

Insert glam shot (iconic location along the waterfront *if people are in the photo, they should be racially diverse), including Port logo for Action Plan cover, title, date

RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — ORE Legislative Mandate, [Ordinance No. 188-19](#)

Insert page and title “Foreword” - content TBD

Port of San Francisco

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material
INDICATORS: quantifiable measure of an action’s success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS: the action’s current status, updated regularly [ongoing | in-progress | completed | not started]
LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

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

PROCESS

Please describe how your RE Action Plan was developed and who was involved.

DEPARTMENT BACKGROUND

Insert photo related to Port history (i.e. historic photo of the waterfront featuring ship building)

Department History

San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community. As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities. Example: [Planning Commission Resolution No. 20738, June 11, 2020](#)

Vulnerable Populations Served

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

Vulnerable Populations Engagement Assessment

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

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ of BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Small Business - Local Business Enterprises	Contractor Development Program Referrals, Annual Contractor’s Breakfast,		Contractor Breakfast - \$6,000	Contract Opportunities on public and private projects (Mission Rock)	Assigned Staff to Project including creation of new position – MPP Uday Prasad, Stephanie Tang - In Progress (presently in outreach phase)

	Mentor Protegee, Technical Assistance Workshops		Technical Workshops - \$6,000		LBE Emergency Hardship Loan and Grant Program approved by Commission
			LBE Emergency COVID Relief Loan and Forgiveness Program - \$1,000,000		
Small Business	Emails, Phone Calls, Online Information, Text Messaging		\$11,800,000 (offset by percentage rent paid throughout period)	Lack of uncertainty in being able to operate under changing health orders, market uncertainty cannot allow them to make long-term projections/plans	Providing base rent forgiveness to approx. 48 tenants for 14 months (approved by Port Commission); Rent relief period began on March 1, 2020 – April 30, 2021 or when tenant triggers percentage rent for 3 consecutive months
Small Business	Emails, Phone Calls, Online Information, Text Messaging		\$1,500,000	Lack of uncertainty in being able to operate under changing health orders, market uncertainty cannot allow them to make long-term projections/plans	Providing base rent forgiveness to approx. 121 tenants for 3 months (approved by Port Commission)
Local Business Enterprises	Emails, Phone Calls, Online Information, Text Messaging		\$150,000	Drop in business activity, market uncertainty cannot allow them to make long-term projections/plans	Providing base rent forgiveness to approx. 27 tenants for 3 months (approved by Port Commission)
D10 Residents	D10 Community Listening Tour, Youth Employment Program, Workforce Development		Listening Tour - \$1,500 Work order to OEWD for CityBuild Construction	Accessing and benefitting from the economic activities on Port property, Job readiness for marine and other construction careers	Development of Economic Impact Policy and Implementation Plan - Completed and incorporated into Phase 2 of Racial Equity Action Plan Development of maritime trades training program – Not Started

		Training- \$100,000		Youth Employment Contract - In Progress	
		Youth Employment Program - \$402,000			
Large and Small Business	Implementation of online pre-bids, site walks, virtual bid openings, virtual panel reviews			Continuity of opportunity/bidding during COVID. Without construction bidding, local workforce is not being used.	Transformation of business practices including adoption of new technology
WRP - Islais Creek / Bayview	Community meetings (with SF Planning), mixers/ pop-ups, walking tours, outreach, CAC + CBO engagement in this geography	20% of Seawall Comms Contract	\$116,000	Jobs, contracting opportunities, preserving neighborhood culture and fighting against gentrification, sea level rise and how it impacts their community	In person Community Meeting and King Tide walking tour along Islais Creek. Digital engagement on Story Maps for Islais Creek & Bayview area. Youth engagement has begun in area.
WRP – Mission Creek / Mission Bay	Community meetings, mixers (postponed), outreach, CAC + CBO engagement in this geography	10% of Seawall Comms Contract	\$340,000	Access to open space, preserving waterfront historical institutions, sea level rise impacts	Increased engagement with Port tenants in Mission Bay and opportunities planned to collect feedback on the Program goals. Content was translated into Spanish and Chinese to support our audience. Paid social campaign currently underway to increase feedback. Increased digital engagement. Youth engagement with 826 Valencia begun.
WRP - Embarcadero	Community meetings, walking tours, outreach, CAC + CBO engagement in this geography	30% of Seawall Comms Contract	\$300,00	Strengthen the Seawall, protect access to open space along the waterfront, ensure personal safety	Continued engagement via digital community meetings. Digital engagement on website.
WRP - Youth	Outreach, field trips (in-person and virtual),	10% of Seawall	\$100,000	Feedback collected highlights more “nature in the city”, fun and affordable things to do along the waterfront, new	Outreach over the years has included family-friendly activities (coloring, Envision, asset mapping, etc.). WRP created a family-friendly webpage during COVID-19 to

	walking tours, pop-ups for families (postponed)	Comms Contract		<p>waterfront attractions like theme parks, seawater pools, and other big ideas, and more public amenities like bathrooms, benches, and trees, etc.</p> <p>Virtual field trip writing responses from 826 Valencia’s Mission Bay Center students this spring highlighted visions for a resilient Mission Creek in 2100, including keeping the houseboat community and recreating habitat for animals, time traveling to 2100 and warning families of the rising seas to come, and elevating the neighborhood to keep buildings dry.</p>	<p>help support distance learning while families are at home. Digital engagement on story boards is underway.</p> <p>In lieu of an in-person walking tour with 826 Valencia’s Mission Bay Center after school program, the Port hosted a virtual field trip and developed a youth-oriented presentation and 360-degree virtual walking tour to bring learning online.</p> <p>Targeted youth engagement is underway. Engagement includes input on three areas of Program.</p>
WRP – Citywide	In-language outreach engagement and materials	30% of Seawall Comms Contract	\$635,000	Working to connect the city to the waterfront, A natural and environmentally sustainable waterfront, Increased transportation options, Public space and an accessible waterfront, Recreation opportunities, A vibrant and exciting waterfront, Affordable activities and family friendly activities, Respite from the city, Special destinations and big attractions, Small things like bathrooms, benches, lighting to improve the waterfront, etc.	Outreach materials were developed to engage a diverse set of audiences and in-language materials developed to support mainly Spanish and Chinese-speaking residents. The Envision activity was brought online with some content translated. Mission Bay goals feedback activity translated due to planned engagement with Mercy Housing seniors next to Mission Creek (postponed due to COVID).
Port Advisory Committees: Fisherman’s Wharf, N. Waterfront, S. Waterfront, Maritime Commerce, Embarcadero Navigation Center	Public Port advisory committee meetings, occasional site walks, building relationships and ongoing community engagement between Port,		Committees are managed by Port staff in Planning & Environment, Maritime, Real	Port staff works with committee co-chairs to present Port projects, address problems, educate about operations and programs. The meetings allow 2 way discussions to build relationships and understanding,	Port is able to solicit community input early to shape development project opportunities with public support (see Piers 38-40 and Pier 30-32/SWL 330 developer selection staff reports); provide briefings and solicit public comments on Port/City COVID-19 projects (e.g. see Pier 30-32 COVID-19 test site, SWL 344 emergency

	neighbors, tenants, and waterfront stakeholders.		Estate/Development Divisions	community sensitivity, proactive engagement and problem solving.	temporary housing) and emergency response; learn about other issues and information from the community that may influence Port business and operations
Heron’s Head EcoCenter Partnerships	Port partnership with SF Recreation & Parks to provide park and environmental program at Heron’s Head Park/Natural Habitat and off-the-grid EcoCenter classroom; Port partners with SF Greenagers on environmental education and hands-on Heron’s Head stewardship	Port funding provides 38% of the funding for Youth Stewardship Program (YSP) Interns; 2 of 6 of the interns are dedicated to Heron’s Head Park and the EcoCenter	\$80,000 work order to RPD	Through our partnership with SF Recreation & Parks (RPD) their work with individuals and groups representing the community served, RPD finds the following are identified as key issues/concerns: Community representation among EcoCenter staff. Compensation for time spent providing feedback on Port/City projects. Consistency in staffing on-the-ground community outreach efforts (“face of the EcoCenter”). Disconnect between organization/community understandings of equity.	Hosted first “Wetlands Explorers” summer day camp at Heron’s Head Park (free, limited to local community), which is now being offered as an after-school program; Held 52 scheduled youth education programs, 28 scheduled tours + drop-in tours, 56 hours of reaching out to park visitors on the trail, 21 scheduled volunteer events + 4/month drop ins. 75 meetings/events for community-serving organizations and free or low-cost facility rental.

CURRENT WORKFORCE DEMOGRAPHIC DATA

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

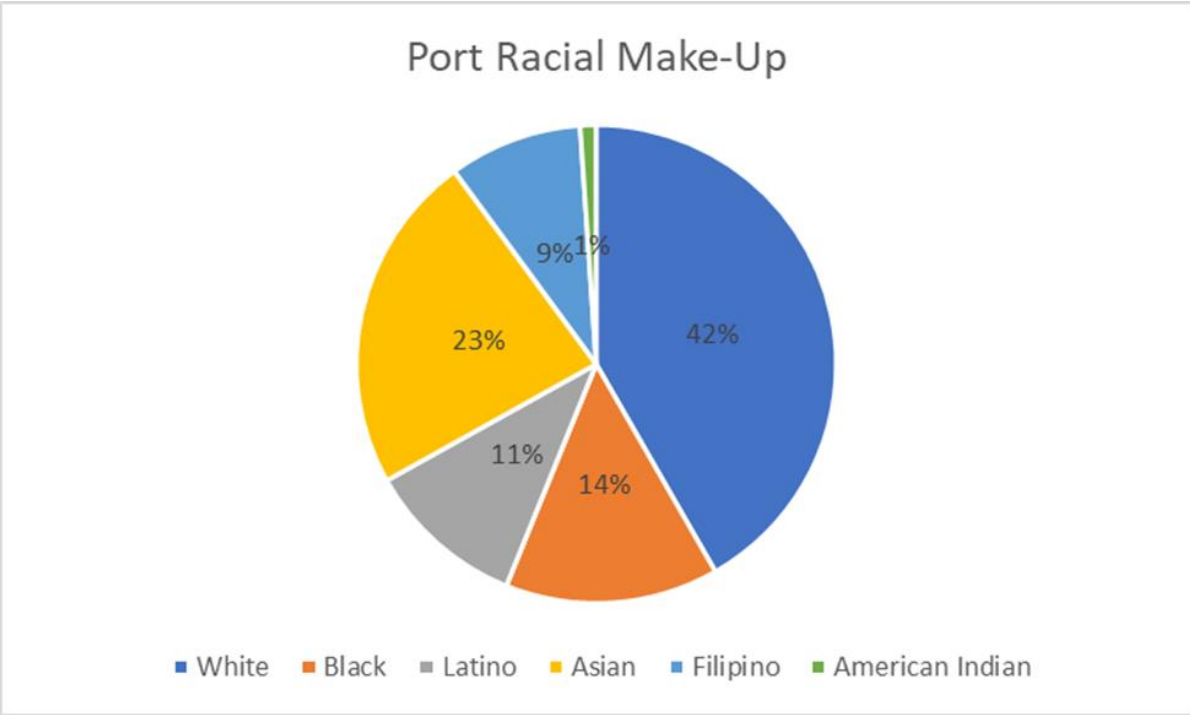
Include Port Demographics by race and gender; classification by race and gender; leadership breakdown by race and gender; Boards and Commission make-up by race and gender; the charts can be added as an appendix

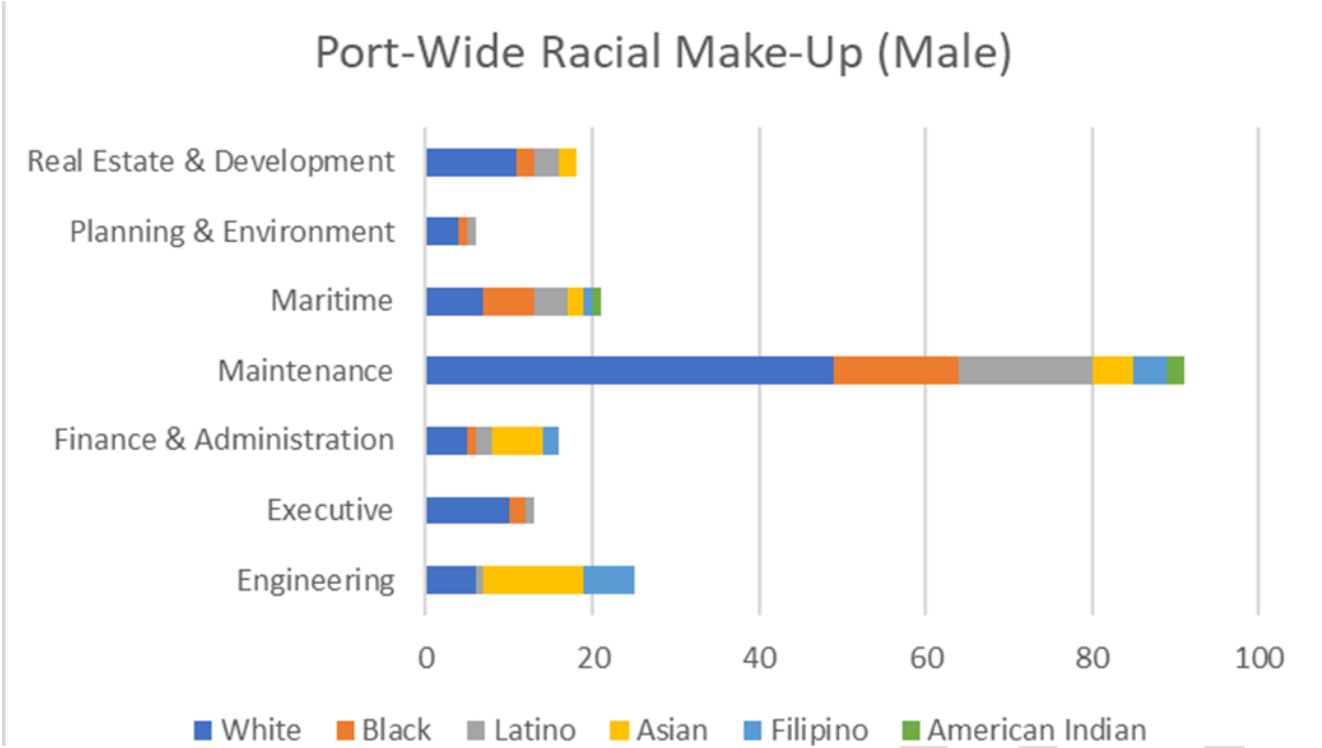
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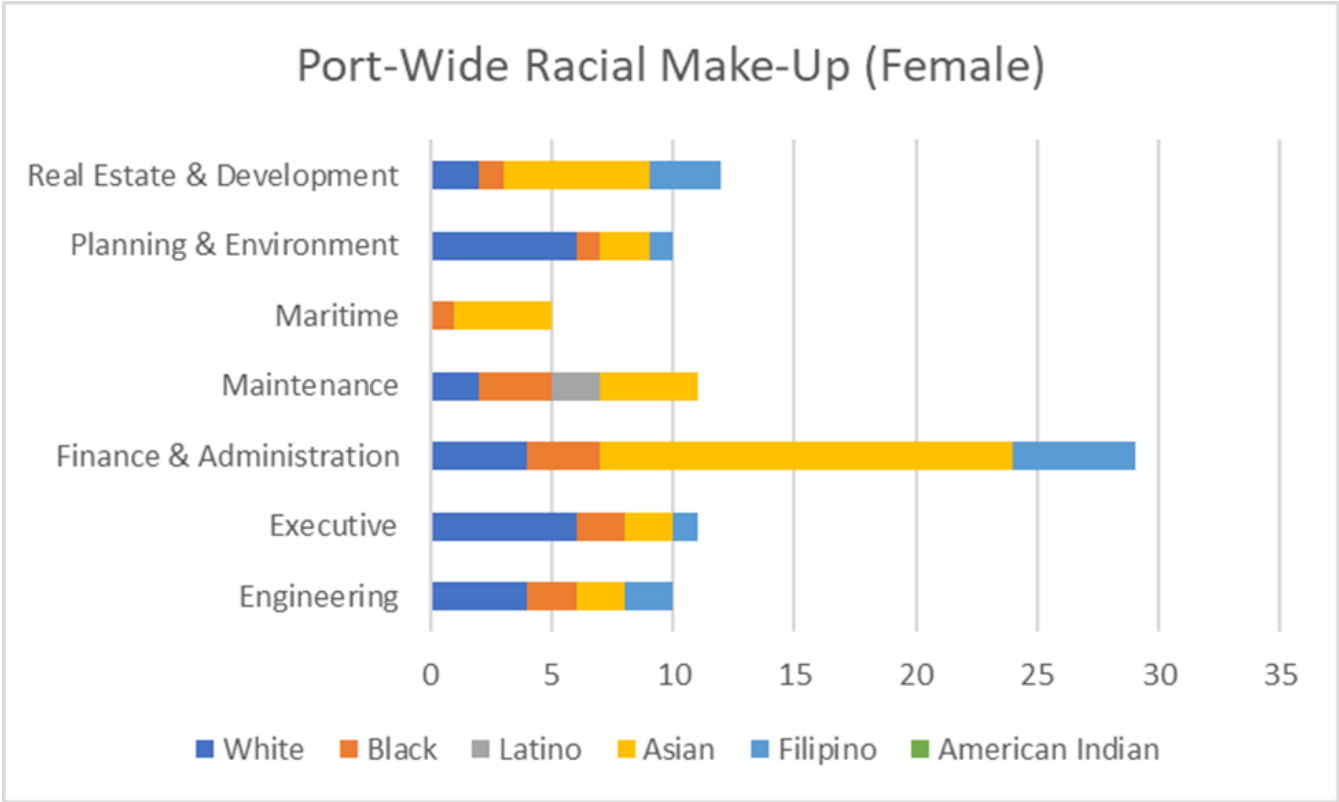
The Port of San Francisco is a public enterprise agency of the City and County of San Francisco. The Port is responsible for 7.5 miles of San Francisco waterfront from Hyde Street Pier in the north to India Basin in the south. The Port employs 278 staff who are responsible to develop, market, lease, administer, manage, and maintain over 1,000 acres of land. Below are charts that reflect the current make-up of our organization.

