



San Francisco Municipal Transportation Agency

Departmental Racial Equity Progress Report

Annual Report for 2021 Part A

Submissions to the Human Rights Commission, Officer of Racial Equity by May 2, 2022



Reflections From Departmental Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2022?

Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

As the Director of Transportation of the San Francisco Municipal Transportation Agency (SFMTA), one of the largest and most racially and ethnically diverse City and County of San Francisco agencies, I am deeply committed to changing patterns of racial inequity that have been embedded in the SFMTA for decades. My goal – and the agency’s goal – is to make structural and systemic changes that move our agency toward justice, racial equity and belonging.

Our agency’s racial equity work is being led by Josephine Ayankoya, the SFMTA Racial Equity Officer. She directs the work of the SFMTA Office of Racial Equity and Belonging (OREB), which was established in early 2021. Ms. Ayankoya is my direct report and a member of the SFMTA Executive Team. She is currently hiring four OREB managers who will support her work continuing to implement Phase One of the SFMTA Racial Equity Action Plan (REAP) and developing Phase Two of the plan. She is also supported by three OREB Fellows and numerous other staff members from throughout the agency who have stepped up to prioritize racial equity.

My personal priorities for this work in 2022 are to 1) ensure the SFMTA achieves the goals we set out for ourselves in Phase One of the REAP, 2) hold myself and the other SFMTA directors accountable for the racial equity goals in our strategic plan which achieve the goals of the Phase one REAP, and 3) support the SFMTA OREB in achieving success in its various programs and initiatives.

Achieving the goals of the Racial Equity Action Plan

As you will read below, we have made significant progress toward the goals we set out for ourselves in Phase One of the SFMTA REAP; however, there is important work that still needs to be done. My priorities will be to:

- Support the SFMTA Human Resources (HR) Division and Equal Employment Opportunity (EEO) Section in administering timely, equitable and efficient hiring processes to fill vacancies in the SFMTA workforce in a way that addresses diversity gaps in the SFMTA workforce and eliminates racial bias in our hiring practices.
- Support the work of the SFMTA HR Division and the OREB to help staff explore SFMTA career opportunities, build skills to be competitive in application and screening processes, and succeed in advancing to higher-level positions.
- Support staff throughout SFMTA that are working to reduce racial bias and disproportionate application of discipline. Our agency has made numerous changes to its processes for applying corrective actions, and our job now is to ensure these changes are applied consistently and measure whether they are effective in reducing racial disparities.

Leading the implementation of the SFMTA strategic plan

Last year, as our agency developed its new strategic plan, we ensured that the strategic implementation of the Phase One REAP was embedded in the plan's vision, values, goals and metrics. The strategic plan's values are respect, inclusivity, integrity, equity, trust, environmental stewardship and economic vitality. By embedding equity in the strategic plan, we are publicly committing the agency to measuring our progress toward correcting racial and social inequities and prioritizing those with the most need. In 2022, we will be measuring metrics including those supporting the implementation evaluation of the Phase One REAP.

Supporting the Office of Racial Equity and Belonging

The SFMTA's Fiscal Year 2023 & 2024 budget that was recently passed by the agency's Board of Directors provides additional funding for the Office of Racial Equity and Belonging. Most of this funding will be used to hire additional staff members who will carry out OREB programs and initiatives throughout the organization, including the planning, implementation and of the Phase One and Phase Two Racial Equity Action Plans.

I am also committed to establishing protected staff time for other SFMTA employees to work on our Racial Equity Action Plan. For example, we have created an OREB Equity Support Team through which SFMTA employees at all levels of the organization are able to be temporarily assigned to work on

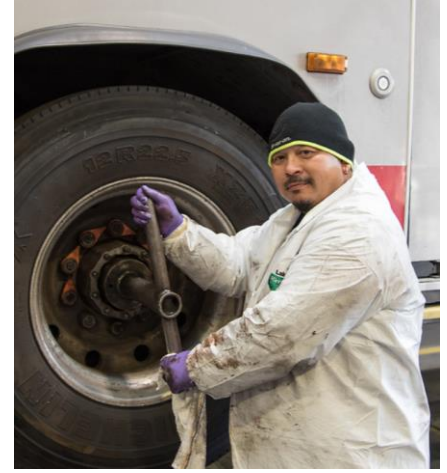
SFMTA racial equity projects.

The report below provides detailed information about the work the SFMTA has done so far to improve racial equity within our organization and throughout the transportation system.

Our goal is to make structural and systemic changes that will lead to us becoming a truly equitable organization. Those types of changes can be complex, can meet with resistance and sometimes takes longer than they should. But, I believe we are beginning to make very meaningful changes and are committed to making many, many more.

Acknowledged by Jeffrey Tumlin, Director of Transportation, May 2, 2022





Hiring & Recruitment Updates

Goals and Performance Measures

Reduce barriers to equitable employment access within hiring policies & procedures. One of the most transformative commitments to achieving this goal is the universal review and revision of minimum qualifications (MQs), measured by:

- Number of jobs posting that underwent an equity MQs review by SFMTA Human Resources with support from the Office of Racial Equity and Belonging
- Number of staff engaged in the MQ refinement discussions
- Number of SFMTA divisions engaged in the MQ refinement discussions

Implement outreach practices that attract a more diverse candidate pool, including the establishment of updated minimum outreach standards for all job announcements. These goals are measured by:

- Number of SmartRecruiter applicants who reference learning about an opening from SFMTA outreach methods (in-person outreach event, social media, print ads, Community Connections)
- Total social media ad impressions
- Total SFMTA Careers webpage views
- Number of postings across agency that comply with new minimum outreach standards established by SFMTA HR

Changes Implemented Over the 2021 Calendar Year

SFMTA HR, Talent Acquisition completed an initial equity review of minimum qualifications (MQs) to ensure there were not unnecessary barriers to employment.

- Much of the initial focus was on years of experience and education substitutions

SFMTA HR, Talent Acquisition & Exams developed a process for a complete review of all MQs.

This process is the most efficient way for the SFMTA to refine MQs for more than 220 unique job classifications

Developed and launched the Equity Data Project, Workforce Dashboard. The interactive dashboard shows race/ethnicity and gender data across the SFMTA workforce. The Equity Data Project, which analyzes the racial equity impact of SFMTA policies and processes on our workforce, helps pinpoint diversity gaps in the SFMTA workforce. This project builds on foundational knowledge from our EEO reports, which include ongoing employee labor market analysis.

Core Positions of Interest	
9170s/ 9180s	Management & Executive Leadership
7300s	Journey People
1200s	Labor, Analysts, Clerks
5300s	Engineers & Surveyors
1800s	Administrative Analysts
7410	Automotive Service Workers
1600s	Accountants & Auditors
1000s	Information Technology
1300s	Special Assistants, Employee & Public Relations, Customer Service
8201	School Crossing Guard
9163	Transit Operator

Priority Actions for the 2022 Calendar Year, Including Opportunities for Staff Input and Decision Making

Hiring is our biggest operational need as a department and one of the most promising opportunities we have to deliver on our agency’s commitment to advancing racial equity.

