




MEMORANDUM

August 6, 2021

TO: MEMBERS, PORT COMMISSION
Hon. Kimberly Brandon, President
Hon. Willie Adams, Vice President
Hon. John Burton
Hon. Gail Gilman
Hon. Doreen Woo Ho

FROM: Elaine Forbes 
Executive Director

SUBJECT: Informational presentation on the Racial Equity Action Plan (REAP) Implementation Progress Report for the period of January 1, 2021 through July 31, 2021; and request approval of the Ramaytush Ohlone Land Acknowledgment, a REAP action item

DIRECTOR'S RECOMMENDATION: Approve the Attached Resolution No. 21-31

EXECUTIVE SUMMARY

The Port submitted its Racial Equity Action Plan (REAP) to the Office of Racial Equity (ORE) on December 31, 2020. Since January 1, 2021, Port staff have been focused on implementing the 30 REAP actions to be completed by December 31, 2021. This staff report summarizes the overall status of the 30 REAP actions, including highlights of progress and challenges as a part of the Port's REAP bi-annual update to the Port Commission.

In addition, Port staff request the Port Commission approve the attached Ramaytush Ohlone Land Acknowledgement Resolution. The Ramaytush Ohlone Land Acknowledgement is a required action in the Port's REAP; similar resolutions have been adopted and implemented by the Board of Supervisors, the Human Rights Commission and other City boards and commissions.

THIS PRINT COVERS CALENDAR ITEM NO. 7A

PORT'S STRATEGIC PLAN OBJECTIVES

The Port's Racial Equity Action Plan implementation and Ramaytush Ohlone Land Acknowledgement support the goals and objectives of the Port's Strategic Plan as follows:

EQUITY

Empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.

ENGAGEMENT

Engage constituents and public on Port functions and activities
Public Awareness. Strengthen understanding and support.

Involve People. Engage advisory groups, communities, and stakeholders

- Inform and seek feedback through Port Commission meetings
- Inform and involve communities and constituents

BACKGROUND

The Port's Racial Equity Action Plan was submitted to the Office of Racial Equity, on December 31, 2020, in accordance with the Board of Supervisors mandate for all City departments to create and implement racial equity action plans aligned with the racial equity citywide framework developed by the ORE. The Port adopted ORE's framework and at the direction of the Port Commission, incorporated the Economic Impact Policy work into the REAP to make it a comprehensive Action Plan, focusing not only on improving equitable outcomes for employees but for communities of color adjacent to the Port as well.

The REAP is the departmental blueprint to increase racial equity outcomes in the Port's programs, policies, and practices through the implementation of actions that address disparities and were shaped by stakeholder (internal and external) input in areas of hiring and recruitment, leadership, contracts, parks, and open space, among others. The Action Plan contains 10 sections - (7 of which are internal, and 3 external) and 136 required actions. The Port is responsible for implementing all 136 actions reflected in the REAP by 2023, in alignment with the ORE's racial equity citywide framework. This year, Port staff have a goal to implement 30 REAP actions by December 31, 2021.

The Port prioritizes equity as a core value and is committed to advancing racial equity such that Port opportunities are shared with people of color and the waterfront intentionally welcomes and includes diverse communities. As equity champions, the Port Commission has urged Port staff to be tenacious, innovative and proactive to ensure Port opportunities reach black and brown people, and other people historically left out and left behind. The Port has intentionally endeavored to break down barriers to

achieve greater diversity and renewed and made more intentional efforts starting in 2016, as articulated in the Port Commission's Strategic Plan.

The ORE is currently reviewing all 54 City department Racial Equity Action Plans. ORE will provide feedback to the Port and other departments this year. ORE's feedback will focus offer thoughts and reflections on how transformational departmental REAPs are and will encourage departments to pursue change with a 'can do' spirit to dismantling systemic racism within their organizations.

REAP IMPLEMENTATION & PROCESS

The Racial Equity Action Plan provides a roadmap to reach the Port's desired outcome to become an anti-racist organization through consistent examination of policies and practices and monitoring end results.

To successfully implement the REAP, the Port established a strong foundation for constant collaboration and interdivisional teamwork.