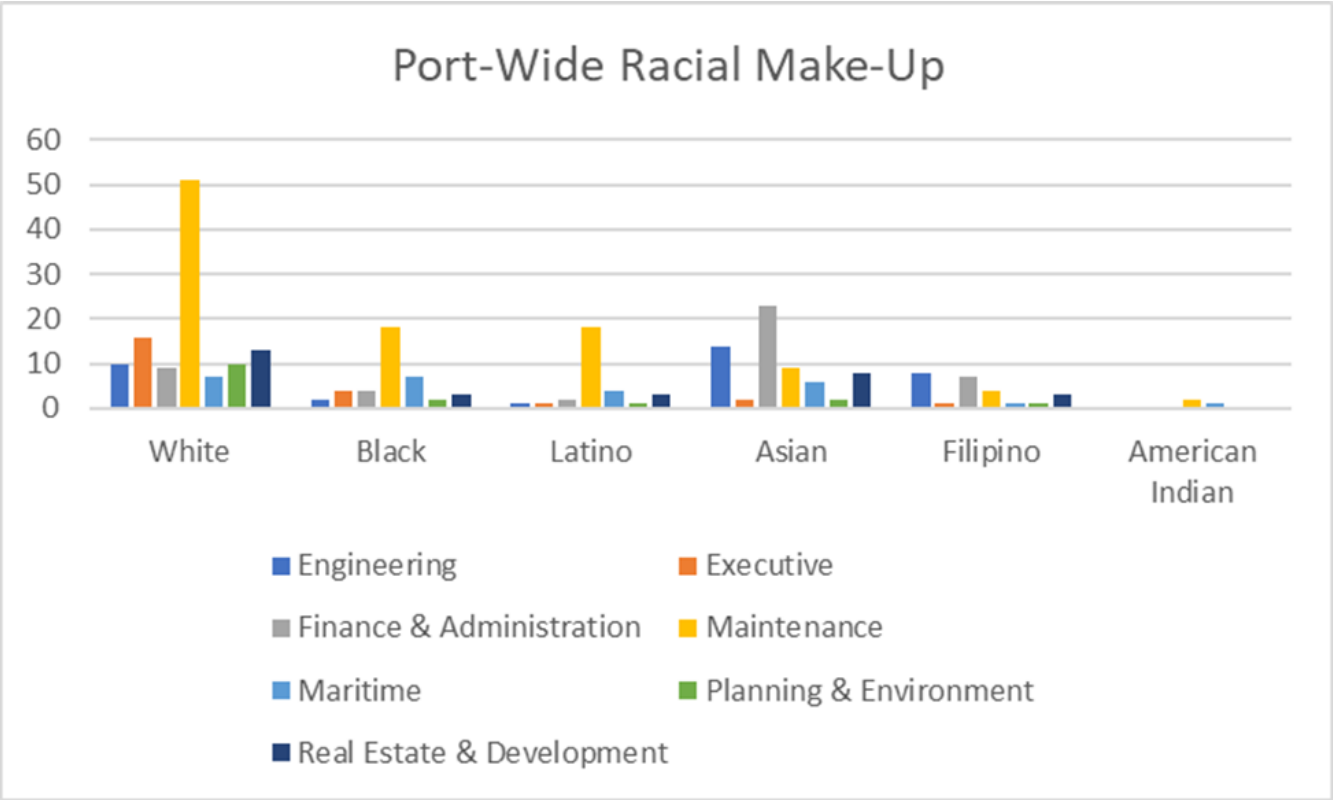
Insert photos of staff working *select and provide photos in-house

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Port Wide	
Race	Percentage
White	42%
Asian/Pacific Islander	23%
Black	14%
Hispanic/Latino	11%
Filipino	9%
American Indian/Alaska Native	1%

Source: Port of San Francisco Human Resources Fiscal Year 2019-2020

Port Wide – Male Employees (Only)	
Race	Male
White	33%
Hispanic/Latino	10%
Black	10%
Asian/Pacific Islander	10%
Filipino	5%
American Indian/Alaska Native	1%

Source: Port of San Francisco Human Resources Fiscal Year 2019-2020

Port Wide – Female Employees (Only)	
Race	Female
Asian/Pacific Islander	13%
White	9%
Black	5%
Filipino	4%
Hispanic/Latino	1%
American Indian/Alaska Native	0%

Source: Port of San Francisco Human Resources Fiscal Year 2019-2020

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results.

- Did this survey uncover any issues related to issues of interpersonal racism in the Department?
- Did this survey uncover any issues related to issues of institutional racism within the Department?
- Do all employees have regular access to training opportunities and professional development? If not, why not?
- Do all employees feel safe and included at work?
- Do all employees have equal access to advancement and promotional opportunities?

1. HIRING AND RECRUITMENT

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

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

DEPARTMENT GOAL

What is the department’s overall goal on Hiring and Recruitment?

Create more equitable recruitment and selection processes, resulting in a more racially diverse workforce.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	Staff	Barriers assessment is completed	January 1, 2022 – December 31, 2022	Create survey including questions related to application timeline to determine if we’re losing candidates’ interest based on difficulty of the application process, minimum qualifications, alignment with candidates’ experience and position they applied for	Not Started	HR Recruitment Team

				Administer surveys to the following: (1) Port workforce to learn of current trends and barriers that exist which prevent employees from applying for advancement opportunities. This survey will be ongoing, and administered with the distribution of new job announcements to solicit meaningful engagement (2) Survey Port partners who have assisted in the distribution of job announcements to gain better understanding of potential applicant feedback; (3) Job applicants who did not submit applications to previous Port job announcement to learn of any barriers that prevented them from applying; (4) New Port employees to better understand their experience with hiring process	Not Started	
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.	Staff	Survey is administered annually Include survey results in the department annual Strategic Plan	January 1, 2022 – December 31, 2023	Survey the Port workforce to learn by race/gender the satisfaction level of staff re: onboarding, disembarking and promotional opportunities (one of the things we can do better is assessing employee overall satisfaction in exit interviews – they are not mandatory and should be) These surveys can be broken up into 3 bullet points 1)onboarding, 2)promotional opportunities and 3)disembarkation/exit interviews (LH) Include survey results in the annual Strategic Plan Assess data and identify gaps and areas that need attention Formulate annual action plan to address deficiencies	In Progress	Finance & Administration - Human Resources Recruitment and Operations or Labor Relations Team

1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	Staff	Policy is created, implemented, and reviewed annually to maximize results	July 1, 2022 – December 31, 2023	<p>In preparation of policy creation, use applicant barriers assessment, feedback (which will include a field that allows applicants to answers to a set of predetermined questions or provide feedback with their application, at the end of examinations and/ or after the interview process) and surveys to evaluate areas of needed improvement and identify barriers to diversity and inclusion during the process</p> <p>Draft policy Work with PRE Working Group to vet policy, collect feedback and incorporate changes as needed</p> <p>Seek input from unions, DHR and finalize policy</p> <p>Present policy to Port Commission for approval and policy adoption</p>	Not Started	HR Recruitment Team and PRE Working Group
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1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts.	Human, Partnership with Department of Human Resources	Candidate pool is increasingly more diverse and referred from a variety of sources	July 1, 2021 – December 31, 2022	Work with the Department of Human Resources to develop a recruitment process that is informed by: (1) job analysis – assess MQs to ensure they are necessary for entry into the classification so that we are not creating barriers in the application process; (2) recruitment selection process - make sure we	Ongoing	Finance & Administration – Human Resources Recruitment Team

				expanding our outreach; (3) job offer/appointment process - ensure we are creating a desirable offer packet (i.e. making job benefits known prior to job offer (including but not limited to intrinsic value of working at the Port)	
				Expand outreach efforts by collaborating with subject matter experts to identify other relevant outreach opportunities and outreach to target community representatives to determine where they go to look for employment so that our announcements are being shared where they will be seen	Ongoing
				Establish and maintain a database that we use for outreach of employment opportunities	
					Ongoing
1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	Human, Partnership with Department of Human Resources, Labor Unions, SFUSD, and Community College Districts	Candidate pool is increasingly more diverse and referred from a variety of sources Calendared events confirmed for Port participation in job fairs and community events	January 1, 2022 – December 31, 2022	Host Annual Trades Job Fair at Pier 50 providing information for apprenticeships and other entry programs to the trades Actively engage by participating in various job fairs and community events hosted by city, schools, labor organizations, EDD, Goodwill, Veterans Career fairs etc. Partner with DHR and Citywide Equity/Community engagement staff for ongoing situational awareness.	Ongoing

				Collaborate with trade, certification, licensing programs for insight to apprenticeship or cohort completion timelines.		
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.	Human, Department of Human Resources (DHR) and Civil Service Commission (CSC)	Citywide job descriptions, as written and approved by DHR, display consistent and inclusive language Candidate pool is increasingly more diverse New Hire Skills development certifications – No. Of Certs issued within 60 days of hire	January 1, 2021 – December 31, 2023	In collaboration with DHR’s efforts work to evaluate MQs on each new recruitment to identify essential nexus between MQ and expected job outcome. Collaborate with DHR and the Civil Service Commission’s efforts to ascertain the potential to evaluate work functions on each recruitment to identify what functions can be learned within 60 days of hire and which functions are necessary on day one. If approved by DHR and the CSC, re-allocate required job functions into a 60-day on the job training module for skills and functions that are only required intermittently. Advertise skills that the Port will offer as training opportunities for new hires in each job bulletin. Create a skills catalog based on recruitment data to identify skills in demand and align with on-the-job training modules. 60-day skills development Develop a compiled city-wide distribution list that allows analysts to send announcements to the entire list or sub groups with minimal effort	Ongoing Ongoing Ongoing Ongoing	Finance & Administration – Human Resources Recruitment Team

				Change job announcements to be more user friendly and understandable	Ongoing	
				Port recruitment team facilitates job analysis meetings to ensure updated duties and identify distinction between required MQ and licenses and desired qualification		
				Job announcements drafted with language to minimize bias and use inclusive language to describe job duties (replace stereotypically gendered words that may stigmatize people who do not belong to that group)	Ongoing	
				Partner with DHR, labor organizations and CSC if MQs are recommended for review/update as a result of job analysis (class spec revisions, special conditions)		
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	Human, Department of Human Resources (DHR) and Civil Service Commission (CSC)	An increase in applicants with more diverse life, education, and professional experiences	June 1, 2022 – December 31, 2023	In collaboration with DHR and the CSC’s efforts work to allow employees to have on the job training and testing while expanding substitution language related to the MQ’s (within the confines of the Civil Service policies and procedures to amend class specifications and its MQs.)	Not started	Finance & Administration – Human Resources
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental	Human Partnership with Department of Human Resources	An increase in applicants with more diverse life, education, and professional experiences	January 1, 2021 – December 31, 2023	Develop a recruitment process that is guided and validated by job analysis - assess MQs and duties to determine whether a supplemental questionnaire is the best measure to screen and gather	Ongoing	Finance & Administration – Human Resources

essay questions, unless grammar and other writing skills will not be considered.¹

information to make informed decisions about which candidates are most qualified to advance to interview (exempt recruitments) or to screen and develop scoring matrix for development of eligible list/ranked scores for certification (permanent civil service recruitments).

Comprehensive job analysis will provide insight to the most feasible assessment tools to produce a qualified applicant pool.

1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Human	An increase in applicants with more diverse life, education, and professional experiences	January 1, 2021 – December 31, 2023	Participate in DHR’s efforts to develop a recruitment process that is informed by job analysis - assess MQs to ensure they are necessary for entry into the classification so that we are not creating barriers in the application process.	Ongoing	Finance & Administration – Human Resources
				Consistently incorporate substitution language whenever appropriate to site the value of additional relevant experience in place of solely the attainment of educational advanced degrees.	Ongoing	
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	Human, Partnership with Department of Human Resources and Civil Service Commission	Candidate pool is increasingly more diverse and referred from a variety of sources	January1, 2021 – December 31, 2023	Continue to work closely with recruiters to communicate Port values and core principles for diversity and inclusion in all recruitment efforts. Review job vacancy brochures and all recruitment materials before issuance.	Ongoing	Finance & Administration – Human Resources

¹ From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

Utilize Port distribution lists, social media and DHR to ensure job vacancy brochure has wide dissemination.

Identify a diverse recruitment agency from the DHR approved vendor list of recruiters for departments to for executive vacancies.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Staff, Funds, Partnerships	Set baseline # of paid interns/fellows, and determine meaningful increase annually to meet department needs/capacity and budget	January 1, 2021 – December 31, 2023	Develop strategic plan to attract a diversity of interns to the Port. Create budget strategy to increase interns and apprenticeship programs at the Port.	In Progress	Finance & Administration - Human Resources, Race Equity Team, Planning & Environment, Engineering, Maritime, Maintenance, Finance & Administration
		Set baseline # of interns, specifically from designated zip codes and establish annual goal		Develop recruitment/marketing materials and Partner with CBOs to distribute. Work with DHR and other programs to capture and consolidate all internship and apprenticeship data.	Not Started	
		Set baseline # of interns through Project Pull, Youth Works and establish annual goal		Continue to conduct recruitment for specific Health and Safety, Engineering, Planning and IT intern opportunities as needed. Port currently partners with various intern programs such as Project Pull, Cal Maritime, and Youth Works.	Ongoing	

1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <u>Opportunities for All</u> program.	Staff, Financial	Set baseline # of Opportunities for All placements and mentors Determine budget for internship program # of opportunities for programming and engagement Year-round engagement with interns	January 1, 2022 – December 31, 2023	Plan and request for summer placements from Mayor’s Opportunities for All internship program. Survey Port divisions to determine applicable work and available mentors. Create and maintain an Internship Opportunities tab on our existing Port website that will feature resources for prospective interns	Not Started	Human Resources and Staff within various divisions who will serve as mentors
1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District’s <u>Career Pathways Program</u> .	Staff, Partnerships, Financial	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	January 1, 2022 – December 31, 2023	Conduct outreach to public higher learning institutions and trade schools to increase awareness of Port internship/fellowship opportunities. Partner with local and educational institutions to increase awareness and attract graduates to apply for employment opportunities at the Port, especially candidates from historically disadvantaged communities Create and host SFUSD Port Day to engage local youth with maritime careers, seawall & coastal science curriculum, interactive opportunities and awareness along the waterfront.	Not Started	Human Resources, Maritime, Engineering, Planning & Environment, Maintenance, Racial Equity Working Group
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Human, Financial	Determine baseline # of opportunities during internship/fellowship and establish goal for improvement	January 1, 2022 – December 31, 2023	Develop new and expanded internship opportunities utilizing best practices and lessons learned from other Port internship programs to create the following: Waterfront Resilience Program Internship;	Not Started	Human Resources, Racial Equity Working Group, Waterfront Resiliency Program Team

Have interns participate on Port Race Equity committee so that they can bring in new ideas and be made aware of the Port’s mission, goals and expectations.