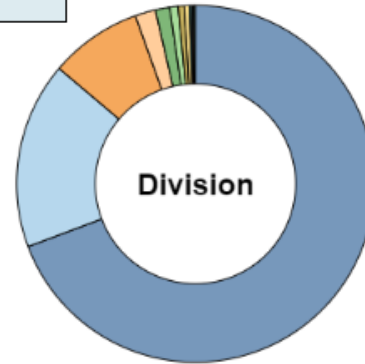
- Increase anti-bias training and capacity-building for panelists, interview proctors and candidates
- Agencywide staff engagement in the minimum qualifications (MQ) refinement process
- Agencywide staff engagement to add racial equity competencies into the desired qualifications (DQs) of SFMTA positions
- SFMTA Careers Campaign to promote career advancement within the SFMTA, and promote the SFMTA to prospective job applicants as an agency where career advancement is possible.
- Develop outreach metrics within SmartRecruiter and SFMTA hiring systems



- Agency Overview
- Demographic Overview
- Race/Ethnicity
- Gender

EEO Category: (All) | Division: (All) | Fiscal Year: 2021

Current FY: The data below does not reflect changes since July 1, 2021.
All other FYs: The data below reflects data on July 1, 2021.



EEO Category	Number of Employees	Percent of Total
Service Maintenance	3,033	52.6%
Skilled Craft	992	17.2%
Professionals	595	10.3%
Protective Service	587	10.2%
Office/Clerical	291	5.0%
Officials and Administrators	194	3.4%
Technicians	68	1.2%
Paraprofessionals	10	0.2%

Division	Number of Employees	Percent of Total
Transit	3,997	69.3%
Streets	978	16.9%
Finance and Information Technology	482	8.4%
Capital Programs and Construction	107	1.9%
Human Resources	75	1.3%
Communications, Marketing, and Outreach	43	0.7%
Taxis and Accessible Services	31	0.5%
Safety	27	0.5%
Central Subway Project	12	0.2%
Office of the Director	10	0.2%
Government Affairs	7	0.1%
Board of Directors (staff only)	3	0.1%



Agency Overview

Demographic Overview

Race/Ethnicity

Gender

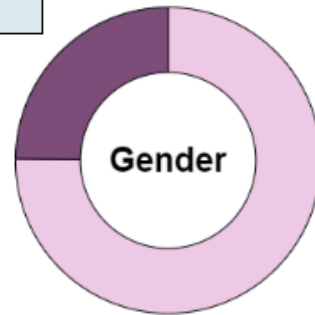
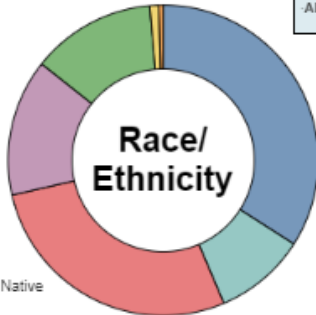
Division: (All) | EEO Category: (All) | Fiscal Year: 2021

Current FY: The data below does not reflect changes since July 1, 2021. All other FYs: The data below reflects data on July 1, 2021.

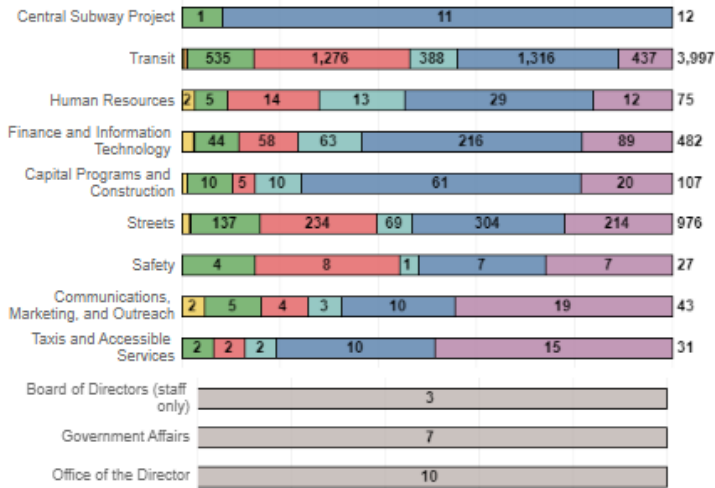


EEO Category Definitions

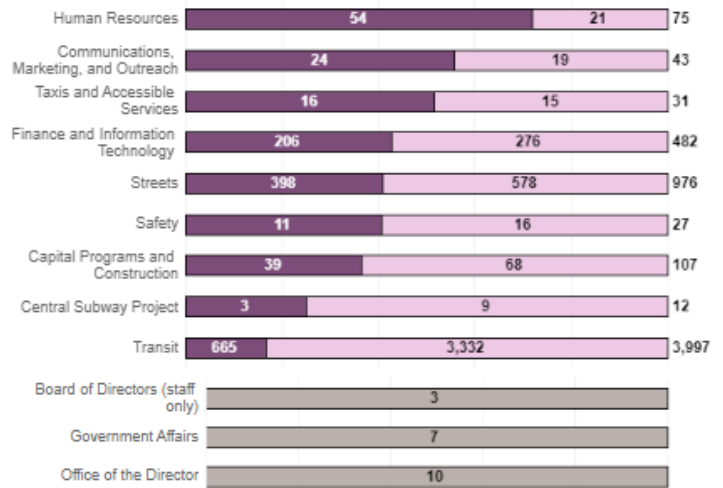
- Asian
- Filipino
- Black
- White
- Latinx
- Multiracial
- American Indian/Alaskan Native



Employee Race/ Ethnicity by Division



Employee Gender by Division



Data Updated as of 7/31/2021

Employee Demographics cannot be shared because there are less than 10 employees in this demographic grouping, which make staff identifiable.



Number of Employees on July 1, 2021:
5,770
*Does not reflect changes since this date

Agency Overview

Demographic Overview

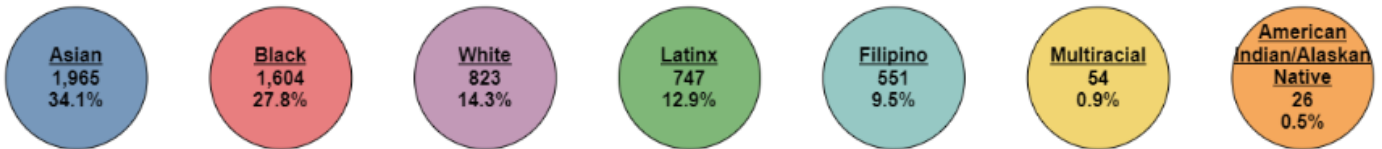
Race/Ethnicity

Gender

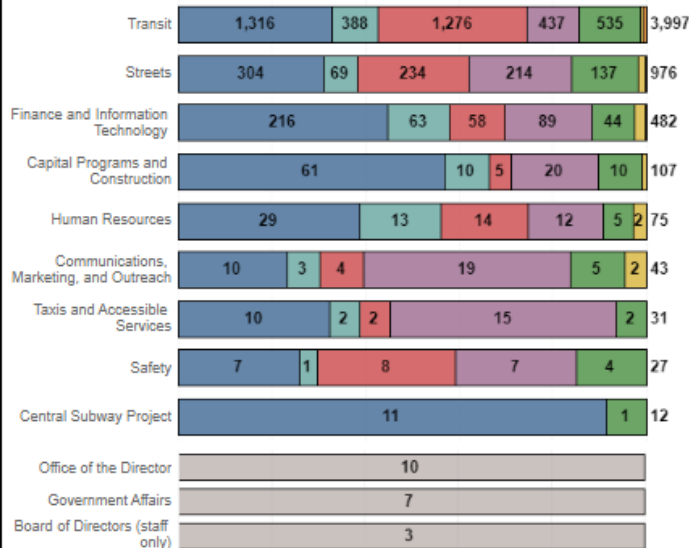
Division: (All) | EEO Category: (All) | Fiscal Year: 2021

