eight organizational categories from Destabilizing/Exclusionary on one end of the continuum to Sustaining/Structural Transformation on the other. The organizational categories were:

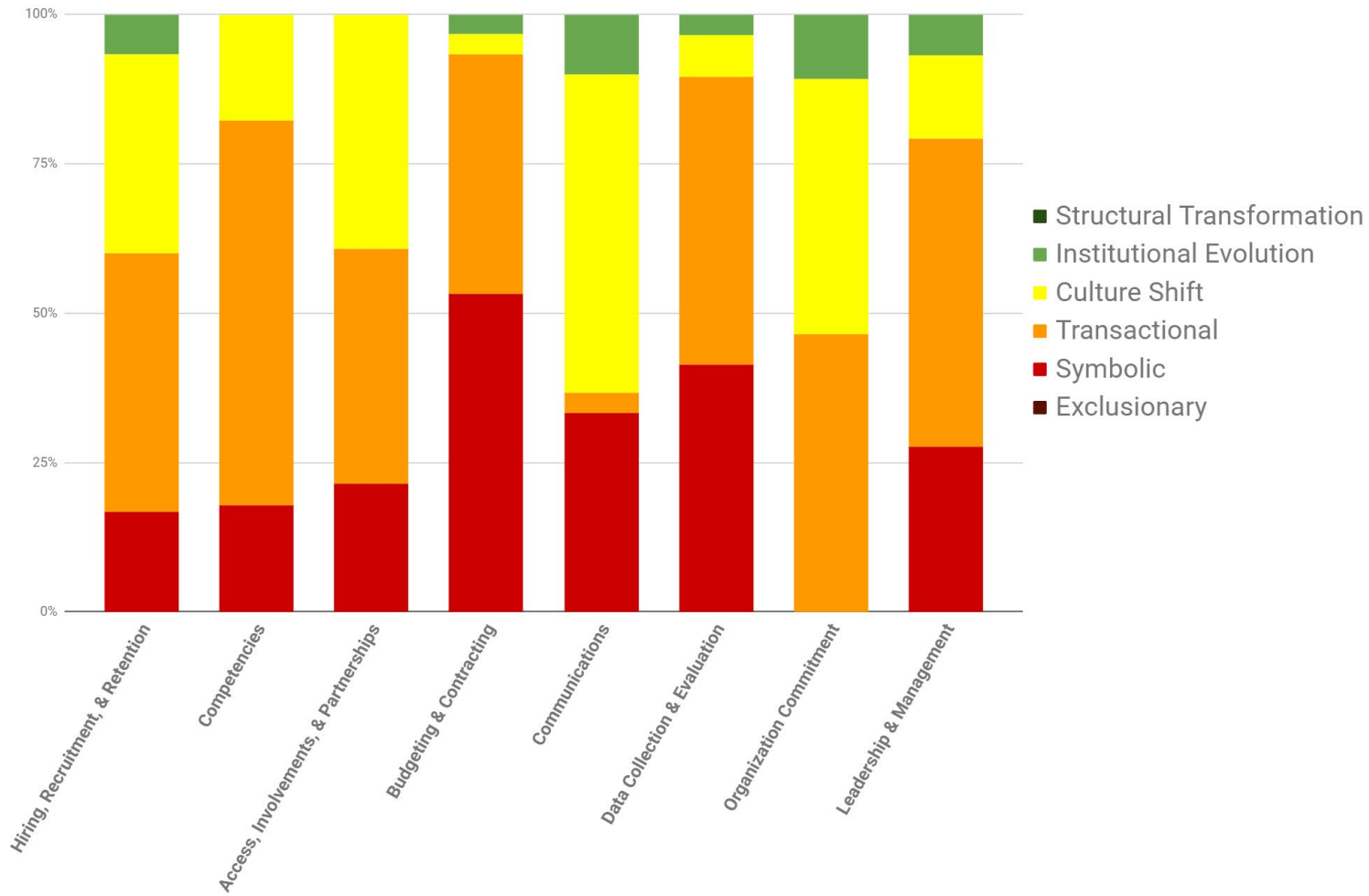
1. Hiring, Recruitment, & Retention
2. Competencies
3. Access, Involvements, & Partnerships
4. Budgeting & Contracting
5. Communications
6. Data Collection & Evaluation
7. Organization Commitment

8. Leadership & Management

The results below summarize how the 30 participating staff members (71% of total staff) responded to the survey. Most staff members characterized the Transportation Authority as on the second and third levels of the continuum (Symbolic and Transactional) for the organizational categories. The lowest average ratings were on the Budget & Contracting and Data Collection & Evaluation categories.

Since the assessment, staff has worked on setting up processes for improving outreach and recruitment of vendors for the agency's contracts and better evaluating equity in planning efforts and projects. In looking at the organizational assessment results, we also compared average ratings of the Racial Equity Working Group to that of all staff members and found that working group members gave the organization lower ratings across all categories, primarily at the Symbolic level. This led the working group to see that there were differences in perception and understanding of how the agency is addressing racial equity. This resulted in the working group prioritizing ongoing Racial Equity Trainings for staff. Due to staff departures of members of the working group in 2019, the trainings began in 2020.