1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Human	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	January 1, 2022 – December 31, 2023	With support of DHR, develop tracking database based on race/ ethnicity for a year to address fallout issues. Develop exit survey for feedback on intern and fellowship experience Analyze data and adjust programs based on data	Not Started	Finance & Administration - Human Resources
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1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Human	Standardized interview process with a set of inclusive interview questions, practical exercises, skills assessment appropriate to the position.	January 1, 2021 – December 31, 2022	Structured interview questions are created by SME’s and HR.	In Progress	Finance & Administration - Human Resources
1.4.2. Ensure a diverse hiring panel for each interview.	Human	Demographic composition of panels Increase in diverse interview panels Interview panel for all internal candidates include external raters	January 1, 2021 – December 31, 2022	Continue to consistently recruit diverse subject matter experts from other city departments and external jurisdictions.	In Progress	Finance & Administration - Human Resources

1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	Human, Partnership with Department of Human Resources	Interview panels will be increasingly more diverse, conversations regarding racial equity can be easily had with HR staff	January 1, 2021 – December 31, 2022	HR instructs panelists and is heavily involved in the interviews. Also, there must be a consensus between panelists’ scores. Ensure interview panelists and hiring managers complete required DHR implicit bias training annually.	In Progress	Finance & Administration - Human Resources
1.4.4. Adopt a tool to track application progress and reach assistance through multiple means.	Human	Tool created and implemented Set baseline for # of applicants and goal for increased applications Increased assistance to job seekers	January 1, 2022 – December 31, 2022	Upon DHR implementation of the JobAps replacement application, utilize, new system’s applicant tracking component View applications and predetermine viable application pool to check on status of diversity and if necessary extend application end date for further reach.	In Progress	Finance & Administration - Human Resources
1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals for accessibility.	Human	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	January 1, 2021 – December 31, 2022	Continue to send out a weekly e-mail that highlights city-wide job openings Continue to utilize Port and citywide social media to ensure notification of open opportunities. Email internal employees directly to inform of direct promotive opportunity. Example: 1241 to 1244	Ongoing	Finance & Administration - Human Resources
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	Human, Partnership with Department of Human Resources and Civil Service Commission	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	January 1, 2022 – December 31, 2022	Collaborate with DHR and the CSC to identify current causes of delays: background clearance, medical exam (set exam prior to contacting candidate) appointment time, inspection. Empower more staff with rights to move recruitment and selection along in case responsible person is out of office Contact multiple potential panelist as backups	Not Started	Finance & Administration - Human Resources

				<p>There may be a slight delay in scheduling interviews; however, we work within the schedule of our diverse panel members' availability.</p> <p>Formalize ideal hiring process and timeline for managers.</p>		
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Human	All new hires are processed similarly regardless of position	January 1, 2021 – December 31, 2022	<p>Implement DocuSign to facilitate the paperwork and signatures for onboarding new and promoted staff</p> <p>Work with IT and business services to have the employees workspace set up with required equipment upon arrival</p> <p>Created Port branded welcome package for new staff to foster inclusion into Port family</p>	Ongoing	Finance & Administration - Human Resources
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	Human, Partnerships with labor organizations, and Department of Human Resources	<p># number of diverse candidates increased</p> <p>Overall faster hiring times</p>	January 1, 2021 – December 31, 2022	Continue to partner with labor organizations to request permission to use expanded certification rules for position-based tests administered by the Port.	Ongoing	Finance & Administration - Human Resources

1.5. Conduct targeted and intentional outreach and engagement to increase racially diverse pipeline

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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1.5.1. Increase social media presence on multiple platforms	Human, Financial	Establish baseline # of followers on social media and set goal for increase Establish baseline # engagement on social media platforms and set goal for increase	January 1, 2021 – December 31, 2023	Review and revise (as needed) strategic plan to attract a diversity of followers to Port social media accounts; utilize social media platforms to advertise employment opportunities such as internships, apprenticeships, in addition to Port events	In Progress	External Affairs, Finance & Administration - Human Resources
1.5.2. Create online portal and job board for tenants to share tenant job openings with job fair promoters to reach and expand audience.	Human, Financial	Establish baseline # of job postings in centralized, accessible location (online and/or physical) and set goal for increase	July 1, 2022 – December 31, 2023	Determine feasibility of creating an online job portal/job board for tenants to share tenant job openings with job fair promoters to reach and expand audience. If feasible, assist in the creation of online job portal and offering of email sign-up for interested persons to receive periodic emails containing new job posting and other relevant Port tenant employment opportunities	Not Started	External Affairs, Real Estate & Development

2. RETENTION AND PROMOTION

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

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

DEPARTMENT GOAL

What is the department’s overall goal on Retention and Promotion?

Increase employee awareness of career pathways and opportunities for upward mobility in alignment with the Port’s goals to maximize workforce investment through education and training opportunities.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.	Human	Tracking mechanism implemented Demographic data analyzed	January 1, 2021 – June 30, 2023	When a disaster is declared create departmental spreadsheet to track deployed workers with the disaggregated data as required Include certification possessed with disaggregated data	In Progress	Finance & Administration - Human Resources
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future	Human	Budget analysis completed Strategies developed and published	January 1, 2021 – June 30, 2023	Conduct internal budget analysis to include racial equity lens and DSW data to inform current and future staffing needs	Not Started	Finance & Administration - Human Resources

staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.

Develop and publish a strategy to ensure any layoffs and furloughs are implemented across a broad spectrum of classifications, not to disproportionately impact lower paid classifications

2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	Human, Financial, Materials and Supplies	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	January 1, 2021 – June 30, 2021	Continue to stock storeroom with necessary PPE to complete their job function, as well as have access to materials and supplies in the event of an emergency	Ongoing	Maintenance – Health & Safety
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Human	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	January 1, 2021 – June 30, 2021	Stay abreast of local, state and federal laws that cover employees in a state of declared emergency Communicate policy changes to employees to increase awareness related to their pay and benefits Facilitate electronic form processing to expedite access to benefits	Ongoing	Finance & Administration - Human Resources, Payroll
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	Human, Partnership with Department of Human Resources, and Emergency Operations Center	Caretaking and safe transportation sections included in DSW deployment protocol	January 1, 2021 – December 31, 2022	Provide safe parking for deployed staff when assigned to Port property Upon receipt of request for DSW, consider employee caretaking responsibilities and transportation constraints when fulfilling request	Ongoing Not Started	Finance & Administration - Human Resources

2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Human	Pay inequities for Port-only classifications may be reduced and aligned annually or as needed after salary data is reviewed	January 1, 2021 – December 31, 2021	<p>For Port-only classifications, survey California Public Agencies with Maritime Operations Staff.</p> <p>Identify Compensation Elements included in other agency comp plans.</p> <p>Continue to participate in the annual AAPA salary survey and review Port salary for necessary adjustment as required</p> <p>Track pay inequities for inclusion to positions being paid under current market rate. After data analyst will share information with DHR to bring to table negotiations</p>	Ongoing	Finance & Administration – Human Resources
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	Human, Partnership with Department of Human Resources	Benefits provided are annually improved by CCSF	January 1, 2021 – December 31, 2022	<p>Follow the City’s employee benefits and leave of absence guidelines for all staff, as both are defined through the City’s collective bargaining process</p> <p>Assess the needs of staff and make suggestions to HSS, employee retirement system or CSC for recommended changes</p>	In Progress	Finance & Administration – Human Resources
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Human	<p>PTO policy follows CCSF LOA policy</p> <p># of staff taking PTO may increase</p>	January 1, 2022 – December 31, 2022	<p>Survey staff and identify comprehensive list of religious and cultural holidays. Add to Port calendar for reference</p> <p>Create policy to allow use of comp time or other leave time to accommodate for other religious and cultural holidays</p>	Not Started	Finance & Administration – Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Human	Increase staff accessibility to information concerning salary advancement opportunities and promotive opportunities as these items are determined through the City’s collective bargaining process	January 1, 2021 – December 31, 2022	Present an overview of the collective bargaining process so employees know how their representatives address concerns about pay and promotions Add bargaining summaries to SharePoint	In progress	Finance & Administration - Human Resources
2.3.2. Develop a formal and transparent process for raises and promotions.	Human, Partnership with Department of Human Resources, Labor Union	Increase in staff knowledge of internal promotions Implement MEA Bonus program per the MOU	January 1, 2021 – December 31, 2022	Report annually a summary of collectively bargained MOU compensation changes Report Internal Promotions Quarterly Assess and award MEA Bonus program as determined by the union and Port Executive Director	In Progress In progress	Finance & Administration - Human Resources
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	Human	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	January 1, 2022 – December 31, 2022	Create and publish comprehensive acting assignment pay policy for all MOUs which includes describing criteria for receiving an acting assignment Compensate appropriately for acting assignments or interim appointments	Not started	Finance & Administration - Human Resources
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	Human, Partnership with Department of Human Resources	Reversal of diversity drop-offs in 182x classifications	January 1, 2022 – December 31, 2023	Work with Department of Human Resources to identify MQs for feeder classifications to determine what MQs can be incorporated into classes that have a “drop-off” and support DHR efforts to implement necessary changes Support employees to further education for direct promotional opportunities Asses availability of	Not started	Finance & Administration - Human Resources

additional funding to supplement MOU’s provided funding						
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	Human, Partnership with Department of Human Resources	Identify classifications without promotional opportunities Assess employees’ skill sets to advise on next appropriate promotional opportunity.	January 1, 2022 – December 31, 2023	Work with Department of Human Resources to bridge “dead end” classifications with MQs required for senior level classifications and support DHR efforts to implement necessary changes Identify nexus for promotional opportunities for employees who have reached the top of their class series. Inform them of potential promotional opportunities and MQs required Inform Port leadership about the list of classifications with extended ranges. For classifications that do not have a promotional track, reach out to DHR to request extended ranges be inclusive of additional Local 21 classifications.	Not started	Finance & Administration - Human Resources

3. DISCIPLINE AND SEPARATION

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

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

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

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

DEPARTMENT GOAL

What is the department’s overall goal on Discipline and Separation?

Utilize consistent, fair and equitable discipline and address misconduct issues at the lowest level reducing the need for progressive discipline .

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Human	Create tracking mechanism	January 1, 2021 – December 31, 2022	Log discipline in People and Pay system by discipline implementation date	In Progress	Finance & Administration - Human Resources
		Analyze data annually		Determine metrics for discipline bias thresholds	Not Started	
		Increase accountability in disciplinary actions		Disaggregate employee discipline data by race and gender to analyze for bias, annually	Not Started	
3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Human	Create tracking mechanism	January 1, 2021 – December 31, 2022	Log terminations in People and Pay system by separation date	In Progress	Finance & Administration - Human Resources
		Analyze data annually		Determine metrics for separation bias thresholds	Not Started	
				Disaggregate employee separation data by race and gender to analyze for bias, annually		
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Human, Partnership with Department of Human Resources	Establish baseline # of trainings completed annually and set goal for improvement	January 1, 2022 – December 31, 2023	Work with Department of Human Resources to define elements of equitable and compassionate discipline and identify trainings available	Not Started	Finance & Administration - Human Resources

				Create online module aimed at bias elimination on progressive discipline through an equitable and compassionate lens		
				Require all supervisors to participate in progressive discipline and bias elimination training		
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	Human	At least two human resources staff trained on alternative dispute resolution	January 1, 2022 – December 31, 2023	Interact with supervisors and staff to resolve complaints to avoid escalation	Not started	Finance & Administration - Human Resources
				Identify and invite a Dispute Resolution Service Provider to train supervisors, as needed or provide referrals to Employee Assistance Program		
				Increase staff awareness of mediation and counseling resources available to resolve conflict at the lowest level		
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Human	Reduction of racial disparities in disciplinary actions	January 1, 2021 – December 31, 2022	Use of the Port’s discipline rubric based on offense	Ongoing	Finance & Administration - Human Resources
				Meet as a management group to determine objectively the level of discipline apportioned according to the offense and employee’s prior discipline		

4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

¹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.
² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

What is the department’s overall goal on Diverse and Equitable Leadership?

Cultivate strong leadership reflective of underrepresented groups, such as women, differently-abled persons, Black, Indigenous, and other people of color.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Human	Establish baseline and set % increase in diverse management applicants	January 1, 2021 – December 31, 2022	Establish baseline data to use for future recruitments effort comparison Create and maintain an HR master diverse candidate sourcing list used for targeting diverse candidate pools. Sourcing list may include non-profit organizations and other community organizations that serve diverse communities.	Ongoing	Finance & Administration - Human Resources

4.1.2. Commit to ongoing racial equity training and development for leadership.	Human, Partnership with Department of Human Resources Financial	Set baseline and goal for # of training & development completed by leadership per quarter	January 1, 2022 – December 31, 2023	Work with DHR to create a diverse menu of racial equity training opportunities. Require the completion of ongoing racial equity training to supervisors and managers.	Not started	Finance & Administration - Human Resources
4.1.3. Incorporate senior leadership demographics in the department annual report.	Human	Senior leadership demographic included in the annual Strategic Plan	January 1, 2021 – December 31, 2021	Track senior leadership in current Access database. Provide demographics in the department annual report, disaggregated by race and gender.	Ongoing	Human Resources, Finance, External Affairs
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	Human, Financial	% of staff is aware of the process	January 1, 2022 – December 31, 2022	Create anonymous virtual drop box for employees to provide input into designated areas of feedback Increase awareness of input portal to senior leadership by including anonymous link in Port publications	Not Started	Finance & Administration - IT, Executive Team

4.2. Measure diversity and inclusion in the organization, set goals for improvement and hold leadership accountable.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. Provide ongoing training to Managers to improve communication and coaching to be more effective in their role as a guide and mentor	Human, Financial	Set baseline and goal of # Managers and Supervisors receiving ongoing training	January 1, 2021 – June 30, 2021	Identify existing training courses held City-wide and externally including but not limited to Conflict Resolution, Coaching, Communication, Leadership and Cultural Sensitivity	Not Started	Finance & Administration - Human Resources, Race Equity Team

Establish expectation (to be included in Performance Plans) for continuous training for Managers and Supervisors						
4.2.2. Institute 360 Evaluation of Managers to create accountability	Human, Financial	Vendor secured to implement 360 Evaluation Evaluation scorecards generated for Managers	July 1, 2022 - June 30, 2023	Upon determination of feasibility, explore and secure a vendor to provide 360 Evaluation service as a tool to provide constructive feedback and to improve individuals' management ability Results of 360 Evaluation to be included in Manager's Performance Evaluation	Not Started	Finance & Administration - Human Resources, Race Equity Team

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

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

DEPARTMENT GOAL

What is the department’s overall goal on Mobility and Professional Development?

Increase and broaden professional development opportunities to support upward mobility throughout the organization.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Human, Financial	Set baseline and goal for # of available professional development opportunity	July 1, 2021 – June 30, 2022	Examine professional development opportunities across spectrum of classifications	Not Started	Finance & Administration – Human Resources, Maintenance – Health & Safety
		Set baseline and goal for # of completed training		Determine feasibility and available resources to provide formal training and/or professional development to all staff	Not Started	
				Require training at onboarding within first six months of employment	Ongoing	
				Mandate annual ongoing training for all staff	In Progress	

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5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Human, Financial	Set baseline and goal # of attended, external conferences	July 1, 2021 – December 31, 2021	Establish standards of criteria for approved conferences within approved travel states Create flow charts to illustrate pathway of approving, attending and reimbursement of conference. Establish method for outreach to Port employees	In Progress	Finance & Administration – Human Resources, Accounting
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Human, Financial	Set baseline and goal # of staff enrolling and completing extended learning \$ dedicated to extended learning annually	January 1, 2021 – April 30, 2021	Continue to allocate training dollars accessible by all staff within our annual training budget.	Ongoing	Finance & Administration – Human Resources, Accounting
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.	Human, Financial	Set baseline and goal for # of staff participating in outside events or opportunities	July 1, 2021 – December 31, 2021	Identify and encourage staff participation in external professional development opportunities related to our department’s mission and goals Make training budget available to cover expenses related to training, if applicable and inform staff of available resources	Not Started	Finance & Administration – Human Resources, Accounting
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Human	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	July 1, 2021 – December 31, 2021	Report annually number of staff attending training to include race and gender fields, assess year over year to determine the increase in the number of underrepresented staff attending training.	Not Started	Finance & Administration – Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Human	Bi-annual performance evaluation program for all staff	July 1, 2021 – December 31, 2021	Conduct performance evaluations on a bi-annual basis (mid year – Dec, fiscal year end - June) Create a promotional development plan for each employee to include educational, training and development opportunities	Not Started	Finance & Administration – Human Resources
5.2.2. Create a mentorship program between senior and junior level staff.	Human	Set baseline and goal of # of mentors per year Set baseline and goal of # of mentees per year Set baseline and goal of # of meetings per program cycle	September 1, 2021 – December 31, 2021	Research best practices of other similar existing mentorship programs Create mentorship program with the input of internal stakeholders	Not Started	Finance & Administration – Human Resources, Executive Team

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.	Human	Process developed % of staff aware of accommodation process # of accommodations made increased	June 1, 2021 – December 31, 2021	Formalize the existing accommodation process, making it as transparent as possible, illustrate process through flow charts Create a tracking system that includes all reasonable accommodation parameters, including race and gender Include reasonable accommodation process in Port publications to increase staff awareness	Ongoing	Finance & Administration – Human Resources

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Human	Accommodations discussed and recorded during bi-annual performance evaluation process	July 1, 2021 – December 31, 2021	Standardize an assessment of employee needs within the bi-annual performance evaluation review	Not Started	Finance & Administration – Human Resources
5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.	Human, Vacant Office Space	Improvement in overall staff mental health, increase in staff feedback	July 1, 2021 – August 31, 2021	<p>To the extent possible, dedicate existing vacant office space, such as an unoccupied and/or unscheduled conference room for employees to schedule time in advance to utilize for cultural and/or religious practices</p> <p>Communicate available resource through Port publications to increase staff awareness and utilization of office space</p>	In Progress	Finance & Administration – Human Resources, Business Services
5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	Human	<p>Assessment performed annually</p> <p>\$ set aside for accommodations</p> <p>Increase in staff awareness of accommodations</p>	July 1, 2021 – December 31, 2021	<p>Standardize an assessment of employee needs outside of the workplace within the bi-annual performance evaluation review</p> <p>Train Supervisors on available resources and how to make appropriate referral(s), including to the Employee Assistance Program</p> <p>Increase awareness of resources by including information in Port publications and making available brochures and/or flyers related to transportation, food, childcare, health and crisis resources</p> <p>Continue to determine available funding and allocate funds for accommodations (i.e. office ergonomics, reasonable accommodations)</p>	Not started	Finance & Administration – Human Resources

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6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

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

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

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

DEPARTMENT GOAL

What is the department’s overall goal on Organizational Culture of Inclusion and Belonging?