Current FY: The data below does not reflect changes since July 1, 2021
All other FYs: The data below reflects data on July 1, 2021

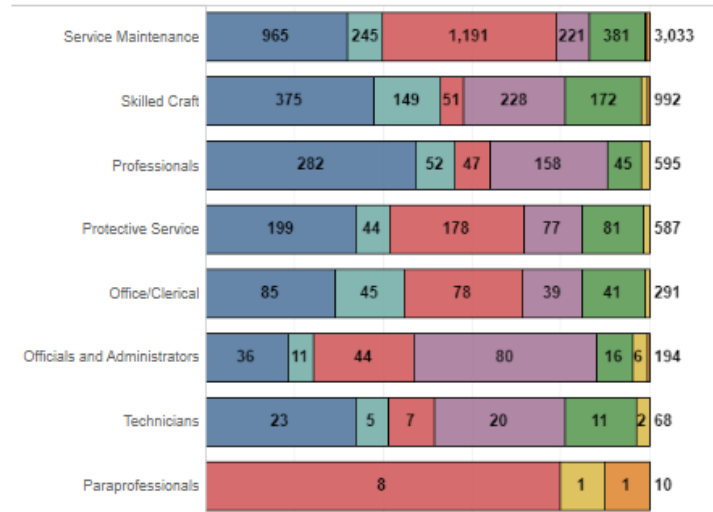
Employee Race/Ethnicity Overview



Employee Race/Ethnicity by Division



Employee Ethnicity by EEO Category



Data Updated as of 7/31/2021

Employee Demographics cannot be shared because there are less than 10 employees in this demographic grouping, which make staff identifiable.



Agency Overview

Demographic Overview

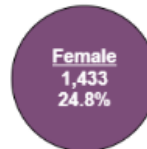
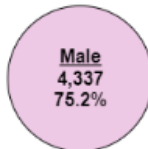
Race/Ethnicity

Gender

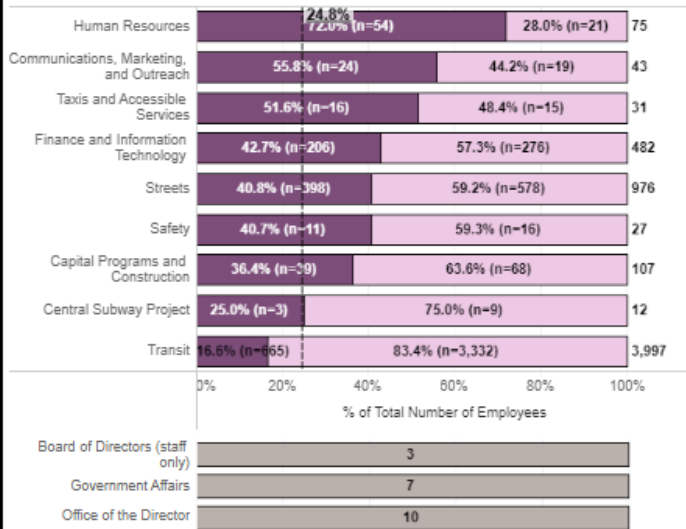
Division: (All) | EEO Category: (All) | Fiscal Year: 2021

Current FY: The data below does not reflect changes since July 1, 2021.
 All other FYs: The data below reflects data on July 1, 2021.

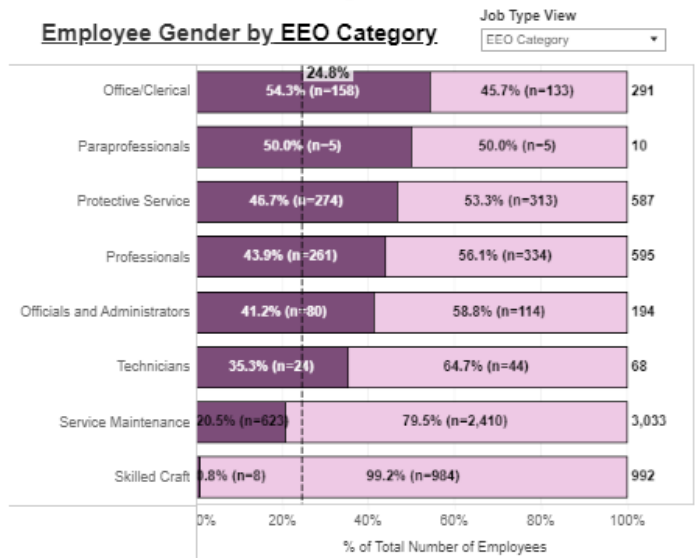
Employee Gender Overview



Employee Gender by Division



Employee Gender by EEO Category



Data Updated as of 7/31/2021

Employee Demographics cannot be shared because there are less than 10 employees in this demographic grouping, which make staff identifiable.



Retention and Promotion Updates

Goals and Performance Measures

- **Skill-building projects and programs** to support staff applying for promotions.
- **Ensure fair and equitable processes** by monitoring appointments into permanent positions.
- **Create policies and plans that provide transparent pathways to promotions.**

Changes Implemented Over the 2021 Calendar Year

- **Developed pilot Equity Data Project, Promotions Dashboards.** An interactive promotions dashboard which shows race/ethnicity and gender data across SFMTA promotions has been designed and will be published once on-going data validation work is completed.
- **Increased in-reach and engagement** to support staff awareness about career advancement opportunities. This has included:
 - All-staff emails from SFMTA HR publicizing job openings to SFMTA staff
 - SFMTA Internal Communications shares SFMTA job openings on digital boards at SFMTA facilities

Priority Actions for the 2022 Calendar Year, Including Opportunities for Staff Input and Decision Making

- **Develop and launch the Equity Data Project, Pay Dashboard.** The interactive dashboard will show pay by race/ethnicity and gender.

- **Community Connections**, quarterly events hosted by the Office of Racial Equity and Belonging in partnership with all SFMTA divisions to promote hiring, professional development, workforce development, pipeline development, skill building, outreach, planning, and service updates with SFMTA staff and the community at large.
- **Data-Based Performance Plans**: Develop data-based performance plans in Transit Operations. New technology will support counseling on career opportunities and will outline accountability metrics so staff have a clear understanding of how to meet and exceed expectations. In 2022, the focus will include Transit Supervisors and Managers and will launch for Transit Operators in 2023.



