



SFMTA

Office of Racial Equity and Belonging (OREB)

Directing integrated approaches to advancing equity at the SFMTA



SFMTA Racial Equity Mandates & Action Plans

The Office of Racial Equity and Belonging directs the development, implementation and evaluation of the SFMTA's the Racial Equity Action Plans (REAP), which are mandated by the Board of Supervisors.

PHASE ONE:

Adopted by the SFMTA Board of Directors in November 2020, the Phase One Racial Equity Action Plan focused on internal equity comments, relating to seven focus areas including Boards and Commissions, Hiring and Recruitment, and Discipline and Separation.

The first Phase One REAP annual report will be submitted by March 1, 2022, highlighting progress on internal equity goals. The SFMTA Board will be engaged in the adoption of the agency's Racial Equity Policy. See page three of this handout for more REAP updates.

PHASE TWO:

In 2022, OREB will launch an interactive planning process to start preliminary planning of the Phase Two REAP. This process will start by engaging MTAB and MTA staff of all levels in racial equity, mobility justice and transit equity training to improve equity in engagement, planning and decision making. Following training and analysis, the multidisciplinary groups will suggest actions for the Phase Two REAP.

FOR CONSIDERATION

With a team of just 1.5 FTE and 7 interns and fellows over varying time periods, the Office of Racial Equity and Belonging has supported culture change, optimization of resources and equitable engagement in systems processes across the entire agency.

There is a dire staffing need to scale the impact of necessary equity work. To hire and meet OREB deliverables, it is important to fund the requested OREB positions and program budget early in the next Operating Budget cycle and sustain OREB funds as a base budget expenditure from henceforth.

The OREB ask for the FY 22/23 – FY 23/24 Operating Budget includes \$1.9 million labor ask, and the \$4.5M non-labor.

Beyond fiscal resources, true transformation and systems change requires strong collaboration with the MTA Board in public policy, engagement, planning, decision-making and equity training.

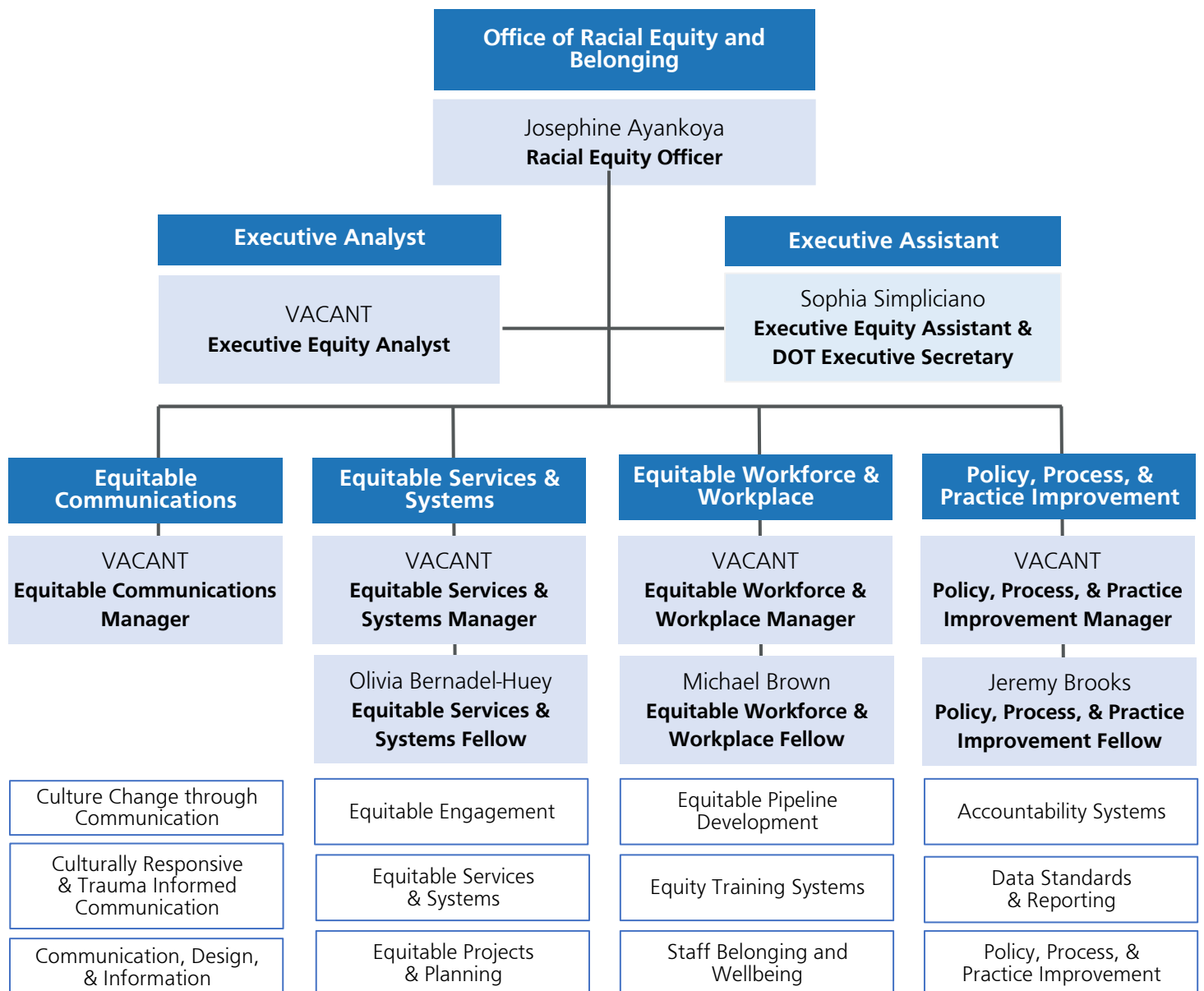
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OREB Organizational Development and Structure