Cultivate a work environment that celebrates the diversity of staff and their contributions to the organization.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Human	Department mission, policies, and procedures are updated and available	January 1, 2021 – June 30, 2021	Review and update Port Employee Handbook (educate and inform new employees) and Strategic Plan to make sure there is alignment of the department’s mission in our organizational stated goals, policies and procedures Seek Port Commission Approval for the adoption of updated policies	Not Started	Senior Leadership

6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Human	Regular, scheduled meetings with RE Team to implement RE Action Plan	July 1, 2021 – March 31, 2021	Designate one or more persons to serve as a Racial Equity Lead for their respective division that is committed to ensure processes systems, decisions, and actions reflect and embody the Racial Equity Action Plan goals and principles Continue meeting with Racial Equity Team on a regularly scheduled basis	Ongoing	Race Equity Team
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Human	RE Action Plan is published on department website	January 1, 2022 – December 31, 2022	Develop and publish Racial Equity Action Plan to Port website Regularly update milestones of the Racial Equity Action Plan	Not Started	Diversity, Equity and Opportunity Manager & Port Race Equity Working Group
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Human	Ongoing reporting	January 1, 2021 – January 31, 2021	Present updates in the Executive Director report at each Commission meeting Provide updates to employees via Port publications	Ongoing	Diversity, Equity and Opportunity Manager
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Human	Establish physical space for affinity groups to meet	July 1, 2021 – December 31, 2021	Identify and provide a physical space where affinity groups can openly and privately assemble Develop a Programming plan which prioritizes historically marginalized peoples	Not Started	Finance & Administration - Human resources & Race Equity Team
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Human	Set baseline and goal for # of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	January 1, 2021 – June 30, 2021,	Hire a consultant to develop a series of interactive trainings for staff to learn skills and strategies to promote inclusion, diversity, equity and respectful relationships Require staff to participate in ongoing mandatory racial equity training	In Progress	Race Equity Team, Finance & Administration – Human Resources
6.1.7.	Human	Annual survey with disaggregated data and feedback	July 1, 2021 – December 31, 2021	Create and administer an annual survey focused on questions to solicit feedback regarding the Port’s organizational culture of inclusion and belonging	Not Started	Race Equity Team

Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.

Use results from each survey to make improvements, as needed to the strategy to foster a culture of inclusion and belonging

6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Human	Increase in staff engagement	July 1, 2021 – December 31, 2021	Display a thoughtfully-chosen art collection reflective of racial and social diversity to promote a culturally diverse and inclusive working environment and foster a sense of belonging	Not Started	Finance & Administration – Business Services, Race Equity Team
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6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Human	Increase in staff feedback, participation, and response to communications	January 1. 2021 – April 30, 2021	Update department electronic mailing listservs on a quarterly basis Track outreach analytics to improve staff participation and response	Not Started	Finance & Administration - Business Services, IT Human Resources
6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Human	Ongoing staff participation and feedback	January 1. 2021 – April 30, 2021	Structure meetings and allocate resources for divisional staff meetings to include diverse speakers on a quarterly basis Create an environment where staff feel ideas are heard and valued by encouraging staff to share ideas and collaborate on discussion topics Distribute meeting materials and questions in advance to allow employees time to process and prepare for discussion	Not Started	External Affairs, Director’s Office

6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Human	Ongoing staff participation and feedback	January 1, 2021 – April 30, 2021	Utilize and improve existing Intranet and/or SharePoint digital space to serve as a resource center for proactive information sharing to strengthen internal communications and reinforce department’s mission and values	In Progress	Finance & Administration - Business Services, IT, External Affairs
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6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions. e.g. communication protocols in formatting of documents, pre-set defaults for word documents, etc.	Human, Financial	Protocol distributed internally and with any outward-facing interactions	July 1, 2021 – June 30, 2022	Review, update and expand existing accessibility protocol to ensure guidelines are established across departmental functions, communications and events Review and improve Port website as necessary to comply with accessibility standards	Not Started	Engineering, Finance & Administration - Business Services, External Affairs
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, signage, memos, scent-free employee policies and scent-free cleaning products, gathering spaces, etc.	Human, Financial	A plan for physical space improvement \$ funding secured Successful implementation	July 1, 2021 – June 30, 2022	Examine and modify architectural, programmatic and internal and external communication accessibility to ensure that individuals with disabilities can fully participate in programs, services and activities	Not Started	Finance & Administration - Business Services, Engineering
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors	Human, Financial	A plan for digital improvement \$ funding secured	January 1, 2021 – December 30, 2021	Interpret and translate vital documents, website, public meetings and hearings and recorded telephone messages to ensure equal access to services and resources	Not Started	External Affairs

with disabilities.		Successful implementation			Prioritize funding improvements of digital communications to meet or exceed accessibility standards	
e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.						
6.3.4. Invest in translation services.	Human, Financial	Set baseline and goal for # increase in translated materials	January 1, 2021 – June 30, 2021	Review and update translation protocol as needed; Interpret and translate vital documents, website, public meetings and hearings and recorded telephone messages to ensure equal access to services and resources	In Progress	Finance & Administration - Business Services, External Affairs
				Provide access to translation services by placing interpretation equipment and signage at locations where interaction may occur		
6.3.5. Encourage individual forms of inclusive identity expression.	Human	Increase in staff using inclusive identity expression, second nature	July 1, 2021 – December 31, 2021	Modify Port policies, including but not limited to the Employee Handbook, ‘dress code’ section to ensure it is gender neutral and allow for expression of individuality	Not Started	Finance & Administration - Human Resources, Race Equity Team
e.g. honoring gender pronouns, relaxing or modifying dress code, etc.				Update forms that require self-identification to be inclusive of racial and gender identity	Not Started	
				Encourage use of gender pronouns by including preferred gender pronouns in introductions and in email signature box	In Progress	
				Encourage use of gender neutral and inclusive terms such as Latinx, Filipinx and differently-abled		
6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request.	Human	Information exists on department website	July 1, 2021 – December 31, 2021	Increase awareness of accessibility accommodations and accessibility of departmental public meetings by including relevant information on department website, publications and new employee orientation	Not Started	Race Equity Team, External Affairs, Finance & Administration - Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Human	Community will have an impact on all department projects	January 1, 2021 – June 30, 2021	Invite community members to actively engage in dialogue to ensure projects and activities attract a diversity of people to the Waterfront Organize outreach events and Citizen Advisory Committee meetings to solicit guidance on projects and events that may impact the community Develop a quarterly newsletter to solicit community feedback from those unable to attend in-person community engagement meetings	In Progress	Planning & Environment, External Affairs
6.4.2. Find opportunities to invest into and support the communities the department serves.	Human, Financial	Increased engagement and support of community related to networking, training and employment opportunities Retreats and staff outings are held in historically disadvantaged communities the department serves Scholarship program for youth is created	July 1, 2021 – December 31, 2021	Organize, participate and/or volunteer in community events for individuals and businesses seeking networking, employment, training and internship opportunities Require management to hold staff outings and retreats in locations within the communities the department serves Evaluate the feasibility of creating a scholarship program(s) for youth in historically disadvantaged communities	Not Started	Planning & Environment, Maritime, Engineering, Maintenance, Human Resources, External Affairs

6.5. Promote diversity and inclusion both internally and externally.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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6.5.1. Create a diversity calendar to promote a more culturally inclusive and competent workforce	Human, Financial	Diversity calendar has been created A diversity of cultural events are celebrated	July 2021 – Sept. 2021	Examine culturally significant holidays and events representative of Port workforce (i.e. Juneteenth, Black history month, Dia de los Muertos, Hispanic Heritage Month, Filipino Heritage Month, Women’s month, LGBTQ month) Create diversity calendar and plan events accordingly; promote events through Port publications	Not Started	Race Equity Team, Employee Recognition Committee Program, Business Services
6.5.2. Create policy for all Port renderings, presentations, brochures, calendars and other public facing material be reflective of underrepresented groups such as, Black, Indigenous, people of color, women, persons with disabilities and LGBTQ+	Human, Financial	Port public facing documents are reflective of the diverse and inclusive organization we seek to create	January 2021 - December 2021	Develop policy for Port public facing graphics, photos, renderings and other visual images to reflect racial and social diversity	Not Started	Race Equity Team, External Affairs
6.5.3. Host team outings and retreats to promote inclusiveness and celebrate employee differences	Human, Financial	Annual team outings and/or retreats are held	January 1, 2022 – June 30, 2022	Organize annual team outings and retreats to improve team dynamics in a more casual environment to encourage employee socializing to build better relationships	Not Started	Race Equity Team, Deputy Directors

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-laws that

contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens.

DEPARTMENT GOAL

What is the department’s overall goal on Boards and Commissions?

Port Commissioners are knowledgeable about core racial equity concepts, demonstrate their commitment to prioritize and advance racial equity in their decision-making, and leverage their authority to hold the agency accountable.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bi-laws to include inclusive language and align with the department’s RE Action Plan.	Human	Bi-laws successfully amended	January 1, 2021 – June 30, 2021	Survey other board and commission bylaws for best practices. Draft revised bylaws to include inclusive language, where improvements are needed. Revised bylaws presented to Port Commission for adoption.	Not started	Commission Secretary
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Human	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts	January 1, 2021 - March 30, 2021	Track commission demographic data in database. Provide demographics in the department Strategic Plan disaggregated by race and gender.	Ongoing	Finance & Administration - Human Resources

7.1.3. Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation.	Human	# of diverse board/commission members	January 1, 2021 – June 30, 2021	Conduct a voluntary demographic survey of current and potential Port Advisory Committee members. Recruit diverse Port Advisory Committee membership to ensure projects and activities attract a diversity of people to the Waterfront. Invite Port Commissioners to Advisory Committee meetings, consistent with public meeting laws, to listen to feedback on projects that may impact the community.	Not started	Planning & Environment, Maritime, Real Estate/Development Divisions External Affairs, Commission Secretary
7.1.4. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.	Human	# of policies passed with RE lens Budget equity completed	January 1, 2021 – December 31, 2021	Identify ORE resources to detail key questions and considerations to aid Commissioners in their decision-making. These resources should help Commissioners engage staff on equity analyses for each budget, project or contract that comes to them for a decision. The resources will also be incorporated into new Commission member onboarding process.	Not started	Race Equity Team, Commission Secretary

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	Human	# of diverse board/commission members % of board/commission retention	January 1, 2021 – April 30, 2021	Examine and modify current meeting accessibility to ensure that Commissioners in need of accommodations can fully participate. Increase awareness of accessibility accommodations by including relevant information in new Commissioner onboarding materials.	Not started	Commission Secretary

7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Human	# of completed training per year Increased participation rate	January 1, 2021 – December 31, 2021	Training program identified by Race Equity Team. Series of trainings scheduled with Commissioners and completed. Training completed biannually after initial series.	Not started	Race Equity Team, Commission Secretary
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Human	Increased board/commission retention Member experience satisfaction survey	January 1, 2021 – December 31, 2021	Encourage experienced Port Commissioners to mentor new members. Match experienced Port Commissioners with new members. Commission Secretary assists in scheduling mentorship opportunities and briefings.	Not started	Commission Secretary, Executive Director, Commission President

Economic Impact Policy Actions

8. Contracts

DEPARTMENT GOAL
What is the departmental goal on Contracts?

Grow the number of racially diverse businesses competing for and winning Port contracts.

8.1 Engage racially diverse businesses in opportunities at the Port.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
8.1.1. Advertise all contracting events to racially diverse businesses, LBE, DBE, and non-certified minority owned businesses	Human	Advertisement pool is increasingly more diverse and includes a variety of sources	January 1, 2021 – December 31, 2021	Analyze LBE and DBE list for Port scopes of work	Ongoing	Finance & Administration, Contracts Team
				Create detailed database of businesses and ethnic chambers and trade organizations that contracts are advertised to	In Progress	
8.1.2. Conduct early targeted outreach to MBE, DBE, and non-certified minority owned businesses	Human	# of ethnic trade organizations on Port outreach list	April 1, 2021 – December 31, 2021	Set up outreach tracker template (email lists, technical workshops, phone call lists, and sign-in sheets) to provide to all divisions doing contracts in order to document outreach efforts. Expand and better utilize Mailchimp	Ongoing	Finance & Administration, Contracts Team
		# of LBEs who attend pre-bid meeting				
		Creation and utilization of Port-wide outreach tracker		Set up LBE Dashboard for quarterly reporting to the Commission.	Not Started	

8.1.3. Engage with technical service providers on common barriers to bidding and networking and providing assistance to potential Port bidders	Human, Partnerships	# of debriefs done with firms that bid on but do not win Port contracts	January 1, 2022 – December 31, 2022	Begin to collect data before and after bid analysis trainings (i.e. who attended, feedback, etc.)	Not Started	Finance & Administration, Contracts Team
		# of workshop attendees, attendee feedback		Identify partners and provide debriefs	Ongoing	

8.2. Ensure contract bidding on Port projects are racially diverse and inclusive.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
8.2.1 Enhance equity-based language in all pre-bids to state the Ports values of creating racially diverse contracting teams	Human	# stated verbally in all pre-bid meeting and written in all RFQs etc.	July 1, 2021 – December 31, 2023	Communicate with contract administrator to track language in pre-bid conference meeting. State in all pre-bid conferences and in the preamble to all Port RFPs, RFQs, etc. that the Port desires to contract with teams that are diverse	In Progress	Finance & Administration, Contracts Team
8.2.2. Re-package contracts into smaller projects when feasible to create opportunities for racially diverse micro-LBE firms	Human	# of micro LBE set-aside contracts issued by the Port # of contracts issued using contracting method other than low bid	January 1, 2021 – December 31, 2023	For Engineering projects use the Project Charter to identify alternative project delivery methods, including potential opportunities to break a project into smaller projects to increase micro-LBE opportunities. Implement the micro-LBE consideration step	Not Started	Finance & Administration-Contracts Team, Contract Owner, Engineering
8.2.3. Fund and partner with City and CBO programs that support minority contractors through investment and engagement, such as workshops to	Human	# of participants funded by Port dollars	January 1, 2022 – December 31, 2022	Establish and monitor the program funded by Port dollars	Not Started	Finance & Administration, Contracts Team

develop new LBEs and LBE business capacity

8.2.4. Create RFQ to form pool (similar to Public Works Job Order Contracting) to increase capacity of small minority businesses.	Human, Financial	RFQ created, advertised and awarded to multiple LBEs	July 1, 2021 – December 31, 2021	Evaluate feasibility	Not Started	Engineering
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8.3. Increase the racial diversity of the pipeline of people pursuing careers in professional services and/or construction trades needed on Port projects.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
8.3.1. Collaborate with CityBuild, and development partners to create training programs to increase pool of qualified candidates of Black, Indigenous, and other people of color	Human, Financial, Partnerships	# of Black, Indigenous, and people of color trained # of Black, Indigenous, and people of color hired on Port projects	January 1, 2021 – December 31, 2021	Increase work order monitoring Re-evaluate work order needs and adjust work order request based on Capital Improvements Plan	Not Started	Real Estate & Development, Waterfront Resiliency Program
8.3.2. Create a community benefits program	Human, Partnerships	Community Benefits program is created and adopted	January 1, 2022 – December 31, 2022	Port Commission adoption of a community benefits program for implementation Port-wide	Not Started	Finance & Administration, Contracts Team
8.3.3. Review Trade Exemptions with OEWD for possible training program creation opportunities to help increase the pool of available workers and businesses.	Human	Decrease in waivers submitted	January 1, 2022 – December 31, 2022	Advocate for development of new programs	Not Started	Finance & Administration, Contracts Team,

8.3.4. Determine feasibility for Pier 70 Shipyard Repurposing Concept as a Regional Maritime Trades Training Center.	Human, Financial	Results of feasibility study are available	January 1, 2021 – December 31, 2022	Research comparable facilities, markets, and operators. Understand facility use and necessary capital improvements. Work with community college for programming. Develop RFQ.	Not Started	Maritime
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8.4. Increase racial diversity of applicant pool seeking careers in professional services and construction trades for Port projects.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
8.4.1. Fund Youth Employment Program	Human, Financial	Set baseline and goal for # of participants	May 1, 2021 – August 31, 2021	Create and advertise RFQ	Ongoing	Maintenance

9. Leasing

DEPARTMENT GOAL
What is the departmental goal on Leasing?