Discipline & Separation Updates

Goals and Performance Measures

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

- The Phase One Racial Plan committed the SFMTA to ensuring managers and supervisors equitably implement corrective actions.
- Establish a trained and supported management team that understands disciplinary trends.

Changes Implemented Over the 2021 Calendar Year

- OREB-led Discipline Interventions Workshops in partnership with the SFMTA EEO, HR, Transit and Safety divisions for ongoing implementation of Phase One Racial Equity Action Plan commitments.
- SFMTA HR, Employee Labor Relations developed a comprehensive database and tracking systems to capture agency-wide instances of corrective actions.
- As part of our Equity Data Project, initiated development of Transit Operator Discipline Dashboards showing a breakdown of Transit Operator corrective actions by race/ethnicity and gender.
 - This data-driven approach allows us to consider similar incidents, identify areas of disproportionate application of discipline and focus interventions to address inequities.
 - The project used a risk-ratio tool and we are now able to measure our year over year progress towards equitable application of discipline.

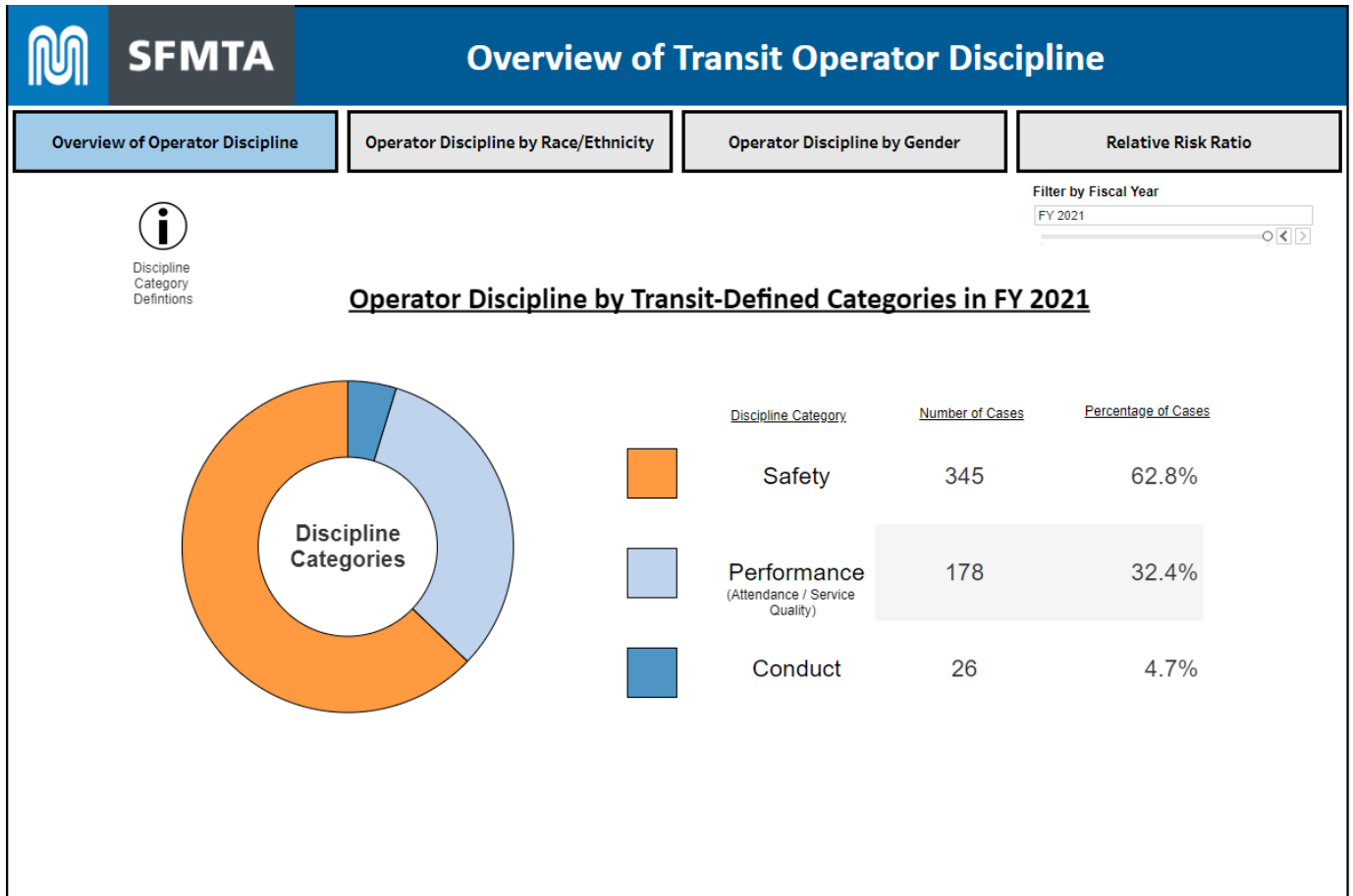
- Transit Management has developed a comprehensive approach to performance feedback to center coaching and holistic feedback.
- In an effort to promote consistent application of discipline, Transit Operations Managers meet on a weekly basis to review, monitor and discuss corrective actions.
- In order to reduce the impact of bias and discrimination in customer complaints, Transit Operations implemented a new policy requiring video corroboration prior to recommending corrective action.
- In **Skelly hearings** to decide on proposed corrective actions for Transit Operators, the Transit Manager proposing discipline cannot be the Investigatory Manager at the hearing.
 - This effort has is to reduce the potential for bias in corrective actions.
- **Equity Data Project, Transit Operator Discipline Dashboards**, which show corrective action among Transit Operators by race/ethnicity and gender. These were developed after considerable data quality assurance and analysis, and supports data-driven interventions. Every incident of Operator discipline was evaluated from FY 2020 to FY 2021.

Priority Actions for the 2022 Calendar Year, Including Opportunities for Staff Input and Decision Making

- SFMTA HR, Employee Labor Relations will develop toolkits, guidelines and clear protocols to improve consistency in corrective action across the agency.
- SFMTA HR, Employee Labor Relations will develop an automated discipline tracking form to support consistent corrective action data collection across the agency.
- Consult technical experts to support further analysis of incidents involving safety violations, which drove the majority of corrective actions in Fiscal Year 2020 and 2021, in an effort to identify interventions that may reduce safety violations.
- Increased engagement with Transit Operations managers and staff to encourage behavior change, gather information about the effectiveness of interventions to promote consistent and equitable application of discipline. This engagement will include a summer series of OREB-led Equity Update workshops
 - OREB, SFMTA HR, Transit and SFMTA EEO will share updates about discipline data findings and facilitate workshops to discuss which interventions are needed to
 - reduce rule violations and increase rule compliance throughout Transit,
 - reduce drivers of disproportionate corrective action, including
 - safety violations,
 - excessive absenteeism,
 - attendance-related rule violations
- Develop a communication campaign to remind Transit Operators of attendance rules and how to avoid discipline. Communicate reminders to Transit Operators about attendance-related

procedures that can decrease discipline (calling more than 45 minutes prior to a scheduled shift if Operators will be late to drive a scheduled route)

- Will use numerous methods and mediums to ensure Transit Operators are aware of the policy and its impact on discipline.





