SFMTA Racial Equity Action Plan

Phase I – Internal Programs & Policies

SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY
DECEMBER 2020

SFMTA

Contents

4 **Overview & Requirements**

5 **Executive Summary**

8 **Baseline Strategies**

10 **Focus Areas & Structure**

11 **Project Management Team**

12 **Process**

13 **Department Background**

16 **Current Workforce Demographic Data**

17 **Results from Department Assessment and Employee Survey**

18 **Accountability**

20 **Focus Area 1: Hiring and Recruitment**

34 **Focus Area 2: Retention and Promotions**

42 **Focus Area 3: Discipline and Separation**

52 **Focus Area 4: Diverse and Equitable Leadership**

66 **Focus Area 5: Mobility and Professional Development**

70 **Focus Area 6: Organizational Culture of Inclusion and Belonging**

84 **Focus Area 7: Boards and Commissions**

90 **Appendix A: Vulnerable Populations Assessment**

92 **Appendix B: Actions for the Future**

93 **Appendix C: Historical Icons**

Overview & Requirements

The SFMTA Racial Equity Action Plan (RE AP) supports the agency's prioritization of racial equity within its workplace and service delivery in alignment with citywide legislation (SF Board of Supervisors Ordinance No. 188-19) and in support of the agency's commitment to racial justice. Legislative mandates require that:

- All city departments, including the SFMTA, submit a RE AP to the Office of Racial Equity by December 31, 2020.
- The RE AP contains indicators to measure current conditions and impact, goals and objectives achieved through changes made within programs or policy, and actions to demonstrate how the SFMTA will address racial disparities within the department as well as in external projects, programs and policies.
- The SFMTA produce annual reports on RE AP implementation progress, as well as update its RE AP every three years.

The RE AP is a process and strategic plan for the SFMTA, guided by the Citywide Racial Equity Framework and the Office of Racial Equity (ORE) to enact institutional and structural change to advance racial equity.

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.[1]

The RE AP will be divided into two phases: (1) prioritizing racial equity within the workplace (due 12/31/2020) and (2) outlining how the SFMTA will prioritize racial equity through agencywide service delivery (begins 2021). Initiatives from the RE AP will be incorporated into the SFMTA Strategic Plan.

An interdivisional project team is leading the agency's first RE AP, which documents internally facing actions for the next three years. RE AP project management will transition to the agency's Office of Race, Equity, & Inclusion (OREI) when it is formed.

[1] Adapted from Anti-Oppression Resource and raining Alliance (AORTA) and the San Francisco Office of Racial Equity

Executive Summary

Background

Every member of the San Francisco community deserves to thrive. Our city should be one where all can reach their full potential regardless of any identity or experience, such as their race, gender, or what neighborhood they grew up in. That ideal is intimately linked to the transportation system, which connects us to opportunity, enrichment and community. While transportation access can open doors, shatter barriers, and foster community growth, we also acknowledge that transportation programs and policies have reduced access to opportunities through direct effects, such as inequitable service delivery or costs, and indirect effects, such as residential segregation. These conditions have created inequitable outcomes for racialized people in San Francisco, which has been compounded by the intersection of race with class, gender, disability, sexuality, immigration status, and other identities and experiences.

Achieving an equitable and inclusive future requires an honest appraisal of the past and how it has shaped our present reality. San Francisco has a long history of social inequity that has inhibited specific populations from being able to advance or even survive. The SFMTA and its previous iterations are included in that history, condemn it, and apologize for it. In the 1860s, despite numerous court cases that upheld the right of Black people to ride public transportation in San Francisco, segregation persisted. Black riders like Charlotte Brown were repeatedly forced off horse-drawn streetcars while other Black riders like William Bowen were even physically assaulted by operators. Much later, in 1941, Muni finally hired its first Black transit operator, Audley Cole. Cole's hiring was met with vocal opposition from the union, resulting in many White staff resigning or being forced to resign because of their refusal to train Cole. The first White staff member who agreed to train Cole was met with violent retribution from his colleagues. On a larger scale outside of Muni, land use and development policies set the stage for lasting patterns of racial exclusion. Redlining in the 20th century withheld investment from Black, indigenous, and other people of color (BIPOC) communities throughout the city, thousands of Japanese residents in the city faced internment during World War II, and during the 1950s, urban renewal in the Fillmore displaced more than 10,000 Black residents from the neighborhood to clear the way for new development and greater access to downtown for commuters from the northwestern part of the city. Inequities like those shaped present-day disparities across indicators such as income, health, education, and employment. Presently, the civil unrest following the death of Black Americans at the hands of law enforcement and the devastating and disproportionate impact of COVID-19 on Black and brown communities further lay bare persistent structural racial inequities.

As the manager of San Francisco's streets and transportation network, SFMTA has the immense responsibility of ensuring dignified access and freedom of movement for all through its community engagement, planning, and service delivery. The agency also has a significant responsibility to almost 6,000 employees to dismantle any harmful cultures, practices, and policies that reinforce anti-Blackness, structural racism and bias in the workplace. The Racial Equity Action Plan is a process and strategic plan for SFMTA, guided by the citywide Racial Equity Framework, to enact institutional and structural change to achieve racial equity. This plan, which will be released in two phases, is guided by the vision to create a city and organization where our diversity, inclusion and belonging are advanced; racial and social disparities are reduced short-term, and eliminated long-term; and racial and social equity is achieved, establishing equalized access, opportunity and outcomes for all. It is a living document that should be assessed frequently and revised on a three-year basis.

This document, the first phase of the plan, focuses on the work that must be done to ensure that our worksites are supportive for all employees. It does so by 1) assessing current conditions in seven key focus areas for all employees, especially for BIPOC; 2) identifying necessary staffing and resources; 3) holding our agency accountable by setting timely, measurable goals and commitments; and 4) intentionally addressing interpersonal and institutional racism within the SFMTA.

Findings

The SFMTA has long made a commitment to equity a core tenet of our values, culture, and institutional practices. Over the years, the agency has made progress in creating a more diverse and inclusive city and department. Programs such as the Equal Employment Opportunity Office strive to honor employees as the agency's most valuable resource, and employee-led initiatives like the Outstanding Workplace Committee's Diversity and Inclusion subcommittee exist to acknowledge, recognize and celebrate the uniqueness of all employees. However, our review of current conditions in the seven internal focus areas established in the Citywide Racial Equity Framework brought to light racial disparities among staff that do not align with our values and highlighted key structural barriers and patterns that could perpetuate racial exclusion within the SFMTA if not addressed. For example, while we have a diverse workforce overall, employees in management and leadership positions do not reflect the same diversity – while White employees are only 14% of the workforce, they make up 50% of senior management and 67% of the Executive Team. Further, employees, especially BIPOC employees, have frequently reported feeling unheard, that they have little to no control over their work environment, and that they are unable to give feedback to improve their workplace for themselves and their colleagues. In addition, a close look at disciplinary data reveals that formal discipline is only routinely administered in the Transit Division. Further analysis shows that Black Transit employees, especially Black women, are disproportionately subject to disciplinary actions. Finally, we need to create a more supportive workplace that better retains Black employees – in Fiscal Year 2020, Black employees represented 55% of 11 terminations. While these findings are alarming, they provide us with insights on how to reverse negative outcomes and advance racial equity. The following goals and selection of actions provide an overview of how the SFMTA will address the issues identified in each focus area in the next three years.

Action

1. **Recruitment and Hiring.** Recruitment & hiring processes produce a workforce that is more racially and ethnically diverse across all classifications, and that prioritizes advancing equity as a core function of their work.
   - Review and update minimum qualifications to increase access.
   - Create classification-specific job outreach plans.
2. **Retention and Promotion**. We retain and promote more BIPOC employees by addressing any bias and inequities in policies, processes, and practices.
   - Identify pay inequities by monitoring salary increases.
   - Enact a comprehensive in-reach communication plan for recruitments.
3. **Discipline and Separation.** The agency's disciplinary processes help achieve service excellence by focusing on staff members' overall performance and eliminating racial disparities, taking a restorative approach to diminish disproportionate adverse impacts.
   - Create a new Agencywide Corrective Action Policy so that the process is focused on corrective action and results in helping the team member be successful.
   - Establish a Disciplinary Action Tracking Process that enables the review of disciplinary action to ensure proper and consistent use of corrective action policies.
4. **Diverse and Equitable Leadership.** We are led by people who reflect the diversity of our staff so that employees feel their interests are represented. Our leaders prioritize eliminating racial discrimination and biases in polices, programs, and practices in order to ensure the equitable treatment of their staff.
   - Annual workshop for Executive Team to examine racial inequities and develop personalized action plans to lead on racial equity work within the agency.
   - Document a transparent process for promotions.
5. **Mobility and Professional Development**. We apply an equity lens when providing professional development opportunities in order to support the engagement of frontline workers[2], who are predominantly BIPOC, and address current patterns of inequities.
   - Publicize internal training opportunities on the agency's intranet page.
   - Launch a professional skills mentorship program.
6. **Organizational Culture of Inclusion and Belonging.** Staff have a strong understanding and awareness of racial and social inequities and how to address them in their work. The agency actively fosters an intentional organizational culture committed to inclusion, belonging, dignity and well-being.
   - Apply a racial equity lens in the development of the SFMTA Facilities Transportation Demand Management (TDM) plan, which identifies transportation needs of employees not reporting to 1 South Van Ness.
   - Finalize and implement a tool and process for reporting, tracking, investigating and quickly resolving internal complaints that do not fall within the scope of EEO but raise real toxic workplace and environment issues.
7. **Boards and Commissions.** The SFMTA Board of Directors demonstrates their commitment to prioritizing and advancing racial equity, leverages their power to hold the agency accountable, and looks inward at their own understanding of white supremacy and how it manifests in order to serve all San Franciscans.
   - Create a racial equity decision-making resource to support the SFMTA Board's evaluation of the agency's budget, projects, and services.
   - Build the Board's racial equity capacity through an in-depth training module designed by the SFMTA's REI officer.

[2] Frontline workers consist of Muni Operators, Muni Station Agents, Proof of Payment Officers, Parking Control Officers, and other staff whose physical labor keeps San Francisco moving.

Baseline Strategies

The San Francisco Office of Racial Equity (ORE) sets forth the following baseline strategies[3] for all city agencies to address within their racial equity work and racial equity plans. These strategies will guide the SFMTA's work towards racial equity.

1 Lead with race and center intersectionality. Programs and policies must expand to acknowledge and include the needs and lived experiences of our beloved community, including but not limited to the following: those who are trans and queer, women and femmes, formerly incarcerated, immigrants, undocumented,unhoused, multi-lingual, disabled and low-income.

2 Investigate and challenge "race-neutral" or colorblind policies with positive intentions that may have negative, disparate impacts in practice on people of color. For example: using educational requirements and qualifications not related to job function.

3 Commit to reviewing and conducting all internal policies and practices with a racial equity lens, specifically: hiring, recruitment, promotions, discipline, compensation, and leadership appointments.

4 Disaggregate and transparently share departmental data by race and gender for management and staff. This also includes disaggregating racially monolithic classifications such as "Asian."

5 Strengthen racial and ethnic diversity of employees at all levels from staff positions to managerial and director level positions.

6 Create and maintain responsive systems and feedback loops for employees to safely voice their concerns to maintain internal accountability.

7 Base data and decision-making around local and regional demographics that acknowledge the historical segregation, outmigration and displacement of people of color, especially the Black, Latinx and indigenous community from San Francisco and the Bay Area.

8 Provide continuous, standardized supervisorial, implicit/explicit bias, and anti-racism training opportunities for all staff, especially Department leadership, mid-level managers and other individuals in a position to hire, fire, manage, and develop teams.

9 Adopt policies and strategies that will dismantle occupational segregation, which funnels and concentrates Black, Latinx and indigenous workers into lower classification positions.

10 Develop action plans that redress workplace issues that enact harm upon employees, but do not meet Equal Employment Opportunity standards.

11 Evaluate, review, and update existing disciplinary and separation protocols to eliminate racial inequity, specifically around anti-Black bias.

12 Assess and re-establish fair pay structures that disrupt racial and gender pay gaps.

13 Review data around the distribution of training, travel, and professional development funds and create intentional strategies to support the professional development of staff from historically marginalized communities.

14 Provide support for departmental affinity groups for historically marginalized communities to create safe spaces at work.

15 Invest in training, mentorship, and professional development opportunities for vulnerable groups with barriers to employment, including but not limited to the following: previously justice-involved people, transitional-aged youth, people with disabilities, immigrants, older workers, transgender and gender non-conforming people.

16 Increase membership and representation of historically marginalized communities throughout the ranks of the 26 Building Trades by reducing employment barriers and increasing career preparedness.

17 Leverage existing apprenticeships and pre-apprenticeship programs to advance racial equity goals.

18 Reform the culture of inclusion and belonging, free from micro-aggression and micro-inequities and dismantles white-dominant work culture.

[3] Page 5 of the San Francisco Citywide Racial Equity Framework Phase I

Focus Areas & Structure

The following seven focus areas for the RE AP are required by ORE and guided by the Citywide Racial Equity Framework Phase 1: Internal Programs and Policies. The focus areas represent priorities for advancing racial equity within the SFMTA's internal operations and workforce:

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

Legend

For each focus area, the RE AP identifies the SFMTA's current state, necessary staffing and resources, and outlines timely and measurable goals to hold the agency accountable:

CURRENT CONDITIONS	DEPARTMENT GOALS	OBJECTIVES	ACTIONS	TIMELINE	IMPLEMENTATION
Outlines the present state for each focus area.	The SFMTA's high-level vision for the focus area.	Expanding on the departmental goal, the objectives detail specific goals that the SFMTA will actively pursue.	Exhibits how the SFMTA will achieve each objective. They are specific, measurable, and time bound.	Start and due dates for each action.	Key milestones for each action, including estimated dates.

Project Management Team

Racial Equity Leads

Dante King, Former Leader of Cultural Change, Equity, Employee Experience and Engagement

Chiamaka Ogwuegbu, Acting Deputy Chief of Staff
Chiamaka.Ogwuegbu@sfmta.com

Racial Equity Team

Adrian Scott, Transit Operations Manager
Adrian.Scott@sfmta.com

Adrienne Heim, Public Information Officer,
Adrienne.Heim@sfmta.com

Ammee Alvior, Transit Operations Manager,
Ammee.Alvior@sfmta.com

Andre Wright, Associate Engineer,
Andre.Wright@sfmta.com

Andrea Contreras, Environmental Review Manager
Andrea.Contreras@sfmta.com

Anne Fritzler, Planner, Anne.Fritzler@sfmta.com

Auggie Mense, Budget Analyst,
Auggie.Mense@sfmta.com

Erin McAuliff, Senior Planner, Erin.McAuliff@sfmta.com

Grace Kong, Performance and Analytics Manager
Grace.Kong@sfmta.com

Jennifer Molina, Planner, Jennifer.Molina@sfmta.com

Jesse Rosemoore, Planner, Jesse.Rosemoore@sfmta.com

Kim Walton, Planner, Kim.Walton@sfmta.com

Maia Moran, Planner, Maia.Moran@sfmta.com

Robin Courtney, Safety Budget & Admin Manager
Robin.Courtney@sfmta.com

Talor Wald, Asset Management Analyst
Talor.Wald@sfmta.com

Tracy Minicucci, Planner, Tracy.Minicucci@sfmta.com

Human Resources Partners

Kimberly Ackerman, Human Resources Director
Kimberly.Ackerman@sfmta.com

Romika Williams, Workforce Development Manager
Romika.Williams@sfmta.com

Rashid Herd, Workforce Development Manager
Rashid.Herd@sfmta.com

William Miles II, Merit & Exams Manager
William.MilesII@sfmta.com

James Cerenio, Talent Acquisition Manager
James.Cerenio@sfmta.com

Kitty Wong, Talent Acquisition Manager
Kitty.Wong@sfmta.com

Mary Donovan, Employee Health and Wellness Manager, Mary.Donovan@sfmta.com

Parveen Boparai, Employee & Labor Relations Analyst
Parveen.Boparai@sfmta.com

Derek Kim, Former HR Chief of Staff

RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Elements needed to perform actions (e.g. financial,human and/or material). Level 1: Can accomplish with existing staff and resources with minimal impact to other work Level 2: Can accomplish with existing staff and resources but will de-prioritize other work Level 3: Requires additional staff or other new resources	Quantifiable measures of progress on objectives and actions.	An action's current status (ongoing, in progress, completed, and not started).	Staff responsible for the action and/or accountable for its completion.	Each focus area generally identifies three top priority actions (Tier 1) and three secondary priority actions (Tier 2). All others are tertiary actions (Tier 3).	Denotes actions that can be implemented with relatively little time, effort, and resources by the Lead.

Process

The SFMTA's Racial Equity Action Plan development began in 2018 after SFMTA staff participated in the Government Alliance on Racial Equity (GARE) cohort, where they learned about Racial Equity Action Plans and were equipped with a RE AP template. Using this template, a self-assembled group of SFMTA staff, led by the GARE cohort graduates, worked to create a draft RE AP. In April 2019, efforts were renewed with the addition of a Leader of Cultural Change, Equity, Employee Experience and Engagement at the agency, as well as by a process to create the agency's Office of Race, Equity and Inclusion (OREI) that fall. To supplement the last agencywide employee survey in 2018, staff were surveyed and interviewed in 2019 to understand how the agency falls short in terms of equity and inclusion, and how the agency could better achieve just outcomes, internally and externally.

In August 2019, the Board of Supervisors passed The Office of Racial Equity Ordinance (No.188-19) establishing the citywide Office of Racial Equity and requiring all city departments to create Racial Equity Action Plans by December 2020. That winter, the SFMTA's RE AP steering committee was formed to provide initial guidance before the project team was identified. The following July, the Office of Racial Equity released the Citywide Racial Equity Framework Phase 1: Internal Programs and Policies. An interdivisional project team was then assembled to build on the foundation established by previous grassroots and steering committee efforts and create the internal phase of the agency's first RE AP.

The project team drafted a preliminary RE AP in summer 2020. That fall, the project team partnered with action leads, staff responsible for implementing the actions, to refine actions and ensure the feasibility of plan implementation. Between October and December 2020, the project team engaged and solicited feedback from the Office of Racial Equity and from all SFMTA staff via a multipronged in-reach strategy. Using the resulting feedback, the project team finalized the RE AP in early December 2020.

On December 15, 2020, the RE AP team presented the plan to the SFMTA Board of Directors for adoption, before submitting it to the Office of Racial Equity by December 31, 2020. RE AP project management will transition to the agency's Office of Race, Equity, and Inclusion once the office is staffed.

Department Background

Established in 1912, the San Francisco Municipal Railway was the nation's first publicly owned transit system. Today, Muni is the nation's eighth largest public transit system and home to the greenest vehicle fleet of any major city in North America. While carrying more than 200 million trips per year, Muni accounts for less than one percent of the city's greenhouse gas emissions. In 1999, voters created the SFMTA by passing Proposition E, which merged Muni with the Department of Parking and Traffic to form an integrated agency to manage city streets more effectively and advance San Francisco's landmark Transit First policy. In 2009, the SFMTA merged with the Taxi Commission to further streamline transportation management in San Francisco. Today, the agency operates Muni and SF Paratransit; regulates taxis; manages parking and traffic; facilitates walking, bicycling, skating, and scooting; and implements strategic, community-based projects to improve the transportation network and prepare for the future.