Increase the number of opportunities through pop-ups, curated experiences for small businesses, and other Port leases for San Francisco businesses located in historically disadvantaged communities

9.1 Ensure Port land-use policies directly support business owners and businesses from disadvantaged communities adjacent to Port property.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
9.1.1. Establish criteria for development community benefits agreements that require use of Black, Indigenous and other people of color tenants, sub tenants or suppliers.	Human	Establish desired community benefits for projects like Piers 38-40, Piers 30-32 &SWL 330; Kneass & Building 49; Northern Piers	January 1, 2021 – December 31, 2021	Create and socialize criteria Implement criteria Track progress and make changes to program as needed	Not Started	Real Estate & Development
9.1.2. Establish Port's loan and grant program for LBEs, specifically tenants and businesses from the Black, Indigenous and people of color communities.	Human, Financial	# loans and grants issued to BIPOC community	January 1, 2021 – December 31, 2021	Implement short-term loan program Develop and implement long-term loan program to support Port LBE access to capital Report to Commission and public	In Progress Not Started	Finance & Administration, Procurement and Contracts Manager
9.1.3. Plan for capital improvements in the Southern Waterfront to increase small business space: (i.e. food truck infrastructure, etc.)	Human, Financial	# of square feet requiring capital improvements	January 1, 2021 – December 31, 2021	Identify other City departments with program success, develop plan to make successful for the Port Tracking tenant participation and ensure regular reporting as required	Not Started	Real Estate and Development, Maritime

9.2. Create right sized leasing opportunities to increase presence of Black, Indigenous and people of color (BIPOC) businesses along the waterfront.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
9.2.1. Identify opportunities for best-value selection criteria to include non-cost criteria that elevates small, minority businesses	Human, Financial	# of RFQ with non-cost criteria # of contracts awarded to small, local businesses # of new leases with small, local businesses	January 1, 2021 – December 31, 2022	Review challenges and success of past RFQs with non-cost criteria) i.e., Butterfly, Carmen, & Queens). Identify vacant spaces available and that need capital improvements. Partner with small business community to determine best spaces for small businesses and cost of capital improvements Budget for capital improvements and release RFQ	In Progress	Real Estate and Development
9.2.2. Activate Port Commission approved Pop-Up Request for Qualifications (RFQs) to provide potential opportunities for small and local business participation.	Human, Financial, Real Estate (Vacant)	# of bids submitted # of executed agreements	January 1, 2021 – December 31, 2021	Advertise Pop-Up RFQ and award to successful applicants Adjust RFQ as needed and advertise for another pool of Pop-Up	In Progress Not Started	Real Estate and Development
9.2.3. Identify new truck parking to reduce waitlist time of D10 based businesses and consider master trucker tenant strategy to increase efficient use of space.	Human, Financial, Real Estate (Vacant)	# of new parking spaces # of new agreements # of truckers on waitlist	January 1, 2022 – December 31, 2022	Identify Port location for new trucker space, identify and budget for capital improvements to create space Complete capital work to create space, create new lease agreements based on wait list	Not Started	Real Estate and Development

9.3. Increased support and engagement for current and future LBE tenants on Port property

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
9.3.1. Attract future LBE tenants by establishing a process to update public monthly vacancy report, while key leasing positions are vacant.	Human	# of times report viewed on Port web site # of LBE's filling out leasing inquiry form	January 1, 2021 – December 31, 2021	Add facility information and monthly rent to existing vacancy report. Share vacancy report with LBE networks.	In Progress	Real Estate and Development
9.3.2. Identify models for BIPOC tenant enrichment for new and existing small business tenants which may include tenant starter packs.	Human	# of new leases signed by BIPOC	July 1, 2021 – December 31, 2022	Collaborate with other City departments leasing City property and share strategies and models to attract and support BIPOC businesses.	Not Started	Real Estate and Development, Finance & Administration – Contracts Team
9.3.3. Establish formal relationship with Office of Small Business (OSB) in order to support San Francisco small businesses looking for space at the Port	Human, Partnership	# of businesses referred to the Port through OSB	July 1, 2021 – December 31, 2021	Establish point of contact at Office of Small Business (OSB); discuss ways to partner to support and attract small business to the Port; maintain relationship with OSB	In Progress	Real Estate & Development
9.3.4. Host tenant breakfast annually to improve small business integration into Port community	Human, Financial, Real Estate	# of leaseholder attendees at Tenant Breakfast	January 1, 2022 – April 31, 2022	Determine feasibility of sponsoring event; Plan, outreach and host Tenant breakfast Review lessons learned from first annual Tenant Breakfast and apply those teachings to improve future Tenant Breakfast annual events	Not Started	Real Estate and Development, Finance & Administration – Contracts Team

9.4. Improve Port processes in order to allow for public expediency and increased inclusion.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
9.4.1. Determine feasibility of collecting of tenant data including voluntary data about racial identity of tenant	Human	% complete of tenant list with race data	January 1, 2021 – April 30, 2021	Develop lease boilerplate template edits to solicit voluntary reporting by owner of race/ethnicity Implement boilerplate changes for new and renewing leases	Ongoing	Real Estate & Development, Finance & Administration, IT
9.4.2. Identify improvements that align with the Mayor’s “Save our Small Business Initiative”, that evaluates the permit process and institute changes in order to better and more quickly serve small businesses, especially BIPOC tenants	Human	# of steps to submit a permit application	January 1, 2022 – April 30, 2022	Consult other City agencies who have successfully improved permit process to learn of best practices Analyze permit process, identify potential bottlenecks. Develop workplan to eliminate bottlenecks	Not Started	Engineering, Real Estate & Development, Planning, Fire, and other non-Port City agency permit issuers
9.4.3. Simplify Leasing Process and identify major barriers to leasing for small BIPOC businesses	Human, Partner with SFO, Rec. & Park	# of overall new leases by BIPOC businesses from historically marginalized communities adjacent to Port property # of leases held by BIPOC businesses	July 1, 2021 – December 31, 2022	Review and analyze current leasing process and policy and identify any barriers. Produce leasing “process” map called the Port Navigator. Provide updated Lease to City Attorney for review and revision. Adopt revised Lease process. Review and analyze updated leasing process and identify any barriers	Not Started	Real Estate & Development
9.4.4.	Human	# outreach attempts to CBOs	July 1, 2021 – July1, 2022	Develop list in partnership with Human Rights Commission of CBOs and	Not Started	Finance & Administration,

Outreach to community-based organizations, especially those with racial justice focus, when leases are available and establish regular communication	potential organizations. Meet to discuss kinds of spaces that best meet needs of these organizations. Outreach to these CBOs	Contracts Team; Real Estate and Development
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10. Parks and Open Space

DEPARTMENT GOAL

What is the departmental goal on Parks and Open Space?

To increase racial diversity and engagement at Port parks and open spaces.

10.1 Engage southern waterfront residents of all abilities, especially youth to experience the waterfront

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
10.1.1. Activate Southern Waterfront (south of China Basin) parks by initiating and supporting new BIPOC community partnerships.	Human, Financial	# of partnerships # of Port spaces and/or facilities used by community partners	April 1, 2021 – December 31, 2022	Identify partners and available parks/space. Survey partners to understand ideal uses for spaces. Develop a system to create and support partnerships by offering space as well as marketing for events on Port social media. Create a quarterly survey for community partners asking about past programming (attendees, etc.) and future programming.	Not Started	Planning & Environment, External Affairs

				Support planning for future capital investments in parks and open spaces by soliciting and evaluating community partner needs.		
10.1.2. Provide and promote outdoor recreation opportunities for residents through partnerships.	Human, Real Estate	# of people from District 10 participating in outdoor recreation on Port property	January 1, 2021 – December 31, 2021	Identify, collect, and analyze data from partners. Work with partners to collect meaningful survey data.	In Progress	Real Estate & Development, Planning & Environment
10.1.3. Foster youth leadership among high school students from Southeast San Francisco through the Greenagers Program, run in partnership with the Recreation and Parks Department	Human, Partnership with SF Rec. & Park (RPD), Financial	# of youth participating, testimony of impact of positive impact of programs	January 1, 2021 – December 31, 2021	Work with RPD to identify and capture data about participants in the RPD Greenagers Program	In Progress	Planning & Environment
10.1.4. Provide environmental education on sustainability and biodiversity through partnership with Rec and Park at Heron's Head Park and the Golden Gate Audubon Society.	Human, Financial, Land	# of programs # of participants, length of programming, and outcomes	January 1, 2021 – December 31, 2021	Identify, collect, and analyze data from partners Present findings to partners, commission, and public	In Progress	Planning & Environment
10.1.5. Develop and implement education and awareness campaign to promote network of Southern Waterfront parks/open space and increase children and youth utilization.	Human, Materials, Partnership with Dept. Of Children, Youth and Families	Development of strategy Implementation of strategy	April 1, 2021 – December 31, 2021	Research existing parks and open space plans (i.e. Blue Greenway and WLUP). Work with community partners and local youth to develop outreach and marketing plan. Implement strategy	Not Started	Real Estate and Development, External Affairs, Planning and Environment

10.2 Provide publicly accessible and well-maintained parks and open space in the Southern Waterfront.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
10.2.1. Plan for, seek grants for, and invest Port Capital, GO Bond funds, potential federal stimulus funds, and SWBF dollars to invest in Port parks and open space.	Human, Financial	Dollars spent by Port or on behalf of the Port in the Southern Waterfront on Parks and Open space	January 1, 2023 – December 31, 2023	Start tracking past and future money spent on Blue Greenway park network in Southern Waterfront. Data visualization and presentation to Commission. Use analysis to make future decisions about port open space and park investments.	Ongoing	Engineering, Finance & Administration, Planning and Environment
10.2.2. Expand or improve open space through lease agreements and development deals.	Human, Financial	sq./ft of space beautified or activated for use by new tenants	January 1, 2021 – December 31, 2021	Review quarterly/monthly reports from developers as new open space is completed. If information on open spaces, is not available in reports need to ask for it.	Ongoing	Real Estate and Development
10.2.3. Identifying parks and open space on the Port website with GIS and links to specific park pages	Human	# of people viewing Southern Waterfront park information Increase in # amenities at Southern Waterfront parks Port website reflects accurate, up-to-date information	January 1, 2021 – December 31, 2021	Review website analytics. Ensure regular updates to park website information.	Ongoing	Real Estate & Development, Planning & Environment, External Affairs

10.2.4. Maintain and increase amenities at Southern Waterfront parks	Human, Financial, Land Assets	# of existing amenities in good condition	January 1, 2022 – December 31, 2023	Review parks map and legend and update website	In Progress	Real Estate & Development, Maintenance
		# of amenities in Southern Waterfront is comparable to amenities at Northern Waterfront Parks		Analyze Northern waterfront amenities vs. Southern Waterfront and determine feasibility of adding amenities, such as play structures, water fountains, BBQ pits, picnic tables, benches, exercise equipment, food trucks, restrooms, tables with chess/checkerboards (or check-out games);	Not Started	
				Make targeted investments of those amenities deemed feasible at Southern Waterfront parks	Not Started	
10.2.5. Provide safe and well-maintained opportunities for outdoor recreation. Support community-led maintenance of port parks and open spaces.	Human, Partnership with SFPD and community groups, Financial	# of police reports	January 1, 2021 – December 31, 2021	Review cleaning schedule from maintenance, police report incidents, amount of lighting, types of shoreside protections.	Not Started	Real Estate and Development and Maintenance
		# of maintenance partnerships		Identify potential maintenance partnerships that could engage community and ambassadors to maintain the spaces.		
				Work with Parks Alliance to create Friends groups		
10.2.6. Broaden approach to Port outreach regarding Port advisory groups, events and activities at Port parks and open space to increase racial diversity among attendees.	Human	Increased racial diversity among attendees at Port events and activities	July 1, 2021 – December 31, 2021	Identify barriers to accessing information about Port advisory groups, events and activities, i.e. language, technology, etc.	Not Started	External Affairs, Planning & Environment
				Work with CBOs and city resources to address inequities, such as providing translated materials for all event flyers.		
10.2.7. Support Real Estate request for Parks and Open Space Manager position who will activate, maintain, and plan for parks and open space.	Human	Park position filled	January 1, 2023 – December 31, 2023	Prioritize budget allocation for the funding of new position, Parks Manager	Not Started	Real Estate & Development

Real Estate and Development Deputy Director to work with Human Resources to post and fill position

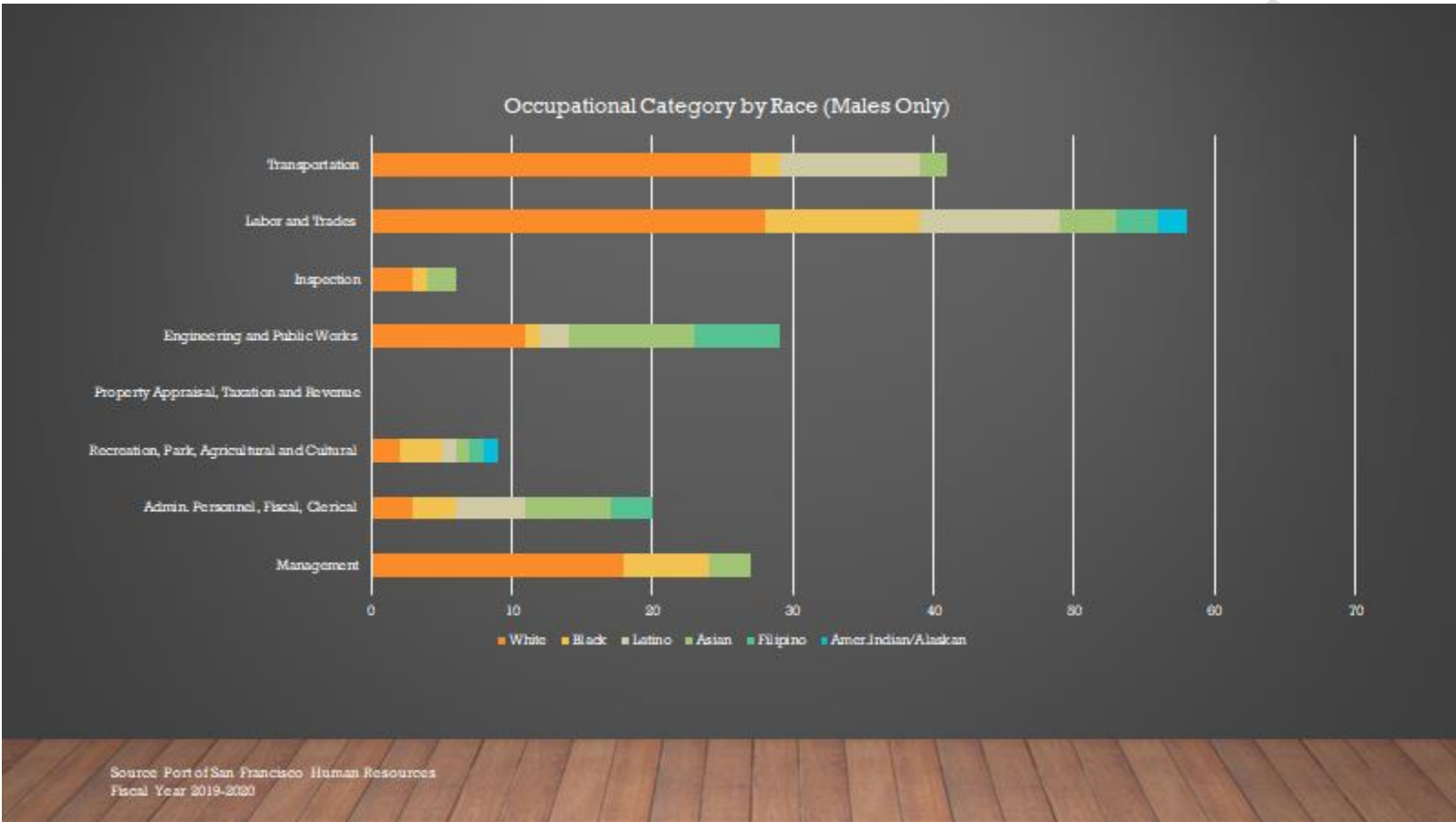
10.2.8. Create park evaluation standards that ensures all Port parks and open spaces, especially those in the Southern Waterfront, are kept clean, safe, fun, accessible and equitable for all.	Human	# of parks meeting standards	January 1, 2023 – December 31, 2023	Create master list of parks/open spaces and who is currently responsible (Port, tenant, RPD, etc.; Research Rec and Park standards Develop and adopt Port standards: update Parks Code. Develop Design and funding mechanism to bring parks up to new standards.	Not Started	Real Estate & Development
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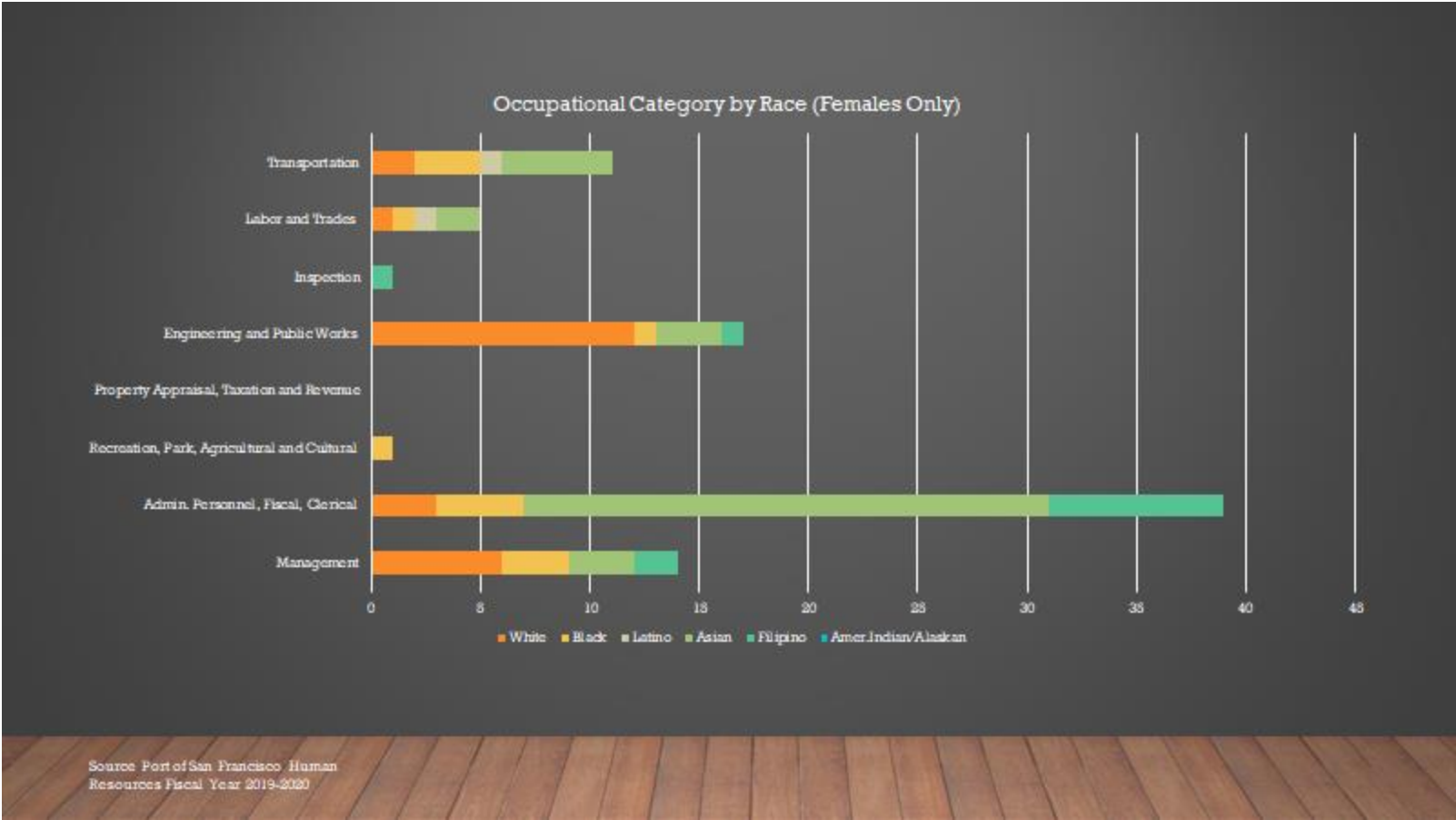
10.3 Provide variety of free user experiences for residents in adjacent communities to enjoy outdoor activities.