To launch department-wide implementation, the Port formed the Racial Equity Change Team – which includes representatives from each division committed to holding their division accountable for implementing assigned REAP actions and to track progress. The Port's core team, the Racial Equity Working Group, which played an integral role in developing the REAP, is now known as the Racial Equity Advisory Council as its role has been repurposed to best support the implementation work ahead. With the establishment of clear roles and responsibilities under the Equity Program the Port is poised to work collaboratively, and embrace the challenge of approaching work and equity, differently – centering equity at the core of its decision-making, including investment decisions.

Staff has worked with Rosales Business Partners to provide racial equity training Port-wide. Four-hour training sessions have been delivered monthly to the leadership team since December 2020. Work to-date has focused on delivering racial equity training to the 15-member leadership team.

The training goal for leadership is to develop a shared understanding that race is a social construct created to justify the actions of those with power and authority. Despite the concept of race not being based in facts or validated by genetics, it has real outcomes when institutional policies and practices do not facilitate inclusivity and consequently, produce systemic inequitable outcomes for people of color, and other marginalized communities. Additional goals are that the team deepen their commitment to diversity, equity, and inclusion work, build trust, and improve the team's capacity to build an anti-racist organization, engage and support staff. The sequential nature of the

work requires leadership to build capacity before launching staff trainings. Racial Equity training is anticipated to expand to all-staff in the fourth quarter of this year.

The Port's progress has been recorded in the REAP Implementation Tracker. This tool is designed to provide a dashboard for REAP work across the organization and will be vital to generating future internal and external reports to provide transparency and accountability. Racial Equity Change Team members are responsible for inputting data into the Tracker and completing a narrative questionnaire for each action assigned to their division of which they are identified as a 'Primary Lead'.

Finally, the Port is developing an evaluation framework to ensure the Equity Program is making progress implementing required actions. Internal stakeholders will participate in a feedback loop with periodic feedback sessions at the various stages of REAP implementation, which are: operationalize, implement, evaluate, and refine. This process will be iterative to allow for continuous improvement. Engagement with key stakeholders will take place throughout each phase of the REAP implementation to serve as a feedback loop to incorporate staff feedback, address challenges and strengthen processes to meet objectives and goals.

PROGRESS - (Please reference attached Matrix of REAP Short-Term Actions)
The Port has identified 30 actions (of the 136 total actions) to be completed by the end of this calendar year. As a result of strategic decision making, the Port's REAP actions will focus on Organizational Culture of Inclusion and Belonging to prioritize taking immediate steps to support cultural changes for positive long term impacts. These actions are innovative and will yield long lasting positive impacts for the Port by addressing inequities experienced by employees that are Black, Indigenous, and other People of Color (BIPOC).

Staff have developed implementation metrics, setting benchmarks for each action assigned to their division. Accordingly, for each action, there is an implementation plan, consisting of multiple steps. The attachment has been color coded to reflect the status of completion covering the period of January through May 2021. Actions highlighted in red are 'not started'; actions highlighted in yellow are 'in progress'; actions highlighted in green are 'complete'.

To date, of 30 actions that are identified for work and completion in 2021:

Action Status	# of Actions
Not Started	4
In Progress	25
Complete	1

The Racial Equity Change Team members noted some accomplishments and progress in implementation:

- For REAP Section, Organizational Culture of Inclusion and Belonging: Diversity calendar programming was launched this year beginning with Black History Month and has since grown to include 'Clued into Culture' emails, 'Keeping it Reel' facilitated culturally relevant movie discussion, Lean into My Cuisine - a recipe exchange of cultural dishes, and Port C.H.A.T– a quarterly series of subject matter experts that focus on culture, history, art and/or technology. A diversity calendar programming has improved since the first month of its launch. Racial Equity Leaders are now sending, supplemental 'Clued into Culture' emails to all staff– which are designed to increase awareness of historical and cultural contributions of BIPOC and other historically marginalized communities.
- For REAP Section, Organizational Culture of Inclusion & Belonging: The Port has launched a pilot program aimed at improving language access and investment in translation services for the members of the public to participate in public meetings, namely the Port Commission meetings. Translation will be readily available for items before the Port Commission where staff are aware non-English speaking communities have been impacted (i.e. unpermitted vending). Additionally, information on how to request translation services will be moved to more easily identifiable areas on the Port website and on the Port Commission agenda.
- For REAP Section, Organizational Culture of Inclusion & Belonging: The Port's efforts to incorporate a process to gather community feedback on projects, and events that either involve or will impact community continues. Staff have solicited feedback from the community on a variety of issues and projects such as proposed programming for Crane Cove Park, including but not limited to, updating advisory committees, which has helped to diversify the Southern Advisory Committee (SAC).