Throughout the SFMTA's history, BIPOC staff have faced barriers from within the agency itself, ranging from blatant racial discrimination to subtle microaggressions. Despite ongoing barriers, the accomplishments of Black and brown staff left lasting legacies within the agency and beyond—legacies built despite the oppressions they faced rather than in response to them. The individuals highlighted below represent a small fraction of BIPOC staff who were trailblazers despite the barriers they faced; for more information on notable BIPOC staff, see Appendix C.

Larry Martin[4] was a Muni operator and long-time civic and labor leader who championed the working class, advocating for and representing workers' rights, ultimately becoming the Transport Workers Union (TWU) International administrative vice president. While at Muni, Martin helped create youth-oriented programs and partnerships with schools. He played a major part in starting the Muni Transit Assistance Program (MTAP), a program that supports safe transit experiences for youth riding transit after school, that continues to be invested in and expanded. He also developed a school field trip program to inspire local children to visit their neighborhood operating divisions and aspire to careers with the Municipal Railway.

Fannie Mae Barnes was the Municipal Railway's first female cable car grip, successfully completing the highly specialized and challenging training in 1998. Barnes started at Muni as a bus operator in 1981, spending the six years prior to becoming a cable car grip as a cable car conductor. She was unfazed by the language used at the time by Municipal Railway seeking "men of steel" to be cable car gripmen[5].

H Welton Flynn's[6] long tenure in transit began in 1970 with his appointment to the Public Utilities Commission, which oversaw Muni operations. Flynn was the first African American appointed to a city commission and served the longest term of any commissioner in San Francisco's history. Flynn led a series of service innovations and infrastructure developments including Muni's monthly Fast Pass, the launch of Muni Metro subway service and the City's first accessible transit services program, and the implementation of both the Cable Car System Rehabilitation Program and the Third Street Light Rail Project. He developed the Minority and Disadvantaged Business Enterprise Program, which opened contracting opportunities to minority and women-owned businesses and was the first program of its kind in the nation. Flynn's program became the model for contracting, with implementation in cities across the country and is used by what is now the Federal Transit Administration.

Bay Area history reveals massive inequities in who owned land, who had access to financing, and who held political power, all of which influence who can call the Bay Area home. BIPOC in the region today still have far less wealth, less access to resources and transportation options to get to places like high-quality schools and job centers, and lower rates of homeownership than white residents. San Francisco's streets and transit are intertwined with our legacy of segregation.

[4] The San Francisco Municipal Transportation Agency, Lorraine Phelan, "Memorial Services Being Held for Longtime TWU Leader Larry Martin", https://share.sfmta.com/ops/news/Lists/Posts/Post.aspx?ID=209

[5] SFGate, Laura Hamburg, "Getting a Grip on the Job: First woman to work up front on cable cars", https://www.sfgate.com/news/article/Getting-A-Grip-On-the-Job-First-woman-to-work-3015987.php

[6] The San Francisco Municipal Transportation Agency, Jeremy Menzies, "H. Welton Flynn: A Pioneer in Public Service", https://www.sfmta.com/blog/h-welton-flynn-pioneer-public-service

There have been many San Francisco leaders who were courageous enough to speak out against these inequities. Mary Ellen Pleasant, a leading figure in California's abolitionist movement and an active participant in the underground railroad, arrived in San Francisco in 1852. In 1866, she sued both the Omnibus Railroad Company and the North Beach and Mission Railroad for discrimination after being denied service. In 1868, Mary Ellen Pleasant won damages in one of these lawsuits, winning the right of African Americans to ride public transit in California. Charlotte L. Brown challenged racial segregation in the early 1860s when she filed a lawsuit against Omnibus Railroad and Cable Company due to being continuously forced off a horse-drawn streetcar because of her race. Within that decade, there were several court decisions upholding the right of Black people to ride on public transportation in San Francisco. In another example, the conductor and driver of a horsecar on the North Beach and Mission Railroad were convicted of assault and battery for forcing William Bowen off their car[7].

Fast forward to December 26, 1941, when Muni hired its first Black transit operator, Audley Cole. The carmen's union was opposed to Cole's hiring, and it was three months before he was taught how to operate a streetcar. Spencer Rogers, the first man who tried to train him, was hospitalized after being severely beaten. The union said there would be a penalty of $100 for anyone willing to train him. As a result, 14 men were suspended by Muni management and threatened with dismissal for refusing to train Cole. A compromise was reached between management and the union when Wesley Mason, Muni's chief instructor, agreed to train him.

After World War II, the Board of Supervisors formed the San Francisco Redevelopment Agency to revitalize neighborhoods. The agency pushed for aggressive and strategic redevelopment of neighborhoods occupied predominantly by BIPOC in the South of Market and Western Addition neighborhoods of San Francisco. They used the term "blighted" and "slum clearance" to justify pushing out existing residents and businesses from the area to attract wealthier residents, revenue generating establishments, and route transportation infrastructure, like our freeways (e.g. Geary Expressway). Our transportation decisions are complicit in dividing communities from much needed services.

Many of the most visible protests of American segregation laws in the 1950s and 1960s appeared on public buses. But although Black riders are no longer segregated to the back of the bus or having to surrender their seats, public transit continues to be a defining place for civil rights. Many of our low-income communities who cannot afford to live in San Francisco are fighting for affordable, safe, and reliable transit service while many of our front-line employees, who are primarily BIPOC, place their safety on the line every day to keep our communities moving. Equally important as providing accessible and equitable services to the public is acknowledging the racialized dynamics perpetuated within the agency itself. The Racial Equity Action Plan represents one mechanism by which the SFMTA can continue to address historical inequities and work to dismantle processes and plans that have perpetuated institutional racism.

[7] The San Francisco Municipal Transportation Agency, Robert Caldwell, "Transit in San Francisco A Selected Chronology, 1850-1995" https://archives.sfmta.com/cms/rhome/documents/TransitinSan-Francisco-CallwellChronologyweb.pdf

About the SFMTA Board of Directors

The SFMTA Board of Directors, made up of seven board members, approves the agency's budget and provides policy oversight for the safe, efficient, and equitable movement of people and goods in San Francisco in accordance with the San Francisco Charter and the Transit-First Policy enacted in 1973. The agency employs about 6,000 staff across nine divisions:

1. Capital Programs and Construction
2. Communications & Marketing
3. Finance & Information Technology
4. Government Affairs
5. Human Resources
6. Sustainable Streets
7. Safety
8. Taxis & Accessible Services
9. Transit

About the SFMTA Strategic Plan

The SFMTA Strategic Plan was initially created to provide a roadmap of priorities and a statement of goals that frames how the agency assesses our progress. The agency adopted its last strategic plan in 2018. Since then, San Francisco and the SFMTA have seen significant changes that have affected the city's transportation system and the overall mobility of its residents, workers and visitors. The SFMTA is in the process of updating the Strategic Plan to better reflect the goals and values driving Agency decision-making.

Updates to the Strategic Plan will be particularly sensitive to the inherited and enduring inequities that the COVID-19 crisis has exacerbated. Recovery and strategic planning are focused on increasing the overall mobility of historically marginalized communities, ensuring equitable distribution of mobility benefits, and prioritizing tailored interventions that are responsive to the unique needs of marginalized communities.

The four goals outlined in the existing Strategic Plan guiding agency efforts to maintain and improve San Francisco's transportation network are:

1. Safety: Create a safer transportation experience for everyone.
2. Travel Choices: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.
3. Livability: Improve the quality of life and environment in San Francisco and the region.
4. Outstanding Service: Create a workplace that delivers outstanding service.

Current Workforce Demographic Data

American Indian/Alaskan Native, 1.4%
0.1% female / 0.3% male

Asian, 34.2%
6.1% female / 28.0% male

Black, 27.9%
11.9% female / 16.0% male

Filipino, 9.6%
1.4% female / 8.2% male

Hispanic, 13.0%
2.2% female / 10.2% male

Multiracial, 0.7%
0.2% female / 0.5% male

White, 14.3%
3.0% female / 11.3% male

Note: Unless otherwise cited, all data in this document has been issued from the SFMTA Human Resources Division in August-October 2020.

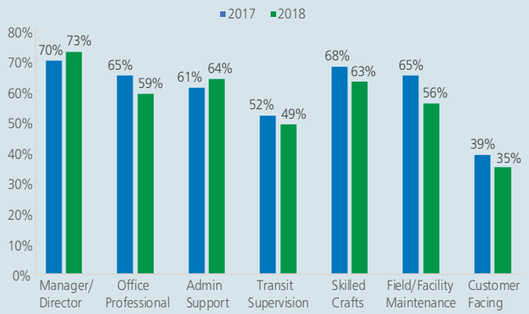
Results from Department Assessment and Employee Survey

In the 2018 Employee Survey, overall employee satisfaction and staff confidence in the leadership of the agency decreased. For all job categories with frontline and essential functions, the percent of staff who reported feeling 'very satisfied' or 'somewhat satisfied' dropped; the only job categories whose job satisfaction score increased between 2017 and 2018 were staff holding managerial and administrative roles. Similarly, directors, managers and administrative staff were the only job categories with more than 50 percent of surveyed staff agreeing strongly or somewhat to the statement "I have confidence in the leadership of the agency".

Directors and managers rated their overall job satisfaction as 4/5 and ability to comfortably share thoughts and opinions as 3.9/5. In contrast, the combined average response of all other employees rated overall job satisfaction as 3.2/5 and ability to comfortably share thoughts and opinion as a 3.3/5. The lowest rated attribute statement was staff noticing improved communication between leadership and employees, with only 34 percent of staff responding in agreement.

Directors and managers are much more likely to be White than our overall workforce. The 2018 Employee Survey did not collect racial demographic data, so we can't say with statistical certainty that those negative experiences are concentrated among BIPOC staff. However, non-management employees have frequently reported feeling unheard, that they have little to no control over their work environment, and that they are unable to give feedback to improve their workplace for themselves and their colleagues.

Overall Employee Satisfaction
Percent 'Very Satisfied' or 'Somewhat Satisfied' by job category



Employee Confidence in the Leadership of the Agency
Percent 'Strongly Agree' or 'Somewhat Agree' by job category, 2018

In the 2018 Employee Survey, managers rated their overall job satisfaction as 4/5 and ability to comfortably share thoughts and opinions as 3.9/5. This is in contrast to the combined average response of all other employees, which rated overall job satisfaction as 3.2/5 and ability to comfortably share thoughts and opinion as a 3.3/5

Accountability

Accountability is fundamental to our agency's racial equity work and key to ensuring equitable and inclusive outcomes for all current and future employees. In Phase 1 of the RE AP, accountability refers to the processes and systems in place that hold agency leadership accountable to advancing racial equity within internal operations and the workforce. Progress reports on the status of key metrics and activities will be led by the agency's Office of Race, Equity, and Inclusion (OREI) and include:

- Quarterly RE AP progress updates to SFMTA Board of Directors;
- Quarterly progress update to all staff that tracks and reports on the key indicators and activities;
- An online progress report platform that provides action status and indicator data on a quarterly basis. This will be available on the intranet for all staff to access and provide ongoing feedback;
- Public-facing SFMTA racial equity webpage updated quarterly with links to relevant RE AP content, including the plan, and progress updates;
- Annual agency progress report to the Office of Racial Equity, Mayor's Office, and Board of Supervisors (starting in 2022); and
- RE AP update every three years.

Creating and maintaining feedback loops for employees, especially BIPOC, is critical to internal accountability for the RE AP. Feedback loops for Phase 1 of the RE AP include establishing an accountability committee that is comprised of at least two RE AP liaisons from each division and one member of each affinity group that meet at least every other month and have direct access to the OREI and Executive Team. This committee's role is to provide guidance and feedback to the OREI on plan implementation, as well as act as direct links to their divisions.

Actions will be documented in Leads' Performance Plans. Ongoing consultation and feedback will also be provided to the OREI by agency affinity groups and committees, such as the Racial Equity Empowerment Employee Committee. There will be structures in place for all employees to safely voice their feedback to the OREI whether in person, phone, or email. These internal accountability measures ensure employees across functions and levels can provide feedback on the action plan and identify opportunities and challenges as they arise. This is vital in ensuring BIPOC perspectives and experiences remain central to advancing racial equity at the SFMTA.

FOCUS AREA 1 Hiring and Recruitment

Current Conditions

Recruitment and hiring outcomes at the SFMTA over the last several years have not been equitable, as reflected by the composition of our current workforce and anecdotal feedback from staff. Numerous professionally classified, higher-paying roles and teams are predominantly White (Examples: Figures 1.4 & 1.6). BIPOC need to be better represented across the agency to both align with the communities we serve (Figure 1.1) and correct for historical and current exclusion. Racial diversity is notably lacking at the senior management & executive levels of the agency (Figure1.3), especially when compared to the population of frontline staff who are primarily BIPOC (Figure 1.2). Black and brown people are most highly concentrated in the lowest-paid, entry level classifications across the agency. Additionally, a lengthy hiring process can dissuade or prevent BIPOC candidates from accessing opportunities at the agency. Many staff have lost faith in the hiring process's ability to produce equitable outcomes, citing bias, procedural barriers to access, and the need for a stronger executive commitment to equity.

This section charts a path toward ensuring that we have a diverse candidate pool from application to appointment, leading to the diversification of our workforce across all classifications. It commits the SFMTA to more robust action to ensure that the policies, processes, and people that shape the hiring process are well-positioned to create equitable outcomes internally and externally.

93% of our Transit Operators are BIPOC. 40% are Black and 41% are Asian (including 8% Filipino) (FY20)

25% of our administrative (primarily non-frontline) staff are White, compared to 14% of the overall workforce (FY20)[8]

14% of our workforce is White, but 29% of staff in classifications that can supervise, 47% of "SFMTA management" classifications (MEA, 9170 & 9180 series), and 50% of our Senior Management Team are White (FY20)

There are 9 classifications that have at least 20 staff and 5% or fewer (1/20) are Black. There are 539 employees across these classifications, spanning planning, engineering, analysts, and skilled trades. (FY20)

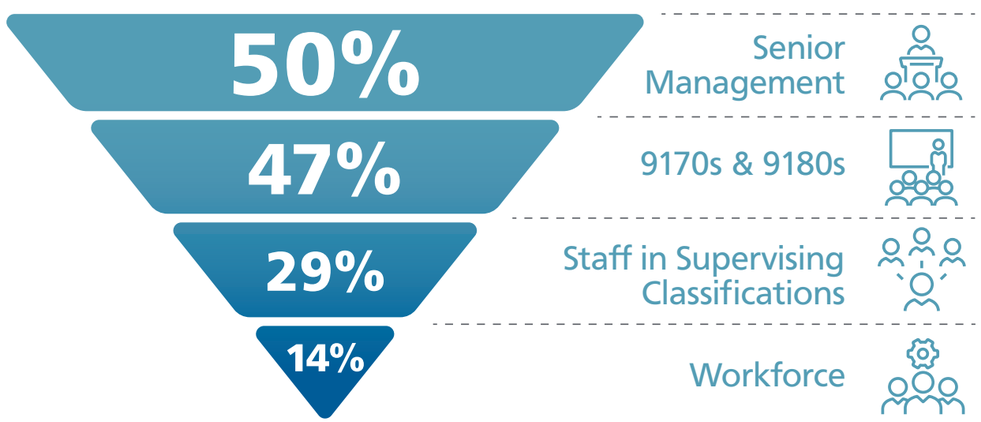


Figure 1.1: San Francisco Racial Demographics, August 2019

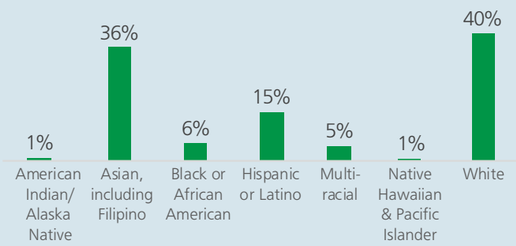


Figure 1.2: SFMTA Workforce Racial Demographics, July 2020

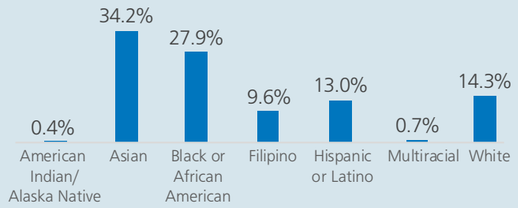


Figure 1.3: Senior Management Team Racial Demographics, August 2020

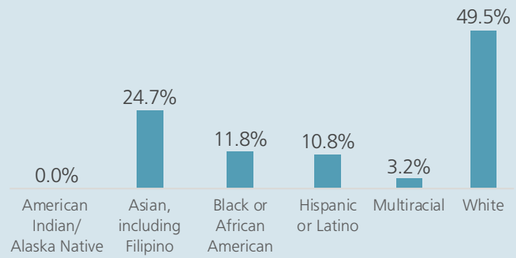
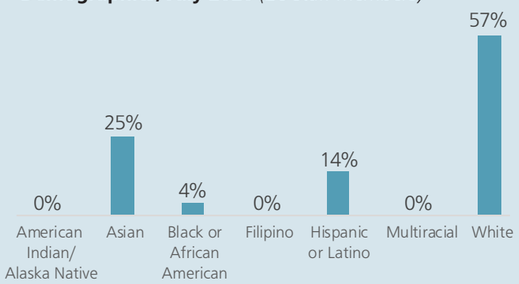


Figure 1.4: 5289 Transportation Planner III Racial Demographics, July 2020 *(28 staff members)*



igure 1.5: 5207 Associate Engineer Racial Demographics, July 2020 *(49 staff members)*

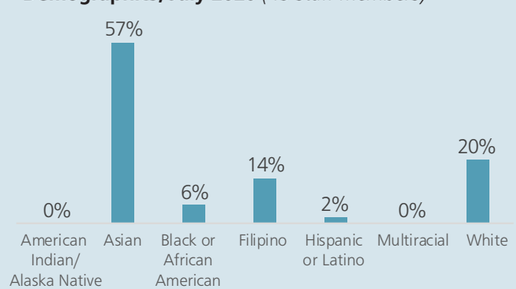
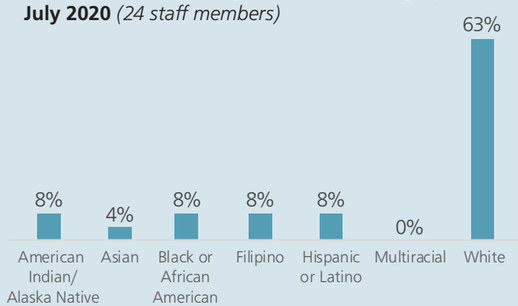


Figure 1.6: 9179 Manager V Racial Demographics, July 2020 *(24 staff members)*



[8] *For this analysis, "administrative" staff are those in the following EEO categories: Office/Clerical, Officials and Administrators, Paraprofessionals, Professionals, and Technicians.*