Transit Operator Discipline by Race/Ethnicity

Overview of Operator Discipline

Operator Discipline by Race/Ethnicity

Operator Discipline by Gender

Relative Risk Ratio

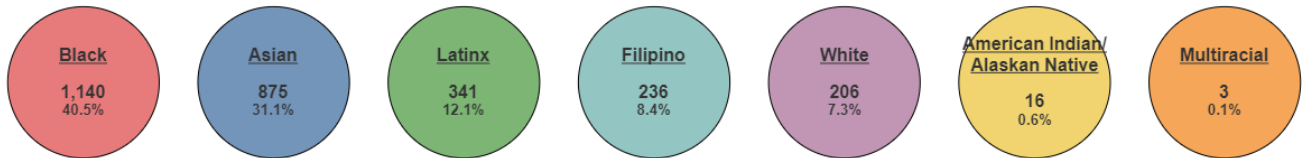
Filter by Total Operators/ Discipline Category

Total Operators

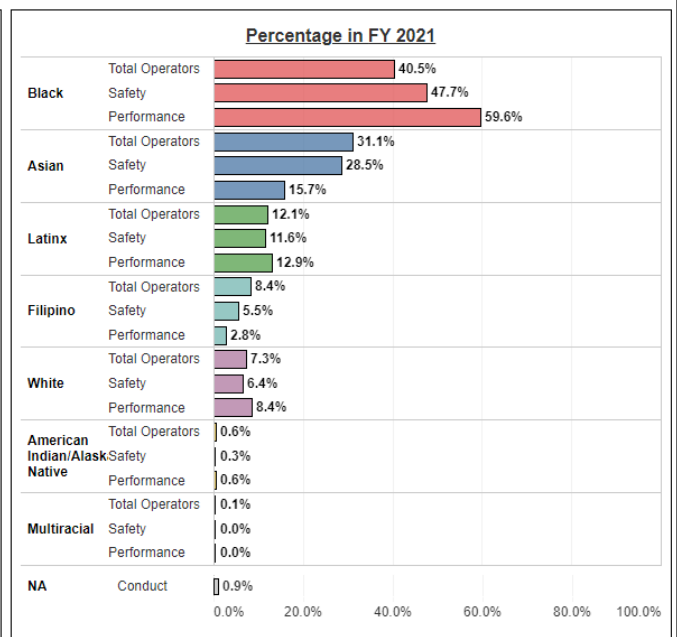
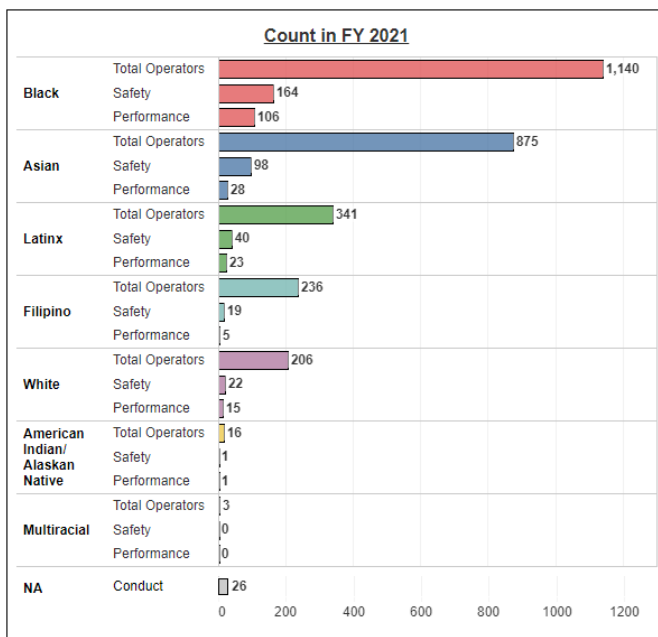
Overview of Total Operators by Race/ Ethnicity in FY 2021

Filter by Fiscal Year

FY 2021



Total Operators compared to Disciplined Operators by Category, Race/ Ethnicity in FY 2021





Overview of Operator Discipline | Operator Discipline by Race/Ethnicity | **Operator Discipline by Gender** | Relative Risk Ratio

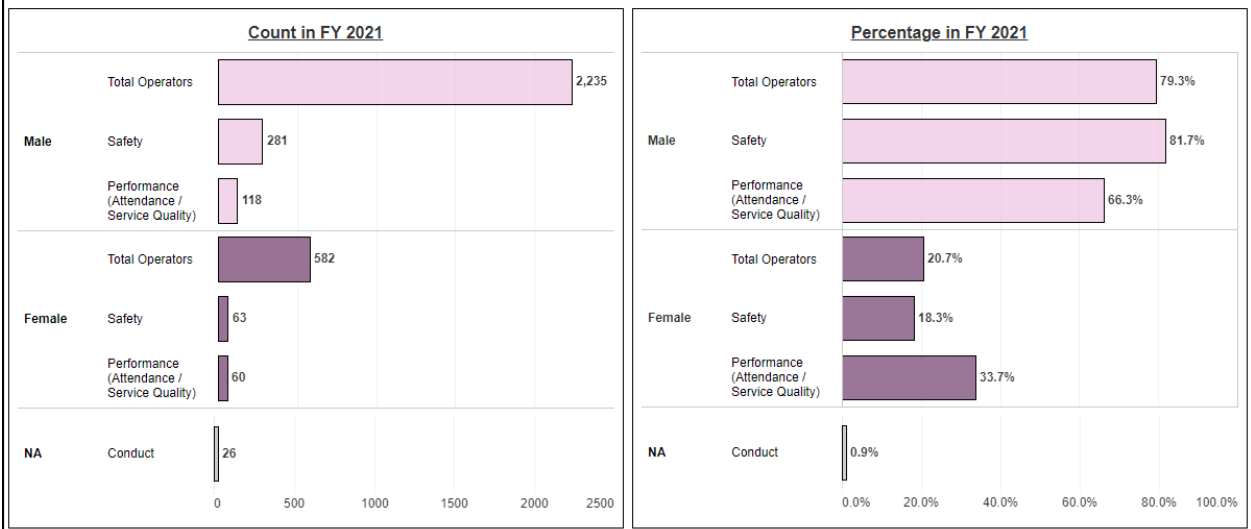
Filter by Total Operators/ Discipline Category
 Total Operators

Overview of Total Operators by Gender in FY 2021

Filter by Fiscal Year
 FY 2021



Total Operators compared to Disciplined Operators by Category, Gender in FY 2021





Diverse & Equitable Leadership Updates

Goals and Performance Measures

- Develop promotive and hiring policies and practices to eliminate racial diversity gaps amongst leadership positions (managers, supervisors and senior officers)
- Develop racial equity competency requirements for leadership positions to establish performance standards for managing safe work environments that are free of racism, bullying and harassment.