RACIAL EQUITY ASSESSMENT SURVEY RESULTS



1. Hiring and Recruitment

Identify, Attract, Invest in, and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented, and underserved communities. Rather than passively waiting for diverse candidates and people with non-traditional backgrounds to apply, Departments can and should actively seek these individuals out. This

includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within non-traditional outlets, community-based organizations, acronym spelled out (BIPOC) professional networks, re-entry programs, San Francisco Unified School District (SFUSD), and community college systems will cultivate a rich pool of diverse candidates.

Agency Goal

The Transportation Authority strives for the workforce in our agency to reflect the diversity of the communities we serve and to source diverse talent by making job opportunities visible and accessible to underserved communities.

1.1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees	Staff time	Applicant pool is generally more diverse as compared to previous recruitments	Spring 2021	Diversity recruiting efforts: <ul style="list-style-type: none"> • Re-evaluate how and where we place our positions (e.g., at community colleges) • Understand where people learn about job opportunities • Interview career coaches and transportation and trade labor 	In progress	HR Staff

to apply.				unions (as the agency moves into an operational role) and local community leaders to understand how to better connect		
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	Consultants Staff time	Survey is administered annually Survey results are included in the department annual review	Fall 2021 (annually)	<ul style="list-style-type: none"> • Create a working group of staff or hire a consultant to develop survey • Send survey to staff • Conduct analysis of results 	Not started	HR Staff +Hiring Managers
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	Staff time	Policy is created, implemented, and reviewed annually to maximize results	Winter 2021 - Spring 2022 (annually)	<ul style="list-style-type: none"> • Continue to work on equitable and inclusive hiring and recruitment policy • Report out results of staff survey in 1.1.2 with related action items • Update policy, as needed 	In progress	HR Staff + REWG

¹ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
1.2.1. Develop a clear and expansive recruitment process that addresses the most basic barriers to access of employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Summer 2021	<ul style="list-style-type: none"> • Compile list of industry groups for underrepresented people (e.g., COMTO, WIC (Women In Construction), and SFUSD's Career Pathways Program 	Not started	HR Staff
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD, and community college systems that could feed into open positions.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Summer 2021	<ul style="list-style-type: none"> • Build off of interviews in item 1.1.1 to create longer-lasting relationships and a network for recruitment. • Integrate this work into the Transportation Authority Community Relations Initiative • Reach out to people at Community Based Organizations (CBOs) and nonprofits in Communities of Concern about staff opportunities 	Not started	Communications Team
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers	Staff time	Job descriptions display consistent and inclusive language	Fall 2021	<ul style="list-style-type: none"> • Job descriptions were updated in 2018 • Review job descriptions every three years • Accept applications via other 	Partially Done	HR Staff + Hiring Managers

to attracting diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.		Candidate pool is increasingly more diverse		<p>means than email, such as mail</p> <ul style="list-style-type: none"> • Advertise jobs in non-digital formats (e.g., job fair) and accept inquiries in non-digital ways (e.g., phone) - 		
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Fall 2021	<ul style="list-style-type: none"> • Job descriptions were updated in 2018, and MQs were updated to lower barriers for entry for some positions • Review job descriptions every three years and adjust requirements as needed • Explore internal mentorship program and/or expanded training to develop job skills to address current and future organizational needs • Train staff on hiring panels on what qualifications are and are not needed for positions – add these items to a tip sheet that is specific to each position 	In progress	HR Staff + Hiring Managers
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Spring 2021	<ul style="list-style-type: none"> • Regularly review tests/exercises that are given as part of the hiring process to ensure they are not biased and still relevant to the responsibilities of the position since job descriptions may be broad 	Ongoing	HR Staff + Hiring managers

considered. ²						
1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Fall 2021	<ul style="list-style-type: none"> Continue practice of redacting schools as part of the resume/cover letter review process Review job descriptions to ensure they are asking for required skills 	Ongoing	HR Staff + Hiring Managers
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	Staff time Consultants	Candidate pool is increasingly more diverse and referred from a variety of sources	TBD (as needed)	<ul style="list-style-type: none"> When recruiters are used, identify recruiters that bring an equity focus and successful placement rate 	Not started	HR Staff

1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
1.3.1. Create, maintain, and develop internship	Staff time	# of paid interns/fellows,	On-going	All internships are paid positions and receive some of the same benefits	In progress	HR Staff

² From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

<p>stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</p>		<p>increase annually or meets division needs/capacity</p> <p>Salary survey – Caltrans, San Francisco Municipal Transportation Agency, Metropolitan Transportation Commission, Transbay Joint Powers Authority</p>		<p>(sick leave, holidays, and commuter benefits) as permanent positions. An exit conference is conducted after each internship ends.</p> <ul style="list-style-type: none"> • Consider building off Community Relations Initiative to partner with CBOs to recruit interns • Ensure staff has capacity to manage interns • Seek other opportunities for interns including the Mayor’s Youth Employment and Education Program and Youth Works 		
<p>1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.</p>	<p>Staff time</p>	<p># of Opportunities for All placements and mentors</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> • Reach out to Mayor’s Opportunities for All program to get Transportation Authority involved • Send a Transportation Authority staff person for orientation for Mayor’s Opportunities for All program to understand requirements for Transportation Authority to participate in program • Secure funding as needed 	<p>Not started</p>	<p>HR Staff + REWG</p>
<p>1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry</p>	<p>Staff time</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> • Continue reaching out to community colleges and trade schools via phone to build relationships with career counselors • Begin contacting nonprofits and CBOs 	<p>Not started</p>	<p>HR Staff + Communications Staff+Hiring Managers</p>