FOCUS AREA 1 Hiring and Recruitment

Objective 1.1

Implement outreach practices that attract a more diverse candidate pool

Departmental Goal

Recruitment & hiring processes produce a workforce that is more racially and ethnically diverse across all classifications, and that prioritizes advancing equity as a core function of their work.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.1.1. – Update minimum outreach standards for all job announcements. Include more networks serving diverse candidates. Establish a standard frequency for updating the external recruitment email list and checking for contact info changes.	Start: January 2021 Complete: June 2021	• January 2021: Review distribution list • TBD: Review the list to be shared by DHR • March 2021: Determine update frequency • June 2021: Assign a point of contact for ongoing updates as necessary	Level 2: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification	Not Started	Kitty Wong, Talent Acquisition	Tier 3	No
1.1.2 – Analyze JobAps data to identify how BIPOC candidates most commonly hear about job announcements. Analyze by job group to inform targeted outreach. Create data reporting that demonstrates which sources are most effective at attracting BIPOC candidates while also highlighting which ones are ineffective.	Start: January 2021 Complete: June 2023	• January 2021: Archive relevant data from JobAps (current/old applicant tracking system) before it goes away • December 2021 to March 2023: Collect data in new applicant tracking system • March 2023: Generate reports • June 2023: Review and analyze the data	Level 3: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of job groups analyzed	Not Started	Kitty Wong, Talent Acquisition William Miles II, Exams	Tier 2	No
1.1.3 – Create classification-specific job outreach plans. Select 10 classifications, at least 5 of which must be managerial, with relatively low representation of BIPOC employees, and create classification-specific outreach plans that prioritize those underrepresented groups. HR and Divisions will implement the plans for future job announcements in each classification.	Start: January 2023 Complete: January 2024	• January 2021: Review of classifications lacking diversity (look at classes such as 5380-81, Manager II & IV, 1820 series). • June 2021: Begin with 2 job classes for outreach plan. • January 2022: Start working on 3 job classes for outreach plan. • June 2022: Start working on 3 more job classes. • January 2023: Start working on 2 more job classes	Level 2: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of classification-specific job outreach plans	Not Started	Talent Acquisition Manager	Tier 1	No
1.1.4 – Review and apply job outreach best practices. Conduct a review of equitable job outreach best practices used by other city departments, DOTs, and transit agencies to reach under-represented groups across race, gender, etc. Add applicable best practices to SFMTA procedures and set goals for their implementation.	Start: January 2023 Complete: January 2024	• July 2020: City discussions started • January 2023: Look at best practices from other City depts and transit agencies for outreaching to under-represented groups • April 2023: Review MTA current practices for outreach. Determine how each job class outreach occurs to determine gaps prohibiting equity and inclusion. • July 2023: Add applicable best practices for MTA hiring procedures. • October 2023: Set goals for implementation.	Level 2: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of peer organization practices reviewed Number of outreach best practices applied to SFMTA procedures	Not Started	Talent Acquisition Manager	Tier 3	No

FOCUS AREA 1 Hiring and Recruitment

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 1.2

Reduce the influence of individual racial bias on hiring outcomes

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.2.1 – Evaluate panelist bias training and capacity building requirements. In collaboration with the Race, Equity, and Inclusion Officer, evaluate the quality of the current racial bias trainings and capacity building strategies required for interview panelists. Identify and implement improvements or additions.	Start: July 2021 Complete: June 2023	• July 2021: Review industry standards for panel bias training • January 2022: Review practices from other departments • June 2023: Identify improvements	Level 2: Staff time	Racial and gender demographics by classification	Not Started	Race, Equity, and Inclusion Officer; Talent Acquisition Manager	Tier 1	No
1.2.2 – Create and document pathways for hiring panelists to report bias observed from fellow panelists during job interviews. Review these pathways with hiring panelists during panelist training.	Start: January 2021 Complete: January 2022	• January 2021: Draft verbiage to be included Bias in Hiring training • January 2022: Review industry standards for flagging panel bias • April 2022: Observe panels for bias. Document observations to create indicators for panel bias • July 2022: Create framework and process for "flagging bias" panel behaviors • January 2023: Integrate "flagging bias" behaviors into panel orientation	Level 2: Staff time	Racial and gender demographics by classification	Not Started	Talent Acquisition Manager	Tier 3	No
1.2.3 – Strengthen checks against subject matter expert exam cheating. Strengthen checks that reduce the likelihood and impact of exam creation subject matter experts (SMEs) sharing exam content with potential candidates: • Introduce stronger warnings to SMEs when they participate in exam creation. • Develop more exams far in advance of their first use to minimize SME recall. • Communicate to candidates their options for reporting suspected exam cheating.	Start: June 2021 Complete: January 2025	• June 2021: Determine issues experienced with current SME and candidate confidentiality language. Review current forms with staff and review where language can be strengthened • December 2021: Finalize new forms • June 2022: Pre-planning, determine what exams will need to be administered late 2023-2024 • June – July 2022: Pre-planning, communicate with division representatives and divisions the need for SMEs to show up to prioritize exam development, even though there is not a new list needed for over a year • January 2023: Obtain SMEs from divisions for exams to be administered in 2024	Level 3: Staff time	Racial and gender demographics by classification Average time elapsed between exam creation and first exam administration	Not Started	William Miles II, Exams	Tier 3	No
1.2.4 – Review hiring process materials for regional & governmental bias. During HR review of hiring process materials (e.g. job posting, interview questions), check for regional & governmental bias to ensure that, wherever operationally feasible, they do not unnecessarily disadvantage diverse candidates from outside of the public sector, Bay Area, or California (e.g. experience using PeopleSoft vs an HR IT system).	Start: January 2021 Complete: ongoing	• January 2021: Review and create samples for reference • September 2021: Conduct training for hiring managers, division reps. • Ongoing: Review hiring materials in detail	Level 1: Staff time	Racial and gender demographics by classification	Not Started	Kitty Wong, Talent Acquisition	Tier 3	Yes

FOCUS AREA 1 Hiring and Recruitment

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 1.3

Reduce barriers to equitable employment access within hiring policies & procedures.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.3.1 – Update minimum qualifications. Review minimum qualifications for all SFMTA-controlled job classifications and amend as needed to ensure that the quantity & type of education & experience required are essential, and that experience can be substituted for education to the maximum extent possible.	Start: October 2020 Complete: July 2023	• Implemented one job class at a time for proper review • Review lower level manager classes & identify potential changes (Completed) • November 2020: Verify feasibility of manager MQ recommendations with HR staff • December 2020: Identify classes to review first based on hiring plan & demographics • January 2021: Focus groups for management MQ changes • April 2021: Finalize initial manager MQ changes • June 2021: Chart promotional lines and MQs for entire series • September 2021: Review the MQs with SMEs to identify any needed changes • Repeat for other classes or due to feedback from analysts through 1.3.2. (Continuous)	Level 3: Staff time	Racial and gender demographics by classification Number of classifications with MQ reviews Number of classifications with MQ updates	In Progress	William Miles II, Exams	Tier 1	No
1.3.2 – Document MQ review to support process improvement observations. During HR review of candidates' minimum qualifications (MQs) for each PCS recruitment, document qualifications that are frequently deemed qualifying or non-qualifying. Use this information to inform MQ evaluation process improvement and MQ updates.	Start: March 2021 Complete: March 2024, then ongoing	• March 2021: Start development of a historical recruitment form, including commonly qualified and rejected types of experience. • September 2021: Finalize form with recruitment staff input • October 2021: Staff begins using form when closing out exam recruitments • December 2021: Develop policies on sharing MQ evaluation from exams staff to division services staff to ensure consistency with review of exempt hires • Review form before next PCS recruitment and determine with SMEs if any changes can be made to MQs to clarify qualifying experience. (Continuous – combined with 1.3.1)	Level 2: Staff time	Racial and gender demographics by classification	Not Started	William Miles II, Exams	Tier 3	No
1.3.3 – Amend introductory language for Desirable Qualifications to encourage applicants to apply. Amend the standard introductory language for Desirable Qualifications (DQs) in job announcements to communicate to applicants that we encourage them to apply even if they do not possess all the DQs.	Start: January 2021 Complete: June 2021	• January 2021: Review current language • March 2021: Make recommendations for changes • June 2021: Ensure to utilize the new language for all postings	Level 1: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification	Not Started	Kitty Wong, Talent Acquisition	Tier 3	No

FOCUS AREA 1 Hiring and Recruitment

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.3.4 – During HR review of proposed interview questions, ensure that question content aligns with MQs. Example: If a job might require supervision, but candidates can apply without supervisory experience, ask candidates how they might approach a supervisory situation if they don't have applicable experience.	Start: March 2021 Complete: March 2022, then Ongoing	• March 2021: Meet with EEO to determine possible challenges around FTA guidelines • September 2021: Conduct necessary training for hiring managers, division reps. • Ongoing: Review hiring materials in detail	Level 2: Staff time	Racial and gender demographics by classification	Not Started	Kitty Wong, Talent Acquisition; Virginia Harmon, EEO	Tier 3	No
1.3.5 – Review diversity data from different stages of MTA Permanent Civil Service (PCS) recruitments. For MTA PCS recruitments, document candidate gender and ethnicity data throughout different stages of the most recent examination process from applicant pool to adoption of eligible list. Determine where there are notable losses in diversity and use this data to determine if changes can be made to future processes to improve the diversity of the final eligible list. Re-evaluate demographic statistics after next recruitment to determine if changes had an impact on the diversity results.	Start: January 2021 Complete: March 2025	• January 2021: Develop form for staff to document demographics through different stages of PCS recruitment process • March 2021: Finalize form • March 2021: Dedicate staff to pull historical data from JobAps on candidate demographics through each stage • September 2021: Historical review completed • 2022: Analyze trends in data and make recommendations • 2023-2025: After changes, have staff complete demographics review after next PCS recruitment to determine effects, if any, on diversity.	Level 2: Staff Time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of exams reviewed Number and type of changes to applicable processes	Not Started	William Miles II, Exams	Tier 2	No

Objective 1.4

Ensure that experience advancing equity is properly valued in the hiring process.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.4.1 – For managerial positions, require Desirable Qualifications on advancing equity. Require that hiring managers include equity-related Desirable Qualifications in job descriptions for new managerial recruitments and produce examples for hiring managers to reference.	Start: March 2021 Complete: March 2022, then Ongoing	• March 2021: Come up with appropriate equity related DQs • March 2022: Create a library/bank for future reference	Level 2: Staff time	Racial and gender demographics by managerial classification Racial and gender demographics of managerial candidate pools by classification	In Progress	Kitty Wong, Talent Acquisition	Tier 3	Yes
1.4.2 – Require interview questions on advancing equity. Require that every SFMTA job interview include a job-relevant question about equity, diversity, and/or inclusion. Produce examples for hiring managers to reference.	Start: January 2021 Complete: March 2022, then Ongoing	• March 2021: Come up with a list of job-relevant questions about equity, diversity and/or inclusion • March 2022: Create a library/bank for future reference	Level 2: Staff time	Racial and gender demographics by classification	Not Started	Kitty Wong, Talent Acquisition	Tier 2	Yes

FOCUS AREA 1 Hiring and Recruitment

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 1.5

Increase the diversity of internship program participants.

Adapted from the "Action Items for 2019-2020 SSD Summer Internship Program Selection Process" memorandum (December 19, 2019). Pending the return of the internship program in 2021.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.5.1 – Create diversity benchmarks. Commit to at least three diversity benchmarks for the 2020 – 2021 internship program with associated metrics.	Start: November 2020 Complete: March 2022	March 2021 • Develop mission and vision • Identify recruitment starts and deadlines for all current intern programs in Agency October 2021 • Diversity benchmarks established • Engage in recruitment events that encompass all groups including high school, junior college, community organizations. • During recruitment, target community groups, union human rights groups, and others and work with counseling centers	Level 1: Staff time	Racial demographics of intern program applicants and participants	Not Started	Rashid Herd, Workforce Development; Margot Reed, Workforce Development	Tier 3	No
1.5.2 – Create a webinar and webpage. Host/record a webinar and create a webpage that provides information about the application and interview process for the internship program.	Start: December 2020 Complete: December 2021	• September 2021: Work with IT for areas where technology can be leveraged for automatic updates or postings.	Level 2:Staff time	Racial demographics of intern program applicants and participants	Not Started	Intern Committee; Rashid Herd, Workforce Development	Tier 3	No
1.5.3 – Update and maintain the distribution list. Update the internship distribution list to include more student groups and organizations that serve Pacific Islander and Native American students. Verify that contact information on the distribution list is up to date each year.	Start: March 2021 Complete: December 2021	September 2021 • Identify previous distribution list • Identify contacts and partners at regional organizations • Identification of contacts and partners at national organizations • In-reach with affinity groups to identify potential partners	Level 2:Staff time	Racial demographics of intern program applicants and participants Number of student groups and orgs and communities served	Not Started	Intern Committee; Rashid Herd, Workforce Development	Tier 3	Yes
1.5.4 – Post internship application to recruiting platforms like Handshake, LinkedIn, Indeed, etc.	Start: March 2021 Complete: March 2022	• November 2021: Develop online presence across recruitment platforms • January 2022: Design SFMTA communications and visual materials in collaboration with communications and marketing to ensure close brand standards	Level 2: Staff time Platform fees	Racial demographics of intern program applicants and participants Number and type of recruiting platforms posted to	Not Started	Intern Committee; Rashid Herd, Workforce Development	Tier 3	No

FOCUS AREA 1 Hiring and Recruitment

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
1.5.5 – Build relationships with BIPOC-serving colleges & professional organizations. Establish relationships with Historically Black Colleges and Universities, Latinx/Hispanic Serving Institutions, and other schools and organizations that serve BIPOC students. Invite them to apply and share resources such as a webinar and webpage and continued follow-up.	Start: March 2021 Complete: March 2022	August 2021 • Identify HBCUs that are in-network to current employees • Develop list of 50-100 HBCU contacts for career, Internship placement, and Alumni services both regionally and nationally • Initiate email contact to contacts and seek to join networks and job boards	Level 2: Staff time	Racial demographics of intern program applicants and participants Number of active relationships	Not Started	Intern Committee; Rashid Herd, Workforce Development	Tier 3	No
1.5.6 – Conduct a training for the Intern Committee. Host the Race, Equity, and Inclusion Officer, or another Diversity & Inclusion expert to lead a training for the Intern Committee on improving the interview and selection process.	Start: March 2021 Complete: Ongoing	• March 2021: Meet with REI officer to determine options • October 2021: Plan and execute first training	Level 2: Staff time	Racial demographics of intern program applicants and participants	Not Started	Intern Committee; Romika Williams, Workforce Development; REI Office	Tier 3	Yes
1.5.7 – Provide a mock interview session for interviewers. Provide a mock interview training session for all interviewers to review EEO and HR policies and procedures.	Start: March 2021 Complete: March 2022	August 2021 • Research and develop list of best practices • Workshop best practices December 2021 • Design mock recruitment and mock structured recruitment environment, (questions, criteria, interview questions, Answer key, scoring criteria)	Level 2: Staff time	Racial demographics of intern program applicants and participants	Not Started	Rashid Herd, Workforce Development; Intern Committee	Tier 3	No

FOCUS AREA 2 Retention and Promotions

Current Conditions

Employees often leave organizations because they feel a lack of respect, underappreciation and perceive limited opportunities for growth. Generally, BIPOC employees experience these sentiments at a greater rate compared to White employees because of racial discrimination[9] and bias. Eventually these employees will emotionally distance themselves or leave the workplace. In the SFMTA 2018 Employee Survey, not feeling respected was the most frequent open comment theme shared by respondents with job dissatisfaction (see Focus Area 6: Organizational Culture of Inclusion and Belonging). Employees may also leave for other reasons such as securing a promotion or permanent position with another employer. While this is a positive outcome for the employee, we want to retain our employees to the best of our ability. Additionally, Black employees in our Transit Division experience disproportionate disciplinary actions, including terminations (see Focus Area 3: Discipline and Separations). These combined factors result in a lower retention rate for BIPOC employees.

Racial discrimination and bias, whether conscious or unconscious, can result in inequitable representation in acting assignments, promotions, permanent appointments, and management positions. These inequities have a direct impact on BIPOC employees and their job satisfaction, quality of life, and socioeconomic upward mobility. For example, White employees represent 14% of the SFMTA workforce yet represent 50% of the senior management team. In order to address these discrepancies, employees need more clarity on the processes for promotions and placement into permanent positions. Additionally, hiring managers must do the critical work of uncovering and working against bias (see Focus Area 6: Organizational Culture of Inclusion and Belonging).