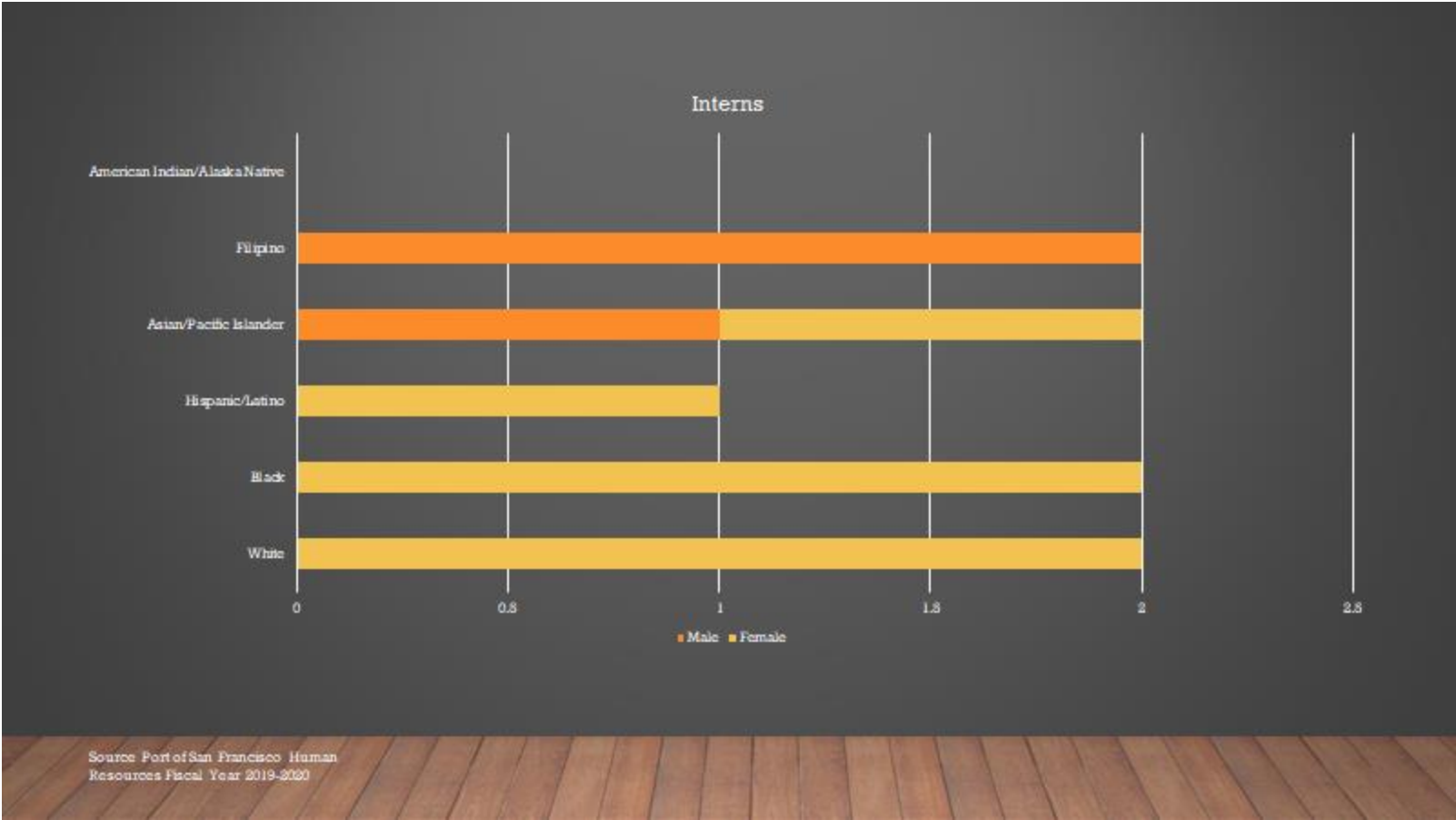
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
10.3.1. Improve opportunities for active and passive public recreation at Port parks and open spaces.	Human, Financial	# of active recreation facilities # of passive recreation opportunities	July 1, 2021 – December 31, 2021	Create or update the legend or identify what recreation opportunities are available at each park. Develop and implement park marketing strategy	In Progress	Real Estate and Development, External Affairs
10.3.2. Increase permanent signage and wayfinding for Southern Waterfront Parks.	Human, Financial	# of signage and wayfinding at parks	January 1, 2023 – December 31, 2023	Research number of signs installed on Port property, as well as other wayfinding. Design and request funding for future signage and wayfinding. Year Implement new signage and wayfinding	Not Started	Planning and Environment and Parks Manager