Complimentary to this effort, in REAP section, Parks and Open Space -the Pop-Up RFQ is an opportunity widely promoted on Port and City outlets to expand the organization's reach when advertising opportunities to partner with the Port.

- For REAP Section, Boards & Commission: Staff have drafted a resolution honoring the Ramaytush Ohlone by recognizing them and their ancestral homelands. The resolution will be presented to the Port Commission for adoption.
- For REAP Section, Leasing: Loan funds were made available to eligible applicants (Local Business Enterprise and Port tenants) to receive financial assistance and cover service and outreach provider fees. The Port negotiated and executed the agreement with the service provider, Main Street Launch. Staff

onboarded the outreach service providers and had many meetings on strategy and implementation of the outreach. From there, the Port launched the program with Main Street Launch and conducted outreach to all potential eligible firms, City Partners (Contract Monitoring Division, Local Business Enterprise Advisory Committee), and ethnic chambers of commerce. Main Street and the Port collaborated on the funding and eventual closing of these loans. 50% (9 out of 18) of approved loans were issued to BIPOC owned businesses.

The Port's goal of becoming an anti-racist organization requires additional strategies that compliment REAP implementation to ensure equity is embedded into every facet of the organization. The Port's process of reaching equitable outcomes requires an approach that is strategic and operational, rather than just tactical. In addition to the REAP actions, below are some highlights of work the Port has underway to advance equity:

- Will support Board of Supervisors add-back dollars to diversify businesses on the Waterfront
- Received add-back money for workforce development through a partnership with City College of San Francisco
- Analyzed data impacts of Return to Office policy for inequities based on gender, ethnicity and salary
- Extending equity through partnerships with developers such as Piers 38-40 project
- Increasing language access by incorporating language translation of the web pages on new Port website
- Ensuring equitable representation of BIPOC community on the Port's website, social media and other publications.

Of the 30 short-term actions, the Port has expended \$1.1 million dollars into costs associated with implementing REAP actions. Investments were made in the Port's loan and grant program for LBE's, specifically BIPOC tenants and businesses, training, conferences, and events that promote a wider understanding of racial equity.

REAP CHALLENGES & PIVOTS

The launch of REAP implementation comes with some challenges. As an organization we must be nimble and be able to adjust. We need to acknowledge challenges, such as the pandemic, economic climate, and staff workloads – and understand that these REAP actions are the basis for institutional change and may take longer than expected.

Racial Equity Change Team members report the pandemic has delayed construction of some development projects and new parks and open spaces planned. A position dedicated to open space park management was deleted due to financial challenges that impacted the Port's budget. As the economy improves, investments will become more economically viable for Port partners and the Port's budget may allow a budgeted position committed to park management.

Next, in REAP section, Contracts - the Port Engineering Division currently does not have enough resources and humanpower to issue an RFQ to create and manage its own pool of small minority contractors similar to Department of Public Works (DPW) Job Order Contracting (JOC) program.

Staff recommend modifying the REAP action to continue using DPW's JOC program, and to increase the pool of Port's small minority contractors to bid on projects. With this recommendation to continue utilizing DPW's JOC program, the Port will have more input into DPW's RFQ process to ensure that minority small business contractors from District 10 are aware and can compete for opportunities.