In FY20, 6 Black employees were dismissed/terminated, out of the total 11 terminations

In FY20, 139 BIPOC employees self-initiated separation from the agency, out of the total 178 total self-initiated separations

FY 2020 SFMTA Terminations & Self-Separation

6/11 terminations are black employees

139/178 self-initiated separations from the agency are BIPOC employees

Figure 2.1: SFMTA Workforce Attrition & Separation, FY 2020

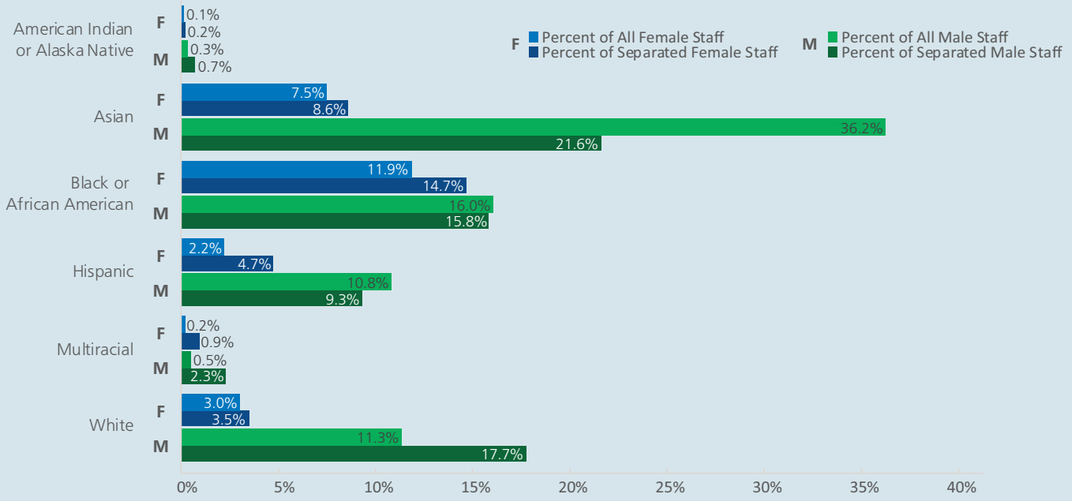
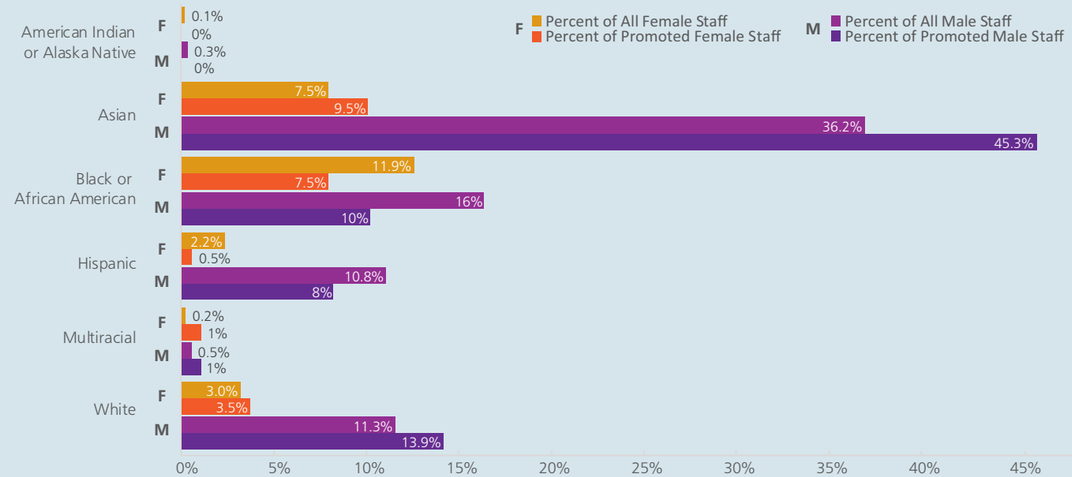


Figure 2.2: SFMTA Staff Promotions, FY 2020



[9] *Laura Morgan Roberts and Anthony J. Mayo. "Toward a Racially Just Workplace." Harvard Business Review, November 14, 2019 https://hbr.org/2019/11/toward-a-racially-just-workplace.*

FOCUS AREA 2 Retention and Promotions

Departmental Goal

We retain and promote more BIPOC employees by addressing any bias and inequities in policies, processes, and practices.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 2.1

Ensure BIPOC employees are not disproportionally impacted by budget challenges and emergencies.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
2.1.1 – Use budget data and projections, workforce data, and intentional decision-making processes to minimize harm to BIPOC and frontline employees from cost control decisions like layoffs and contract reductions.	Start: August 2020 Complete: Ongoing	• Ongoing: Collect budget and workforce data • Ongoing: Identify resource and service gaps • Ongoing: Engage stakeholders in budget discussions • Ongoing: Publish and communicate any proposed budget, personnel, or contract changes as required	Level 2: Staff time	FY21 & FY22 layoff rates	Ongoing	Jonathan Rewers, Budget, Financial Planning, & Analysis; Chiamaka Ogwuegbu, Acting Deputy Chief of Staff	Tier 1	No
2.1.2 – Provide frontline workers with necessary PPE and monitor distribution. Provide frontline workers with all necessary personal protective equipment (PPE) to safely perform job duties. Through reports or dashboards, monitor distribution of PPE and equipment to keep frontline employees safe during natural disasters or public health emergencies.	Start: March 2020 Complete: Ongoing	• As needed/Ongoing: Operations identifies and communicates response activation • As needed/Ongoing:Identify PPE required • As needed/Ongoing:Purchase PPE required • As needed/Ongoing: Distribute PPE • December 2020: Create reports • December 2020: Publish reports	Level 1: Staff time	Volume of PPE distributed by type and job function	Ongoing	DOC Logistics; Grace Kong, Performance	Tier 3	Yes
2.1.3 – Advocate for and communicate additional benefits for compensation, paid sick leave, and flex time for deployed Disaster Service Workers in accordance with citywide DHR policies. Communicate via the intranet and other pathways.	Start: March 2020 Complete: Ongoing	• November 2020: Monitor current staff use of benefits • January 2021: Identify gaps • January 2021: Liaison with DHR • As needed: Revise benefits as needed • As needed: Communicate any revisions to all staff	Level 1: Staff time	Quantity and type of additional benefits	Ongoing	Romika Williams, Human Resources	Tier 2	Yes

Objective 2.2

Create policies and plans that provide transparent pathways to promotions.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
2.2.1 – Develop a process for acting/interim roles. Document criteria and the process for selecting individuals for acting/interim roles. Acting roles provide opportunities for invaluable experience that lends an advantage to the acting individual if/when a permanent opportunity becomes available.	Start: September 2020 Complete: December 2020	• September 2020: Assess current process • September 2020: Consult stakeholders • October 2020: Draft new process • November 2020: Share with union partners • December 2020: Process established • December 2020: Process publication	Level 2: Staff time	Demographics of acting appointments over time	In Progress	Kim Ackerman, Director of Human Resources; Romika Williams, Human Resources	Tier 2	No

FOCUS AREA 2 Retention and Promotions

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
2.2.2 – Document a transparent process for promotions. Document and share the required steps for classifications subject to the formal "flex-up" promotive process. Document and share the steps for internal candidates applying for promotive opportunities as they compete alongside external candidates, including promotive points. Information should be readily available on the intranet site.	Start: January 2022 Complete: June 2022	• January 2022: Identify all processes • April 2022: Design intranet layout • May 2022: Populate text • June 2022: Publish to intranet	Level 2: Staff time	Racial and gender demographics of promotions	Not Started	Talent Acquisition Manager	Tier 1	Yes
2.2.3 Enact a comprehensive in-reach communication plan for recruitments. Work with Human Resources to develop a comprehensive communication plan that ensures employees are aware of upcoming employment opportunities within the agency. This may include requiring hiring managers to share job announcements with all direct reports, leveraging technology, and innovating our communication to reach employees without email access.	Start: October 2023 Complete: February 2024	• October 2023: Assess current comms • November 2023: Identify gaps • January 2024: Convene stakeholders • January 2024: Identify new comms • February 2024: Solidify new plan • February 2024: Plan implementation	Level 2: Staff time	Number and type of outreach pathways Number and demographics of internal applicants by job class over time	Not Started	Talent Acquisition Manager; Strategic Communications Advisor	Tier 1	No

Objective 2.3

Ensure fair and equitable processes by monitoring appointments into permanent positions and salary increases.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
2.3.1 – Track placements into appointment types Monitor placements into appointment types such as Temporary Exempt (TEX), Permanent Exempt (PEX) and Permanent Civil Service (PCS) across demographics to identify any patterns of inequities	Start: August 2020 Complete: Ongoing	• August 2020: Data collection • September 2020: Report creation • September 2020: Report publication	Level 2: Staff time	Appointments by type, race, and gender	In Progress	HR Chief of Staff; Virginia Harmon, EEO	Tier 3	Yes
2.3.2 – Identify pay inequities by monitoring salary increases Document and monitor salary increases granted outside of the standard step increase process & MOU mandates. This includes increases through MTAM salary adjustments, acting pay, and promotions fulfilled through the reclassification/ rescope of a currently filled position. Share this data on the SFMTA HR intranet People Analytics documents page.	Start: April 2021 Complete: Ongoing	• April 2021: Data collection and validation • June 2021: Report creation • August 2021: Report publication	Level 2: Staff time	Non-mandated salary increases by race and gender	Not Started	HR Chief of Staff; Virginia Harmon, EEO	Tier 2	No

FOCUS AREA 3 Discipline and Separation

Current Conditions

BIPOC, and especially Black and Latinx employees, regularly report inconsistent charges of disciplinary action based on race and personal relationships with those administering the actions. These personal stories have been chronicled through confidential conversations and focus groups with staff across the agency and highlighted in reports issued by agency Ombudspersons. Through examination of both anecdotal information and data issued by the SFMTA Human Resources Division, it is apparent that there is inconsistent and unfair application of disciplinary policies and rules when disaggregated by division, race, and gender. Furthermore, the outcomes of the inconsistent and unfair disciplinary processes lead to employees of color being separated more frequently from the agency than their white peers.

Inconsistent Application of Disciplinary Policy by Division

In Fiscal Year 2020, 9.4 percent of all SFMTA employees were charged with discipline (Figure 3.1: Total Discipline Charges, FY2020), but 97 percent of those disciplinary actions were charged against employees in the SFMTA Transit Division, (Figure 3.2: Discipline Charge by Race and Gender, FY2020). This stark difference between Transit and the other divisions is partly due to long-standing regulatory safety requirements, as well as policies for job performance relating to schedule adherence and customer service that were established to meet agency commitments to the SFMTA Board of Directors, the San Francisco Board of Supervisors, and the public at large. Other agency divisions may have also issued corrective action, but it was not tracked and monitored through the same official channels. As a result, the employees in the Transit Division, who are primarily BIPOC, are subject to a greater frequency of official, tracked disciplinary action than their peers in other divisions. This negative outcome is intensified by the underrepresentation of Black and Brown employees in many roles outside of the Transit Division, which are rarely subject to officially tracked discipline. Ultimately, the differences in disciplinary policy and inconsistent administration of disciplinary charges between the agency's divisions has a negative impact on the agency culture overall, and BIPOC employees in particular.

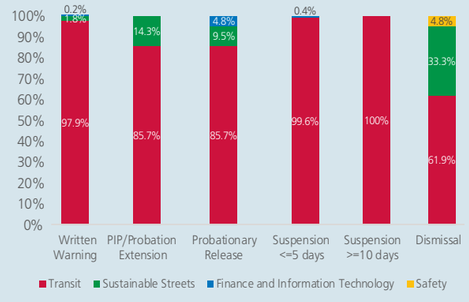
Disproportionate Discipline and Separation Rates by Race and Gender

Beyond the stark differences in tracking and reporting of disciplinary action amongst the agency divisions, the information that is available relating to the Transit Division shows that disciplinary actions are disproportionally charged and administered according to race and gender. The data reported by the SFMTA Human Resources Division for Fiscal Year 2020 shows that while African American and Black people comprise 32 percent of the Transit Division, they represent more than 50 percent of discipline cases charged (Figure 3.3: Transit Division Demographics and Disciplinary Actions by Race and Gender, FY 2020). In contrast, disciplinary charges for Hispanic and Asian employees were generally proportional and were favorably disproportional for White employees in the Transit Division.

Figure 3.1: Total Discipline Charges, FY2020

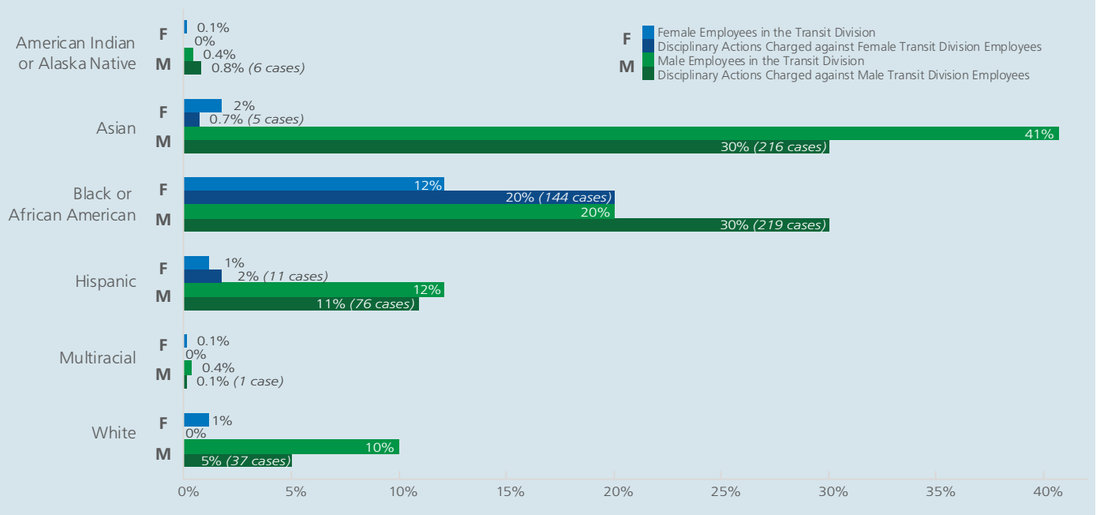
	Miscellaneous (Non-Operators)	Transit Operators	TOTAL
Monthly Average Employee Counts	3423	2588	**6011**
Unique Employee Count with Discipline Charges	45	519	**564**
% of Employees with Discipline Charges	1.30%	20.10%	**9.40%**

Figure 3.2: Discipline Charge by Organization Unit, FY 2020



In reviewing the data related to both gender and race, the agency issued 160 disciplinary actions against female employees in the Transit Division. Of those, 144 disciplinary actions were issued against Black females, five issued against Asian females, and 11 issued against Hispanic females. No disciplinary actions were issued against White females during the 2019-2020 fiscal year. This disproportionality is also apparent when reviewing disciplinary actions charged against male employees. The agency issued 555 disciplinary actions against male employees the Transit Division, with 219 issued against African American and Black men, or 31 percent of the disciplinary actions for 20 percent of the Transit Division employees. This contrasts sharply in that White males make up almost 10 percent of all men in the Transit Division but represent just over 5 percent of all disciplinary actions issued to males in that division, Hispanic males make up 12 percent of the men in the Transit Division but 10 percent of the discipline charges, and Asian males make up 41 percent of the Transit Division but just 30 percent of the disciplinary actions. This issue in the Transit Division is highlighted further in looking at the Transit Operator classification specifically (Figure 3.5: Stated Reason for Discipline by Race and Gender – Transit Division, FY2020). These discipline rates are alarmingly disproportionate for African American and Black women when compared to the general population makeup of the classification. The highly uneven issuance of discipline and necessitates a more detailed assessment of disciplinary issuance to fully understand not just the drivers of the disproportionality at the agency, but also the impact of racist housing policy and childcare responsibilities on attendance violations.

Figure 3.3: Transit Division Disciplinary Actions by Race and Gender, FY 2020



FOCUS AREA 3 Discipline and Separation

Separation as a result of progressive discipline in the Transit Division is also uneven and warrants additional analysis over time to determine trends, as this kind of separation accounts for a small number of the recorded disciplinary cases. There were just 18 probationary releases and 13 dismissals of the 715 disciplinary actions recorded by the Transit Division in Fiscal Year 2020. Of the 18 releases from probation for Transit Division employees, 5 were against Black female Transit employees, or 28 percent of the probationary releases in the Division, when Black female employees are 12 percent of the population in the Transit Division. In contrast, six Asian men were released from probation (33 percent of the cases), when Asian men are 41 percent of the population, and two Black or African American men were released (11 percent of the cases), when they are 20 percent of the population. When considering dismissals as a result of progressive discipline, six of the 13 dismissals charged in the Transit Division were for Black or African American men (46 percent) when they make up 20 percent of the Transit Division employee population. Figure 3.4a: Probationary Releases as a Result of Discipline in the Transit Division, by Race and Gender, FY2020 and Figure 3.4b: Dismissals as a Result of Discipline in the Transit Division, by Race and Gender, FY2020 show how uneven these types of separation were administered in the last fiscal year. An assessment of the specific factors that lead to this level of discipline will be critical to understanding common challenges and identifying any necessary changes to policy and administration of progressive discipline.

In FY 2020, Black and African American employees represented 51% discipline charges in the Transit Division.

Subjectivity in the Application of Disciplinary Policy

There are also discrepancies in the stated reasons provided for issued disciplinary actions. Because the existing disciplinary policy is somewhat out of date and not consistently applied, there is significant opportunity for individual interpretation when issuing discipline. Therefore, agency staff do not hold a common understanding of disciplinary policy and disciplinary actions are administered without consistent oversight and review. This enables managers and supervisors to act on their own and results in highly uneven disciplinary actions across race, gender, age, job classification, and agency divisions. For example, Transit Operators may be issued various levels of discipline for attendance, safety and non-safety reasons. Some examples of non-safety violations include customer complaints, insubordination, and operating ahead of schedule. These violations in particular may be open to interpretation by managers and supervisors, allowing their implicit biases to manifest themselves. Similar to the overall disciplinary rates, an assessment of the reasons for discipline show that Black operators are disproportionally disciplined for both safety and non-safety violations. Hispanic male operators are also disproportionately disciplined for non-safety violations, and Asian male operators are favorably disproportional (Figure 3.5: Stated Reason for Discipline by Race and Gender – Transit Division, FY2020).

In FY 2020, 9.4% of all SFMTA employees were charged with discipline, but 97% of those disciplinary actions were charged against employees in the SFMTA Transit Division.

