

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Submit to ORE by May 2, 2022

Department name: Port of San Francisco

Date: April 28, 2022

Reflections from Department Leadership

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

I am proud to submit the Port's 2022 Racial Equity Action Plan Progress Report to the San Francisco Office of Racial Equity. Since publishing our ambitious plan in December of 2020, the Port has made progress on our goals and required actions, worked to embed advancing racial equity into all aspects of our business, and stand ready to elevate this work moving forward.

In 2021 we began working to intentionally create a culture that is welcoming, transparent, and open to people of all backgrounds. We created space and programming to recognize and celebrate the diversity of our staff and began normalizing conversations about race and equity. In addition, we worked to make the Port a champion for advancing racial equity and an anti-racist organization by lending our voice and support to marginalized and under-represented BIPOC communities. Staff from each division were designated to lead this work and identify blind spots for the organization and areas that need improvement, in consultation and collaboration with our Racial Equity Advisory Council.

Despite the challenges presented by the pandemic in 2021, the Port initiated 30 REAP actions, of which 20 were completed. The remaining 10 will be completed this year, in tandem with the new goals and actions that we are prioritizing for 2022. Newly identified actions and goals for 2022 support employee identified areas of improvement that advance racial equity in alignment with our strategic plan. Staff from each division has been identified and empowered to manage division REAP goals and serve as Racial Equity Change Team members.

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

Racial Equity Advisory Council and Change Team members play a critical role in driving the culture change at the Port and holding us accountable for the ambitious goals that we have laid out for ourselves. I worked closely with our Diversity, Equity and Opportunity Manager to establish an inter-divisional collaboration and communication infrastructure to ensure all levels of the organization have a voice in our racial equity efforts.

Central to our work to advance racial equity was to align our 2020 Racial Equity Action Plan with our strategic plan. I am proud to report that the 2021-2025 Port [Strategic Plan](#) makes this commitment plain with the explicit goal to empower Black, Indigenous, and other People of Color in Port operations and opportunities through equitable policies and practices.

In 2021, Port Commission and senior staff invested in and prioritized the development of a lasting departmental infrastructure by which we can operationalize our values while laying the foundation for future efforts. Advancing racial equity is now and always will be one of the key pillars that guides our work. This year will be a pivotal year for the Port's work to advance racial equity as we move from organizational culture to actions focused on establishing practices and procedures that ensure equitable hiring and promotion. We will also focus on creating opportunities for BIPOC candidates and employees, such as apprenticeship and mentorship opportunities.

Further, the Port is committed to addressing inequity and scaling efforts that are intentionally designed to empower BIPOC communities whom we serve and partner with along the waterfront. Whereas in 2021 we worked hard to create and develop a culture of belonging and an anti-racist Port organization, going forward we will proactively take steps to breathe life into that culture by examining and improving our internal business practices and external actions to create opportunities for BIPOC partners and communities through leasing, contracting, and parks and open space activation.

Although the road ahead is long, we are proud to be on this journey and of how far we have come. We understand that the work is never done and look forward to doing our part to build a more just and equitable waterfront and city.

Acknowledged by [name] and [title], [date], [signature]

Elaine Forbes, Executive Director, April 28, 2022



2022 Racial Equity Action Plan Selection Process

How did you select your 2022 Racial Equity Action Plan goals?

We led a transparent and collaborative process in which all seven Port divisions were engaged in the selection and prioritization of Racial Equity Action Plan (REAP) goals to implement in 2022. Staff of all levels of the organization participated in a three phased process and were provided equal and direct access to equitable decision-making. All perspectives were valued. Our process modeled a 'bottom up' approach where staff were empowered to not only influence the final selection but also participate in every phase of our process. The varying perspectives of the participants made for a robust discussion and careful examination of where the Port will focus its efforts to advance racial equity this year.

Our REAP goal selection process was held over three phases. The first phase involved the Deputy Director and Equity Champions by division, who proposed five to eight goals they determined to be fully resourced.

The second phase involved a Working Group made up Deputy Directors and Equity Champions from each division who further reviewed proposed REAP actions against the following criteria:

- (a) Support employee identified areas of improvement - this was derived from our 2020 REAP Listening Tour feedback;*
- (b) Address racial disparities at the Port – informed by demographic data analysis as well as qualitative data from the Port's Racial Equity Advisory Council;*
- (c) Align with Port Strategic Plan – Equity section.*

The Working Group produced a list of recommended REAP goals.

The third phase involved our Port Executive Director, Assistant Port Director and Working Group where the recommended actions were presented, revised and finalized. This collaborative, transparent process has provided each division with clear set of goals as well accountable measures for the REAP actions prioritized for 2022.

1. Hiring and Recruitment

Goals and performance measures for 2022

Goals: (a) Advance a diversity hiring strategy at all levels, focusing on underrepresented groups including Latinx people. (b) Increase outreach to local (Bay Area) community based and national BIPOC professional organizations by 20%. (c) Hire at least ten (10) interns from historically disadvantaged neighborhoods through Opportunities for All, Project Pull and/or Youth Works annually. (d) Increase HR staff to support recruitment and hiring of staff and improve outreach to underrepresented candidate pools. (e) Host pre-apprenticeship and apprenticeship job fairs. (f) Improve Port-wide onboarding process for all new staff.

Performance Measures: % increase of outreach to local (Bay Area) community-based and national BIPOC professional organizations; # of interns hired from historically disadvantaged neighborhoods through Opportunities for All, Project Pull and/or Youth Works annually; # of job fairs featuring pre-apprenticeship and apprenticeship programs; revised onboarding processes

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **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. Completed**
Port Human Resources staff participated in two virtual job fairs. More than 620 people attended the virtual job fair held on September 28, 2021, and 134 people registered for the virtual event on June 3, 2021. Staff were able to engage with an audience of job seekers and participate in active conversation with panelists to learn more about apprenticeship programs and answer questions regarding obtaining employment with the City & County of San Francisco.
- **1.5.1. Increase social media presence on multiple platforms. Completed**
Port staff reviewed the department strategic plan, the Racial Equity Action Plan, and existing social media plans. Staff established baseline numbers of followers for Port primary social media channels and established metrics and growth targets with a goal of intentional and increased BIPOC content across channels. Port staff revised and implemented the LinkedIn strategy and established a cadence of regularly scheduled meetings with the Communications team to ensure social analytics including that REAP metrics are being captured. Additionally, Port staff designed a social media analytics tracker, and implemented weekly report outs.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **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.**

2. Retention and Promotion

Goals and performance measures for 2022

Goals: (a) Develop transparent processes for retaining and promoting employees; (b) Hire an ombudsperson to support staff on skills development, training and promotion opportunities, and career advancement; (c) Develop information regarding the process for raises and promotions and communicate to staff

Performance Measures: Improvement of staff sentiment related to retention and promotion measured through annual employee survey; Ombudsperson position created and filled (hired).