programs, public high schools, etc. (e.g., SFUSD's Career Pathways Program)						
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Staff time	# of opportunities during internship/fellowship	On-going	<ul style="list-style-type: none"> Continue: Racial Equity Training Series, integrate racial equity training into annual retreats Include demonstration of building diversity and inclusion knowledge into work program as part of performance evaluations 	In progress	REWG
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Staff time	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Feb - April 2021	<ul style="list-style-type: none"> Research how to ask for race/ethnicity status of applicants Track outcomes of hiring process – race/ethnicity of new hires 	Not started	HR Staff + REWG

1.4 Commit to standardized, transparent, and participatory recruiting and onboarding.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
1.4.1. Maintain a standardized and holistic interview process with	Staff time	Standardized interview process with a set of	Summer 2021	<ul style="list-style-type: none"> Standardize questions so they are centered on diversity + are more inclusive – ensure 	Not started	HR Staff + Hiring Managers +

structured interview questions.		inclusive interview questions		questions reflect Transportation Authority mission and values		Deputy Directors + REWG
1.4.2 Ensure a diverse hiring panel for each interview.	Staff time	Demographic composition of panels Increase in diverse interview panels	N/A	<ul style="list-style-type: none"> Interview panels do not consist of the same gender or racial identity and if possible, one member of the panel is from another state, regional, or local agency 	Done	HR Staff + Hiring Managers
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.	Staff time	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Summer 2021	<ul style="list-style-type: none"> Meet with every panel ahead of interview phase to ensure panelists have been trained on conducting interviews with a focus on implicit bias and equity Consider having a neutral party sit on the panel or otherwise be involved in the interview process 	Not started	HR Staff
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Staff time	Tool created and Implemented # of applicants increased Increased assistance to job seekers	Summer 2021	<ul style="list-style-type: none"> Research and implement a tool 	Not started	HR Staff
1.4.5. Share and post all job openings internally. Abide by agency's RE Action Plan goals to create and streamline professional mobility.	Staff time	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Summer 2021	<ul style="list-style-type: none"> Continue to share openings in monthly staff meetings Clarify professional mobility within the agency. See section #2 for details on the implementation plan 	In progress	HR Staff
1.4.6. Decrease and close lags and long wait	Staff time	Hiring, interviewing, and onboarding	Summer 2021	Typically, recruitments take approximately 2-3 months for	Ongoing	HR Staff + Hiring

times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.		processes standardized Lag times/wait times		positions to be filled <ul style="list-style-type: none"> • Create a tracking system to identify lag time 		Managers
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Staff time	All new hires are processed similarly regardless of position	Summer 2021	All new hires received the same virtual orientation and first day schedule from HR staff <ul style="list-style-type: none"> • Ensure managers, staff, interns, etc., receive same orientation – formalize and incorporate into hiring processes within their division orientations • Expand the scope of standard trainings and offer these periodically 	In progress	HR Staff + Hiring Managers
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	N/A	Increase in number of diverse candidate pools Overall faster hiring times	N/A	N/A, the Certification Rule of Three Scores does not apply to the Transportation Authority.	N/A	N/A

2.Retention and Promotion

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits, and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due

to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

Agency Goal

Ensure employees feel they are a part of a team, they are able to share and contribute, they are acknowledged, have opportunity for growth and promotion and have some flexibility.

2.1 Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City,	N/A	Tracking mechanism implemented Demographic data analyzed	N/A	N/A, Transportation Authority employees are not Disaster Service Workers.	N/A	N/A

accommodations/ disability, etc. Compare aforementioned/ demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ³						
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	N/A	Budget analysis completed Strategies developed and published	N/A	N/A	N/A	N/A
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	N/A	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	N/A	N/A	N/A	N/A
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed	N/A	Compensation, paid sick leave, and flex time benefits assessed and easily accessed	N/A	N/A	N/A	N/A

³ Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

workers.		Increased employee awareness of additional benefits				
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g., graveyard shifts	N/A	Caretaking and safe transportation sections included in DSW deployment protocol	N/A	N/A	N/A	N/A