Figure 3.4a: Probationary Releases as a Result of Discipline in the Transit Division, by Race and Gender. FY 2020

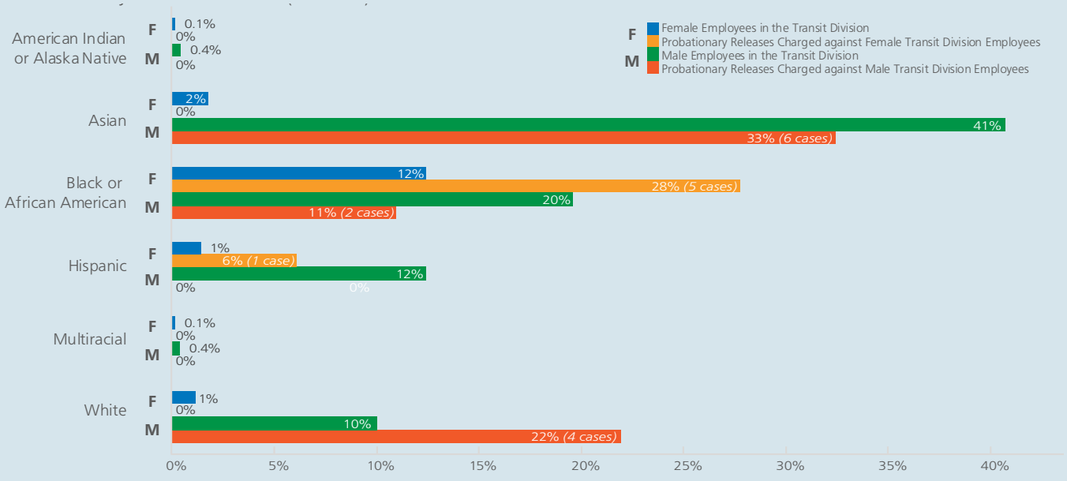
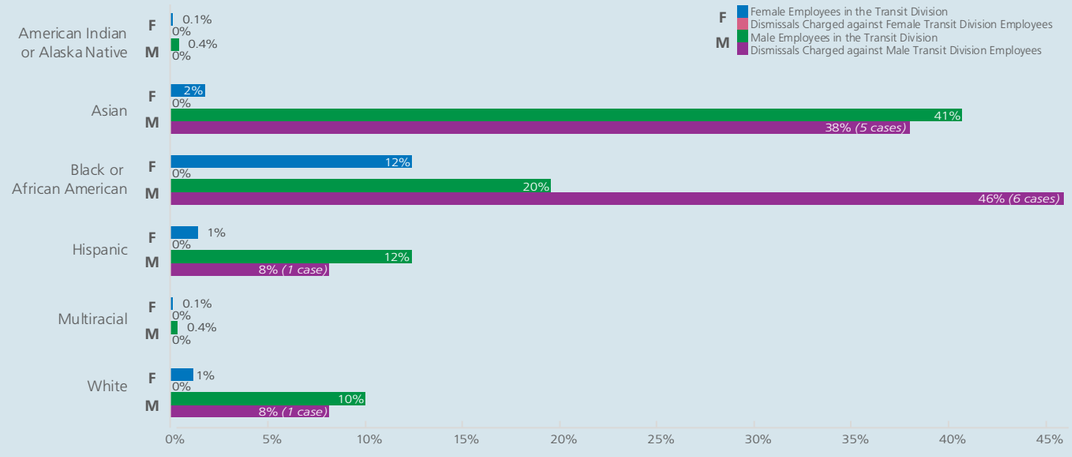


Figure 3.4b: Dismissals as a Result of Discipline in the Transit Division, by Race and Gender, FY 2020



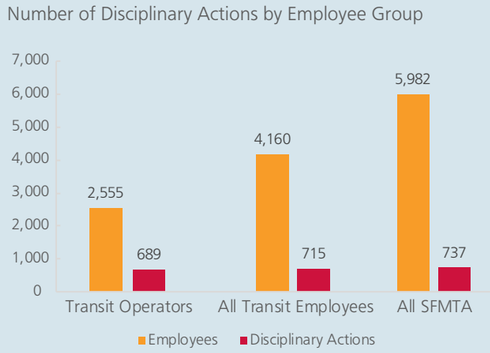
FOCUS AREA 3 Discipline and Separation

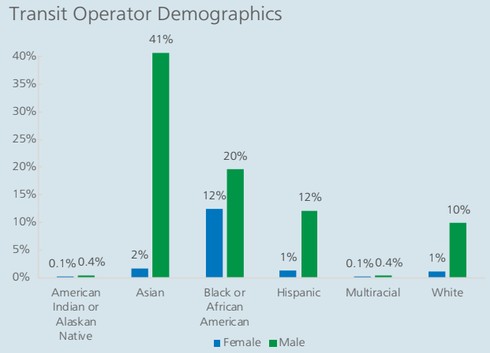
Limited Capacity for Monitoring and Review

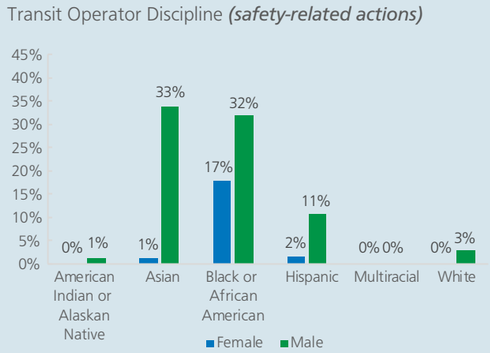
The establishment of the ombudsperson role in 2019 created the opportunity for a neutral third-party review of disciplinary actions. However, given the size of the agency and the scope of work intended for this role, one person is not enough to ensure that all staff have equal access to a review and further discussion of the disciplinary actions should they occur. Additionally, the agency has not regularly analyzed and reported the information on disciplinary action and separations. Performing this assessment and identifying trends in discipline charges and agency separations would help inform how the agency can better administer corrective action and ensure that managers and supervisors are consistent across the agency.

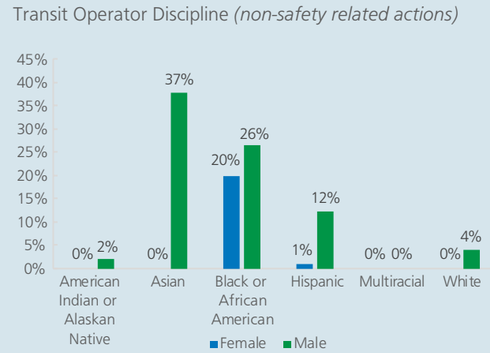
The following objectives and actions outline a path for the SFMTA to: establish fair policies for progressive discipline; train supervisors and managers on how to best manage their teams; consistently report and review disciplinary actions, ensure supervisors and managers are held accountable for the consistent, fair, and equitable enforcement of the new policies. Ultimately, this work will serve to eliminate disproportionate disciplinary actions, mitigate the adverse impacts, and ensure the fair treatment of staff as described here.

Figure 3.5: Stated Reason for Discipline by Race and Gender – Transit Division, FY 2020









FOCUS AREA 3 Discipline and Separation

Objective 3.1

Develop policies and tools to improve consistency, proportionality, and fairness in the administration of discipline.

Departmental Goal

The agency's disciplinary processes help achieve service excellence by focusing on staff members' overall performance and eliminating racial disparities, taking a restorative approach to diminish disproportionate adverse impacts.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
3.1.1 – Establish a new Agencywide Corrective Action Policy. Create a new progressive discipline policy so that the process is focused on corrective action and "discipline" is a last resort. Ultimately, the aim of the policy and resulting process is to help the team member be successful and is not strictly punitive.	Start: December 2020 Complete: January 2022	• December 2020: Implement interim measures • August 2021: Draft policy • December 2021: Revisions to policy draft • January 2022: Policy finalized	Level 2: Staff time	Disciplinary actions by type, race, and gender	In Progress	Julie Zeigler, Employee and Labor Relations; Kimberly Ackerman, Human Resources Director	Tier 1	No
3.1.2 – Identify counseling, resources, and other alternatives to discipline and incorporate into a revised Corrective Action Policy.	Start: June 2021 Complete: January 2023, and then ongoing	• Wellness programs: established and ongoing • January 2021: Dedicated staff hired • May 2021: Working with DHR to pilot for a City-wide approach	Level 2: Staff time	Disciplinary actions by type, race, and gender Number of programs as an alternative to discipline developed	Not Started	Julie Zeigler, Employee and Labor Relations; Kimberly Ackerman, Human Resources Director	Tier 3	Yes
3.1.3 – Modernize Transit Operator rulebook to include the new Corrective Action Policy and standards for discussion and review of disciplinary actions.	Start: Winter 2019 Complete: January 2023	Rubber Tire • Spring 2020: Draft • Union feedback • Revisions • Finalized by the SMSC Rules and Procedures Committee • Training & distribution Rail • Draft • Revisions • Finalized with CPUC • Training & distribution	Level 3: Staff time	Disciplinary actions by type, race, and gender Number of rulebooks/ handbooks/etc. updated	In Progress	Brent Jones, Deputy Director of Transit	Tier 2	No
3.1.4 – Develop a tool for supervisors to reference when issuing a disciplinary action. This document will guide manager discretion in making decisions so that disciplinary action will be administered more consistently and proportionally.	Start: January 2021 Complete: January 2022	• January 2021: Dedicated staff hired • September 2021 Draft documents • November 2021 Attorney review to determine if Meet and Confer is needed.	Level 2: Staff time	Disciplinary actions by type, race, and gender	In Progress	Julie Zeigler, Employee and Labor Relations; Kimberly Ackerman, Human Resources Director Race, Equity, and Inclusion Officer	Tier 2	No

FOCUS AREA 3 Discipline and Separation

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 3.2

Establish a trained and supported management team that understands disciplinary trends.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
3.2.1 – Create a Manager Training Program featuring the new disciplinary processes and best practices guidance. In coordination with other training initiatives in the Racial Equity Action Plan, the Human Resources Division will establish a consistent and ongoing training program for managers and staff, featuring information and best practices in administering the disciplinary policy.	Start: January 2022 Complete: June 2022	• April 2022: Draft Training Program • July 2022: Begin Training	Level 2: Staff time	Disciplinary actions by type, race, and gender Number of managers/ supervisors trained on new disciplinary policy Number of managers/ supervisors that complete the Training Program	Not Started	Kim Ackerman, Human Resources Director; Julie Zeigler, Employee and Labor Relations Manager	Tier 1	No

Objective 3.3

Ensure managers and supervisors equitably enforce disciplinary policy.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
3.3.1 – Establish a Disciplinary Action Tracking Process that enables the review of disciplinary action to ensure proper and consistent use of corrective action policies. A system for reporting disciplinary actions is critical to track all levels of discipline and the details surrounding each charge. This process will leverage existing tools and establish new ones as needed; develop the method by which information on disciplinary actions are collected and shared with the unions, Human Resources files, etc. and how this information is kept on file at the staff person's work location, etc.	Start: Winter 2019 Complete: January 2022	• January 2021: Dedicated staff hired • August 2021: Draft policy • December 2021: Revisions to policy draft • January 2022: Policy finalized	Level 1: Staff time	Disciplinary actions by type, race, and gender	In Progress	Race, Equity, and Inclusion Officer; Kimberly Ackerman, Human Resources Director; Julie Zeigler, Employee and Labor Relations	Tier 1	No
3.3.2 – Develop data dashboards and report trend analysis regularly. Using the data developed through the newly established disciplinary action tracking process, create dashboards to review of the state of disciplinary actions at the agency and understand trends.	Start: September 2020 Complete: Ongoing	• January 2021: Hire staff • April 2021: Update metrics on Intranet • September 2021: Update metrics on Intranet	Level 2: Staff time	Disciplinary actions by type, race, and gender	In Progress	Kim Ackerman, Human Resources Director; HR Chief of Staff; Grace Kong, Performance and Analytics; Brent Jones, Deputy Director of Transit; Moumie Maoulidi, EEO; Virginia Harmon, EEO	Tier 2	No

FOCUS AREA 3 Discipline and Separation

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
3.3.3 – Establish a review committee to evaluate macro patterns of disproportionate disciplinary actions as they emerge. Led by the Ombudsperson, this body would make recommendations on discipline trends re: targeted coaching, escalation, etc. directly to the relevant manager(s)/director(s).	Start: January 2023 Complete: December 2023	• June 2023: Draft process/policy • December 2023: Finalize process/ policy	Level 2: Staff time	Disciplinary actions by type, race, and gender	Not Started	Race, Equity, and Inclusion Officer; Julie Zeigler, Employee and Labor Relations; Kimberly Ackerman, Human Resources Director	Tier 2	Yes
3.3.4 – Develop a protocol for periodic review of a supervisor's/manager's disciplinary decisions to assess compliance with the updated charging rubric and documentation requirements. An assessment of a supervisor's or manager's disciplinary actions would be part of the existing performance planning and appraisal review to ensure regular discussion of the supervisor's or manager's consistency, proportionality and fairness in charging disciplinary action.	Start: June 2023 Complete: December 2023	• June 2023: Draft process/policy • December 2023: Finalize process/ policy	Level 2: Staff time	Disciplinary actions by type, race, and gender	Not Started	Julie Zeigler, Employee and Labor Relations	Tier 3	No

FOCUS AREA 4 Diverse and Equitable Leadership

Current Conditions

The leadership of the SFMTA is overwhelmingly White and does not reflect the diversity of the employees they lead. This lack of diversity is present on the Senior Management & Executive teams, and the MEA (Figure 4.1). The racial inequities in who makes up the leadership of the SFMTA are reflected in recent MEA appointments as well, where White employees have been more likely to be appointed to higher managerial classifications since 2015 (Figure 4.2). The predominant whiteness of the agency's leadership is seen in the delegation of prime assignments, like action items in the last Strategic Plan (Figure 4.3). Lastly, the agency's managerial demographics compared to its workforce highlight our need to promote and recruit BIPOC managers (Figure 4.4).

The SFMTA's timely & comprehensive implementation of the RE AP is contingent on the collective and personal follow-through of its leadership and management. Each section of the RE AP contains actions that are particularly dependent on agency leadership.

This section highlights actions across the RE AP that will develop a team of SFMTA leaders who represent their staff as well as actions that commit the SFMTA's leadership to prioritizing policies, practices & processes that generate equitable outcomes for their staff.

67% of the Executive Team is White, 49.5% of the Senior Management Team is white, 46% of the MEA is White, 52% of the Transportation Capital Committee (TCC) is White.

Strategic Plan actions are generally delegated to staff in positions of significant authority or responsibility. 48% of Strategic Plan actions were delegated to White employees, who represent 14% of all employees.

53% of appointments into MEA classes above Manager II were granted to White employees and 15% of these appointments were granted to Black employees between January 2015 and September 2020.

Figure 4.2: MEA Appointments - By Race and Classification, January 2015 - September 2020

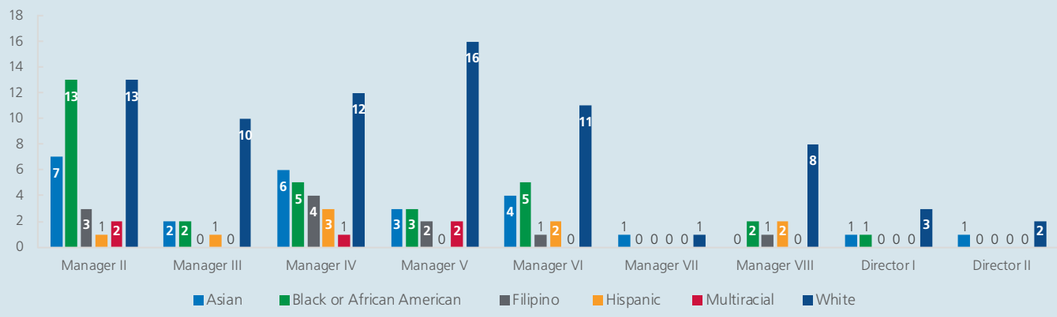


Figure 4.1: Racial Equity Gap at the Executive Team, Senior Management Team, TCC and MEA

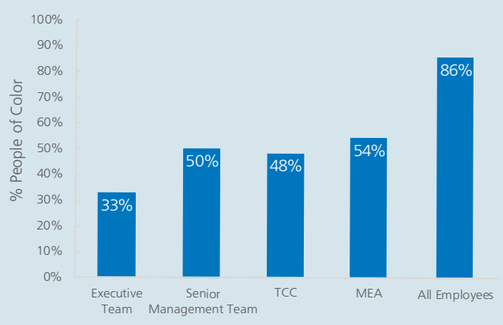


Figure 4.3: Delegation of Strategic Actions by Race, compared to the Staff Demographics, FY 2019 - FY 2020

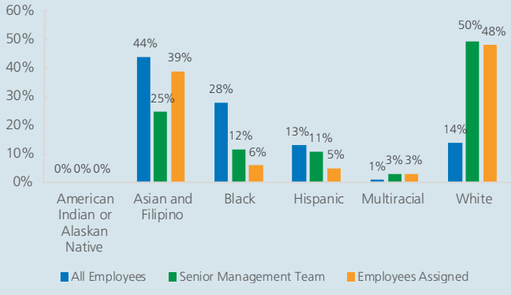
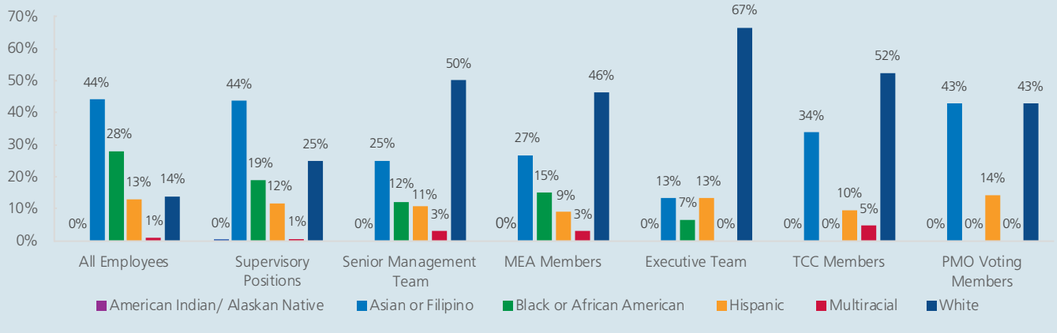


Figure 4.4: All Management and Supervisor Positions by Race by Category



FOCUS AREA 4 Diverse and Equitable Leadership

Objective 4.1

Develop promotive and hiring policies and practices to eliminate racial disparities amongst leadership.

ACTIONS	TIMELINE	IMPLEMENTATION
Analyze JobAps data to identify how BIPOC candidates most commonly hear about job announcements. (1.1.2) Review these pathways with hiring panelists during panelist training.	Start: January 2021 Complete: June 2023	• January 2021: Archive relevant data from JobAps (current/old applicant tracking system) before it goes away • December 2021 to March 2023: Collect data in new applicant tracking system • March 2023: Generate reports • June 2023: Review and analyze the data
Create classification-specific job outreach plans. (1.1.3) Select 10 classifications, at least 5 of which must be managerial, with relatively low representation of Black, American Indian/Alaska Native, Latinx/Hispanic, Filipino, and/or Asian employees, and create classification-specific outreach plans that prioritize those underrepresented groups. HR and Divisions will implement the plans for future job announcements in each classification.	Start: January 2023 Complete: January 2024	• January 2021: Review of classifications lacking diversity (look at classes such as 5380-81, Manager II & IV, 1820 series). • June 2021: Begin with 2 job classes for outreach plan. • January 2022: Start working on 3 job classes for outreach plan. • June 2022: Start working on 3 more job classes. • January 2023: Start working on 2 more job classes
Review and apply job outreach best practices. (1.1.4) Conduct a review of equitable job outreach best practices used by other city departments, DOTs, and transit agencies to reach under-represented groups across race, gender, etc. Add applicable best practices to SFMTA procedures and set goals for their implementation.	Start: January 2023 Complete: January 2024	• March 2021: Come up with appropriate equity related DQs • March 2022: Create a library/bank for future reference
Evaluate panelist bias training and capacity building requirements. (1.2.1) In collaboration with the Race, Equity, and Inclusion Officer, evaluate the quality of the current racial bias trainings and capacity building strategies required for interview panelists. Identify and implement improvements or additions.	Start: July 2021 Complete: June 2023	• July 2021: Review industry standards for panel bias training • January 2022: Review practices from other departments • June 2023: Identify improvements

Departmental Goal

We are led by people who reflect the diversity of our staff so that employees feel their interests are represented. Our leaders prioritize eliminating racial discrimination and biases in polices, programs, and practices in order to ensure the equitable treatment of their staff.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Level 3: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of job groups analyzed	Not Started	Kitty Wong, Talent Acquisition William Miles II, Exams	Tier 2	No
Level 2: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of classification-specific job outreach plans	Not Started	Talent Acquisition Manager	Tier 1	No
Level 2: Staff time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of peer organization practices reviewed Number of outreach best practices applied to SFMTA procedures	Not Started	Talent Acquisition Manager	Tier 3	No
Level 2: Staff time	Racial and gender demographics by classification	Not Started	Race, Equity, and Inclusion Officer; Talent Acquisition Manager	Tier 1	No