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **Actions from other sections Diverse & Equitable Leadership (4.2.1), and Mobility & Professional Development (5.1.2. and 5.2.2.) have contributed to progress made towards the established goals for the Retention & Promotion section.**

(4.2.1) Managers and Supervisors completed five mandatory training and three non-mandatory trainings in 2021 and are held accountable for including training requirements in their own and their direct reports performance appraisals.

(5.1.2) Human Resources created and published a flowchart to walk employees through the very complicated process of requesting approval for training, attending conferences, and renewing certifications.

(5.2.2) Human Resources designed a mentorship program to be implemented in 2022 with an inaugural cohort as a 6-month engagement pilot program

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **2.3.1. Determine standard factors considered for raises and promotions. Make this information available to the hiring managers and staff.**

3. Discipline and Separation

Goals and performance measures for 2022

Goals: (a) Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for the same or similar behavior; (b) Track disciplinary actions and analyze subsequent disaggregated data with special attention to data outcomes reflecting disparities for BIPOC employees; (c) Track all types of separations and analyze subsequent disaggregated data with special attention to data pointing to biases against BIPOC staff.

Performance Measures: Review discipline cases annually and compare with discipline rubric; Analyze discipline data annually and share results with senior leadership and ORE Manager

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **An action from another section Mobility & Professional Development (5.3.1.) has contributed to progress made towards the established goals for the Discipline & Separation section.**

To accurately assess the impact of discipline and separation of the current workforce, Port Human Resources reviewed and corrected the local HR database to ensure race and gender of all employees were accurately reflected and aligned with the employee's self-reporting in the City People and Pay system.

(4.1.3) Human Resources also entered previous discipline actions per the citywide guidance into the People and Pay System. This allows DHR and the individual departments to review the data and analyze discipline and separations by race and gender (3.1.1).

The Port has used a discipline matrix for several years to measure the level of proposed discipline and continues to review past disciplinary actions to ensure proposed discipline is on par with prior similar cases. Notably, progressive discipline, repeating unacceptable behavior, has a higher level of discipline assessed (3.1.5).

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.
- 3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.
- 3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy

4. Diverse and Equitable Leadership

Goals and performance measures for 2022

Goals: (a) Require leadership to support diversity and inclusion efforts; (b) Evaluate staff demographics and set goals annually to improve diversity; (c) Include individual DEI goals or commitments in leadership performance appraisals; (c) Participate in mentorship program to support staff that are underrepresented in leadership

Performance Measures: # of divisions participating in intern/apprenticeship program; Evaluate demographics annually and compare against prior years to identify trends and measure if BIPOC representation increases; % of leadership that includes diversity goals in appraisals each year; # of senior leaders that participate in the mentorship program

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- 4.1.3 Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting. **Completed**
Human resources staff updated HR ACCESS Database to include gender and race identifying information for senior leadership and for all Port staff. To ensure data integrity is maintained, Port staff will cross reference gender and race information in People & Pay (citywide HRMS) and Port HR ACCESS database to ensure accuracy across all platforms. The tracking, updating and correction of race and gender data enables us to accurately disaggregate Port employee demographic data and confirm all employee records accurately reflect employee race and gender self-identifying information.
- 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. **Completed**

Human Resources staff identified five (5) mandatory and three (3) optional leadership/coaching training courses for managers and supervisors. Additionally, the strategic performance objectives were revised to align with the Port's Strategic Plan and human resources staff drafted a performance plan metric (included in the 2021/2022 Performance Plan) for supervisors and managers to attend one training annually.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **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.**

5. Mobility and Professional Development

Goals and performance measures

Goals: (a) Provide BIPOC and other historically underrepresented groups with staff development opportunities to support promotion; (b) Update annual Performance Appraisal responsibilities for Supervisors and Managers to evaluate staff skills and classification series for advancement opportunities; (c) Implement and refine mentorship program to support staff that are underrepresented in leadership; (d) Undertake succession planning for each division with a focus on promotional opportunities

Performance Measures: Port HR Ombudsperson position filled; # of Supervisors and Managers completion of employee appraisal with the inclusion of advancement opportunities; Port mentorship program launched and use of mentor/mentee survey results to improve program

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments. Completed**
Created a flow chart and process on how staff can seek training/travel reimbursements for attendance at conferences or training sessions. This process was communicated to staff in "August 2021 making clear how staff can request training and travel reimbursement" training. The process was also recorded for the purpose of serving as a staff resource for future reference.

- **5.2.2. Create a mentorship program between senior and junior level staff** **Completed**

Developed and launched a pilot Mentorship Program that will shape future leaders, help retain talent and preserve the Port's welcoming and inclusive culture. The intent of mentoring is to listen and ask the mentee questions that will help them determine the best course of action for their career path. The goal of the Mentorship Program is to provide formal mentoring and professional development opportunities, support employees' understanding of the Port's mission, vision, values, and goals, and develop employee knowledge and skills to ensure the growth and sustainability of the Port. The pilot program will run for six months with mentors expected to meet with mentees for a minimum of one hour each month.

- **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.** **In Progress**

Port staff created a flowchart defining the reasonable accommodation request process. The flowchart was posted on the Human Resources SharePoint (internal) site for all employees to access, and an article was published in an issue of Bow to Stern (internal publication) to increase awareness of the reasonable accommodation process amongst employees.

- **5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.** **In Progress**

Created guidelines relating to affinity group applications and use of conference room space.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.**

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

Goals: (a) Cultivate a work environment that celebrates the diversity of staff and their contributions to the organization; (b) Increase organizational understanding of racial equity; (c) Amplify cultural and historical awareness and appreciation through internal communications and educational events.

Performance Measures: # of internal policies revised and/or created that promote inclusion of BIPOC, women, people with disabilities and LGBTQIA+ community; # of

racial equity trainings offered and # of Port staff trained; # of educational events held for Port staff; increase in % of employees who are familiar with the Port's efforts and purpose in addressing racial disparities and the racial equity work (and other related questions) via the Port's annual Equity & Inclusion survey; # of internal communications focused on equity

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.**

Completed

Port staff updated its Five-Year Strategic Plan (Strategic Plan) which outlines work priorities and actions that advance the mission and vision of the Port, to ensure alignment with the departmental Racial Equity Action Plan.

Aligning our 2020 Race Equity Action Plan and 2021-2025 Strategic Plan establishes the advancement of racial equity as a key agency priority and reflects the ongoing commitment of the Port in creating an anti-racist organization and an organizational culture of inclusion and belonging.