2.2 Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Consultants Staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	July - November 2021	Last salary survey was conducted in 2018. Next salary review is planned for Fall 2021. Due to limited staff resources and budget, reviews are conducted every 3 years. <ul style="list-style-type: none"> Continue conducting them every 3 year moving forward or as budget and staff capacity is available 	Not started	HR Staff + Executive Management Team
2.2.2. Conduct annual internal reviews of the parity of agency benefits, reviewing and enhancing existing policies. e.g., parental leave policy, short-term disability, etc.	Consultants Staff time	Benefits provided are annually improved	July - November 2021	<ul style="list-style-type: none"> To be conducted in conjunction with 2.2.1 	Not started	HR Staff + Executive Management Team
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Consultants Staff time	PTO policy is annually improved # of staff taking and PTO hours Increases	July - November 2021	<ul style="list-style-type: none"> Annually review policy Research PTO policies of different unions to align with City practices. Survey staff on which religious and cultural holidays followed and consider increasing the number of floating holiday staff received each year 	Not started	HR Staff + Executive Management Team
2.2.4. Review pay parity within agency job titles by race & gender.	Consultants Staff time	Pay inequities are reduced and aligned on an annual basis	June-November (annually)	<ul style="list-style-type: none"> As part of each annual review process, management team will review the distribution of pay within each title band by race and gender to identify disparities 	Not started	Executive Management Team

2.3 Create paths to promotion that are transparent and work to advance equity.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Staff time	Increase in staff knowledge about factors for raises and promotions	Feb - April 2021	<ul style="list-style-type: none"> Identify standard factors for every job series Update and Incorporate into the employee handbook 	Not started	HR Staff + Executive Management Team
2.3.2. Develop a formal and transparent process for raises and promotions.	Staff time	Increase in staff feedback about promotion and raise process	Feb - April 2021	<ul style="list-style-type: none"> Update and incorporate into the employee handbook 	Not started	HR Staff + Executive Management Team
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	Staff time	<p>Acting/interim staff process included in internal policies and processes</p> <p>Increased awareness of process for acting/interim staff</p>	Fall 2021	<p>Current practice: Manager consults with staff chosen to perform acting/interim duties before the new roles and compensation begin.</p> <ul style="list-style-type: none"> Update and incorporate into the employee handbook 	Not started	HR Staff + Executive Management Team
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and	Staff time	Reversal of diversity drop-offs in 182x classifications	Fall 2021	<ul style="list-style-type: none"> As permanent staff leave the agency, review that position series to understand the change in employee diversity before the job position is posted Investigate during exit conferences whether employee 	Ongoing	HR Staff

training opportunities to support employee development to achieve mobility.				diversity played a role or was a factor in the employee's departure		
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	Consultants Staff time	Identify "dead end" classification and revise	Fall 2021	In the 2018 salary survey, job description update, and organization chart review, we ensured each staff position series had a path for upward mobility. Job descriptions were approved by the Board even when the position was not currently needed in that particular fiscal year. As indicated above, we'll conduct this review again in 2021.	Not started	HR Staff

3. Discipline and Separation

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped.

Higher rates of corrective action and discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically, Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

²Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

Agency Goal

Provide both leaders and employees a disciplinary and separation process that is fair and puts a focus on giving our employees and the workplace a chance for a positive forward direction.

3.1 Create a clear, equitable, and accountable protocol for disciplinary actions.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data	Staff time	Create tracking mechanism Analyze data annually	Winter 2021-22	Current Practice: HR staff are involved in all disciplinary decisions and provide or obtain consultant for unbiased 3rd party perspective and review.	Not started	HR Staff

pointing to biases against staff of color.				<ul style="list-style-type: none"> Develop a tracking mechanism of past and future disciplinary actions. Analysis will help us to update actions accordingly 		
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	Staff time	<p>Create tracking mechanism</p> <p>Analyze data annually</p>	Winter 2021-22	<ul style="list-style-type: none"> Create data form to track information Analyze data during review time Check for biases 	Not started	HR Staff
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Staff time Consultants	% of training completed	Winter 2021-22	<ul style="list-style-type: none"> Provide training to all managers 	Not started	HR Staff
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	Consultants Staff time	Human resources trained on alternative dispute resolution	Winter 2021-22	<ul style="list-style-type: none"> Continue to use a consultant (unbiased party) that could be the go to person to resolve the issue Update mediation/resolution process in employee handbook 	Not started	HR Staff
3.1.5. Standardize discipline	Staff time	Reduction of racial disparities in	Winter 2021-22	<ul style="list-style-type: none"> Review corrective action procedures in place 	Not started	HR Staff + Executive

procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.		disciplinary actions		<ul style="list-style-type: none">• Create a discipline rubric which explains the levels of disciplinary actions and associated consequences and include a mediation plan		Management Team
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4. Diverse and Equitable Leadership

An Equitable Workplace Starts with Diverse Leadership.

Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit.

Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

¹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

Agency Goal

Continue to hire talent from diverse backgrounds to bring new ideas and insight to our decision-making process and provide a workplace experience where leaders can thrive.

4.1 Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Staff time	% increase in diverse leadership	Winter 2021-22	<ul style="list-style-type: none"> Update policies to be consistent with the citywide racial equity framework, as applicable and agency racial equity plan 	Not Started	HR Staff

4.1.2. Commit to ongoing racial equity training and development for leadership.	Staff time	# of training & development completed by leadership per quarter	July-Sept 2020	<ul style="list-style-type: none"> Implement training program for staff and leadership focused on diversity and inclusion 	Ongoing	REWG
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Staff time	Senior leadership demographic included in the department annual report	December 2020	<ul style="list-style-type: none"> Since senior leadership consists of less than 10 individuals, we will include all staff demographics in the annual report 	Done	HR Staff
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Staff time	% of staff that complete the survey (past 60-70%)	December 2020	<ul style="list-style-type: none"> Review current processes and consider more frequent and shorter survey 	Done	Communications Staff

⁴ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

5. Mobility and Professional Development

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by

their expected potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

¹ Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>.