Launched in February 2021, the Office of Racial Equity and Belonging (OREB) is responsible for directing and developing strategies for advancing racial equity, transit equity and intersecting equity needs in all areas of work at the agency. Led by the Racial Equity Officer, this office directs integrated projects to support the agency’s equity commitments through 1) Agencywide Policy, Process & Practice Improvement, 2) Culturally Specific Interventions to Optimize Racial Equity in MTA Systems, 3) Equity Analyses & Establishment of Equity Standards & Priorities, and 4) Monitoring, Evaluation & Accountability Systems for Agencywide Equity Commitments.

In 2021, the Racial Equity Officer conducted assessments with staff and management to develop OREB work functions. Last year, four OREB management positions were posted. With robust outreach and recruitment, the agency received over 280 applications for the OREB positions. See below to learn more about the OREB organizational structure and project areas.

The Phase One REAP focuses on internal equity commitments, and the Phase Two REAP will focus on racial equity commitments for the external system. Sample focus areas include mobility justice, engagement, staff safety and support, service delivery, system safety, planning, project delivery, climate justice and policy. Below us an organizational chart with OREB program areas and core functions.



UPDATES ON PHASE ONE RACIAL EQUITY ACTION PLAN

RACIAL EQUITY POLICY

The Racial Equity Policy will establish equity expectations for SFMTA staff and the SFMTA Board of Directors.

- The goal of the policy is to establish equity standards for SFMTA operations (including standard practices, processes and procedures).
- The policy clarifies the baseline racial equity commitments, including how equity analyses should drive decision-making.
- A Racial Equity Policy team has been established and is leading the policy content development.
- A multidisciplinary Racial Equity Policy Advisory Board was created to advise policy content development.

NEXT STEPS

- Racial Equity Policy team will complete a full draft of the policy.
- There will be an engagement process with the Racial Equity Policy Advisory Board, SFMTA Executive Team and community members to get input on the Racial Equity Policy.
- The Racial Equity Policy will be brought to the SFMTA Board of Directors for review and adoption.

DISCIPLINE

Implementation of Racial Equity Action Plan commitments related to corrective action:

- Hosted a series of ongoing, cross-division workshops to implement Racial Equity Action Plan commitments related to corrective action.
- Assessed all discipline incidents among Transit Operators over the last two Fiscal Years and re-categorized all corrective actions in the Transit Division.
- Ongoing OREB-led workshops with HR, EEO, Transit & Safety to assess and address drivers of discipline.

- Clarifying equitable standards for the severity of discipline and bundling of discipline.
- Further analysis of incidents that drive safety violations.
- Monitoring and evaluating discipline patterns in all SFMTA divisions.
- Equity-related manager training on racial equity and updates to discipline standards.
- Equity Data Project: Discipline Dashboard.
- Shifting “discipline” to “corrective action.”

HIRING

Integrating equity standards into all SFMTA job analyses to achieve systems change goals related to hiring:

- Ongoing partnership with HR to develop processes for integrating racial equity standards into all steps of hiring.
- Ongoing review and co-development of minimum qualifications and desired qualifications to remove unnecessary barriers to employment.
- Incorporating diversity, equity or inclusion questions in all interviews.
- Establishing process to integrate racial equity standards in job creation processes, including exams and job analyses.

- Refining interview questions to assess for racial equity as a baseline skillset.
- Normalizing racial equity standards for hiring & piloting processes with divisions.
- Equity Data Project: Workforce & Promotion Dashboards.
- Monitoring and evaluating demographic gaps in the workforce to inform interventions.
- Developing culturally specific outreach events, campaigns & projects with simplified explanations of how to navigate the SFMTA hiring process.
- Strengthening connections to underrepresented communities.