The updated Strategic Plan was presented to the Port Commission in March 2021. New hires receive a copy of the Strategic Plan before starting work to begin acclimating to the Port's work culture.

- **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. Completed**

In June 2021, Port Deputy Directors designated Racial Equity (RE) Change Team Members for their respective division. RE Change Team Members attended a kick-off/orientation meeting to review their roles and responsibilities, get acclimated to the Race Equity SharePoint site, REAP Tracker and matrix of Short-Term Actions. Virtual drop-in hours were held to provide technical assistance and answer questions. RE Change Team leaders developed metrics and provided oversight to the implementation of assigned REAP actions. RE Change Team members meet monthly for regular and recurring Racial Equity Change Team meetings and are required to provide quarterly reporting on the progress of assigned REAP actions.

- **6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates Completed**

Executive Director Forbes has incorporated and provided equity updates to the Port Commission during the 'Executive Director's Report' which is agendaized on every

Commission agenda. Additionally, equity updates are also featured in Bow to Stern, the internal staff newsletter issued to all employees electronically, on a bi-weekly basis. In March 2021 the Port Commission established an Equity working group to keep Commission abreast of the progress on REAP implementation, highlighting accomplishments and challenges. The working that meets quarterly with Port Commissioners Brandon and Gilman.

- **6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity. Completed**

The Port contracted with Rosales Business Partners, LLC to develop and deliver racial equity training to both Senior Leadership and Equity Champions.

Goals of the training were: (1) develop a shared understanding that race is not real but has real outcomes when institutional policies and practices do not facilitate inclusivity; (2) deepen commitment to DEI work; (3) build trust within the larger institution; and (4) improve capacity to engage and support staff in translating this emerging understanding into practical, effective, and sustainable shifts in policy and practice.

Fifteen (15) members of the Senior Leadership Team (SLT) participated in ten four-hour racial equity training sessions, beginning in December 2020 and concluding in October 2021. Additionally, approximately twenty Port Equity Champions (ECs) participated in three (3) racial equity trainings, beginning September 2021 and concluding November 2021. Both the SLT and ECs participated in a joint session in December 2021.

- **6.1.8. Ensure that all art, décor, and design where staff work daily reflect racial and social diversity. In Process**

Port staff plan to take photos of the art displayed in common areas at Pier 1, South Beach Harbor and Hyde Street Harbor and archive them. A team will be assembled to review the archives to ensure diversity and inclusion in the collection. However, staff have not had the time and resources to create an archive to organize the extensive collection of photos. Port staff expects to continue working to implement this action with an expected completion December 31, 2022.

Challenges:

There is potential cost if the Port decides to replace some of the previous art with new art. However, those decisions and related costs are currently undetermined. Additional time is needed to look through the photos that we have and research a system to properly archive them in an organized, clear, and useful manner.

- **6.3.4. Invest in translation services. Completed**

Port staff confirmed that interpretation signage and equipment are clearly visible, accessible, and functioning in the designated locations. The public has access to interpretation services through signage and interpretation equipment placed at locations where interactions may occur. Visitors to the Port Website are also able to access information in 10 languages.

- **6.3.5. Encourage individual forms of inclusive identity expression. Completed**

Port staff updated outdated Human Resources forms to include gender neutral terms, as well as inclusive options for race and gender identity. Additionally, Port employees were encouraged to include preferred gender pronouns in standardized email signature to consistently practice inclusivity across the Port.

Challenge The updated Employee Handbook/Manual has not been distributed to staff pending a response from DHR-ERD staff. The policies and procedures manual has been updated and submitted to DHR under three ERD Director's however, movement has not been made on distribution. The Port is awaiting clarity on whether it can re-issue the manual or if a meet and confer is needed.

- **6.5.1. Create a diversity calendar to promote a more culturally inclusive and competent workforce. Completed**

The Port Racial Equity Advisory Council developed a 2021 diversity calendar, identifying seven month-long celebrations of cultural and historical events and created programming to bring awareness and appreciation of notable historical events and figures to each month-long celebration.

Diversity calendar programming was launched in 2021 beginning with Black History Month and has since grown to include a series of 'Clued into Culture' emails, designed to increase awareness of historical and cultural contributions of BIPOC and other historically marginalized communities. 'Just Keeping it Reel' - a facilitated culturally relevant movie discussion, 'Lean into My Cuisine' - a recipe exchange of cultural dishes from Port staff, and Port C.H.A.T- a quarterly discussion series with subject matter experts that focus on culture, history, art and/or technology.

Diversity Calendar content is shaped by staff through anonymous surveys, sent to self-identified community members for the cultural month that is to be celebrated.

- **6.5.2. Create guidelines for all Port renderings, presentations, brochures, calendars, and other public facing material to be reflective of underrepresented groups such as BIPOC, women, people with disabilities and LGBTQIA+. In Progress**

Port staff consulted with several agencies and reviewed numerous internal renderings, presentations, brochures, calendars, and other public facing material to determine best

practices and effective policy recommendations to ensure external materials reflect a broadly diverse community of users that includes BIPOC, women, people with disabilities and LGBTQIA+ individuals and families. Staff expect to complete and issue the best practices and guidelines to Port staff by December 31, 2022. Guidelines will be issued via all staff internal communications with office hours and consultation made available to staff with questions or concerns.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **6.1.8. Ensure that all art, décor, and design where staff work daily reflect racial and social diversity.**

7. Boards and Commissions

Goals and performance measures

- **Goals:** (a) 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.
- **Performance Measures:** Passage of resolution affirming Port Commission commitment to become an anti-racist organization; Bi-annual meeting with DEI Commission Working Group; Bi-annual DEI program updates to the to the Commission; Track participation of Commissioners in Port and Community BIPOC events

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **7.16. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. Completed**
On August 10, 2021, the Port Commission adopted the Ramaytush Ohlone Land Acknowledgment which is read at every Port Commission meeting as it serves as a reminder that we must honor and respect the original stewards of this land. The Land Acknowledgment is a small yet essential step at reconciliation.

- **7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. Citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies. Completed**

The Commission Secretary performed a comprehensive review of Port Commission bylaws and procedures and confirmed they comply with Proposition C.