Agency Goal

Provide an equity lens on professional development opportunities to discover the challenges that exist and current patterns of inequities.

5.1 Offer professional and skill development opportunities that center individual goals first, then organizational needs.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Staff time	# of available professional development opportunity # of hours and completed training by employee	Spring 2021	<ul style="list-style-type: none"> Continue annual staff professional development survey for staff selection of group trainings Re-evaluate formal training plan and continue annual off-site training program 	Ongoing	HR Staff + Managers
5.1.2. Formalize a process for	Staff time	# of staff and identify who is/not	Spring 2021	<ul style="list-style-type: none"> Managers continue to offer conferences to staff and clarify 	Ongoing	Managers + Finance &

staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.		attending conferences # of training hours complete/not complete by which staff		the 'how to attend conferences' doc with a list of suggested conferences for staff to attend		Administrative Staff
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Staff time Budget for extended learning.	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	Spring 2021	<ul style="list-style-type: none"> Continue to offer conferences and personal professional development to all permanent staff Revisit and clarify what qualifies as eligible for extended learning 	Ongoing	Executive Management Team
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	Staff time	# of staff participating in outside events or opportunities	Spring 2021	<ul style="list-style-type: none"> Have remaining divisions create conference tracker Create and disseminate lists of relevant opportunities automatically eligible for reimbursement 	Ongoing	Managers + Administrative Staff
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Staff time	Adopt a tracking system, analyze annually # of staff of color utilizing professional development		<ul style="list-style-type: none"> Continue to provide managers with # of hours of completed staff trainings Review who is using their professional development \$ Create policy to follow up with staff who are not 	Not started	Managers + Payroll Staff

5.2 Encourage collaboration between staff and supervisors that are consistent and thoughtful.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Staff time	Bi-annual performance evaluation program to all staff	Spring 2021	<ul style="list-style-type: none"> • Continue quarterly manager/staff check-ins focused on non-project updates (i.e., non-work related needs, staff well-being accommodations, advancement opportunities, professional development, etc.) • Continue to evaluate staff performance and incorporate equity element to the performance evaluation • Add intentional discussion of advancement opportunities as standard part of reviews 	Ongoing	HR Staff + Managers
5.2.2. Create a mentorship program between senior and junior level staff.	Staff time	# of mentorship programs per year	Spring 2021	<ul style="list-style-type: none"> • Survey staff on the desire for an internal mentorship program and create implementation plan based on results 	Not started	HR Staff + Executive Management Team

5.3 Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
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5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	Staff time	Process developed % of staff aware of accommodation process	January 2021	<ul style="list-style-type: none"> Continue to have quarterly manager/staff check-in as indicated in 5.2.1. Review and update written guidance for accommodation requests HR staff continue to bi-annual check-in with staff 	Ongoing	HR Staff + Administration Staff
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff time	Accommodations discussed and recorded during bi-annual performance evaluation process	April 2021	<ul style="list-style-type: none"> Continue distributing annual staff -reflection form to provide opportunity for staff and managers to assess needs 	Ongoing	HR Staff + Managers
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Staff time Budget for celebrations	Improvement in overall staff mental health, increase in staff feedback	Summer 2021	<p>Current Practice: There are at a minimum 3 and up to 6 indoor break locations for 43 staff at one time: a private room with the couch that is often used for rest or lactation; the kitchen with several tables, and a recreation room, and empty conference rooms).</p> <ul style="list-style-type: none"> Survey staff whether more room is needed to take breaks and how to encourage culture of taking breaks 	Ongoing	Administration Staff
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall	Staff time Budget for non-work-related needs	\$ set aside for accommodations Increase in staff awareness of accommodations	On-going	<ul style="list-style-type: none"> Continue quarterly manager/staff check-in on staff needs outside of the workplace 	Ongoing	HR Staff + Managers

<p>work quality. Center the most vulnerable individuals. e.g., transportation stipends, exercise stipends, childcare, etc.</p>						
<p>5.3.5. Respect religious and cultural practices of employees.</p>	<p>Staff time</p>	<p>Improvement in overall staff mental health</p>	<p>July - November 2021</p>	<p>Current Practice: Permanent employees receive three floating holidays in addition to minimum of 3 weeks of annual vacation See 2.2.3</p>	<p>Not started</p>	<p>HR Staff</p>

6. Organizational Culture of Inclusion and Belonging

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture

of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

¹Aysa Gray, *The Bias of 'Professionalism' Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

Agency Goal

We want to intentionally create a culture that promotes a sense of belonging for all employees. One of the agency’s values is “Respect” which says, “We value the diversity of views, identities, and experiences within our agency...”.