Add Addendum Section

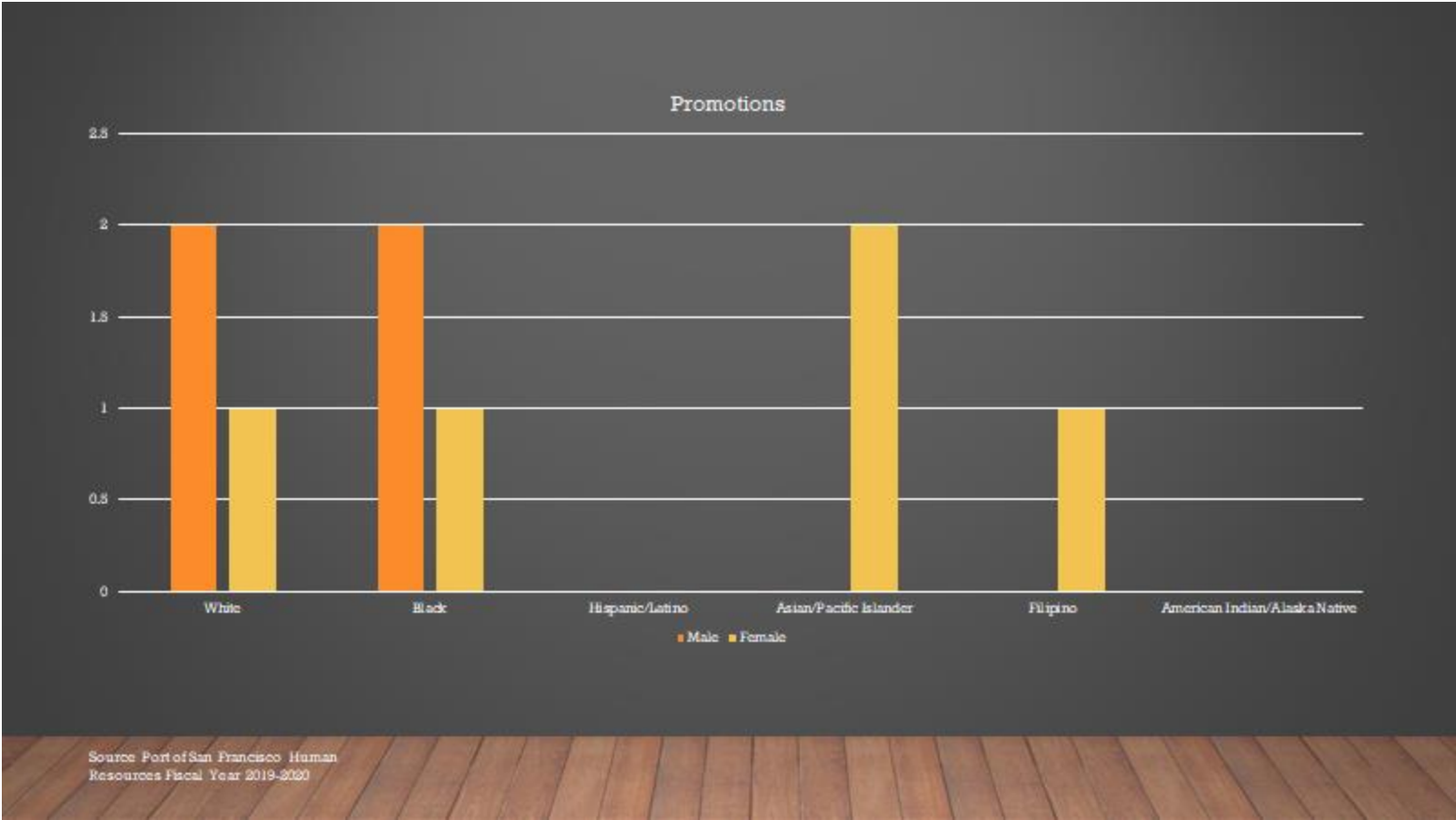
Hiring & Recruitment Data Sets



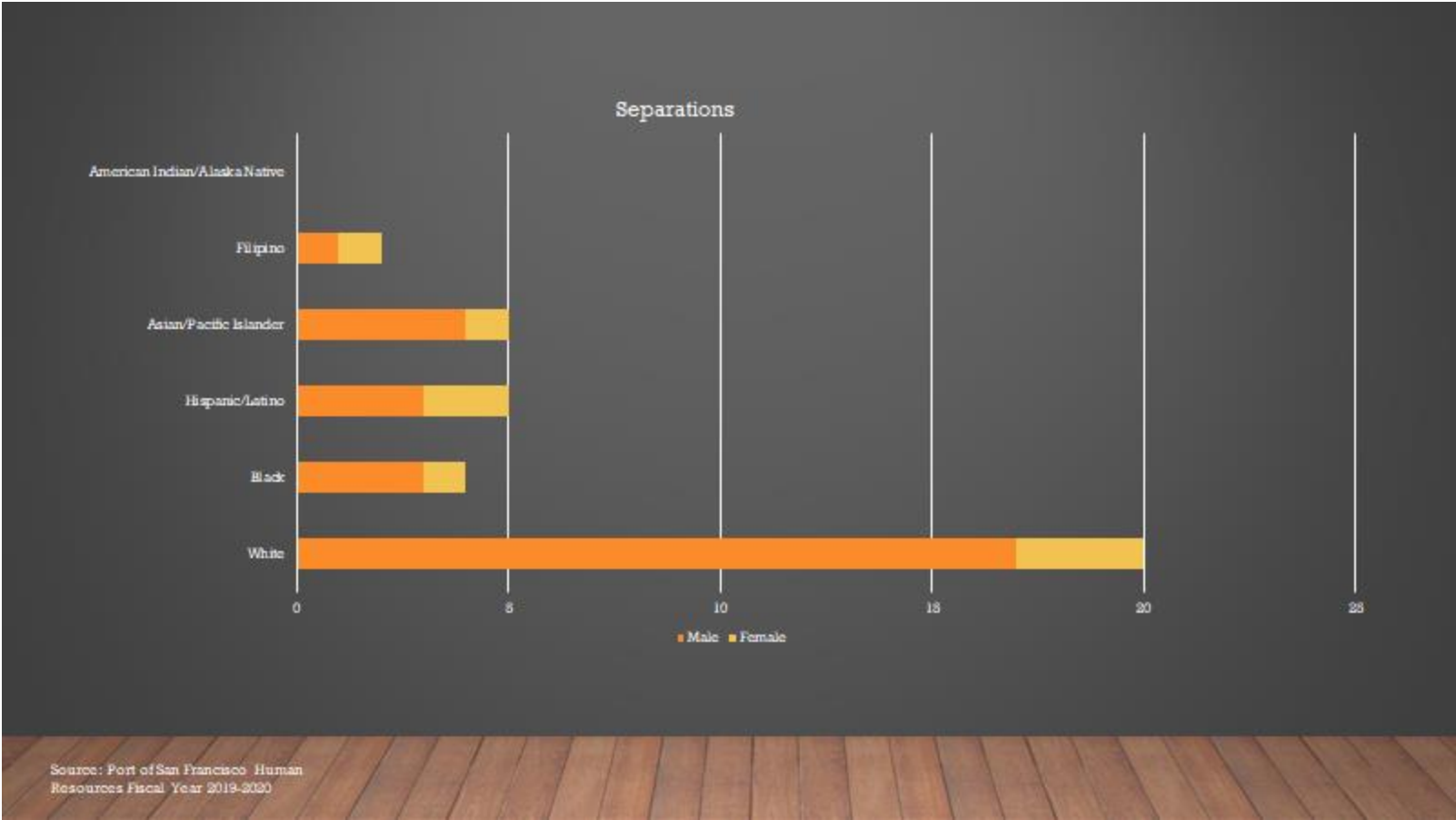


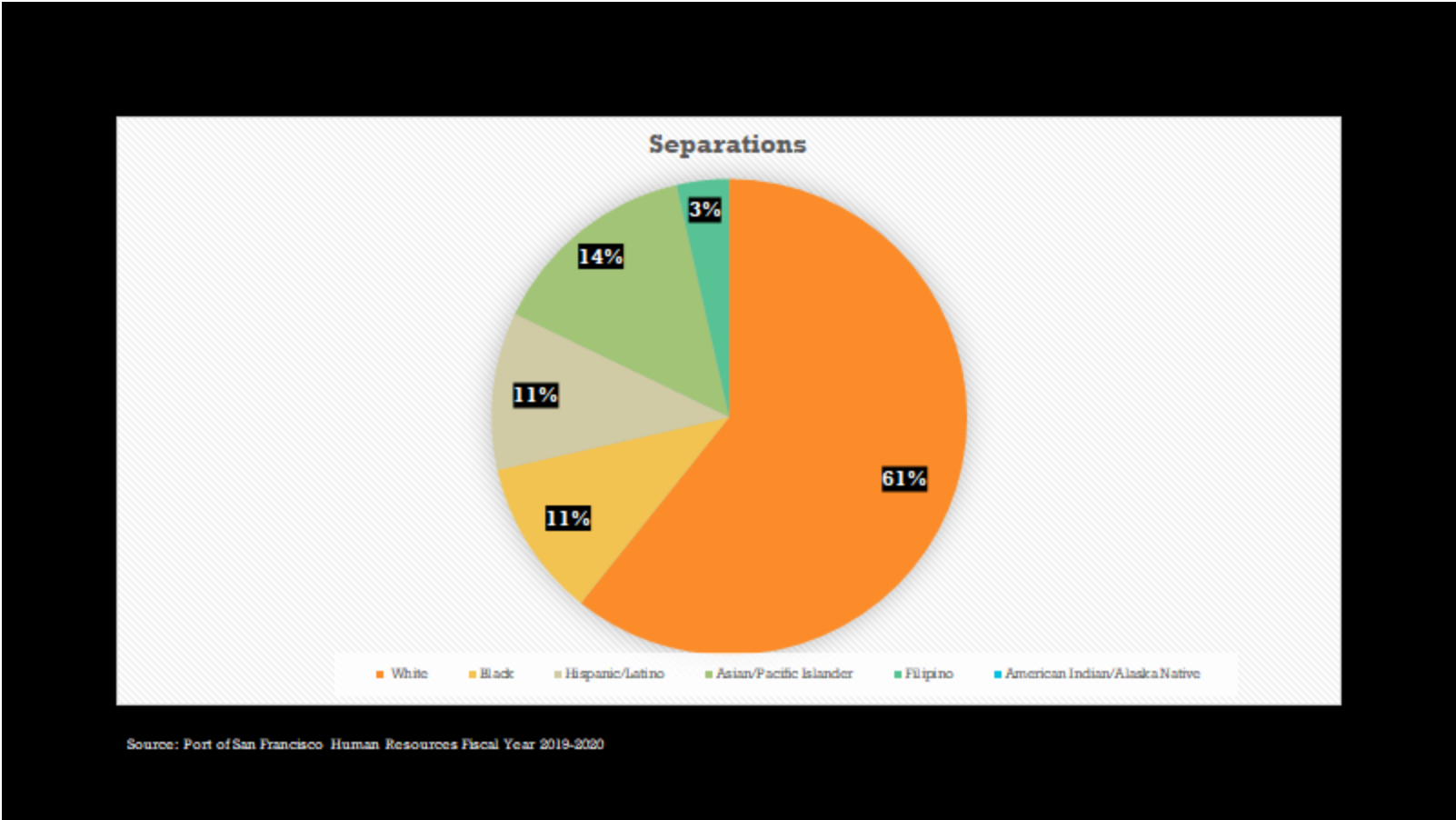


Retention and Promotion – Data Set

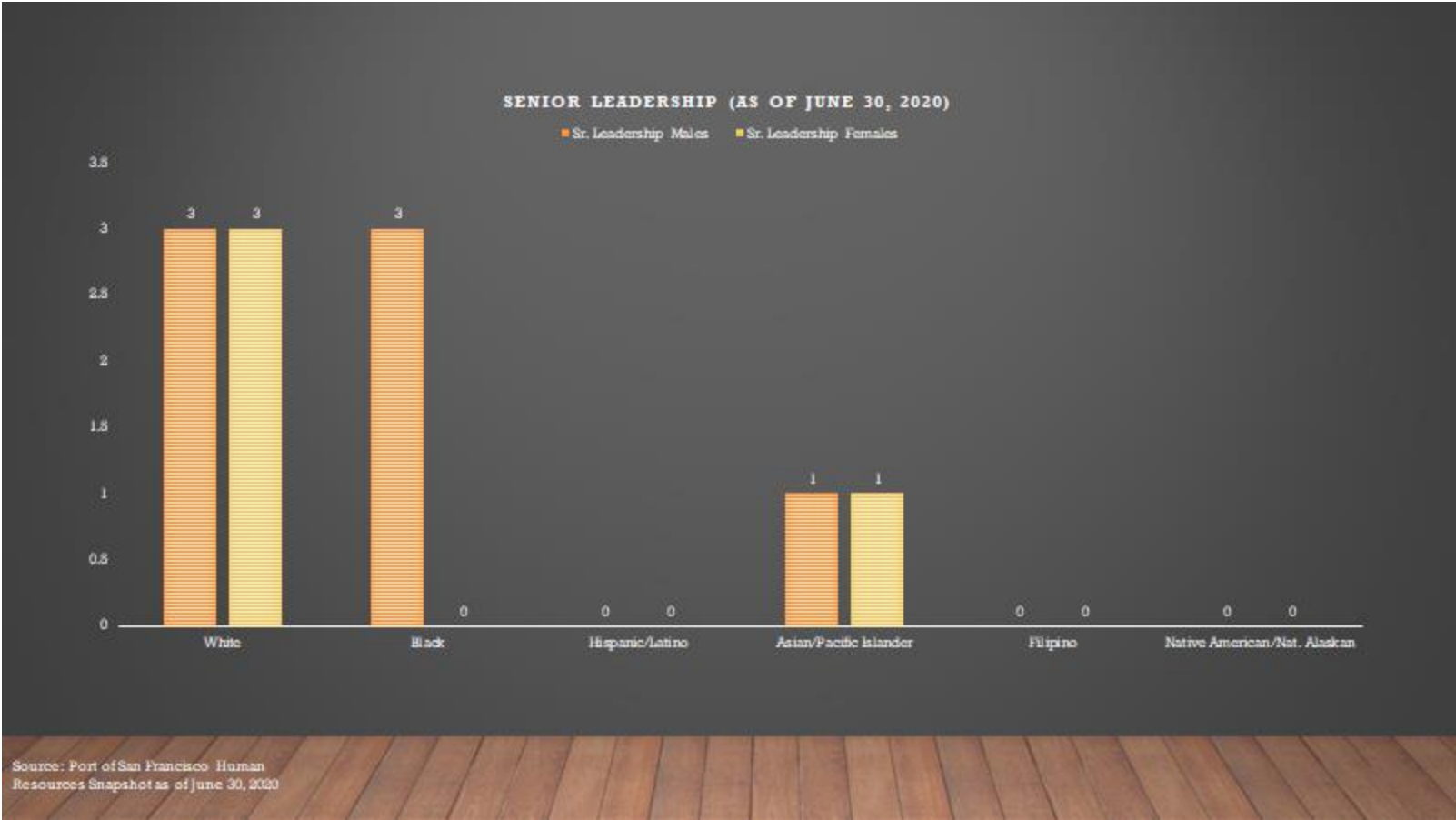


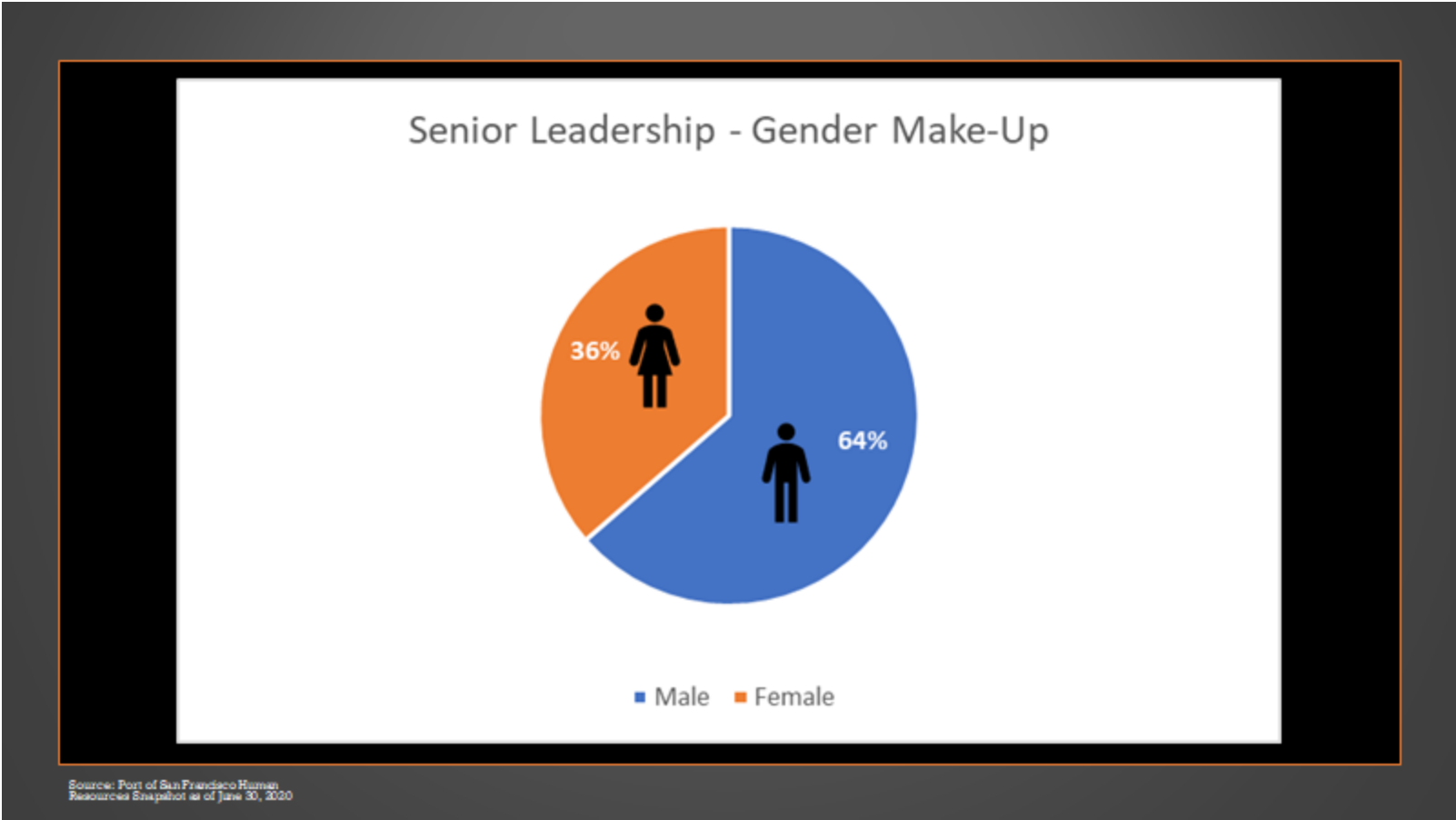
3. Discipline and Separation

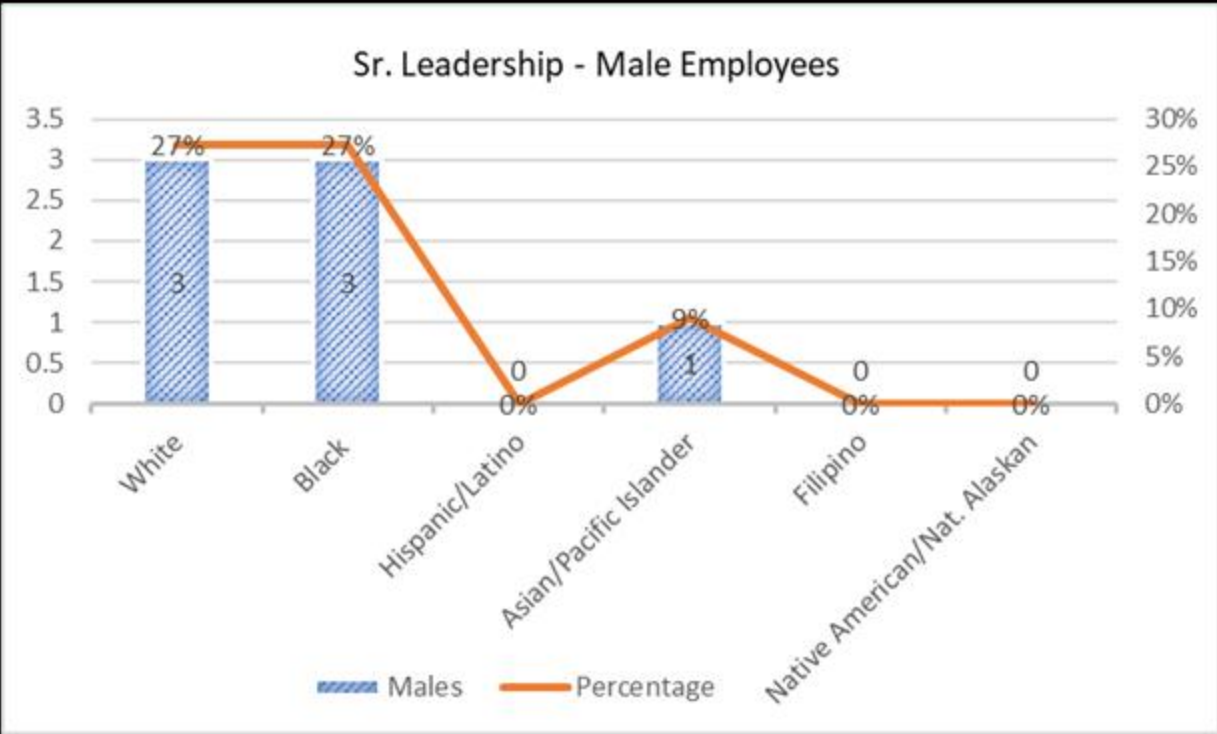




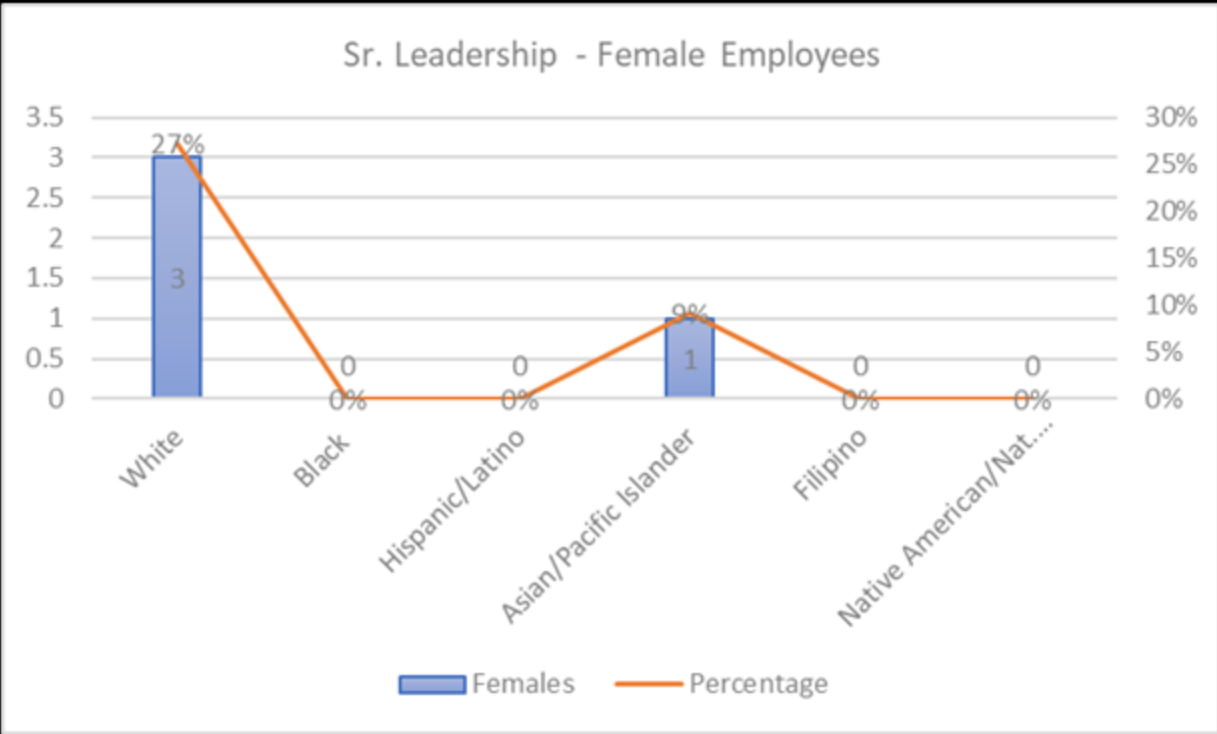
Diverse and Equitable Leadership



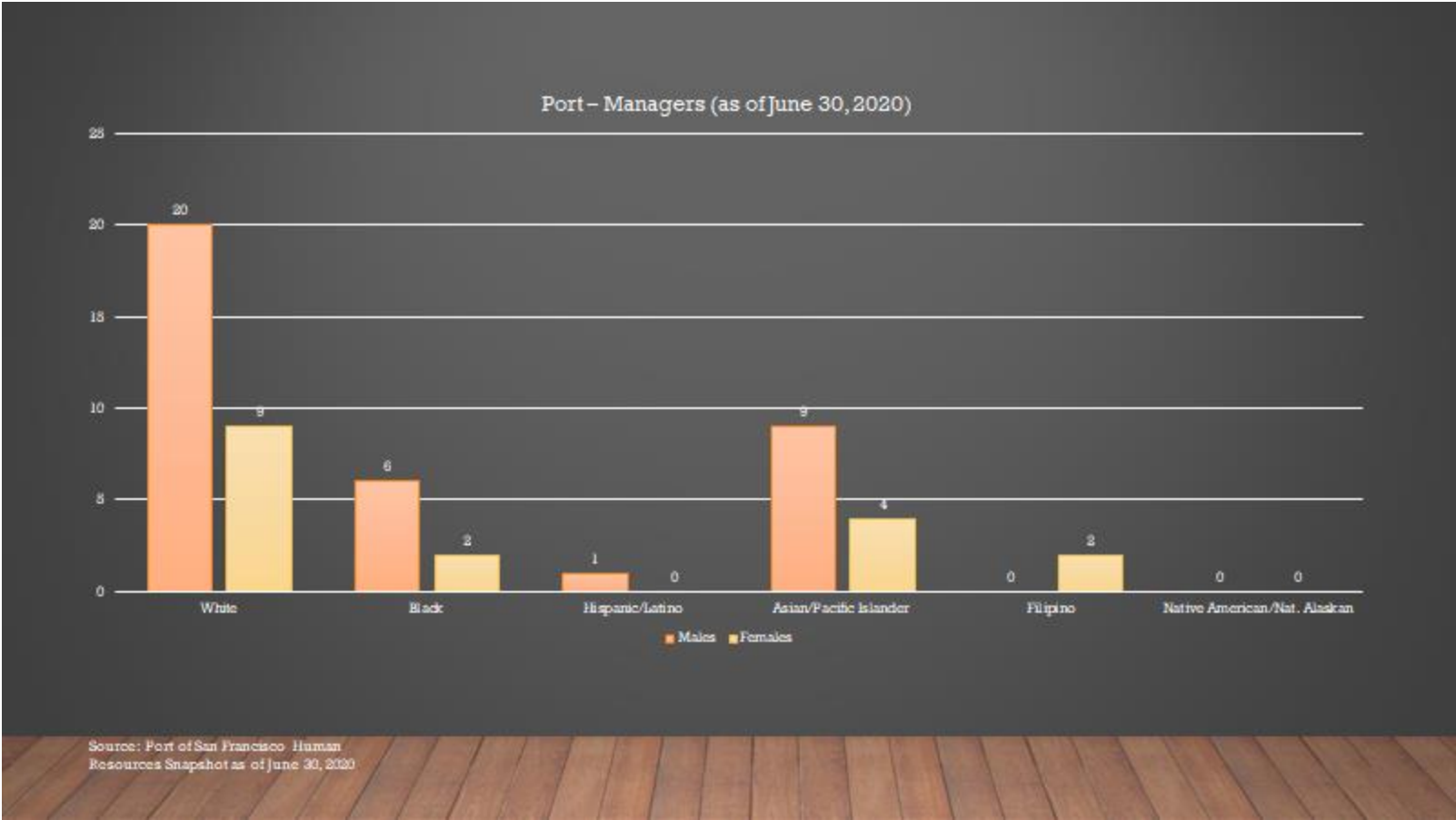


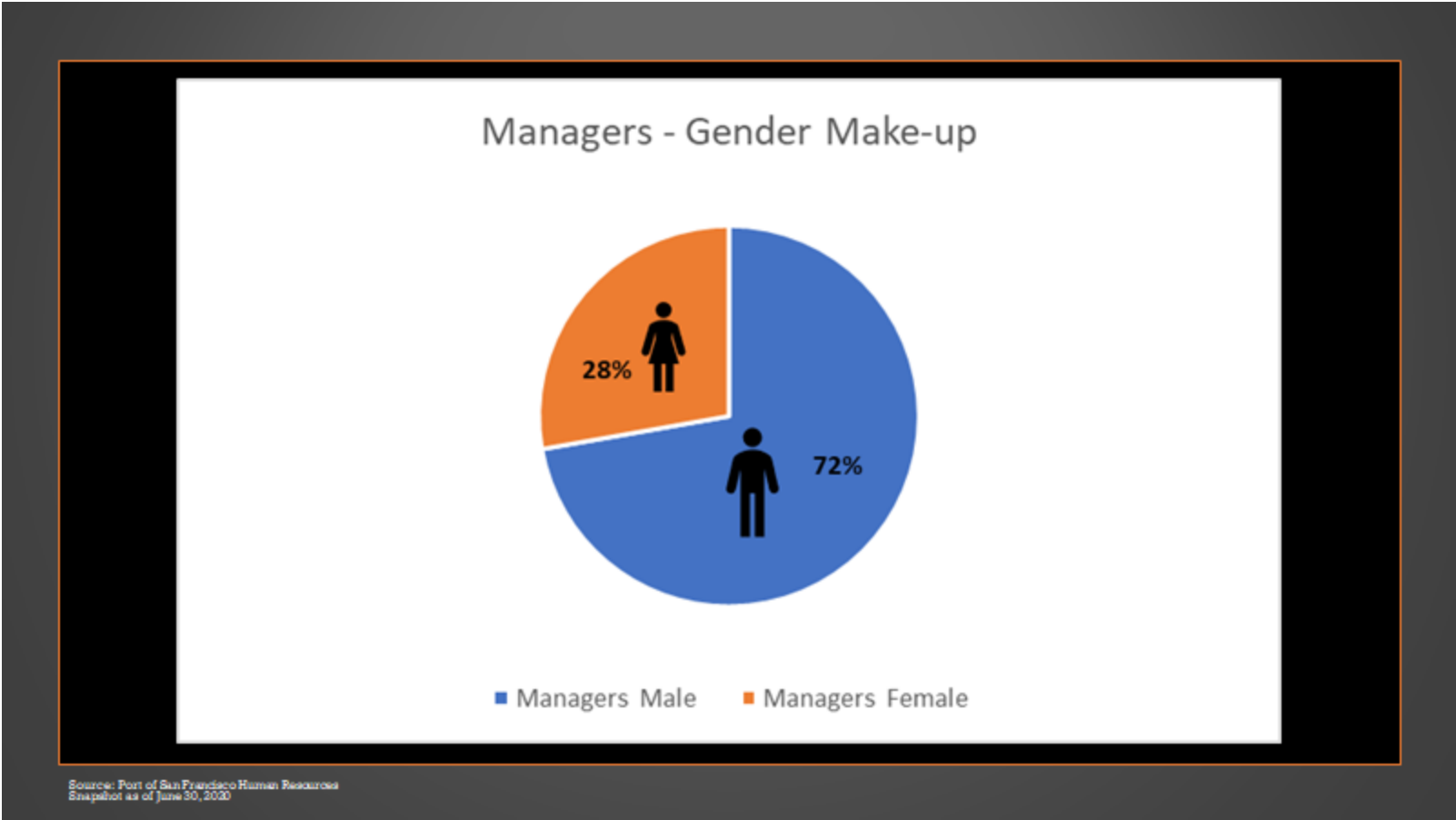