- **7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. Completed**

The Commission Secretary examined current meeting requirements such as ADA regulations and regular notice of meetings including available accommodations. Additionally, confirmed language access/interpretation services are available for Commission meetings. With hybrid Commission meetings, the Port also provides the public with the opportunity to participate both in-person or remotely.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **7.1.1 Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.**
- **7.1.3. Have board/commission adopt a resolution around racial equity to affirm commitment to become an anti-racist organization and correct inequities from past and present institutional and systemic harms**

8. Contracts

Goals and performance measures for 2022

Goals: (a) Grow the number of racially diverse businesses competing for and winning Port contracts

Performance Measures: % of LBE participation exceeding Mayor's 40% goal of awards; # of businesses and trade organizations engaged and/or outreached to quarterly; # of firms from historically underserved communities referred to the City's LBE program annually because of Port staff outreach

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **8.1.1. Advertise all contracting events to racially diverse businesses, LBE, DBE, and non-certified minority owned businesses *In Progress***

Staff is in the process of creating a detailed database of businesses, ethnic chambers of commerce and trade organizations that serve or are led by BIPOC individuals for advertising contracts. A new Engagement opt-in interest form was developed and shared with community partners to help populate the Port's Outreach Database.

- **8.1.2. Conduct early targeted outreach to MBE, DBE, and non-certified minority owned businesses *In Progress***

Port staff are working to leverage the BIPOC-serving trade organizations for collaboration in outreach. Port staff has developed tools to better identify LBEs on sign-in sheets and developed an LBE toolkit for LBE engagement.

- **8.2.4 Create RFQ to form pool (similar to Public Works Job Order Contracting) to increase capacity of small minority businesses. *Completed***

Through the implementation of this action, the Port explored alternative Construction Contracting methods to increase capacity for small minority contractors in District 10. The Port partnered with San Francisco Public Works for guidance and best practices to aid the Port in determining whether creating a Job Order Contracting program was feasible. To determine feasibility the Port conducted an Evaluation of Feasibility Study. Study results showed that it is not feasible for the Port to run its own JOC program due to the lack of human and financial resources.

As a result, the Port will continue to utilize DPW's existing JOC program and increase the pool of the Port's small minority contractors from District 10 to bid on projects. The Port will require more input to ensure that minority small business contractors from District 10 will have increased opportunities to bid on Port and Citywide projects from other city agencies (i.e. – Public Works, PUC, Rec. and Park, Real Estate, MTA, etc.). Soon, with the support of SF Public Works, the Port plans to issue an RFQ of specific Port projects within their JOC program.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **8.1.3 Engage with technical service providers on common barriers to bidding and networking and provide assistance to potential Port bidders**
- **8.2.3 Fund and partner with City and CBO programs that support minority contractors through investment and engagement, such as workshops to develop new LBEs and LBE business capacity**
- **8.3.3 Review Trade Exemptions with OEWD for possible training program creation opportunities to help increase the pool of available workers and businesses.**

- **8.3.4 Determine feasibility for Pier 70 Shipyard Repurposing Concept as a Regional Maritime Trades Training Center.**

9. Leasing

Goals and performance measures

Goals: (a) Increased support and engagement for current and future LBE tenants on Port property by leveraging city resources.

Performance Measures: # of meetings or interactions Office of Small Business to connect small businesses searching for space; # of businesses referred to the Port through OSB; # engagements to CBOs; # of licenses executed from Pop Up RFQ

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **9.1.2. Establish Port's loan and grant program for LBE's, specifically tenants and businesses from the BIPOC communities. In Progress**
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.
- **9.2.2. Activate Port Commission approved Pop-Up Request for Qualifications (RFQs) to provide potential opportunities for small and local business participation. Completed**
The Port Pop-Up RFQ was issued in early 2021 and responses were due in June 2021. The Port received 17 responses meeting minimum qualifications for pop-up concepts throughout the Waterfront. Port staff continue to work with respondents on activation license agreements. The Port is working with respondents, aiming for 17 activations during the year.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- 9.1.1 Evaluate, understand, and establish competitive solicitation criteria and processes that encourage Black, Indigenous, and other people of color developers, tenants, sub-tenants, and suppliers.
- 9.3.1. Attract future LBE tenants by establishing a process to update public monthly vacancy reports, while key leasing positions are vacant.
- 9.3.3. Establish formal relationship with Office of Small Business (OSB) to support San Francisco small businesses looking for space at the Port.

10. Parks & Open Space

Goals and performance measures

Goals: (a) Increase opportunities for activation in Port parks and open space for historically disadvantaged communities; (b) increase outdoor recreation opportunities for BIPOC communities through partnerships with BIPOC serving organizations; (c) Improve open space and expand footprint of open space; (c) Provide publicly accessible and well-maintained parks and open space in the Southern Waterfront.

Performance Measures: # of outdoor recreation events held for BIPOC communities through partnerships with BIPOC serving organizations; % increase in funds invested into open space improvement and/or expansion; dollars spent to maintain parks and open space in the Southern Waterfront;

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- 10.2.2. Expand or improve open space through lease agreements and development deals. **In Progress**

The Real Estate and Development Division continues to advance Parks Management agreements and lease agreements for major developments that are underway, such as Mission Rock and Pier 70. As RFPs and master development agreements were under consideration, provisions to include parks and open spaces, as well as programming in these areas, were included. The Port accepted RFQs for pop-up activations in parks and open spaces in 2021 and chose a tenant to provide indoor and outdoor recreational activities at Crane Cove Park. Additionally, a working group within the Port began development of the Port Parks Management Plan which will provide equitable programming of parks and open spaces.

Also, as parks and open space continues to be planned and designed, the Port and its development partners provide design presentations and seek community feedback. Mission Rock Partners and Port staff provided such presentations in the Summer of 2021 (China Basin Park) and December 2021 (Public Art).

Priority actions for 2022 calendar year, including opportunities for staff input and decision - making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **10.1.1 Activate Southern Waterfront (south of China Basin) parks by initiating and supporting new BIPOC community partnerships.**
- **10.1.2. Provide and promote outdoor recreation opportunities for residents through partnerships.**
- **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 where the funding source allows.**

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021.

Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)*

The Port's Diversity, Equity & Opportunity Manager, and departmental Racial Equity Lead - Toni Autry has been assigned full-time responsibilities to lead the development and implementation of its Racial Equity Action Plan.

Please see attached organizational chart(s).

- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work).*

The Port's Contracts & Equity Specialist and departmental Racial Equity Lead for the Finance and Administration division- Tiffany Tatum was assigned 50% of her work time to support racial equity work. Ms. Tatum's primary role is to advance racial equity through contracting for local and small businesses.

Please see attached organizational chart(s).

Racial Equity Change Team members whose role it is to oversee the implementation of REAP actions, assigned had workloads adjusted to take on racial equity work. Also, some of the Racial Equity Advisory Council members whose role it is to provide recommendations on policies, programs and processes through a racial equity lens have seen workloads reduced to accommodate their racial equity work.