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff time	Department mission, policies, and procedures are updated and available	Spring 2021	Current Practice: Our agency values statement reflect inclusion through the respect and equity statements in addition to our agency-wide racial equity statement. <ul style="list-style-type: none"> Review the agency’s policies and procedures with a racial equity 	Ongoing	REWG + Executive Management Team + Fun Committee

				<p>lens to reflect an organizational culture of inclusion and belonging</p> <ul style="list-style-type: none"> • Issue guidance on use of preferred pronouns in email signature blocks/on zoom, etc. • Pass/enforce ban on doing business with states that have anti-LGBT policies or anti-abortion laws 	<p>In progress</p> <p>Done</p>	
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Staff time	Regular, scheduled meetings with RE Team to implement RE Action Plan	On-going	<ul style="list-style-type: none"> • Continue the racial equity working group and maintain a representative from each division of the agency 	In progress	REWG
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff time	<p>Regularly blog updates to the public</p> <p>Presentations to the Citizen Advisory Committee and Board</p> <p>Public statement on website committed to updates to the public</p>	Spring 2021	<ul style="list-style-type: none"> • Complete REAP phase 1 • Begin phases of the implementation 	In progress	REWG + Communications Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff time	Ongoing reporting	Spring 2021	<ul style="list-style-type: none"> • Report on a regular basis in the Executive Director's Report • Provide update in the Annual Report published every January 	In progress	REWG
6.1.5. Support and provide spaces for	Staff time	# of attendance to meetings	Spring 2021	<ul style="list-style-type: none"> • Form affinity groups based on ethnicity, religion, etc. We have 	Ongoing	REWG + Fun Committee

affinity groups, prioritizing historically marginalized peoples.				<p>some groups already (bike-riding folks, senior-level staff, interns)</p> <ul style="list-style-type: none"> • Encourage formation of more such groups and survey for type of groups to create • Highlight that spaces are available for such groups to meet 		
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Staff time	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	On-going	<ul style="list-style-type: none"> • Continue monthly training and discussion sessions and aim to increase participation (current average participation around 50%) • Increase participation rate (currently around 50%) and involvement of staff as lead/presenters 	Ongoing	REWG
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Staff time	Annual survey with disaggregated data and feedback	Summer 2021	<ul style="list-style-type: none"> • Plan on conducting more focused surveys and use the data to create more affinity groups 	Not started	REWG
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Staff time	Increase in staff engagement	January 2021	<ul style="list-style-type: none"> • Incorporate race and social diversity on all art and decor on our wall 	Not started	Graphic Designer

6.2 Develop internal communication processes and procedures that promote equity.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
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6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff time	Increase in staff feedback, participation, and response to communications	On-going	<ul style="list-style-type: none"> Continue to confirm that email lists are current twice a year 	Ongoing	Administrative Staff
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff time	Ongoing staff participation and feedback	On-going	<ul style="list-style-type: none"> Continue to rotate staff to speak about their projects and work program during the monthly staff meeting and if, possible implement in the intra-divisional staff meetings too 	Ongoing	Executive Management Team
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Staff time	Ongoing staff participation and feedback	On-going	<ul style="list-style-type: none"> Continue monthly staff meetings where 1/2 meeting is dedicated to project spotlights for staff to share information. Revive schedule and conduct regular info sharing sessions from conferences staff attended Continue racial equity trainings and discussions (e.g. recognizing microaggressions) Revive intranet site 	Ongoing	Executive Management Team + Administrative Staff

6.3 Improve both physical and digital spaces to meet or exceed accessibility standards.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
6.3.1. Create an	Staff time	Protocol distributed	Spring	<ul style="list-style-type: none"> Formalize and document as part 	In	Communications

accessibility protocol that is utilized across all events, communications, and departmental functions.		internally and with any outward-facing interactions	2021	of outreach guidelines (currently in draft) an accessibility protocol across all public meetings, community outreach events, and other events hosted by the Transportation Authority (e.g., checklist)	progress	Team
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards, taking into account staff and visitors with disabilities, seniors, and families. e.g., elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	Staff time	A plan for physical space improvement \$ funding secured Successful implementation	Spring 2021	<ul style="list-style-type: none"> • Survey staff to create more different types of spaces for work (shared workspaces in addition to just meeting rooms) • Engage discussion with building management on how to improve accessibility of space 	Not started	Administrative Staff
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards, taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for	Staff time	A plan for digital improvement Successful implementation	Spring 2021	<ul style="list-style-type: none"> • Continue to assess digital functions and communication to ensure accessibility standards are met • Continue to make improvements on the agency website • Explore how/whether to provide options for emails to be sent via plain text as well as HTML 	In progress	Communications Team

deaf people, etc.						
6.3.4. Invest in translation services	Staff time Consultants Budget for translation	# Increase in translated materials	Spring 2021	<ul style="list-style-type: none"> • Add language accessibility guidance as part of the outreach guidelines currently in draft • Continue to utilize staff for and/or hire translators to attend outreach events and in development in project collateral 	In progress	Communications Team
6.3.5. Encourage individual forms of inclusive identity expression e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Staff time	Increase in staff using inclusive identity expressions, second nature	Spring 2021	<p>Current Practice: Agency practices a "dress for your day" approach + casual Fridays</p> <ul style="list-style-type: none"> • Update and inform staff of the various forms of identity expression and encourage participation 	In progress	REWG + Communications Team
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	Staff time	<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default.</p> <p>Increased digital equity (e.g., access) for all employees</p>	Spring 2021	<ul style="list-style-type: none"> • Review locations of this information and evaluate the its accessibility 	Not started	Communications Team