FOCUS AREA 4 Diverse and Equitable Leadership

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Update minimum qualifications. (1.3.1) Review minimum qualifications for all SFMTA-controlled job classifications and amend as needed to ensure that the quantity & type of education & experience required are essential, and that experience can be substituted for education to the maximum extent possible.	Start: October 2020 Complete: July 2023	• Implemented one job class at a time for proper review • Review lower level manager classes & identify potential changes (Completed) • November 2020: Verify feasibility of manager MQ recommendations with HR staff • December 2020: Identify classes to review first based on hiring plan & demographics • January 2021: Focus groups for management MQ changes • April 2021: Finalize initial manager MQ changes • June 2021: Chart promotional lines and MQs for entire series • September 2021: Review the MQs with SMEs to identify any needed changes • Repeat for other classes or due to feedback from analysts through 1.3.2. (Continuous)	Level 3: Staff time	Racial and gender demographics by classification Number of classifications with MQ reviews Number of classifications with MQ updates	In Progress	William Miles II, Exams	Tier 1	No
Document MQ review to support process improvement observations. (1.3.2) During HR review of candidates' minimum qualifications (MQs) for each PCS recruitment, document qualifications that are frequently deemed qualifying or non-qualifying. Use this information to inform MQ evaluation process improvement and MQ updates.	Start: March 2021 Complete: March 2024, then ongoing	• March 2021: Start development of a historical recruitment form, including commonly qualified and rejected types of experience. • September 2021: Finalize form with recruitment staff input • October 2021: Staff begins using form when closing out exam recruitments • December 2021: Develop policies on sharing MQ evaluation from exams staff to division services staff to ensure consistency with review of exempt hires • Review form before next PCS recruitment and determine with SMEs if any changes can be made to MQs to clarify qualifying experience. (Continuous – combined with 1.3.1)	Level 2: Staff time	Racial and gender demographics by classification	Not Started	William Miles II, Exams	Tier 3	No
During HR review of proposed interview questions, ensure that question content aligns with MQs. (1.3.4) Example: If a job might require supervision, but candidates can apply without supervisory experience, ask candidates how they might approach a supervisory situation if they don't have applicable experience.	Start: March 2021 Complete: March 2022, then Ongoing	• March 2021: Meet with EEO to determine possible challenges around FTA guidelines • September 2021: Conduct necessary training for hiring managers, division reps. • Ongoing: Review hiring materials in detail	Level 2: Staff time	Racial and gender demographics by classification	Not Started	Kitty Wong, Talent Acquisition; Virginia Harmon, EEO	Tier 3	No

FOCUS AREA 4 Diverse and Equitable Leadership

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Review diversity data from different stages of MTA Permanent Civil Service (PCS) recruitments. (1.3.5) For MTA PCS recruitments, document candidate gender and ethnicity data throughout different stages of the most recent examination process from applicant pool to adoption of eligible list. Determine where there are notable losses in diversity and use this data to determine if changes can be made to future processes to improve the diversity of the final eligible list. Re-evaluate demographic statistics after next recruitment to determine if changes had an impact on the diversity results.	Start: Aug 2020 Complete: Dec 2020	• January 2021: Develop form for staff to document demographics through different stages of PCS recruitment process • March 2021: Finalize form • March 2021: Dedicate staff to pull historical data from JobAps on candidate demographics through each stage • September 2021: Historical review completed • 2022: Analyze trends in data and make recommendations • 2023-2025: After changes, have staff complete demographics review after next PCS recruitment to determine effects, if any, on diversity.	Level 2: Staff Time	Racial and gender demographics by classification Racial and gender demographics of candidate pools by classification Number of exams reviewed Number and type of changes to applicable processes	Not Started	William Miles II, Exams	Tier 2	No
Document a transparent process for promotions (2.2.2) Document and share the required steps for classifications subject to the formal "flex-up" promotive process. Document and share the steps for internal candidates applying for promotive opportunities as they compete alongside external candidates, including promotive points. Information should be readily available on the intranet site.	Start: January 2022 Complete: June 2022	• January 2022: Identify all processes • April 2022: Design intranet layout • May 2022: Populate text • June 2022: Publish to intranet	Level 2: Staff time	Racial and gender demographics of promotions	Not Started	Talent Acquisition Manager	Tier 1	Yes
Enact a comprehensive in-reach communication plan for recruitments. (2.2.3) Work with Human Resources to develop a comprehensive communication plan that ensures employees are aware of upcoming employment opportunities within the agency. This may include requiring hiring managers to share job announcements with all direct reports, leveraging technology, and innovating our communication to reach employees without email access.	Start: October 2023 Complete: February 2024	• October 2023: Assess current comms • November 2023: Identify gaps • January 2024: Convene stakeholders • January 2024: Identify new comms • February 2024: Solidify new plan • February 2024: Plan implementation	Level 2: Staff time	Number and type of outreach pathways Number and demographics of internal applicants by job class over time	Not Started	Talent Acquisition Manager; Strategic Communications Advisor	Tier 1	No
Identify pay inequities by monitoring salary increases (2.3.2) Document and monitor salary increases granted outside of the standard step increase process & MOU mandates. This includes increases through MTAM salary adjustments, acting pay, and promotions fulfilled through the reclassification/ rescope of a currently filled position. Share this data on the SFMTA HR intranet People Analytics documents page.	Start: April 2021 Complete: Ongoing	• April 2021: Data collection and validation • June 2021: Report creation • August 2021: Report publication	Level 2: Staff time	Non-mandated salary increases by race and gender	Not Started	HR Chief of Staff; Virginia Harmon, EEO	Tier 2	No
Publicize training opportunities. (5.1.1) Communicate professional development benefits on the SFMTA intranet and operator portal. Regularly announce internal and external trainings, classes, and conferences that are related to the SFMTA's Strategic Plan and underlying objectives. The mentorship program will also be a channel to publicize training opportunities (refer to action 5.2.2).	Start: January 2021 Complete: Ongoing	March 2021: • Conduct staff in-reach for input (through division/unit managers) • Design intranet layout • Incorporate into operator portal July 2021: • Communicate monthly or quarterly about the new feature through Lori Phelan, HR update emails, and division managers • Implement and maintain publications • Incorporate in conjunction with LMS	Level 2: Staff time	Training participant volumes and demographics, especially within frontline classifications (applies to all actions in this focus area)	Not Started	Jean Santullo, Workforce Development,	Tier 1	No

FOCUS AREA 4 Diverse and Equitable Leadership

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 4.2

Leadership & management prioritize implementing policies and practices to eliminate racial disparities in the treatment of their staff

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
For managerial positions, require Desirable Qualifications on advancing equity (1.4.1) Require that hiring managers include equity-related Desirable Qualifications in job descriptions for new managerial recruitments and produce examples for hiring managers to reference.	Start: March 2021 Complete: March 2022, then Ongoing	• March 2021: Come up with appropriate equity related DQs • March 2022: Create a library/bank for future reference	Level 2: Staff time	Racial and gender demographics by managerial classification Racial and gender demographics of managerial candidate pools by classification	In Progress	Kitty Wong, Talent Acquisition	Tier 3	Yes
Develop a process for acting/interim roles (2.2.1) Document criteria and the process for selecting individuals for acting/interim roles. Acting roles provide opportunities for invaluable experience that lends an advantage to the acting individual if/when a permanent opportunity becomes available.	Start: September 2020 Complete: December 2020	• September 2020: Assess current process • September 2020: Consult stakeholders • October 2020: Draft new process • November 2020: Share with union partners • December 2020: Process established • December 2020: Process publication	Level 2: Staff time	Demographics of acting appointments over time	In Progress	Kim Ackerman, Director of Human Resources; Romika Williams, Human Resources	Tier 2	No
Develop a tool for supervisors to reference when issuing a disciplinary action (3.1.4) This document will guide manager discretion in making decisions so that disciplinary action will be administered more consistently and proportionally.	Start: January 2021 Complete: January 2022	• January 2021: Dedicated staff hired • September 2021 Draft documents • November 2021 Attorney review to determine if Meet and Confer is needed.	Level 2: Staff time	Disciplinary actions by type, race, and gender	In Progress	Julie Zeigler, Employee and Labor Relations; Kimberly Ackerman, Human Resources Director Race, Equity, and Inclusion Officer	Tier 2	No
Create a Manager Training Program featuring the new disciplinary process and best practices guidance (3.2.1) In coordination with other training initiatives in the Racial Equity Action Plan, the Human Resources Division will establish a consistent and ongoing training program for managers and staff, featuring information and best practices in administering the disciplinary policy.	Start: January 2022 Complete: June 2022	• April 2022: Draft Training Program • July 2022: Begin Training	Level 2: Staff time	Disciplinary actions by type, race, and gender Number of managers/ supervisors trained on new disciplinary policy Number of managers/ supervisors that complete the Training Program	Not Started	Kim Ackerman, Human Resources Director; Julie Zeigler, Employee and Labor Relations Manager	Tier 1	No

FOCUS AREA 4 Diverse and Equitable Leadership

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Develop data dashboards and report trend analysis regularly (3.3.2) Using the data developed through the newly established disciplinary action tracking process, create dashboards to review of the state of disciplinary actions at the agency and understand trends.	Start: September 2020 Complete: Ongoing	• January 2021: Hire staff • April 2021: Update metrics on Intranet • September 2021: Update metrics on Intranet	Level 2: Staff time	Disciplinary actions by type, race, and gender	In Progress	Kim Ackerman, Human Resources Director; HR Chief of Staff; Grace Kong, Performance and Analytics; Brent Jones, Deputy Director of Transit; Moumie Maoulidi, EEO; Virginia Harmon, EEO	Tier 2	No
Establish a review committee to evaluate macro patterns of disproportionate disciplinary actions as they emerge. (3.3.3) Led by the Ombudsperson, this body would make recommendations on discipline trends re: targeted coaching, escalation, etc. directly to the relevant manager(s)/director(s).	Start: January 2023 Complete: December 2023	• June 2023: Draft process/policy • December 2023: Finalize process/ policy	Level 2: Staff time	Disciplinary actions by type, race, and gender	Not Started	Race, Equity, and Inclusion Officer; Julie Zeigler, Employee and Labor Relations; Kimberly Ackerman, Human Resources Director	Tier 2	Yes
Develop a protocol for periodic review of a supervisor's/ manager's disciplinary decisions to assess compliance with the updated charging rubric and documentation requirements. (3.3.4) An assessment of a supervisor's or manager's disciplinary actions would be part of the existing performance planning and appraisal review to ensure regular discussion of the supervisor's or manager's consistency, proportionality and fairness in charging disciplinary action.	Start: June 2023 Complete: December 2023	• June 2023: Draft process/policy • December 2023: Finalize process/ policy	Level 2: Staff time	Disciplinary actions by type, race, and gender	Not Started	Julie Zeigler, Employee and Labor Relations	Tier 3	No
Revise performance management processes (5.2.1) Establish specific expectations for performance plan format, process, and tracking for every staff member, allowing for differences in job classification. Require biannual performance appraisals to ensure that employees and supervisors complete thorough reviews of themselves and each other. An accountability mechanism will be included that incentivizes submitting performance reviews on time.	Start: August 2020 Complete: December 2021	• August 2020: Assess current tools and processes • January 2021: Internal stakeholders identify gaps • March 2021: Revise tools and processes as needed • April 2021: Train managers & supervisors	Level 2: Staff time	Annual percentage of employees with performance plans	Not Started	Romika Williams, Workforce Development	Tier 2	No

FOCUS AREA 4 Diverse and Equitable Leadership

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

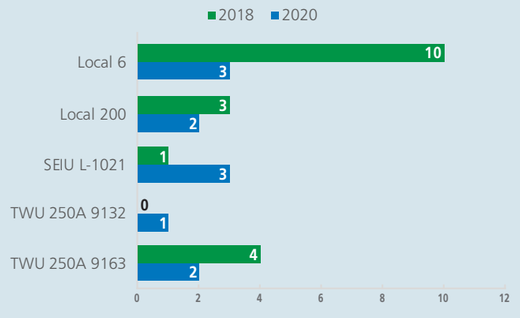
ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Develop a professional skills mentorship program (5.2.2) Develop a mentorship program in which senior managers provide junior-level employees with coaching, feedback and networking opportunities to support career advancement and professional development. External resources may supplement the agency's mentorship opportunities.	Start: June 2021 Complete: December 2023	December 2021: • Identify current resources • Research mentorship program best practices April 2022: Convene internal stakeholders (through division/unit managers) August 2022: Develop program October 2023:Communicate monthly or quarterly about the new feature through Lori Phelan, HR update emails, and division managers	Level 3: Staff time; Potential financial	Training participant volumes and demographics, especially within frontline classifications Number of mentors and mentees, and their classifications and demographics	Not Started	Margot Reed, Workforce Development	Tier 1	No
Annual workshop for Executive Team to examine racial inequities and develop personalized action plans to lead on racial equity work within the agency. (6.1.2) Action plans will be shared with the agency.	Start: Performance planning period 2021 Complete: ongoing	• July 2021: Hold annual workshop, in coordination with Performance Review process. • August 2021: Develop personalized action plans for each ET member and incorporate in PPARs. • September 2021: Communicate respective RE goals for each ET member to the agency at large, with guidance on how they inform the overall work plan for the agency and each division. • Repeat annually	Level 2: Staff time	Percentage of personalized action plan goals completed from one performance planning process to the next.	Not Started	Carli Paine, Acting Chief of Staff	Tier 1	Yes
Instruct employees and managers on how to incorporate racial equity trainings and related work activities into Annual Performance and Appraisal Reports. (6.2.5)	Start: April 2021 Complete: ongoing	• April 2021: Finalize and communication the performance management procedure • April 2021: Conduct trainings for supervisors/managers	Level 1: Staff time	Number of employees and managers trained to include racial equity trainings & activities into annual performance appraisals Increase in staff incorporating racial equity trainings and related work activities into annual performance appraisals	Not Started	Romika Williams, Workforce Development	Tier 1	Yes

FOCUS AREA 5 Mobility and Professional Development

Current Conditions

The SFMTA Workforce Development team provides in-house professional development and non-compliance training opportunities. Currently, enrollment and completion of these opportunities are not tracked. We are, therefore, unable to determine the demographics of employees who utilize these opportunities to identify patterns of inequities. However, we do know that public facing employees (e.g. Muni Operators, Station Agents, Proof of Payment staff), who are predominantly BIPOC, do not have as much flexibility in their workday to attend trainings as those who work primarily in an office. In addition to in-house opportunities, employees may access training funds provided by their unions. Employees who want to pursue development opportunities outside the agency must apply to use these funds. Currently, the amount of funding available each year and the application, documentation, and approval processes required are not clearly documented for employees. Further, departmental funds may be budgeted for additional training at the discretion of managers or their designees, but the criteria are not clear as to what opportunities get included in the budget.

Figure 5.1: Requests for Education Reimbursement by Service Critical Union, FY 2018



Completion of in-house opportunities not tracked

Funding is not transparent or easy to access

FOCUS AREA 5 Mobility and Professional Development

Departmental Goal

We apply an equity lens when providing professional development opportunities in order to support the participation of customer facing employees, who are predominantly BIPOC, and address current patterns of inequities.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 5.1

Offer professional and skill development opportunities that are accessible to all employees, including those in frontline classifications.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
5.1.1 – Publicize training opportunities. Communicate professional development benefits on the SFMTA intranet and operator portal. Regularly announce internal and external trainings, classes, and conferences that are related to the SFMTA's Strategic Plan and underlying objectives. The mentorship program will also be a channel to publicize training opportunities (refer to action 5.2.2).	Start: January 2021 Complete: Ongoing	March 2021: • Conduct staff in-reach for input (through division/unit managers) • Design intranet layout • Incorporate into operator portal July 2021: • Communicate monthly or quarterly about the new feature through Lori Phelan, HR update emails, and division managers • Implement and maintain publications • Incorporate in conjunction with LMS	Level 2: Staff time	Training participant volumes and demographics, especially within frontline classifications	Not Started	Jean Santullo, Workforce Development,	Tier 1	No
5.1.2 – Track training opportunities provided by the SFMTA. Track the number of in-house training opportunities provided and the total attendee count including attendee demographics to understand who is utilizing training opportunities. This will ensure internal funds are available to support equitable participation across demographics, bargaining units, and job classifications.	Start: January 2021 Complete: Ongoing	• January 2021: Work with DHR to deploy the Learning Management System • March 2021: Collect and assess current data • June 2021: Identify patterns in training utilization	Level 3: Staff time and new resources	Training participant volumes and demographics, especially within frontline classifications	Not Started	Romika Williams, Workforce Development	Tier 2	No

Objective 5.2

Improve communication between employees and supervisors/managers to encourage mutual accountability and respect, and upward mobility of the employee.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
5.2.1 – Revise performance management processes. Establish specific expectations for performance plan format, process, and tracking for every staff member, allowing for differences in job classification. Require biannual performance appraisals to ensure that employees and supervisors complete thorough reviews of themselves and each other. An accountability mechanism will be included that incentivizes submitting performance reviews on time.	Start: August 2020 Complete: December 2021	• August 2020: Assess current tools and processes • January 2021: Internal stakeholders identify gaps • March 2021: Revise tools and processes as needed • April 2021: Train managers & supervisors	Level 2: Staff time	Annual percentage of employees with performance plans	Not Started	Romika Williams, Workforce Development	Tier 2	No
5.2.2 – Develop a professional skills mentorship program. Develop a mentorship program in which senior managers provide junior-level employees with coaching, feedback and networking opportunities to support career advancement and professional development. External resources may supplement the agency's mentorship opportunities.	Start: June 2021 Complete: December 2023	December 2021: • Identify current resources • Research mentorship program best practices April 2022: Convene internal stakeholders (through division/unit managers) August 2022: Develop program October 2023:Communicate monthly or quarterly about the new feature through Lori Phelan, HR update emails, and division managers	Level 3: Staff time; Potential financial	Training participant volumes and demographics, especially within frontline classifications Number of mentors and mentees, and their classifications and demographics	Not Started	Margot Reed, Workforce Development	Tier 1	No

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

Current Conditions

An organization's culture reflects its staff composition, internal community, processes, and practices. In an inclusive organization, employees feel welcome and valued at every stage of their employment. Many SFMTA staff, particularly frontline employees, have communicated that they do not feel supported or valued by the agency, and overall agency morale has suffered as a result.

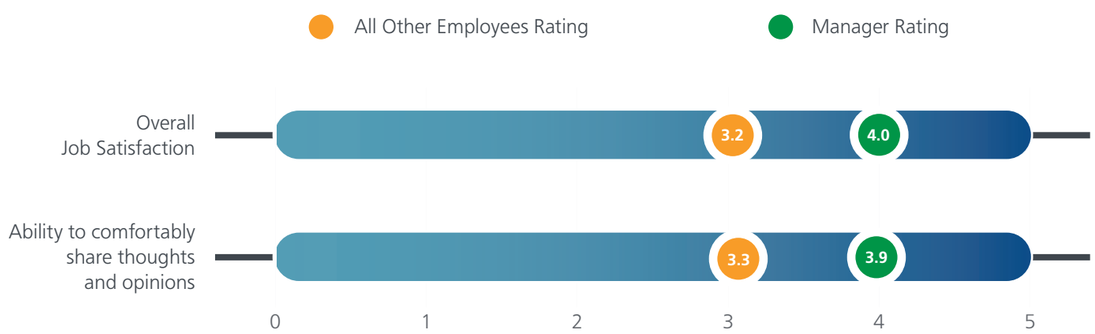
Navigating microaggressions, bias, and other racist outcomes on top of their daily work has significant mental and emotional health impacts for BIPOC staff at the SFMTA. To strengthen inclusivity, the agency must foster racial literacy, stamina and awareness. SFMTA trainings that support capacity building, such as implicit bias training, are not currently mandatory or available across the agency. Despite our stated commitment to equity and anti-racist work, the agency has historically underinvested in creating tools, resources, and continuous learning opportunities required to foster an inclusive culture.