Senior Leadership, including the Port Executive Director – Elaine Forbes, External Affairs Director, Deirdre Hussey, and Chief Financial Officer, Katie Petrucione and all other Deputy Directors have adjusted their workloads to support racial equity efforts of the department.

Please see attached organizational chart(s).

- Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)

Some Racial Equity Advisory Council Members have not seen a reduction in workload for them to support efforts to advance racial equity. The time commitment for the Advisory Council is one to two hours per week.

Additionally, staff throughout the organization have assisted in various ways of advancing racial equity efforts. In particular, within the External Affairs Team (where the DEI program sits) staff have voluntarily supported racial equity work without a reduction of workload: Boris Delepine, Kelley McCoy, and Kirsten Southey.

- Consultants/vendors (including firm name and contract number, if applicable)
REAP Tracker: Two Rivers, LLC
Racial Equity Training: Rosales Business Partners, LLC
Stakeholder Outreach: Davis & Associates
Diversity Calendar Programming:
 - Port CHAT: Sharaya Souza, and Shawneequa Badger
 - Juneteenth, History of African Americans on the SF waterfront (video): Bonner Communications

What changes, if any, do you plan for 2022?

***Include addition of Consultants upon contract approval**

For 2022, we have already begun making and planning changes to improve upon our Diversity, Equity and Inclusion program at the Port. We have applied lessons learned, and new acquired learning of best practices to strengthen our path forward towards organizational transformation.

We have developed a collaboration plan that we are implementing to ensure we integrate both Senior Leadership and Equity Champions into building community with one another as well as to ensure that leadership and staff are aligned on actions, goals and long-term cultural changes that need to happen. The Port Executive Director will meet quarterly with Racial Equity Change Team to learn about challenges, concerns, ideas, and proposals for improvement.

Additionally, we have enlisted the support of contractual services to increase the capacity of the DEI program staff. Rosales Business Partners, LLC (RBP) was hired to provide as-needed Racial Equity Services. RBP has been contracted to perform data analyses of Port employee demographics, and 2019 and 2021 Port Equity & Inclusion survey results.

Moreover, we are planning for racial equity and gender bias training for all staff. We will seek the support of a third-party to perform these foundational trainings for our department to ensure all employees have an increased awareness of why racial equity work and gender equity work is important to a healthy workplace. We hope to develop an appreciation amongst staff of how advancing racial equity benefits the entire organization.

Attachments

Workforce and board/commission demographic data

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

See attachment(s).

Racial Equity Action Plan

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

[Port Racial Equity Action Plan 12.2020.pdf \(live-sf-port-2020.pantheonsite.io\)](#)

Departmental Racial Equity Progress Report

Annual Report for 2021

Part B

Submit final to ORE by April 1, 2022

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

Attachment
Budget Equity Tool: Department Inventory <i>Completed department inventory spreadsheet</i>

Department Inventory Tool: FY 21-22 Budget

ORE Version: Dec 31, 2021, with updates Feb 9, 2022

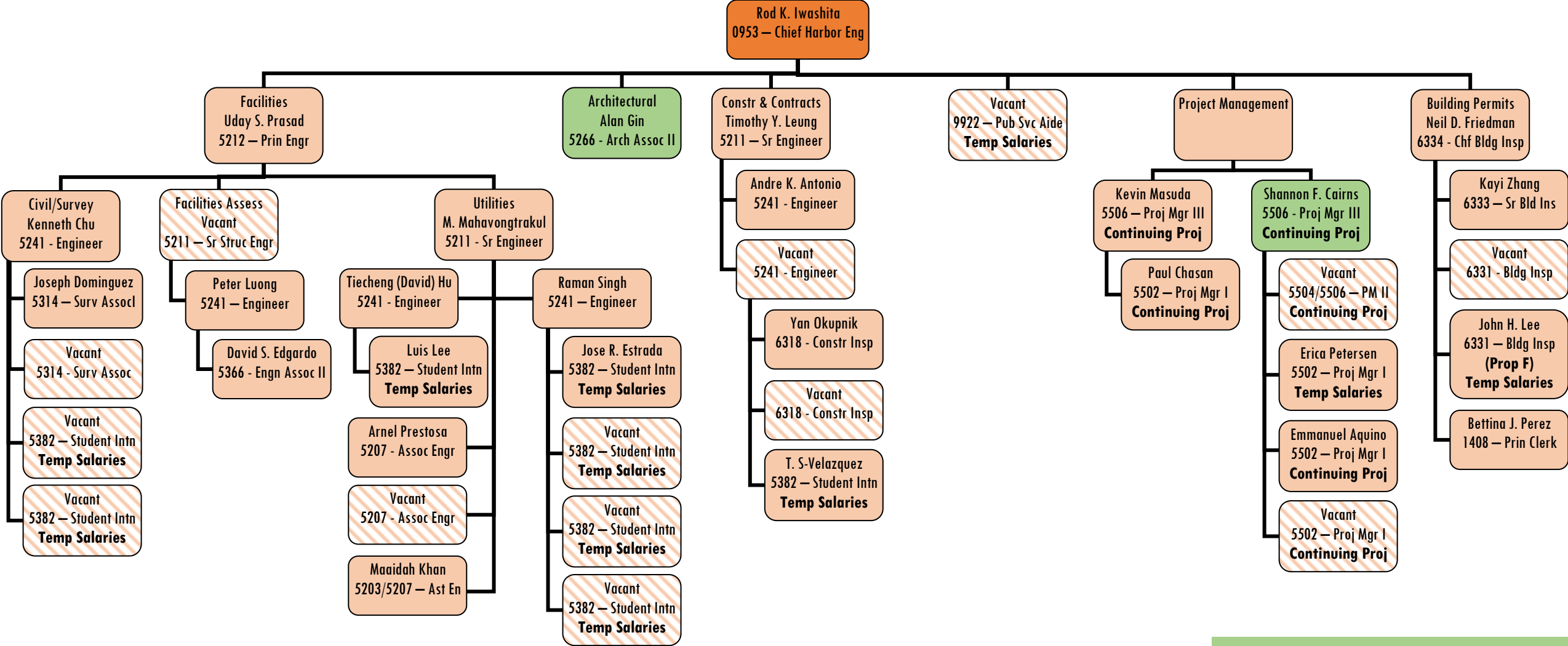
[For guidance and upcoming workshops, click here.](#)