Changes Implemented Over the 2021 Calendar Year

Piloted equity reviews, integration of racial equity standards (MQs and DQs) and increased outreach for key leadership positions

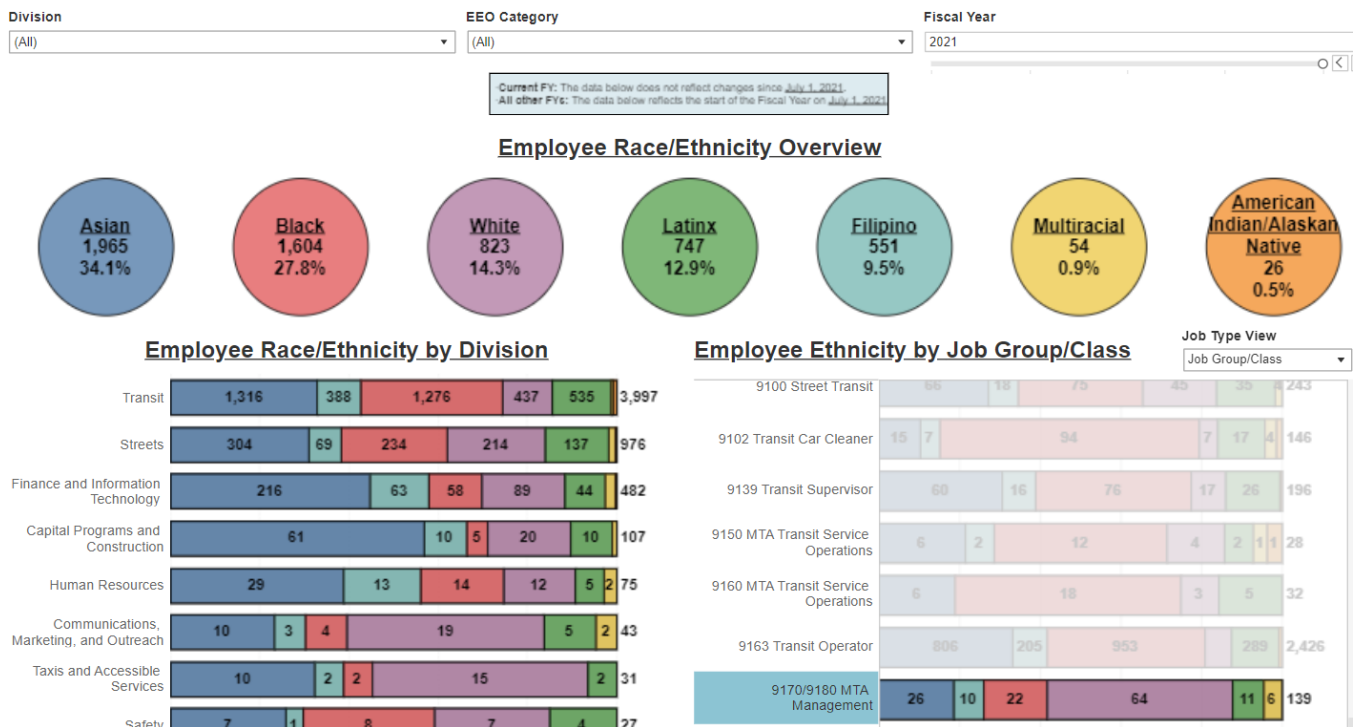
- Planning Director and Capital Projects and Construction (CP&C) Director positions
 - Equity reviews of MQs to ensure no unnecessary barriers to candidate eligibility
 - Added competency in racial equity as desired qualifications (DQs) for both director positions
- Office of Racial Equity and Belonging Manager (OREB) positions
 - Piloted innovative outreach techniques that reached over 350,000 people (online and in-person) for four OREB manager positions. Resulted in over 280 applicants for these positions.
 - Conducted robust outreach and educational in-reach that promoted OREB managers positions while educating about SFMTA and City hiring processes.
 - In educational in-reach efforts, SFMTA Human Resources staff emphasized the minimum qualifications substitutions and desired qualifications that would make positions more accessible to existing SFMTA staff

Listening Session Follow-up Workshops with Executive Team & Senior Management Team

- Hosted six workshops with the SFMTA Executive Team & Senior Management Team to share feedback from OREB-conducted listening sessions about challenges and needs around racial equity and staff support
- Completed Equity Data Project, Workforce Dashboard, which breaks down demographic information about race/ethnicity and gender baseline.
 - This resource established a baseline the agency can use to monitor and evaluate the effectiveness of our efforts to achieve a diverse and equitable leadership.

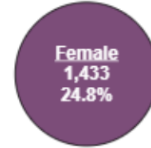
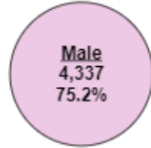
Priority Actions for the 2022 Calendar Year, Including Opportunities for Staff Input and Decision Making

- Publish Listening Session reports and host division-specific workshops with directors, senior managers and senior officers to create Personalized Racial Equity Action plans.
 - For accountability, the Personalized Racial Equity Action Plans will be in FY 2023 performance plans and shared at SFMTA all-staff and division meetings
- Apply minimum outreach standards for all leadership postings as the standards are developed and socialized.
- Establish and implement the *Leadership Lab* series, mandatory racial equity training for SFMTA managers and supervisors.

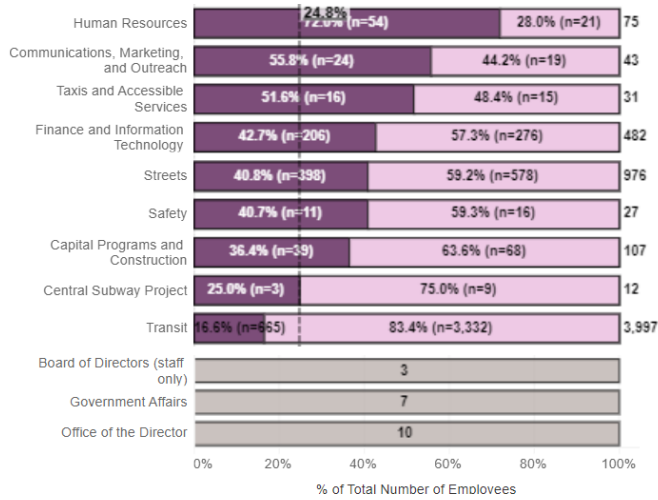


Current FY: The data below does not reflect changes since July 1, 2021.
 All other FY: The data below reflects the start of the Fiscal Year on July 1, 2021.