An inclusive culture requires physical and digital spaces that are safe and accessible for all staff. This is currently inconsistent across our workforce. Employees who work outside of 1 South Van Ness, the majority of whom are BIPOC, report they must sacrifice personal or paid time off to access resources, celebrations, and learning opportunities. Whether virtual or physical, resources should be equitably and reliably accessible to staff across worksites.

The agency currently resources efforts to create an inclusive and welcoming environment, such as the GEM program, and should continue to do so. However, given that the agency's current culture is a product of a history of discrimination and segregation and that staff have consistently expressed dissatisfaction with agency culture, we must take intentional steps to ensure the dignity and well-being of all staff, especially employees from marginalized backgrounds.

The SFMTA is taking an important first step to address the agency's culture of inclusion by hiring a Race, Equity, and Inclusion Officer. In addition to generally overseeing the implementation of this Racial Equity Action Plan, including Phases 1 and 2, the position will also be directly responsible for many of the actions in this section, such as establishing a racial equity curriculum and collaborating with staff across the agency to build capacity to address the issues identified in these current conditions.

Employee Survey Results



In the 2018 Employee Survey, managers rated their overall job satisfaction as 4/5 and ability to comfortably share thoughts and opinions as 3.9/5. This contrasts with the combined average response of all other employees, which rated overall job satisfaction as 3.2/5 and ability to comfortably share thoughts and opinion as a 3.3/5.

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

Objective 6.1

Normalize conversations around race and social inequities in the workplace and ensure all employees possess the core competencies and tools necessary to advance racial and social equity across all functions and levels at the agency.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.1.1 – Develop and maintain an agency-wide Racial Equity curriculum with ongoing tools to support staff skill development related to advancing racial equity. • Racial equity skill development includes trainings, workshops, conferences, and ongoing learning opportunities. This includes hiring an agency-wide Race, Equity, and Inclusion Officer and necessary staff support. • Use curriculum to train staff across all functions and levels at the agency. Regularly update curriculum to ensure information is current and relevant to all job classifications. • Mandate Racial Equity Foundations and Implicit Bias trainings within 6 months of hire. • Provide ongoing, accessible race, equity, and inclusion training on an annual basis • Hold REI events (e.g. speaker series) on a quarterly basis at minimum that are open and accessible to all staff	Start: Winter 2021 Complete: Ongoing	• Jan 2021: Race, Equity, and Inclusion Officer hired • July 2021: Race, Equity, and Inclusion staff hired • August 2021: Racial Equity curriculum established and includes Racial Equity Foundations, Implicit Bias, and quarterly trainings and events • August 2021: Curriculum learning opportunities advertised • Curriculum implemented throughout the year • Curriculum evaluated annually before Performance Planning process is underway • Curriculum updated annually with Performance Planning Process	Level 3: Staff time; OREI budget	Size of budget for skill development Number of offered trainings/learning opportunities and their capacity Number of staff who have completed curriculum Number of staff that complete each training, including a breakdown by job classification, gender, and race.	Not Started	Race, Equity, and Inclusion Officer; Jonathan Rewers, Budget, Financial Planning, & Analysis	Tier 1	No
6.1.2 – Annual workshop for Executive Team to examine racial inequities and develop personalized action plans to lead on racial equity work within the agency. Action plans will be shared with the agency.	Start: Performance planning period 2021 Complete: ongoing	• July 2021: Hold annual workshop, in coordination with Performance Review process. • August 2021: Develop personalized action plans for each ET member and incorporate in PPARs. • September 2021: Communicate respective RE goals for each ET member to the agency at large, with guidance on how they inform the overall work plan for the agency and each division. • Repeat annually	Level 2: Staff time	Percentage of personalized action plan goals completed from one performance planning process to the next.	Not Started	Carli Paine, Acting Chief of Staff	Tier 1	Yes

Objective 6.2

Institutionalize tools, resources, and learning opportunities that are accessible to all employees.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.2.1 – Formalize an affinity and employee resource group program to advance racial and social equity (e.g. support group led events, speaker series, and trainings). • Authorize a specific allotment of hours per month for employees to use at their discretion for participation in resource programs instead of using nonpaid time. Update time reporting procedures and codes to support this. • Ensure direct access for BIPOC affinity groups to the executive leadership team, including quarterly sit-downs to discuss group priorities and ongoing concerns. • Document action(s) that resulted from each sit down.	Start: January 2020 Complete: Winter 2024	• February 2021 and ongoing: Ensure BIPOC affinity groups direct access to executive leadership • May 2021 and ongoing: Confirm number of hours allotted (min. four hours) per month and finalize policy/ procedures • February 2021 and ongoing: Document actions from quarterly sit-downs	Level 3: Staff time and group budgets	Number of quarterly meetings Number of staff in each group Size of budget for program	In Progress	Race, Equity, and Inclusion Officer; Carli Paine, Acting Chief of Staff	Tier 2	No

Departmental Goal

Staff have a strong understanding and awareness of racial and social inequities and how to address them in their work. The agency actively fosters an intentional organizational culture committed to inclusion, belonging, dignity and well-being. To support this, the agency provides staff with tools, resources and continuous learning opportunities critical to advancing racial equity in our agency.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.2.2 – Create a centralized Office of Race, Equity, and Inclusion internal webpage that includes REI tools, resources, and trainings.	Start: August 2020 Complete: October 2021	• August 2020: Create OREI internal web page • August 2021, ongoing: Update OREI webpage with tools, resources and trainings	Level 2: Staff time	OREI webpage is published on SFMTA intranet	In Progress	Race, Equity, and Inclusion Officer; Lori Phelan, Internal Communications	Tier 3	Yes
6.2.3 – Identify and implement racial equity assessment tools and resources across all existing policies, programs, and practices and apply tools when developing new policies and programs.	Start: Winter 2021 Complete: Winter 2024	February – November 2021: Identify and create agency-specific racial equity assessment tools that apply to the spectrum of each division's policies, programs, and projects December 2021: Select a representative group of employees across job classifications and identities in each division. Train selected staff to use the tool(s) and incorporate them into their day-to-day work. This highly trained group will guide their colleagues to use the tools. Spring 2021 & ongoing: Mandate use of the assessment tools to guide decisions regarding ongoing and new programs, policies, and projects. Spring 2021 & ongoing: Implement accountability measures that ensure racial equity assessment is consistently executed and of good quality.	Level 2: Staff time	Number of work units provided with applicable assessment tools and resources Number and type of policies, programs, and practices assessed with a racial equity lens	Not Started	Race, Equity, and Inclusion Officer	Tier 2	No
6.2.4 – Distribute a quarterly Race, Equity, and Inclusion Newsletter that provides updates to staff. • Newsletter should circulate internal and external training opportunities, suggested readings, and REI related events. This newsletter can also be used to provide progress updates on the RE AP. • Methods of dissemination should include paper copies at some locations and a place on the intranet/operator portal to access past newsletters	Start: Winter 2021 Complete: Ongoing	• February 2021 & ongoing: REI newsletter is distributed to all staff	Level 3: OREI staffing	Number of newsletters sent to All Staff annually	Not Started	Race, Equity, and Inclusion Officer	Tier 3	Yes
6.2.5 – Instruct employees and managers on how to incorporate racial equity trainings and related work activities into Annual Performance and Appraisal Reports.	Start: April 2021 Complete: ongoing	• April 2021: Finalize and communication the performance management procedure • April 2021: Conduct trainings for supervisors/managers	Level 1: Staff time	Number of employees and managers trained to include racial equity trainings & activities into annual performance appraisals Increase in staff incorporating racial equity trainings and related work activities into annual performance appraisals	Not Started	Romika Williams, Workforce Development	Tier 1	Yes

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 6.3

Improve both physical and digital spaces to accommodate all staff. Center employee dignity and foster employee wellbeing

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.3.1 – Apply a racial equity lens in the development of SFMTA Facilities Transportation Demand Management (TDM) plan, which identifies transportation needs of employees not reporting to 1 South Van Ness. Include data disaggregated by race. Identify and present resources to address historic inequities.	Start: Spring 2020 Complete: Fall 2021	• Summer 2021: Draft plan with consultant assistance • Fall 2021: Adopt Plan • Fall 2021: Identify Next Steps for Funding and Implementation of Plan Needs (not included in this action)	Level 2: Staff time and budget SSD staff and consultant engaged HR/Performance assistance analyzing/ disaggregating racial data	Number of frontline staff included in TDM planning process Size of budget for program	In Progress	John Knox White, Planning Programs & Education	Tier 3	No
6.3.2 – Apply a racial equity lens in the development of facility planning. Identify the safety and wellness needs of frontline staff and BIPOC staff and prioritize creative solutions.	Start: August 2021 Complete: August 2022	• December 2021: Identify safety and wellness needs of frontline staff • April 2021: Identify safety and wellness needs of office staff, with a focus on BIPOC staff • August 2022: Create racial equity tool to guide the equitable allocation of facility resources, including space and office furniture	Level 2: Staff time	Space planning requests, assessments, and implementation data disaggregated by race, job classification, and gender.	Not Started	Kerstin Magary, Facilities & Property Management	Tier 3	Yes
6.3.3 – Ensure that ergonomic and equipment assessments are available and prioritized for frontline staff and BIPOC staff.	Start: January 2021 Complete: December 2021	• January 2021: Identify committee to review ergonomic SOP and guidance, with assistance from RE AP team/REI Officer. • February 2021: Revise ergonomic SOP to include guidance to managers on how to request/approve assessments and equipment, and track/report usage and spending. • March - May 2021, ongoing: Training staff on the revised ergonomic SOP and guidance. • March 2021-August 2021: Data collection of indicators listed in this action. • September 2021: Data assessment. • September - December 2021: Make recommendations on any budget adjustments; evaluation request processes; equipment distribution.	Level 2: Continued funding of ongoing ergonomic assessments; Staff time	Utilization rates of ergonomic assessments disaggregated by job classification, race, and gender. Tracked length of time for ergonomic assessment and equipment requests to be addressed disaggregated by job classification, race, and gender. Costs of ergonomic equipment that each division incurs. Workers compensation costs for repetitive motion injuries, disaggregated by division, classification and race.	Not Started	Gerald Williams, Safety (ergonomic checks) Dan Roach, Workers Comp Manager	Tier 3	No

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.3.4 – Ensure physical wellness resources and services are available and prioritized for frontline staff and BIPOC staff. • Quarterly in-reach to inform staff about physical health and wellness services • Continued development and maintenance of wellness data dashboards • Staff and advertise Wellness Council to advocate for staff wellness goals and initiatives including supporting commitment process formalizing worktime allowance between staff and managers. • Maintain universal list of equipment across locations. • Continue wellness communication campaigns in community of wellness champions within the senior and executive teams.	Start: January 2021 Complete: Ongoing	August 2021: • Workers' Comp Manager to research and review and present past chronology goals and outcome and identify best practices of previous wellness contracts. • Develop in-reach communication to all staff about Wellness Council Opportunities. • November 2021: Research collaboration opportunities with HSS and their benefits provider regarding existing services (i.e. HRA, wellness check appointments • December 2021: Identify funding and resources for Wellness checks/health risk assessment. June 2022: • Identify data points that can be shared from outside wellness providers • Create a survey based on utilization data received. • Identify Stakeholders dedicated to championing wellness rooms and ongoing upkeep and employee accessibility.	Level 2: Staff time; Continued funding of physical health and wellness services	Utilization rates of one-on-one wellness checks/ health risk assessments offered and accepted, disaggregated by location, where possible. (HIPAA restricts disaggregating data by personal demographics). Utilization rates of wellness activities (yoga, soul line dancing, etc.) by job classification, race, and gender through sign-in sheets. Tracked quality of space and equipment in each division dedicated to physical wellness, including tracked Wellness room requests and funding allocations across divisions, disaggregating division demographics by job classification, race, and gender. Wellness Council participation, disaggregated by job classification, race, and gender.	Not Started	Mary Donovan, Employee Health & Wellness	Tier 3	No
6.3.5 – Ensure mental health services, including EAP and PEER, are available and prioritized for frontline staff and BIPOC staff. Conduct quarterly in-reach to inform staff about mental health services	Start: January 2021 Complete: Ongoing	June 2021: • Identify additional Peer data for inclusion in Data Dashboard that add values to understanding the Peer Program. December 2022: • Develop annual periodic survey-based data.	Level 1: Staff time	Number of employees participating in existing and future support programs such as in EAP and PEER disaggregated by location, where possible. (HIPAA restricts disaggregating data by demographics)	Not Started	Mary Donovan, Employee Health & Wellness	Tier 3	No
6.3.6 – Ensure that SFMTA employees are equitably allowed to telecommute based on their job function.	Start: January 2021 Complete: Ongoing	• January 2021: HR tracks requests and determinations. • January 2021: Office hours by HR staff that allow employees to approach HR directly with these requests.	Level 2: Staff time	Number of telecommute requests submitted and granted, with results disaggregated by job classification and race.	Not Started	Julie Zeigler, ELR Manager	Tier 3	Yes

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 6.4

Develop and improve accountability measures that promote inclusion and equity.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.4.1. – Utilize the citywide racial equity survey results to guide Racial Equity goals and actions of the Executive Team and the Performance Planning process. Analyze and present findings disaggregated by race, gender, classification, etc.	Start: August 2021 Complete: August 2022	August 2021: • Align with Performance Planning schedule/goal setting process. • Identify specific findings that score low October 2021: • Develop survey results response instruction and strategy • Issue guidelines to management • Share results with ET, SMT, Employees on designated timelines November 2021 • Develop response or coach sessions by division or department to support response development • Receive actions from departments	Level 2: Staff time Data from survey administered by DHR/ORE	MTA survey scores and performance over time	Not Started	Office of Race, Equity, and Inclusion; Executive Team; Performance Team; Workforce Development	Tier 3	No
6.4.2 – Provide quarterly progress reports on meeting recommendations published in the Dolores Blanding Report (published January 30th, 2019) until all recommendations are implemented, addressed, or rejected in HR communications to staff.	Start: August 2021 Complete: August 2022 (and ongoing)	• November 2020: Quarterly All Staff emails and "office hours" (including virtual town halls and other meetings) that convey what progress is being made to meet requirements and recommendations of the Mayor's Office and answer questions from staff.	Level 2: Staff time	Quarterly progress reporting to All Staff Number of recommendations implemented, addressed, or rejected	In Progress	HR Chief of Staff	Tier 1	No
6.4.3 – Finalize and implement a tool and process for reporting, tracking, investigating and resolving internal complaints that do not fall within the scope of EEO but raise real toxic workplace and environment issues.	Start: February 2021 Complete: December 2021	• February 2021: Amend DHR-EEO closure letter to include a contact name within the SFMTA HR office, and guidance on next steps for issue resolution. Letters will also include a name within SFMTA HR or the Ombudsperson for further follow up on non-EEO issues. • April 2021: Develop and launch reporting/tracking tool. • November 2021: Update the intranet, providing training through all staff emails, NEO and division quarterlies to ensure that all staff understand and have access to the tool and process. • November/December 2021: All HR Liaisons are fully trained on the case management model/reporting tool and can assist staff in navigating the process.	Level 2: Staff time	Number of complaints submitted, resolved, and unresolved	Not Started	Kim Ackerman, HR Director; Virginia Harmon, EEO; Ombudsperson	Tier 1	No

FOCUS AREA 6 Organizational Culture of Inclusion and Belonging

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
6.4.4 – Develop and pilot an agency-wide restorative justice program to build an inclusive workplace that respects all individuals, focusing on community-building, and repairing harms through meaningful accountability (e.g. acknowledgement of harms and apology). Restorative justice program resources may include, but are not limited to, group conferencing, support circles, and restorative mediation.	Start: Winter 2021 Complete: Spring 2024	Precise milestone dates pending REI Officer hiring and DHR collaboration. • Research how restorative justice programs have been implemented in other city government departments and systems (e.g. public schools) • Scope developed for an SFMTA restorative justice program • Restorative justice program included in annual budget. • In-reach campaign to inform all SFMTA staff of the Agency's restorative justice program • Annual evaluation of program success.	Level 3: Staff time	Size of budget for program Number of complaints submitted, resolved, and unresolved	Not Started	Race, Equity, and Inclusion Officer; Kimberly Ackerman, HR Director; Carli Paine, Acting Chief of Staff	Tier 1	No

FOCUS AREA 7 Boards and Commissions

Current Conditions

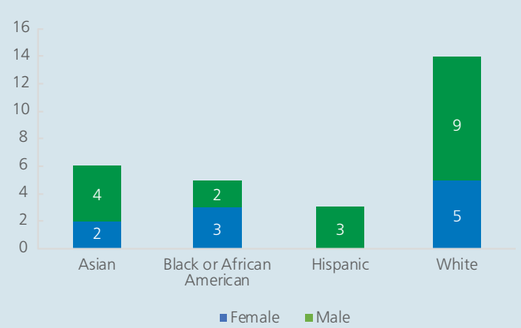
Members of the SFMTA Board of Directors are nominated by the Mayor and confirmed by the Board of Supervisors. San Francisco's City Charter Sec. 4.101 (a) states "The voters therefore urge in the strongest terms all City officers and agencies involved in nominating, appointing or confirming members of those appointive boards, commissions, or advisory bodies to consider and as appropriate support the nomination, appointment or confirmation of female, minority, and disabled candidates to fill seats on those bodies." A diverse SFMTA Board of Directors can more effectively balance the varying needs of San Franciscans, particularly our most disadvantaged communities. In order to produce an equitable Board, the appointment process must always seek to more intentionally identify candidates from marginalized backgrounds. This is crucial at a time when many Black, brown, and other marginalized people have expressed feeling underserved, disenfranchised, unheard and distrustful of the SFMTA.

Once seated, Board members are not formally held accountable for building their racial equity knowledge or centering racial equity in their decision-making processes. To be effective, the agency's Board must continually increase their individual and collective capacity to understand the full history of harm and racial inequities that the City has perpetuated in the City of San Francisco. They must also interrogate items before them from a racial equity lens to make more informed decisions that lead to better outcomes for BIPOC in San Francisco.