About this worksheet		
Department name	Date last updated	Notes
Port	Mar-22	Initial inventory submitted as part of department progress report, per guidance from Office of Fiscal Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services			
	Issue area	Brief description	Notes or examples
Workforce Development		Workforce: Create a more equitable recruitment and selection processes, resulting in a more racially diverse workforce.	<ul style="list-style-type: none"> • Invest in a diverse and equitable talent pool by forming racial affinity, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment. • Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department. • Conduct targeted and intentional outreach and engagement to increase racially diverse pipeline.
Leasing		Leasing: Increase the number of opportunities through popups, curated experiences for small businesses, and other Port leases for San Francisco businesses located in historically disadvantaged communities.	<ul style="list-style-type: none"> • Ensure Port land-use policies directly support business owners and businesses from disadvantaged communities adjacent to Port property. • Create right-sized leasing opportunities to increase presence of Black, Indigenous and people of color (BIPOC) businesses along the waterfront. • Increased support and engagement for current and future LBE tenants on Port property. • Improve Port processes in order to allow for public expediency and increased inclusion.
Contracting		Contracts: The Port seeks to grow the number of racially diverse businesses competing for and winning Port contracts.	<ul style="list-style-type: none"> • Engage racially diverse businesses in opportunities at the Port. • Ensure contract bidding on Port property is racially diverse and inclusive. • Increase the racial diversity of the pipeline of people pursuing careers in professional services and/or construction trades needed.
Parks and Open Space		Parks & Open Space: To increase racial diversity and engagement at Port parks and open spaces.	<ul style="list-style-type: none"> • Engage southern waterfront residents of all abilities, especially youth to experience the waterfront. • Provide publicly accessible and well-maintained parks and open space in the Southern Waterfront. • Provide a variety of fun and experiences for residents in adjacent communities to waterfront.