Moreover, in REAP section – Leasing: there were barriers encountered by applicants of loan funds made available to LBE's and Port tenants. Some applicants that applied did not qualify for the loan due to their inability to provide required documentation (such as supplying past tax returns). Staff made the decision to hold open funds for these applicants - providing an equitable solution with the gift of time, as the Port acknowledges how critical the need may be for LBE's and BIPOC tenants during this unusual time of a pandemic and economic downfall. Through the extension we have had two more Black-owned firms submit additional paperwork and may qualify.

RAMAYTUSH OHLONE LAND ACKNOWLEDGEMENT

One of the short-term actions in the Boards & Commissions section of the REAP is to pass a resolution acknowledging the Ramaytush Ohlone as the original inhabitants of San Francisco and to begin each commission meeting with a statement acknowledging the Ramaytush Ohlone community.

The Land Acknowledgement celebrates the contributions and history of the Ramaytush Ohlone by recognizing their continued relationship to this land on which we are guests. This action has been implemented by the Board of Supervisors, the Human Rights Commission and other City boards and commissions.

The Land Acknowledgment was authored and approved by members of the Ramaytush Ohlone community reads as follows:

The San Francisco Port Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

This action is an important first step in acknowledging and honoring the land, culture, wisdom, and contributions of the Ramaytush Ohlone peoples in San Francisco. The approval of this Land Acknowledgement supports the Port's goal of becoming an anti-racist organization by building a culture of inclusivity and specifically, centering our racial equity work in alignment with the ORE to combat Native invisibility.

Port Staff Recommendation

For the reasons set forth above, Port Staff recommends approval of the attached Resolution.

Prepared by: Toni Autry
Manager, Diversity,
Equity and Opportunity

For: Elaine Forbes
Port Director

**PORT COMMISSION
CITY & COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 21-31

- WHEREAS, The San Francisco Port Commission acknowledges that the Ramaytush Ohlone are the original peoples of the San Francisco Peninsula; and
- WHEREAS, The Port Commission acknowledges that the area comprising the City and County of San Francisco was originally inhabited by the Yelamu, an independent tribe of the Ramaytush Ohlone peoples; and
- WHEREAS, The Port Commission acknowledges that the Association of Ramaytush Ohlone has actively worked to research, expand public awareness, and preserve Ohlone history and culture; and
- WHEREAS, The Port Commission acknowledges that the Ramaytush Ohlone peoples have survived the brutalities of colonialism, enslavement, genocide, discrimination, racism, gender-based violence, theft, forced assimilation, and other atrocities driven by local, stated, federal, and global governments; and
- WHEREAS, The Port Commission acknowledges that it is impossible to fully understand the history of San Francisco without acknowledging, recording and understanding the traditional history and knowledge and practices of the Ramaytush Ohlone people; and
- WHEREAS, The Port Commission acknowledges that the Ramaytush Ohlone peoples are not a mythical population of the past, but an integral and active community in the present San Francisco Bay Area region, and beyond, whose ongoing exclusion and invisibility threaten the greater Native American community's inclusion and respect in San Francisco; and
- WHEREAS, The Port Commission acknowledges that the City and County of San Francisco was founded on unceded territory, and continues to participate in the erasure and exclusion of the Ramaytush Ohlone peoples; and
- WHEREAS, To acknowledge the truth of a land's history is a human right and demonstration of honor and respect for the contributions and sacrifices of the ancestors that inhabited and cared for this land before us; and

WHEREAS, The San Francisco Board of Supervisors, Human Rights Commission, and the Office of Racial Equity have urged all boards and commissions in the City and County of San Francisco to begin each meeting with the below land acknowledgment, which was written and approved by the Association of Ramaytush Ohlone. Now, therefore, be it

RESOLVED, From this date forward, the San Francisco Port Commission will state the following land acknowledgement at the beginning of each commission meeting, following the Call to Order and Roll Call:

The San Francisco Port Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples; and be it further

RESOLVED, That an adapted version of this acknowledgement will also be read at the beginning of all Port Advisory Committee meetings; and be it further

RESOLVED, The Port Commission recognizes that the land acknowledgement is just the first step needed in acknowledging and honoring the land, culture, and contributions of the Ramaytush Ohlone peoples throughout the San Francisco Bay Area.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of August 10, 2021

Secretary