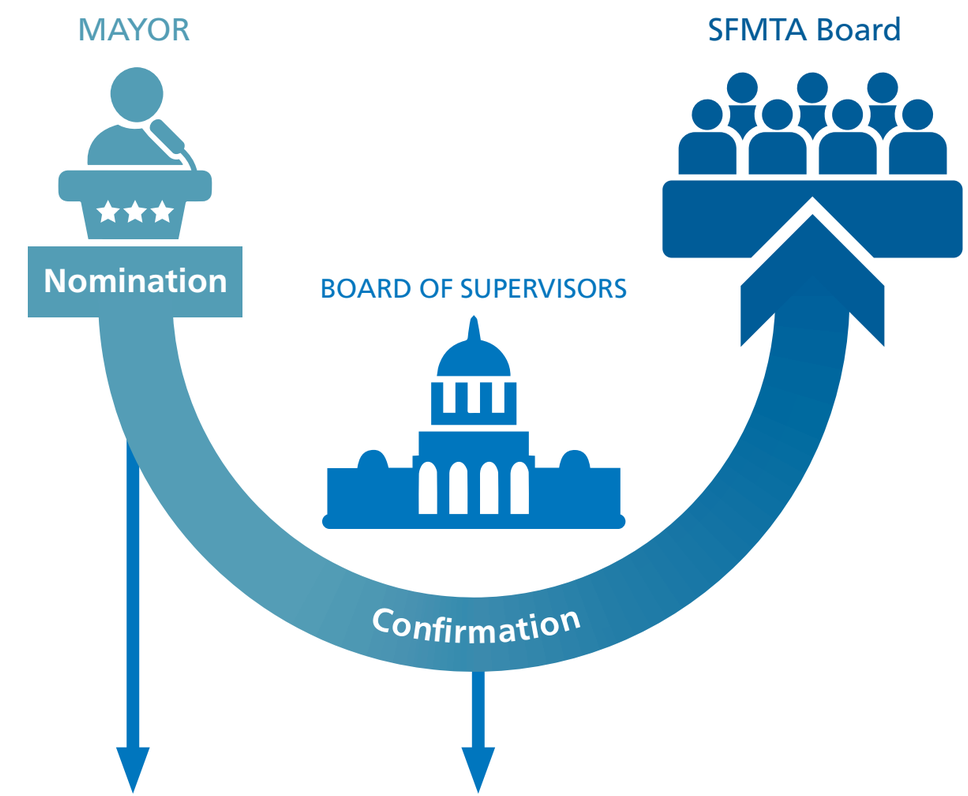
The agency's Citizens' Advisory Council (CAC), appointed by the Board of Supervisors (11) and the Mayor (4), has historically lacked racial diversity, as reported by staff. We have not formally tracked historical CAC demographics. The CAC provides advice to the SFMTA Board and should have equitable demographics in order to serve effectively.

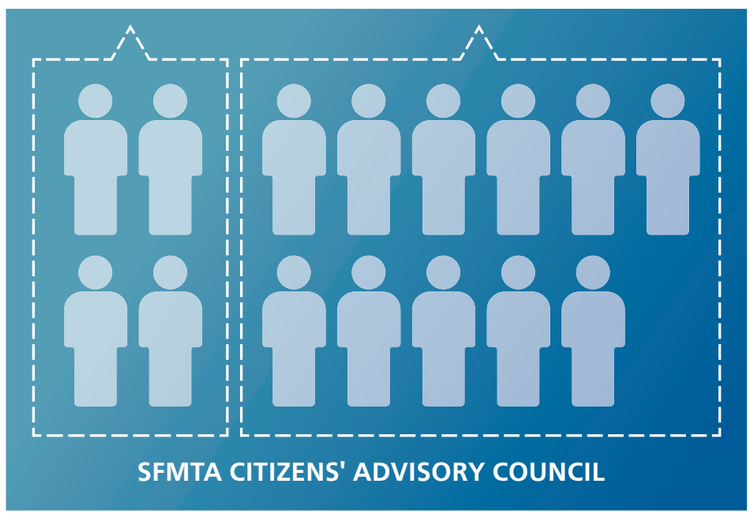
The actions in this focus area ensure that the agency's Board demonstrates a commitment to racial equity by championing the Racial Equity Action Plan, enhancing their racial equity knowledge, and intentionally evaluating the equity impacts of their decisions.

Figure 7.1: Racial and Gender Demographics of SFMTA Board Members from 2006-2020



SFMTA Board & CAC Appointments





FOCUS AREA 7 Boards and Commissions

Objective 7.1

Produce transparent SFMTA Board & CAC racial and gender demographic data

ACTIONS	TIMELINE	IMPLEMENTATION
7.1.1 – Conduct a voluntary demographic survey of current and future CAC members. Update CAC demographic data annually and post on the CAC webpage.	Start: January 2021 Complete: ongoing	January 2021 • Surveys go out to current CAC members • Data collected annually (to any new members), • Comms team designs format and posting method for SFMTA.com • Data posted online and updated annually
7.1.2 – Compile SFMTA Board racial and demographic info. Include historical racial demographic data, create repository for racial demographic data of MTAB, update data for each new MTAB member and add the historical and current racial demographic make-up to any existing MTA Board page on intranet and SFMTA website.	Start: January 2021 Complete: ongoing	January 2021 • Data collected • Comms team designs format and posting method for SFMTA.com • Data posted online • Data updated with new Board members

Objective 7.2

The SFMTA Board is knowledgeable about core racial equity concepts & uses a racial equity framework in their decision-making.

ACTIONS	TIMELINE	IMPLEMENTATION
7.2.1 – The SFMTA Board attends racial equity capacity building training. Training will be designed by SFMTA REI officer. This training will take place as part of new members' onboarding and then be maintained every other year thereafter.	Start: January 2021 Complete: December 2021, ongoing	Milestone dates pending REI officer hiring. • Training designed by REI Officer, • Training scheduled with MTAB members • Training completed • Training completed every other year after initial training
7.2.2 – The Race, Equity and Inclusion Officer will create a racial equity decision-making resource to support the SFMTA Board's evaluation of the agency's budget, projects, and services. The resource will detail some key questions and considerations for the Board in their decision-making, as well as support the Board's conversations with staff. The document functions as a standalone item for SFMTA Board members to use at any time and as a resource for the SFMTA Board to engage staff on equity analyses that have already been done for each budget, project or service that comes to them for a final decision. The resource will also be incorporated into new SFTMA Board member onboarding processes.	Start: April 2021 Complete: June 2021	• May 2021: Racial equity decision-making resource drafted • June 2021: MTAB members give feedback on resource • June 2021: Resource finalized

Departmental Goal

The SFMTA Board of Directors demonstrate their commitment to prioritizing and advancing racial equity, leverage their power to hold the agency accountable, and looks inward at their own understanding of white supremacy and how it manifests in order to serve all San Franciscans.

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Level 1: Staff time	CAC racial and gender demographics	Not Started	Keka Robinson-Luqman, Board Secretary's Office Dovid Coplon, Digital Communications	Tier 2	Yes
Level 1: Staff time	SFMTA Board racial and gender demographics	Not Started	HR Chief of Staff Christine Silva, Board Secretary Dovid Coplon, Digital Communications	Tier 2	Yes

RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
Level 3: Staff time	Number of hours completed of training.	Not Started	SFMTA Board Race, Equity, and Inclusion Officer	Tier 2	Yes
Level 3: Staff time	Racial equity decision-making resource created	Not Started	SFMTA Board Race, Equity, and Inclusion Officer	Tier 1	Yes

FOCUS AREA 7 Boards and Commissions

LEGEND
- Ongoing
- Completed
- In Progress
- Not Started

Objective 7.3

The SFMTA Board engages directly with BIPOC affinity groups about their experiences and needs.

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
7.3.1 – Coordinate and encourage meetings between the SFMTA Board and affinity groups on an ongoing basis. At least one Board member ideally meets with one racial affinity group quarterly and report summary of discussions with affinity groups back to SFMTA Board at-large during public MTAB meetings.	Start: January 2021 Complete: Ongoing	• Affinity groups and Board Secretary's Office schedule meetings quarterly, • MTAB members attend meetings and continue to schedule them quarterly, • Board members report back at public MTAB meetings	Level 1: Staff time	Number of affinity groups engaged per calendar year	Not Started	Jeff Tumlin, Director of Transportation Affinity groups SFMTA Board	Tier 1	No

Objective 7.4

Adopt formal racial equity policies for the agency

ACTIONS	TIMELINE	IMPLEMENTATION	RESOURCES	INDICATORS	STATUS	LEAD	PRIORITY	EASY LIFT
7.4.1 – SFMTA Board adopts a racial equity policy for the agency as part of the RE AP process. The agency's policy will detail the SFMTA's approach to internal and external racial equity, as well as expectations for racial equity analysis of items brought to the Board.	Start: December 2020 End: Pending Phase 2 RE AP timeline	• Policy drafted • Policy adopted by MTAB	Level 2: Staff time	Policy and resolutions drafted and adopted by MTAB	Not Started	SFMTA Board Keith Tanner, Sustainable Streets Planning Race, Equity, and Inclusion Officer	Tier 1	No

Appendix A

Vulnerable Populations Assessment

Vulnerable Populations Served

TThe SFMTA's mission is to serve and support the needs of vulnerable population throughout the City and County of San Francisco. As the majority of the agency is core service delivery, approximately 77% of the agency's budget supports these populations. The SFMTA is working to make sure that all communities are served, particularly low-income and minority populations, and neighborhoods with the least access to services.

Paratransit

After salary and benefits, the SFMTA's largest expenditure category is contracts and other services. Specifically, the highest expenditure line in this area is the SFMTA's Paratransit Contract at $30,088,168 for FY 21. San Francisco Paratransit ("SF Paratransit") is a van and taxi program for people unable to independently use or access public transit because of a disability or disabling health condition. Since 1990, the Americans with Disabilities Act (ADA) has required all public transit agencies to provide paratransit services to eligible disabled people. San Francisco has a mature paratransit program that began in 1979, long before passage of the ADA in 1990. The program has evolved over time to respond to the needs of San Francisco's senior and disabled citizens. Additionally, the program has undergone significant changes to achieve compliance with federal mandates. The SF Paratransit program offers an array of transportation options aimed at providing cost- effective service to meet the trip needs of ADA-eligible customers. Among these is SF Access, which is a prescheduled, door-to-door shared van service; Group Van, which provides van services for groups of riders who are going to or from the same location on designated days; and taxi, which allows eligible customers to use taxi services to meet their trip needs.

Muni Service Equity Strategy[10]

The Muni Service Equity Strategy focuses on improving transit performance in San Francisco neighborhoods with high percentages of BIPOC and households with low incomes. The initial Equity Strategy was developed in 2016 and focused on operationalizing the Equity Policy, identifying the key neighborhoods to focus on, and two to three key transit performance needs in each neighborhood, and for routes heavily used by seniors and people with disabilities.

The neighborhoods were selected based on the percentage of households with low incomes, private vehicle ownership and race and ethnicity demographics. As part of the analysis, SFMTA staff reviewed Clipper data to identify routes heavily used by seniors and people with disabilities. The most recent Equity Strategy was integrated into the budget process, and by policy was presented prior to the approval of the final budget by the SFMTA Board. It added the Treasure Island neighborhood, and incorporated service delivery as a new transit performance metric

Key data elements used for the Muni Service Equity Strategy include:

- Concentration of low-income households
- Concentration of residents who identify with a race other than white
- Private vehicle ownership
- Concentration of affordable and public housing developments
- Muni routes heavily used by BIPOC and low-income transit riders

Vision Zero Action Strategy[11]

The Vision Zero Action Strategy sets forth initiatives and actions to achieve zero traffic fatalities in the City and County of San Francisco. The action strategy itself is rooted on a foundation of equity, that historic injury inequities in vulnerable communities are addressed through actions, policies and coordination with complementary goals and that initiatives do not contribute to or exacerbate existing inequities. Only by advancing equity and focusing on communities and road users disproportionately impacted by traffic deaths will the city be able to reach its Vision Zero goal.

Key findings based on fatality and trauma data are the following:

- Seniors account for approximately half of pedestrian deaths but only fifteen percent of the city's population.
- People with disabilities are particularly vulnerable. People with mobility, hearing, and visual disabilities represent six percent of trauma center admissions involving transportation injury.
- People experiencing homelessness and marginally housed residents account for 20 percent of pedestrian deaths but less than one percent of the SF population.
- BIPOC represent the majority of those impacted by traffic death.
- Communities of Concern, areas with high concentrations of low-income residents, immigrants, and non-English speaking residents and seniors, are where half of all severe and fatal injuries occur.
- People walking comprise two-thirds of traffic deaths; people biking and motorcycling are also disproportionately impacted.

Vulnerable Populations Engagement Assessment.

Please share how you engage with individuals and groups in San Francisco's communities of color.

In 2015, the SFMTA established its Public Outreach and Engagement Team Strategy (POETS). The purpose of POETS is to create a consistent approach to outreach and engagement across SFMTA projects, and to strengthen community relationships by promoting transparency and accountability in our work with stakeholders. POETS also provide training and resources to empower staff to meet those standards. Subsequently, in 2019, Public Outreach and Engagement Requirements were established to ensure all SFMTA divisions adhere to the POETS process.

A Public Outreach Engagement Plan is required for all projects that impact community groups. The plan includes and identify language needs, racial equity considerations, and SFMTA staff must plan for implementation that is inclusive, equitable and accessible.

Engagement activities include meeting with district supervisors to confirm community groups that should be reached out to, meeting with individual merchant and neighborhood groups, going to where people are such as tabling events with CBOs and City family partnerships (e.g. backpack giveaways, Mayor's Office of Neighborhood Services – Neighborhood Empowerment Network community events).

[10] https://www.sfmta.com/sites/default/files/reports-and-documents/2020/05/final_-_2020_muni_equity_strategy_0.pdf

[11] https://www.visionzerosf.org/wp-content/uploads/2019/04/VZAS_040419_web.pdf

Appendix B

Actions for the Future

The RE AP development process produced many incredible ideas for actions to advance racial equity at the SFMTA. Because of staffing and resource constraints, compounded by the impact of the COVID-19 pandemic on the agency's budget, many actions are not currently feasible for implementation during this RE AP's timeframe. Those actions are shared here for transparency, and to ensure that we revisit them as options for the future.

ACTIONS	RESOURCES
Empower BIPOC staff to be informal recruitment ambassadors	HR Talent Acquisition staffing
Analyze past recruitments to document where in the hiring process we lose diversity	HR Talent Acquisition staffing
Conduct agency-wide employee surveys, every two years at a minimum, contracted with a third party. Ensure survey questions and content from the Office of Racial Equity is included in this or administered separately.	Funding for a survey consultant
Facilitate an intern program recruiting event	HR Workforce Development staffing
Participate in major outreach events to publicize the intern program	HR Workforce Development staffing

Appendix C

Historical Icons

Maya Angelou[12]

Remembered generally as a famed author and poet, Maya Angelou's first job was as a streetcar conductor in San Francisco in 1943. When she initially tried to apply for the job, no one at the Market Street Railway office would give her the job application. After prolonged persistence, eventually, a manager approached her and allowed her to apply. She became the first Black female streetcar operator in San Francisco.

Charlotte Brown[13]

In April 1863, Charlotte Brown boarded a horse-drawn streetcar run by the San Francisco streetcar company, Omnibus Railroad Company. The operator denied her a seat because she was Black. She told him she had always ridden the streetcars and was very late to her appointment. After a white woman on board complained about her presence, the operator physically removed Charlotte from the car. She brought Omnibus Railroad Co. to court – twice – and won. On October 5, 1864, the court ruled that excluding passengers from streetcars on the basis of race was illegal.

Audley Cole[14]

Audley Cole was the first Black operator ever hired by Muni, in 1941. He passed the civil service examination by leaving his race off the form. After he was hired, white operators refused to give him the training necessary to start work. Fourteen operators chose to be suspended rather than train him, and the operators' union threatened a $100 fine against any operator who trained him. The one white man who tried to train him was beaten so severely he was hospitalized. After three months, he finally received training directly from the head of Muni's training department and spent his time at Muni fighting for fairer treatment for future Black employees.

Emilio Cruz[15]

Emilio Cruz was formerly the general manager of Muni, from 1996 to 1999. His career spans private and public sectors, and while with the City and County of San Francisco, he served across various departments including managing the $4.2 billion Transbay Terminal Program.

[12] *Market Street Railway, "Black Barrier-Breakers in San Francisco Transit", https://www.streetcar.org/Black-barrier-breakers-in-san-francisco-transit/*
[13] *Market Street Railway, "Black Barrier-Breakers in San Francisco Transit", https://www.streetcar.org/Black-barrier-breakers-in-san-francisco-transit/*
[14] *Market Street Railway, "Black Barrier-Breakers in San Francisco Transit", https://www.streetcar.org/Black-barrier-breakers-in-san-francisco-transit/*
[15] *VerdeXchange, "Emilio Cruz", https://www.verdexchange.org/profile/emilio-cruz*

Appendix C

Historical Icons

Nathaniel P. Ford Sr. ,[16 17]

Nathaniel P. Ford Sr. was the SFMTA's director from 2006 to 2011. Ford's transportation career began as train conductor for New York's Metropolitan Transportation Authority and currently holds the top position at the Jacksonville Transportation Authority. As director, Ford oversaw the T-Third light-rail extension into the city's southeastern neighborhoods, the implementation of the ground-breaking SFpark parking management program, and the groundbreaking of the $1.6 billion Central Subway project

Curtis E. Green, Sr.[18]

Curtis Green was the first Black general manager of Muni and of a major transit system in the nation. Before his leadership tenure, he served as a Muni bus operator for 20 years. Under Green's guidance and in a span of eight years, Muni began subway operations and saw its budget grow from $40 million to $154 million. Muni's primary rail facility was rededicated in his honor in 1987, becoming the Curtis E. Green Light Rail Center as it is now known.

Mary Ellen Pleasant[19]

Noted African American entrepreneur and civil rights pioneer, Mary Ellen Pleasant successfully attacked racial discrimination in San Francisco as she began a series of court battles to fight laws prohibiting Blacks from riding trolleys and other abuses. In 1866, she with other Black women were ejected from a city streetcar. She filed a lawsuit against the Omnibus Railroad Company and another against North Beach & Mission Railroad Company. Pleasant's cases went all the way to the California Supreme Court and won. In 1893, streetcar segregation was officially outlawed on statewide streetcars by the California legislature.

Evelyn Wells[20]

Evelyn Wells was the first woman to be appointed as a Muni Inspector (badge #54), responsible for supervising service, helping investigate collisions and clearing up delays on bus and rail lines. Working previously as an N-Judah streetcar Operator, Wells began as an Inspector in May 1979 at age 28. Despite being employed as streetcar and bus operators since the 1940s, it wasn't until the late 1970s that a woman was able to break ranks and move into a higher position of more seniority in Muni's transit operations.

[16] Transportation Diversity Council, "Nathaniel P. Ford Sr.", http://tdc-ntl.org/leadership/nathaniel-p-ford-sr

[17] SFGate, Rachel Gordon, "Muni chief Nathaniel Ford to leave June 30", https://www.sfgate.com/news/article/Muni-chief-Nathaniel-Ford-to-leave-June-30-2367980.php

[18] The San Francisco Municipal Transportation Agency, Lorraine Phelan, "Curtis Green, a Transportation Industry Trailblazer", https://www.sfmta.com/blog/curtis-green-transportation-industry-trailblazer

[19] Market Street Railway, "Black Barrier-Breakers in San Francisco Transit", https://www.streetcar.org/Black-barrier-breakers-in-san-francisco-transit/

[20] The San Francisco Municipal Transportation Agency, Jeremy Menzies, "Celebrating Women in Muni History", https://www.sfmta.com/blog/celebrating-women-muni-history

SFMTA.com