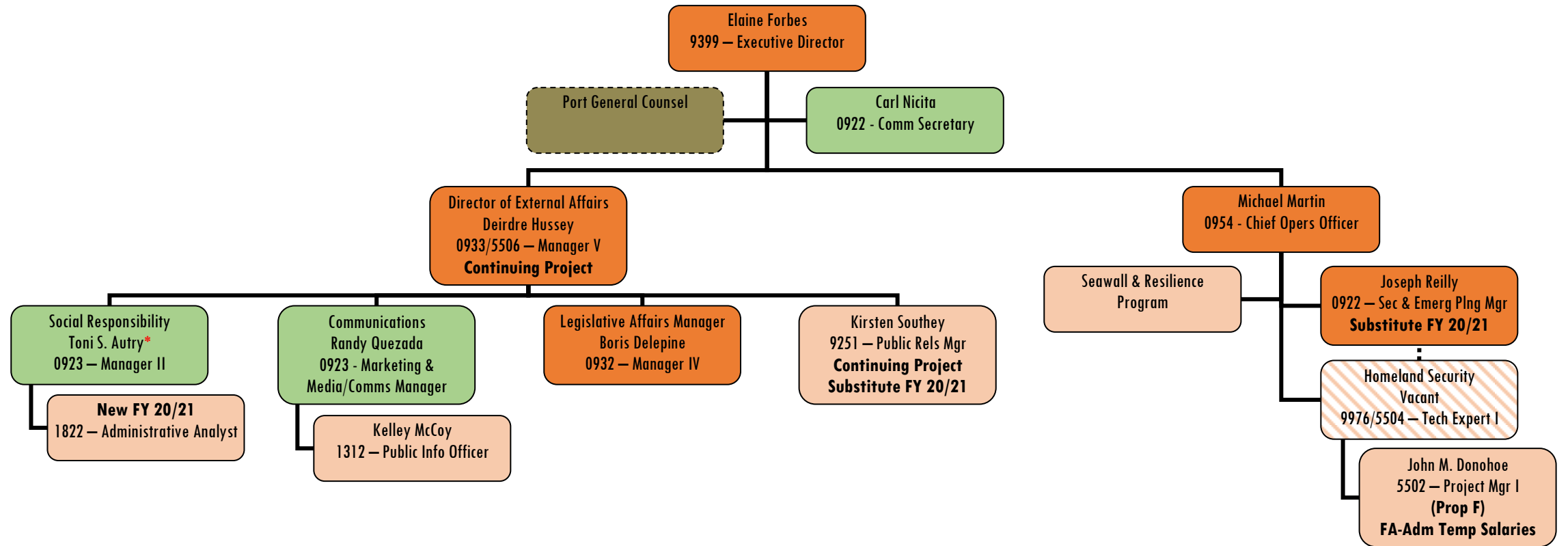
B. Item name and description		C. Overall resources					D. Racial equity alignment	E. Racial equity-related activity information									
								Completes only for line items that are aligned with a department priority equity issue area (D)									
								If data is not collected within department, enter "not available"									
								If data needs is collected but needs further analysis, enter "to be updated"									
If any of this information exists in a separate report or document, please also include the link in the cell																	
Brief description of purpose		Activity/service type	Estimated FTEs and/or budget amount	Funding type	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any	Department priority equity issue area	Locations	Open to general public, or application/referred required?	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any		
Suggest 10 words or less. Note any intended demographics or communities	Suggest 10 words or less															Suggest 30 words or less. See list on next tab for examples	Suggest 30 words or less. See list on next tab for examples
None of activity, function, program, service, or initiative		Suggest 10 words or less						List any priority equity issue areas from (D) that are relevant to this activity. If none, leave blank.	Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples								
Staff trainings (check double counting on REAP spending)		Racial equity training for Senior Leadership and Equity Champions	3 - Within department only	\$100,000	Port Harbor Fund	n/a	1)Rosales Business Partners, LLC	Workforce Development	applies Portwide	1 - General public	225 (Port Staff)	n/a	n/a		see column F	see column I	
Juneteenth Sponsorship		Co-sponsored Magallón's 1st Juneteenth on the Waterfront event	1 - Public-facing activity or service	\$10,000	Port Harbor Fund	n/a	n/a	Parks & Open Space	Ferry Building Area	1 - General public	n/a	n/a	n/a		see column F	see column I	
Development of REAP Teacher		Developed mechanism to track progress for REAP implementation	3 - Within department only	\$15,000	Port Harbor Fund	n/a	1)PwC, Revlon, Corp.	Workforce Development	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Internal Stakeholder Diversity		Developed content to increase awareness of culturally identified holidays/celebrations for internal Port publications	3 - Within department only		Port Harbor Fund	n/a	1)Davis & Associates Communications, Inc	Workforce Development	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Racial Equity Change Team 10 hrs/week (11 Members)		Port Racial Equity Change Team members are responsible for advancing implementation of action items in the REAP (25 FTE x 10)	3 - Within department only	\$652,500	Port Harbor Fund	n/a	n/a	All Priorities	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Racial Equity Advisory Council 2 hrs/week (17 Members)		The Port has a racial equity team that meets weekly or bi-weekly to advise and assist on development and implementation of the REAP in their respective divisions at the Port. (50 FTE x 17)	3 - Within department only	\$144,300	Port Harbor Fund	n/a	n/a	All Priorities	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Full Time DEI Staff		The Port's Diversity, Equity and Opportunity Manager is fully dedicated to this work (1.0 FTE)	3 - Within department only	\$170,000	Port Harbor Fund	n/a	n/a	All Priorities	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Equity Focused Staff (contracting, REAP production, outreach)		The Port has three employees focused on contracting, workforce and leasing management full time, all with focus on equity issues (3.0 FTE x 4)	1 - Public-facing activity or service	\$170,000	Port Harbor Fund	n/a	n/a	All Priorities	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Senior Staff		The Port's Executive Director, Assistant Director and Deputy Directors each dedicate, at minimum, 2% of their time to work that is explicitly related to advancing goals of the REAP. (50 FTE x (2% AD, ADAs, CDOs) x 6)	3 - Within department only	\$68,000	Port Harbor Fund	n/a	n/a	All Priorities	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
HR Staff, contracts		Creating, developing, designing, communicating and implementing REAP activities. Designing and implementing HR Navigator newsletter – staff communication tool, developing Evergreen content to communicate to staff, recruiting and selecting new employees through a DEI lens. Utilizing DEI tool to advertise, recruit, test, interview, assess, select and hire the best qualified candidates. (2.5 FTE x 3)	3 - Within department only	\$127,500	Port Harbor Fund	n/a	n/a	Workforce Development	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
CityBuild - Workforce Training		The Port contracts, through a Work Order to CEWD, with CityBuild. This is a workforce development program focusing on developing entry level skills in members of underserved communities	1 - Public-facing activity or service	\$200,000	Port Harbor Fund	1	n/a	Workforce Development	Southern Waterfront / Bayview / Hunter's Point	1 - General public	n/a	n/a	n/a		see column F	see column I	
Youth Employment Program		The Port contracts with the Youth Employment Program with a 2-year \$400,000 contract (averaged in this document to \$200,000). This is a workforce development program focusing on developing entry level skills in members of underserved communities.	3 - Within department only	\$200,000	Port Harbor Fund	1	n/a	Workforce Development	Southern Waterfront / Bayview / Hunter's Point	1 - General public	n/a	n/a	n/a		see column F	see column I	
WRSP - Equity Review Project Task		Community engaged contract, with population represented in this inventory of activities/activities/activities	3 - Within department only	\$423,000	Port Harbor Fund	n/a	n/a	All Priorities	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
WRSP - Communications and Stakeholder Engagement Contract		Community engaged contract, with population represented in this inventory of activities/activities/activities	1 - Public-facing activity or service	\$500,000	O.C. Bond / Harbor Fund	n/a	1) Jacobs	Contracting	applies Portwide	n/a	n/a	n/a	n/a	n/a - This is a community input gathering activity	see column F	see column I	
WRSP - Workforce Development and LBE Support Services (Planning Phase)		Community engaged contract, with population represented in this inventory of activities/activities/activities	3 - Within department only	\$150,000	O.C. Bond / Harbor Fund	n/a	1) Jacobs	Workforce Development	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Loans to LBE (Southern Waterfront Beautification Fund)		As part of COVID relief to underserved communities, the Port offered \$1,000,000 total in loans to LBEs to keep up wage payments, repayable at 4% under local repayment conditions	1 - Public-facing activity or service	\$500,000	Port Harbor Funds	n/a	n/a	Leasing	Southern Waterfront / Bayview / Hunter's Point	2 - Application or referral	Less than 10 firms	n/a	n/a		see column F	see column I	
Development of REAP Annual Report		Contracted contractors to support in the development of the REAP Annual Report to CRE	3 - Within department only	\$25,000	Port Harbor Funds	2	1)Rosales Business Partners, Bonner	n/a	applies Portwide	n/a	n/a	n/a	n/a		see column F	see column I	
Reimbursable Developer Costs - Staff Executing Dev Agreement Workforce Ops		As a part of large development projects, the Port negotiated workforce plans with development partners in the Southern Waterfront (Brookfield) as well as in China Basin (Mission Rock). Certain activities, including work to ensure adherence to those agreements, on the part of developers, are reimbursable from the Port to developers. This outlay represents that contribution. (5 FTE x 500,000)	1 - Public-facing activity or service	\$255,000	CFD - Public Financing	n/a	n/a	Workforce Development	Southern Waterfront / Bayview / Hunter's Point, China Basin	n/a	n/a	n/a	n/a		see column F	see column I	
CIP Projects with High Equity Impact Scores		The Port's Southern Waterfront Beautification Fund is a set aside within the Port's budget for improving public spaces in the largely industrial southern waterfront, previously to underserved/underserved communities.	1 - Public-facing activity or service	\$2,000,000	O.C. Bond	n/a	n/a	Parks and Open Space	Southern Waterfront / Bayview / Hunter's Point	n/a	n/a	n/a	n/a		see column F	see column I	
Technical Workshops		Prior to COVID, the Port contracted with community groups to provide technical assistance to LBEs, providing instruction on how to bid on City contracts and understanding the process, requirements, and their rights around public solicitations. This outreach was targeted at LBE communities. This year, due to COVID restrictions, all work was conducted virtually using Port staff (at no additional cost). Port staff assistance returning to in-person assistance next year.	1 - Public-facing activity or service	\$0	n/a	n/a	n/a	Contracting	Southern Waterfront / Bayview / Hunter's Point	1 - General/public	n/a	n/a		see column F	see column I		
TOTAL				\$6,229,000													

Engineering Division
FY 2021/22



Shannon F. Cairns — Racial Equity Advisory Council
Alan Gin — Racial Equity Change Team