6.4 Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
6.4.1. Incorporate a process to gather community feedback on projects, events, and communities that involve or will impact the community.	Staff time	Community will have an impact on all department projects	Spring 2021	<ul style="list-style-type: none"> • Complete and implement outreach guidelines 	Not started	Communications Team
6.4.2. Find opportunities to invest into and support the communities the department serves.	Staff time	# of attendees to events # of CBOs participating	Spring 2021	<ul style="list-style-type: none"> • Expand DBE events in underserved communities • Continue community outreach including in non-digital ways • Create digital outreach tools • Compensate community members from CoCs for their participation in outreach workshops • Grow engagement with and compensate CBOs for their collaboration on outreach 	Not started	Communication Team

7. Boards and Commissions

An Equitable Workforce Starts with Equitable Decision Making.

For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves.

Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

Agency Goal

Our goal is to ensure diverse representation on the Transportation Authority’s Citizens Advisory Committee. *Note that the Transportation Authority’s Board is the elected Board of Supervisors. The Board appoints 11 San Francisco residents to serve on the CAC.*

Currently the Transportation Authority’s Administrative Code sets the following requirements for the Citizens Advisory Committee:

- Include various segments of the community, such as public policy organizations, labor, business, senior citizens, the disabled, environmentalists, and the neighborhoods,
- Reflect broad transportation interests
- Is an unpaid role
- Requires regular participation

CAC members have 2 year terms, with no term limit. Our longest serving member has been on the committee since 2008 and the 2nd longest since 2014. The remaining 9 members were appointed between 2018 to 2020.

7.1 Ensure diverse and equitable board and commission members that match the community being served.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
7.1.1. Review and revise bi-laws and rules of order or create other	Staff time	Bylaws, rules of order or other procedures	Spring 2021	<ul style="list-style-type: none"> • Update admin code to include commitment to diversity in CAC membership and have adopted 	Not started	REWG + Clerk of the Board + Chief Deputy

commission procedures to include inclusive language and align with the department's RE Action Plan.		successfully amended		<ul style="list-style-type: none"> by board • Continue reporting demographics of CAC members, as self-reported • Review recruitment bulletin/CAC job description to ensure use of inclusive language • Explore expanding locations of advertising for CAC applicants • Explore renaming CAC to Community Advisory Committee 		Director
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Staff time	<p>Annually collect board/commission demographic data</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Greater racial and gender equity in board and/or commission members</p>	January 2021	<ul style="list-style-type: none"> • Add statistics on demographics in annual report 	In progress	Clerk of the Board + Chief Deputy Director
7.1.3. Have board/commission adopt a resolution around racial equity.	N/A	Resolution adopted	Winter 2021-22	<ul style="list-style-type: none"> • Explore adoption of a specific racial equity policy that would apply to how the Transportation Authority leads various work items, including any requirements for adoption by CAC and Board 	Not started	REWG
7.1.4. Racial equity-	Staff	# of projects and	On-going	<ul style="list-style-type: none"> • Continue agendizing programs 	Ongoing	Clerk of the

related items are regularly agendized.		issues related to racial equity that are presented to the Board/CAC		and projects for CAC and Board approvals		Board + Chief Deputy Director
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff time	Community advisory working groups # of public comments received, before, during and after board meetings	On-going	<ul style="list-style-type: none"> Continue informing CoCs and other interested groups on upcoming programs and projects Continue to share public feedback and results from outreach events 	Ongoing	Project Managers + Communications Staff + Clerk of the Board + Chief Deputy Director
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	Staff time	Resolution adopted	N/A	N/A to SFCTA. This is a city requirement passed in early December 2020.	N/A	N/A
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.		Greater racial and gender equity in board and/or commission members	N/A	N/A to SFCTA. Prop C allows SF residents who are not citizens to sit on governmental advisory boards.	N/A	N/A
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Staff Time	# of policies passed with RE lens	On-going	<ul style="list-style-type: none"> Continue applying the racial equity tool to 1st round of selected program and projects. Evaluate findings and brainstorm ideas to modify selected programs and projects 	Ongoing	REWG+Project Managers

⁵ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

		Budget equity completed				
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7.2 Safeguard members so they naturally feel welcomed and valued, not tokenized.