Source: Port of San Francisco Human Resources Snapshots of June 30, 2020

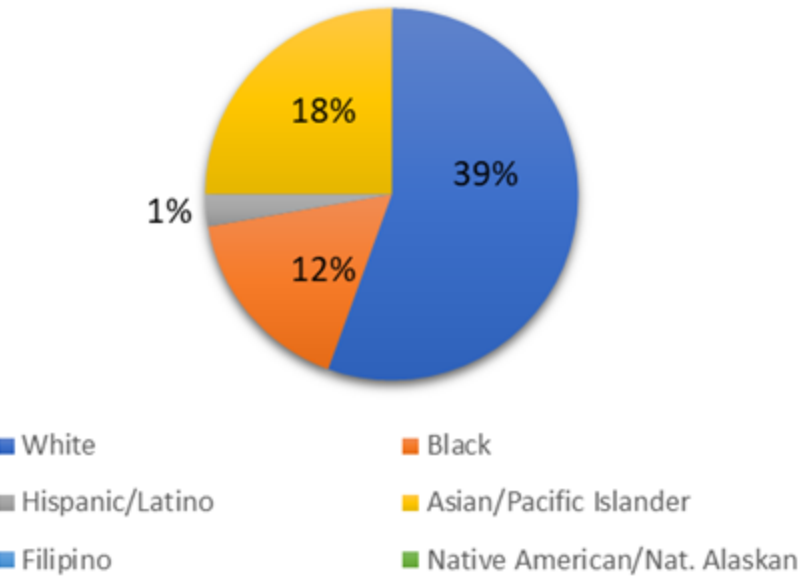


Source: Port of San Francisco Human Resources Snapshot as of June 30, 2020

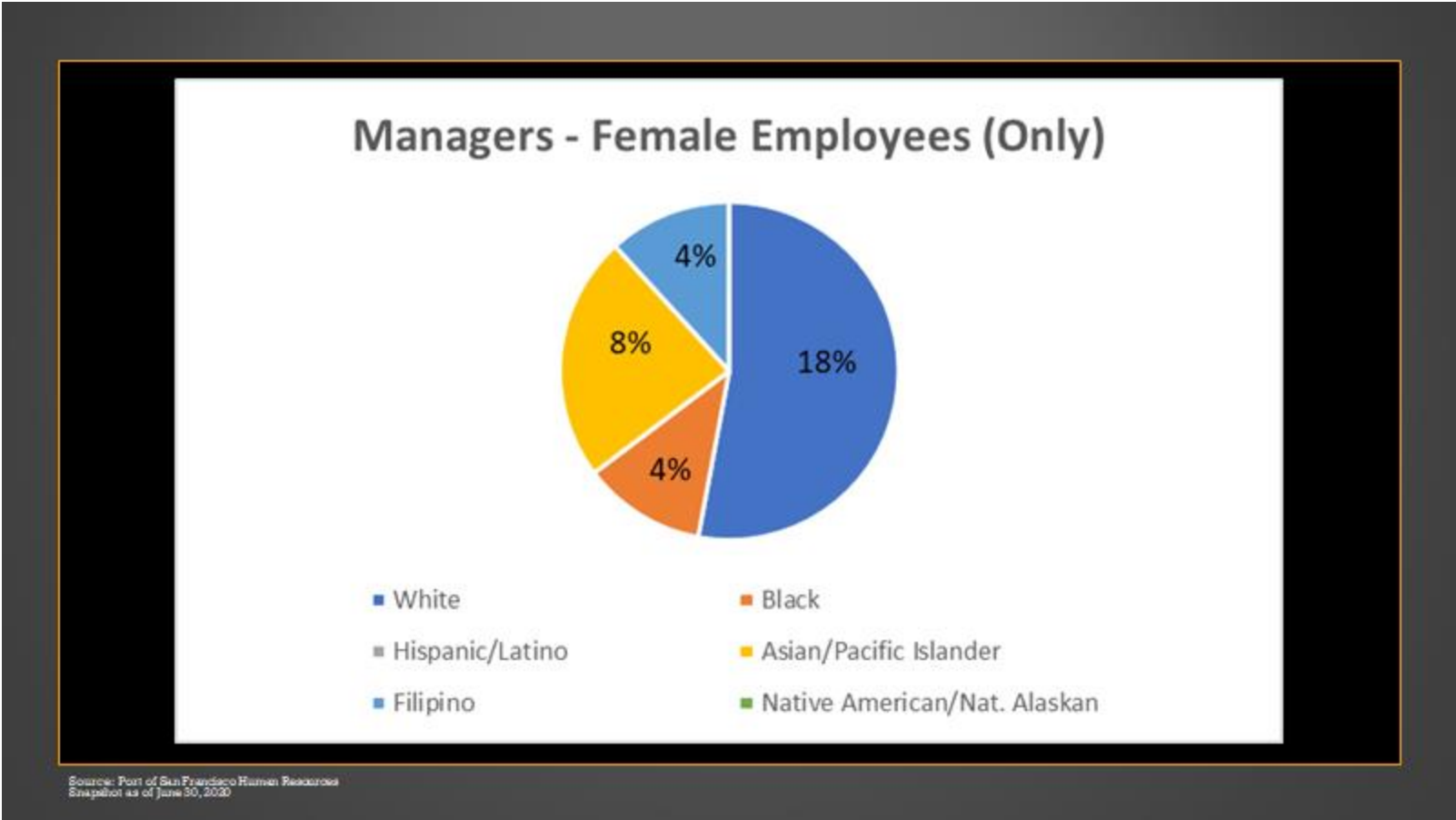




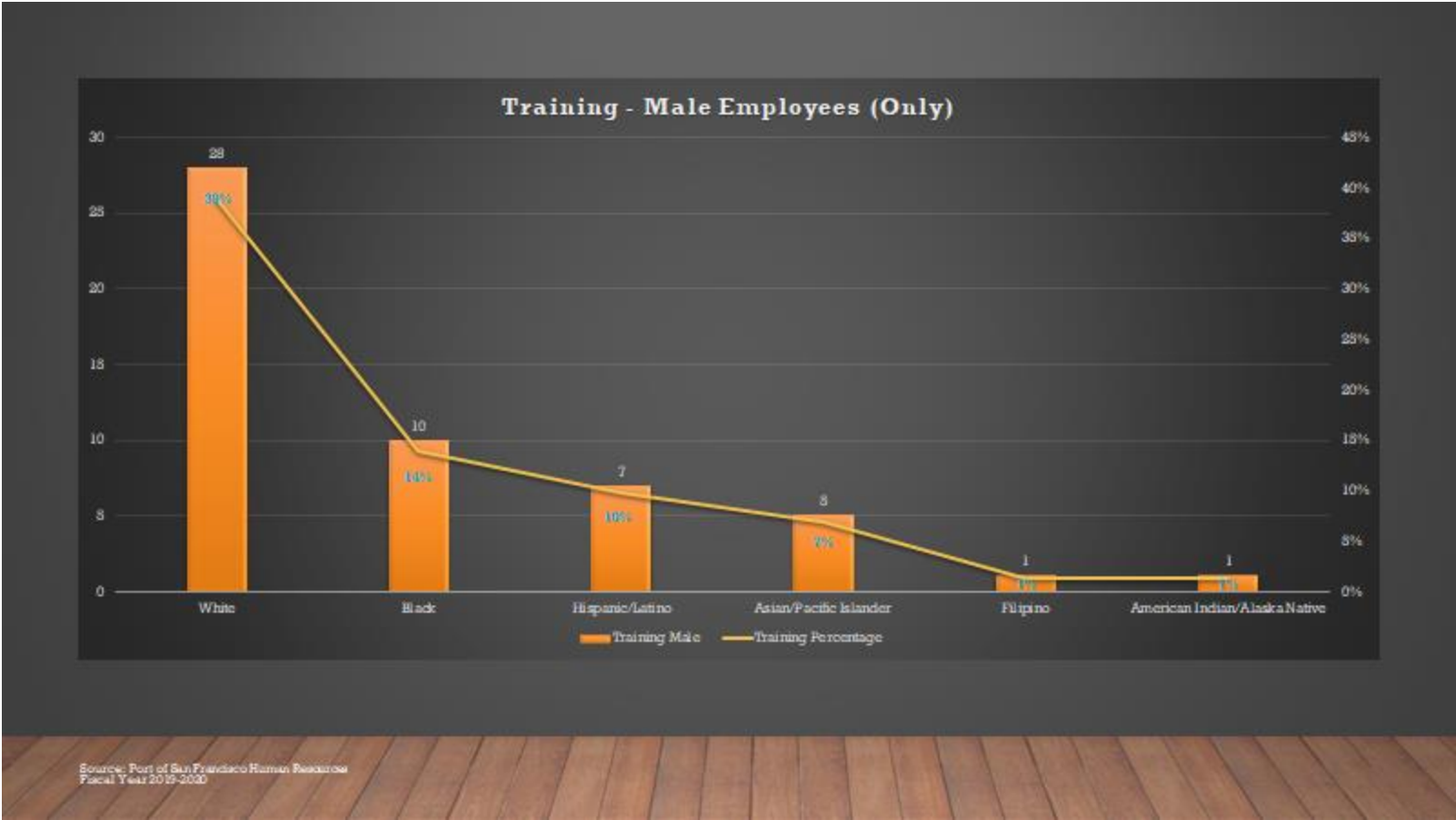
Managers - Male Employees (Only)



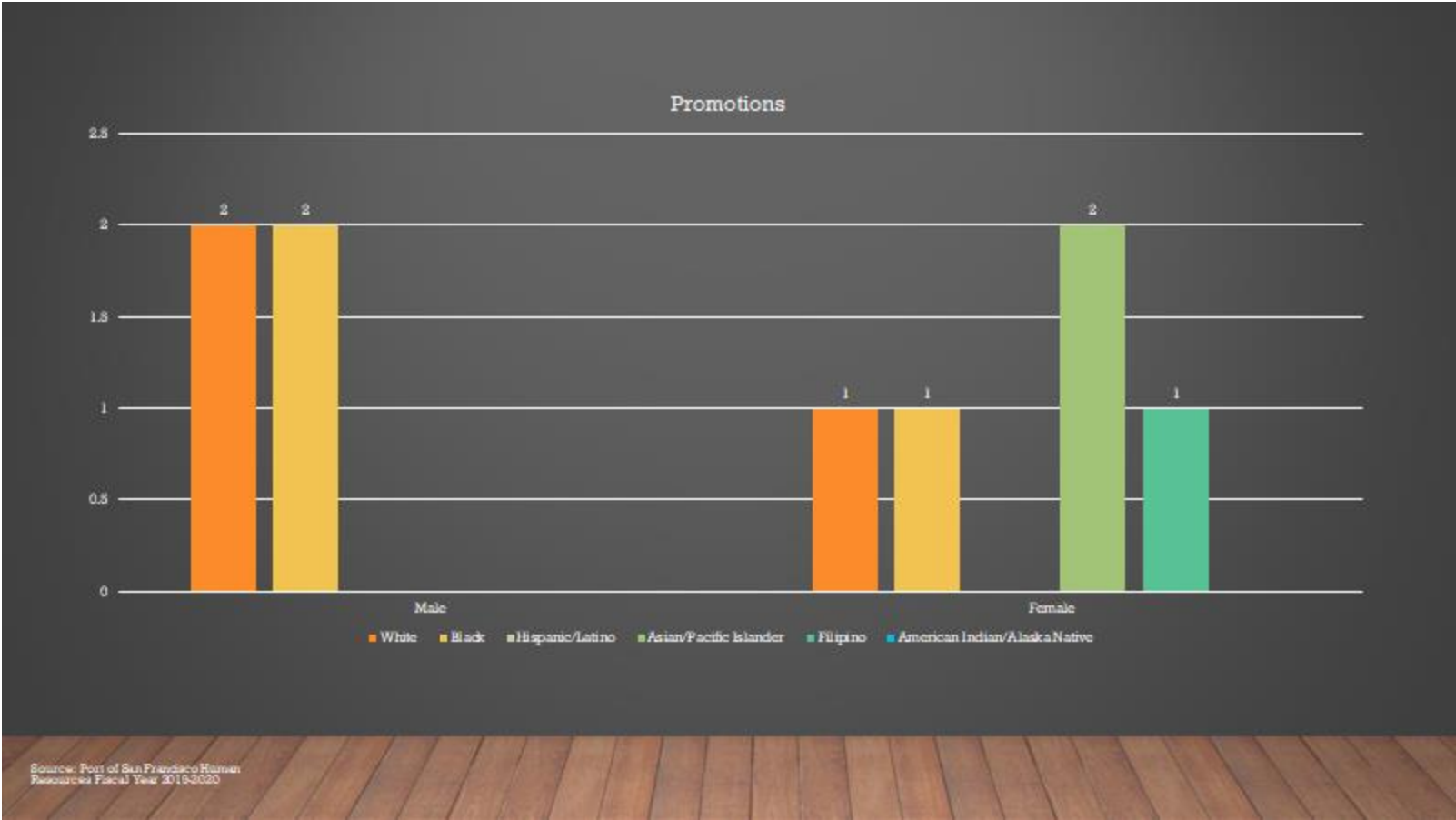
Source: Port of San Francisco Human Resources - Snapshots of June 30, 2020



Mobility and Professional Development







Boards and Commissions