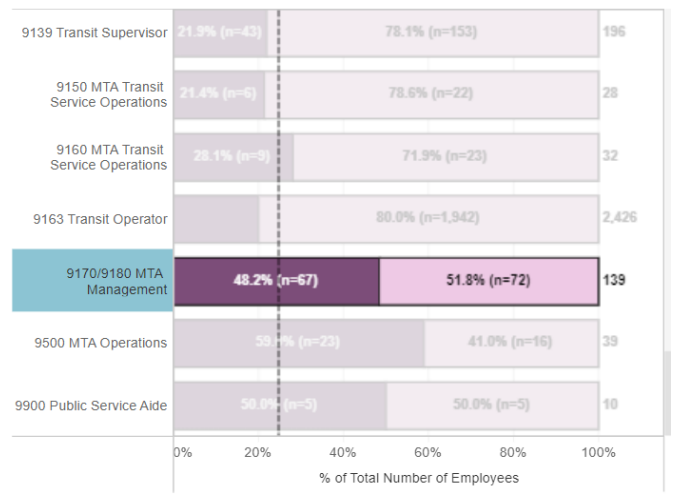
Employee Gender Overview



Employee Gender by Division



Employee Gender by Job Group/Class





Mobility & Professional Development Updates

Goals and Performance Measures

- Offer professional and skill development opportunities that are accessible to all employees, including those in public facing and entry level classifications.

Changes Implemented Over the 2021 Calendar Year

Sustained outreach efforts led by SFMTA Human Resources, Workforce Development in partnership all SFMTA divisions to support more expansive career explorations efforts.

- This work resulted in expanded representation from all SFMTA divisions and job types at City and County of San Francisco events, including at
 - April 2022: Citywide Career and Resource Fair – Led by the Department of Human Resources, with support from the Office of Workforce Development
 - April 2022: Washington High School Annual Car & Canned Food Drive – Led by the San Francisco Unified School District
 - February 2022: The 1st Annual District 10 Black History Month and Lunar New Year in Visitacion Valley – Led by Board of Supervisors President Shamann Walton’s Office
 - December 2021: Mayor London Breed’s December Resource Fair – Led by the Office of the Mayor

SFMTA HR, Talent Acquisition and HR Chief of Staff developed and hosted SFMTA-branded hiring event specific to Transit Operator hiring needs.

- “One Stop Shop” Hiring Events for Operators – SFMTA HR - Hosted twice in April 2022

OREB piloted new outreach and branding methods that use quick response (QR) codes, flyers, social media ads, social media/professional network/job board posts & mass emails.

Priority Actions for the 2022 Calendar Year, Including Opportunities for Staff Input and Decision Making

- SFMTA HR, Workforce Development will lead greater community engagement and relationship building to support time-sensitive hiring needs, including hundreds of vacancies in FY 2023.
- Continue to develop and rollout SFMTA Careers Campaign, led by SFMTA HR in collaboration with the Communications, Marketing & Outreach Division
- Launching OREB-led programs and projects which support staff (and other prospective employees) in exploring SFMTA careers and building skills to be competitive in application and screening processes.

OREB Programs & Projects to Accomplish Phase One REAP Actions

Community Connections Multi-level Resource Fairs for Staff & Community	How to Get Hired Video Series to Develop Skills Needed to Navigate Hiring Processes	Roadmaps Guidebook to Expose Current & Prospective Staff to MTA Careers	A Day in the Life Video Series to Expose People to MTA Careers & Market MTA as an Employer of Choice
<ul style="list-style-type: none"> • Update minimum outreach standards for all job announcements (1.1.1) • Create classification-specific job outreach plans. (1.1.3) • Review and apply job outreach best practices. (1.1.4) • Build relationships with BIPOC-serving colleges & professional organizations. (1.5.5) • Provide a mock interview session for interviewers (1.5.7) • Enact a comprehensive in-reach communication plan for recruitments. (2.2.3) 			

Expansion of Action to Increase Transformative Impact:

- Expanded 1.5.5 to leverage expanded BIPOC connections to all pipeline programs.
- Expanded 1.5.5 to leverage expanded building connections to non-academic BIPOC organizations to attract prospective hires & pipeline program participants from all walks of life to MTA.



Organizational Culture of Belonging & Inclusion

Goals and Performance Measures

Center employee dignity and foster a culture of belonging through culturally affirming events, spaces and resources.

- Normalize conversations around racial equity 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
- Formalize an affinity and employee resource group programs to advance racial and social equity

Changes Implemented Over the 2021 Calendar Year

- Hosted a series of culturally affirming, staff belonging events, including gatherings specific to Latinx, American Indian/Alaskan Native, Black, Asian & Pacific Islander communities. Engaged over 1,000 people in staff belonging events that often doubled as trainings. Invited and included staff from over a dozen city departments
 - April 2022: How Do You Identify? Middle Eastern People Are Not a Monolith, Middle Eastern Heritage Month Event
 - April 2022: Middle Eastern Heritage Month Themed Cable Car, Middle Eastern Heritage Month Event
 - March 2022: How Do You Identify? Woman Are More Than a Monolith, Women's History Month Event

- March 2022: Women’s Herstory Month Themed Cable Car, Women’s History Month Event
- February 2022: How Do You Identify? Black People Are More Than a Monolith, Black History Month Event
- February 2022: Black History Month Themed Cable Car, Black History Month Event
- November 2021: Building Meaningful American Indian Partnerships in Yelamu, Native American Heritage Month Event
- October 2021: Afro-Latinx Erasure & Colorism Within the Latinx Community, Latinx Heritage Month Event
- October 2021: Culturally Specific Wellness & Self-Care Practices for Latinx Communities, Latinx Heritage Month Event

Priority Actions for the 2022 Calendar Year, Including Opportunities for Staff Input and Decision Making

- Formalize Office of Racial Equity and Belonging Mini-Grant Programs to support SFMTA-affiliated affinity groups in organizing staff belonging events and advancing racial equity priorities
- Implement *Equity Lab* series, ongoing equity training for SFMTA employees, Board of Directors and stakeholders (including City and County of San Francisco staff)
 - Curricula will focus on racial equity, mobility justice and transportation equity
- Establish a racial equity training requirement for all SFMTA employees, with compliance monitored in annual performance plans.
- Continue Cable Car Division and OREB partnership to create racial equity-themed Cable Cars that are designed and decorated by staff and launched with staff appreciation and networking rides.





Boards & Commissions

Goals and Performance Measures

- Produce transparent demographic data (racial/ethnic and gender) on SFMTA Board of Directors
- Adopt formal racial equity policies for the agency to drive racial equity driven decision making by the SFMTA Board of Directors
- Office of Racial Equity and Belonging will facilitate ongoing engagement of the SFMTA Board of Directors with Black, Indigenous and People of Color affinity groups and staff



Changes Implemented Over the 2021 Calendar Year

- Created demographic dashboards displaying SFMTA Board of Directors demographics by race/ethnicity and gender, launched in May 2022 (in the SFMTA's intranet).
- Developed Racial Equity Policy Project Team

- Created a Racial Equity Policy Staff Advisory Committee of SFMTA employees with participation across all divisions. This group advises the team that is creating the Racial Equity Policy
- Created initial drafts of the Racial Equity Policy and shared with SFMTA Executive Team and Staff Advisory Committee for feedback

*Priority Actions for the 2022 Calendar Year, Including Opportunities
for Staff Input and Decision Making*

- Complete and adopt Racial Equity Policy with baseline racial equity standards for SFMTA Board of Directors and SFMTA internal operational practices
- Develop tools, guidebooks and standard processes for racial equity driven decision making, including a tool to analyze the impact (benefits and burdens) of decisions related to racial equity and a formal process for prioritizing issues and actions.
- Establish standing meetings that bring together SFMTA-affiliated affinity groups and the SFMTA Board of Directors.