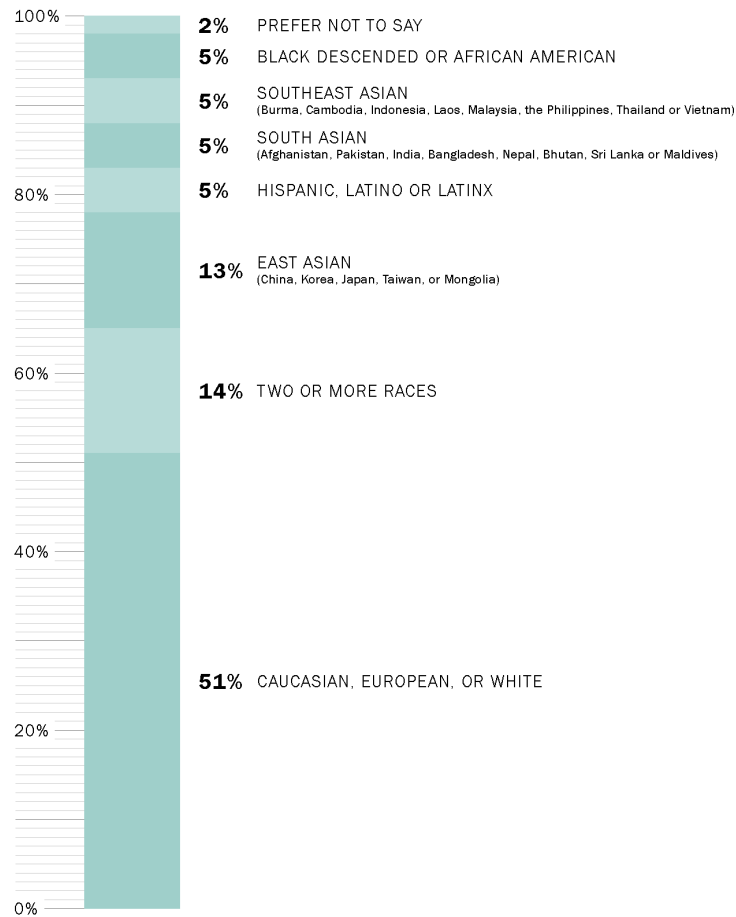
Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
<p>7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.</p> <p>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</p>	Staff Time	<p># of diverse commission members</p> <p>% of board/commission retention</p> <p>Implementation of inclusive protocols</p>	Spring 2021	<ul style="list-style-type: none"> Accommodation policy exists but needs evaluation. Evaluate accommodation protocol (food provided in-person; translation/ interpretation must be requested in advance, shown on agenda). Explore feasibility of providing childcare for CAC meetings, upon request, or continuing remote participation in meetings by members and the public (if allowed by state Executive Order or legislation) Explore potential compensation or other benefits for CAC members for their service to increase ability of lower income individuals to participate 	In progress	Administrative Staff + Clerk of the Board + Chief Deputy Director
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Staff Time Consultants	# of completed trainings per quarter	Summer 2021	<ul style="list-style-type: none"> Explore incorporation of racial equity training into CAC work plan every other year, including potentially providing opportunities for CAC to engage in external training opportunities 	Not started	Clerk of the Board + Chief Deputy Director
7.2.3 Develop a	Limited	Member experience	Spring	<ul style="list-style-type: none"> Explore expanding existing 	Ongoing	Clerk of the

mentorship program between newer and more experienced commission members.	resources needed	satisfaction survey	2021	mentorship efforts to include partnering new CAC members with existing members		Board + Chief Deputy Director
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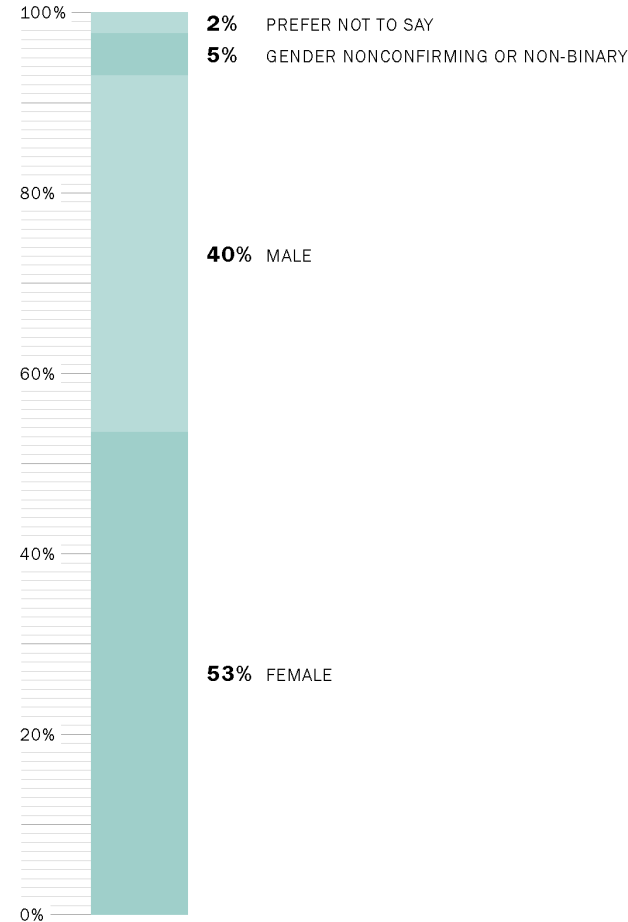
Appendix

Current Workforce Demographic Data

Race/Ethnicity



Gender



Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring,

promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

Vulnerable Populations Served

Please include your response to the Office of Racial Equity’s Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.

The SFCTA does not serve any group directly. Our work with vulnerable populations is integrated with all of our projects.

Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco’s communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.

Population	Stakeholder Engagement	% of Budget	Critical Issues	Accomplishments
The SFCTA does not serve any group directly. Our work with vulnerable populations is integrated with all of our projects.				