Department Resourcing for Phase One Racial Equity Action Plan

*Please describe your department's resourcing
for Phase One Racial Equity Action Plan implementation in 2021.*

Full-Time Staff Assigned Phase One & Phase Two Racial Equity Action Plan Implementation & Evaluation

- [Click here](#) for the OREB organizational chart
- **Racial Equity Officer** | Manager IV, Municipal Transportation Agency (#9174)
- **Equitable Communications Manager** | Coordinator Of Citizen Involvement (#5408) | **Currently Hiring**
- **Equitable Services & Systems Manager** | Manager IV, Municipal Transportation Agency (#9174) | **Currently Hiring**
- **Equitable Workforce & Workplace Manager** | Manager IV, Municipal Transportation Agency (#9174) | **Currently Hiring**
- **Policy, Process & Practice Improvement Manager** | Manager IV, Municipal Transportation Agency (#9174) | **Currently Hiring**
- **Instructional Designer**, (Culturally Affirming Design, Production & Communication) | Instructional Designer (#1230) | **New Position in FY 2023**
- **Instructional Designer**, (Racial-Equity Driven Programmatic, Training & Reporting Design) | Instructional Designer (#1230) | **New Position in FY 2024**
- **Equity Information Officer** | Public Information Officer (#1312) | **New Position in FY 2023**
- **Equity Engagement Coordinator** | Management Assistant (#1842) | **New Position in FY 2023**

- **Equitable Services & Systems Analyst** | Administrative Analyst (#1822) | [New Position in FY 2024](#)
- **Planner II**, Equitable Services & Systems | Planner II (#5278) | [New Position in FY 2023](#)
- **Equitable Pipeline Development Coordinator** | Management Assistant (#1842) | [New Position in FY 2023](#)
- **Equity Training Officer** | Training Officer (#1232) | [New Position in FY 2023](#)
- **Staff Belonging & Wellbeing Coordinator** | Management Assistant (#1842) | [New Position in FY 2023](#)
- **Data Standards & Reporting Analyst** | Administrative Analyst (#1822) | [New Position in FY 2023](#)
- **Policy, Process & Practice Improvement Analyst** | Administrative Analyst (#1822) | [New Position in FY 2023](#)
- **Equity Executive Assistant** | Junior Management Assistant (#1840) | [New Position in FY 2024](#)

Staff Assigned Part-Time to Phase One Racial Equity Action Plan Implementation & Evaluation

There are various Phase One Racial Equity Action Plan (REAP) Leads responsible for the ongoing planning, implementation and evaluation of the Phase One REAP commitments. Special thanks to the many staff who are working to ensure the agency implements our stated commitments, including:

- Ammee Alviar, SFMTA Transit Division, Operations
- Andrea Buffa, SFMTA Office of the Director
- Brent Jones, SFMTA Transit Division, Operations
- Carli Paine, SFMTA Chief of Staff Office
- Christine Silva, SFMTA Board of Directors
- Dovid Coplon, SFMTA Communications, Marketing & Outreach Division
- Employee Labor Relations Manager, SFMTA Human Resources
- Gerald Williams, SFMTA Safety Division
- Grace Kong, SFMTA Chief of Staff Office
- Ify Omokaro, SFMTA Human Resources
- Jean Santullo, SFMTA Human Resources
- Jeffrey Tumlin, Director of Transportation
- John Know White, SFMTA Street
- Jonathan Rewers, SFMTA Finance and Information Technology
- Julie Kirschbaum, SFMTA Transit Division
- Keith Tanner, SFMTA Streets Division
- Keka Robinson Luqman, SFMTA Board of Directors
- Kerstin Magary, SFMTA Finance and Information Technology
- Kimberly Ackerman, SFMTA Human Resources

- Kitty Wong, SFMTA Human Resources
- Leda Rozier, SFMTA Transit Division, Operations
- Margot Reed, SFMTA Human Resources
- Mary Donovan, SFMTA Human Resources
- Melissa Fallon, SFMTA Chief of Staff Office
- Melvyn Henry, SFMTA Safety Division
- Mounie Maoulidi, SFMTA Equal Employment Opportunity
- Rashid Herd, SFMTA Human Resources
- Romika Williams, SFMTA Human Resources
- Shivani Nath, SFMTA Human Resources
- Sophia Simpliciano, SFMTA Office of the Director & Office of Racial Equity & Belonging
- Toni Battle, SFMTA Ombuds Office
- Tracy Minicucci, SFMTA Streets Division
- Virginia Harmon, SFMTA Equal Employment Opportunity
- Viktoriya Wise, SFMTA Chief of Staff
- William "Bill" Miles, SFMTA Human Resources

The Office of Racial Equity and Belonging (OREB) is launching the OREB Equity Support Team in Fiscal Year 22/23. This program establishes protected staff time (0.2 FTE to 0.3 FTE) for staff across all SFMTA divisions to work on its racial equity projects.

Voluntary Staff with Contributions to Support Racial Equity

- SFMTA OREB and Director of Transportation will continue to work with affinity groups to formalized protected staff time to work on SFMTA racial equity projects.

Contractors Supporting Racial Equity

The Office of Racial Equity and Belonging

- Diversity Training University International (DTUI) | Contract ID 1000013245
- Davis & Associates (D&A) | Contract ID 1000003315

Potential Changes Planned for 2022

As the Office of Racial Equity and Belonging staffs up, there will be workshops to engage Racial Equity Action Plan leads to review actual implementation of REAP commitments, making modifications to Racial Equity Action Plan Action Leads as needed.

Attachments

Workforce and board/commission demographic data

Include relevant data on status of racial equity within the department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

- The Equity Data Project will involve posting a series of dashboards on the SFMTA's internal and public-facing websites which share race/ethnicity and gender data on the workforce, promotions, discipline, pay and the hiring process.
- Please [visit this website](#) to see the Equity Data Project dashboards including the workforce, discipline and promotion dashboards in May 2022. Screenshots of all three dashboards are embedded throughout this progress report

Racial Equity Action Plan

Link to or attach current version of department Racial Equity Action Plan

- The SFMTA Phase One [Racial Equity Action Plan can be found here](#).

Departmental Racial Equity Progress Report Annual Report for 2021

Part B

Submit final to ORE by ~~April 1, 2022~~ May 2, 2022

Attend ORE working sessions in ~~January-February 2022~~ February-April 2022 to develop Part B.

Attachment

[Budget Equity Tool: Department Inventory](#)

Completed department inventory spreadsheet

- Due to several staff vacancies and competing demands on staff time, SFMTA staff were not able to complete this section of the Phase One Racial Equity Action Plan Progress Report. An extension has been requested, and this information will be submitted by July 2022.