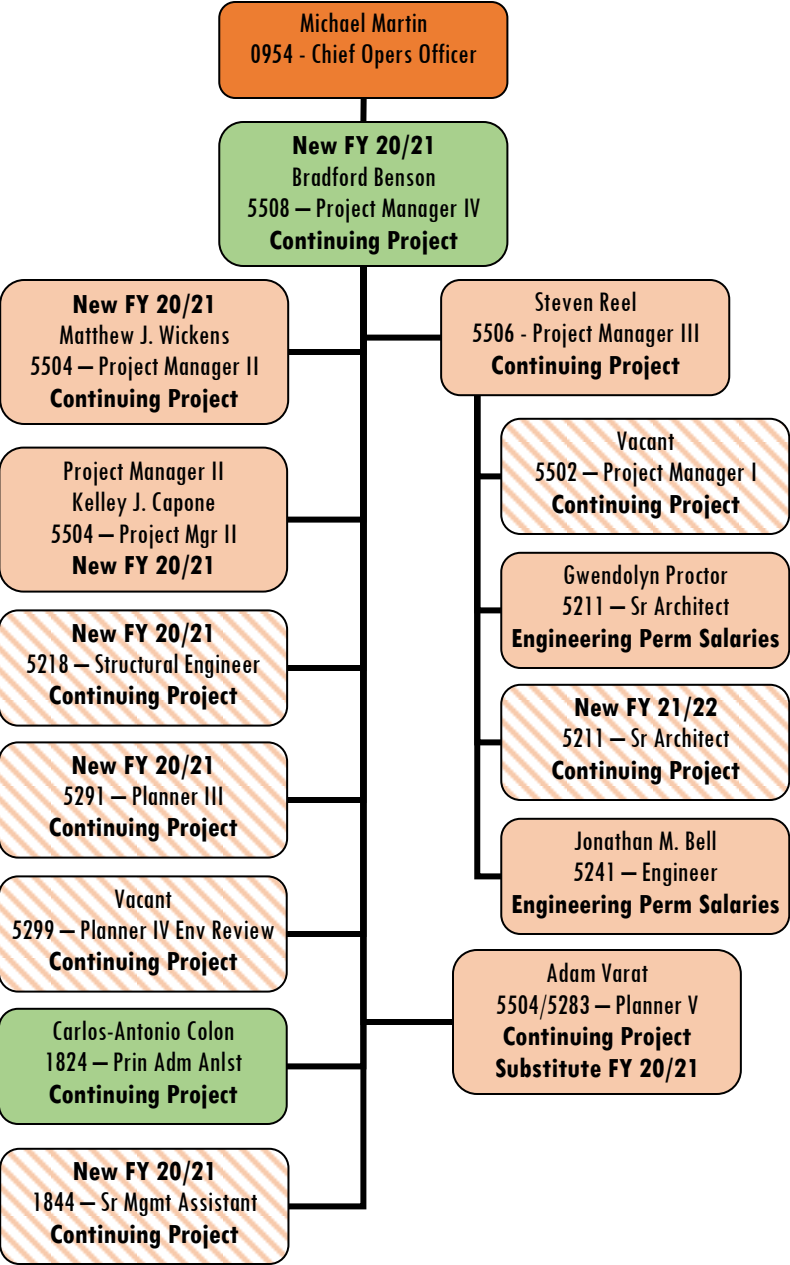
**Executive
Director's Office
FY 2021/22**



Toni S. Autry* — Racial Equity Change Team
Carl Nicita — Racial Equity Change Team
Randy Quezada — Racial Equity Change Team and Racial Equity Advisory Council

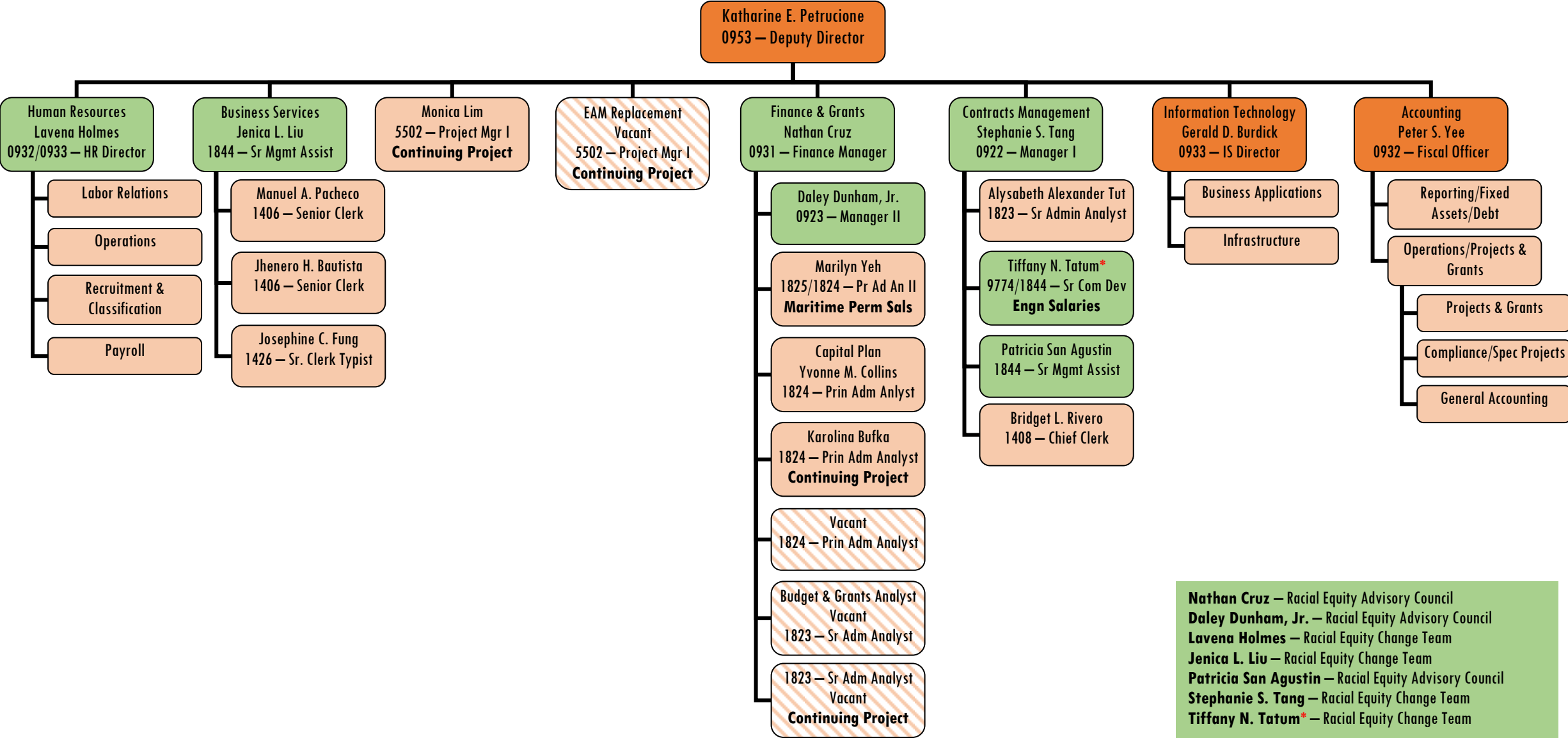
*Racial Equity Leader for the Port

**Executive
Seawall & Resilience Program
FY 2021/22**



Bradford Benson — Racial Equity Change Team
Carlos-Antonio Colon — Racial Equity Advisory Council

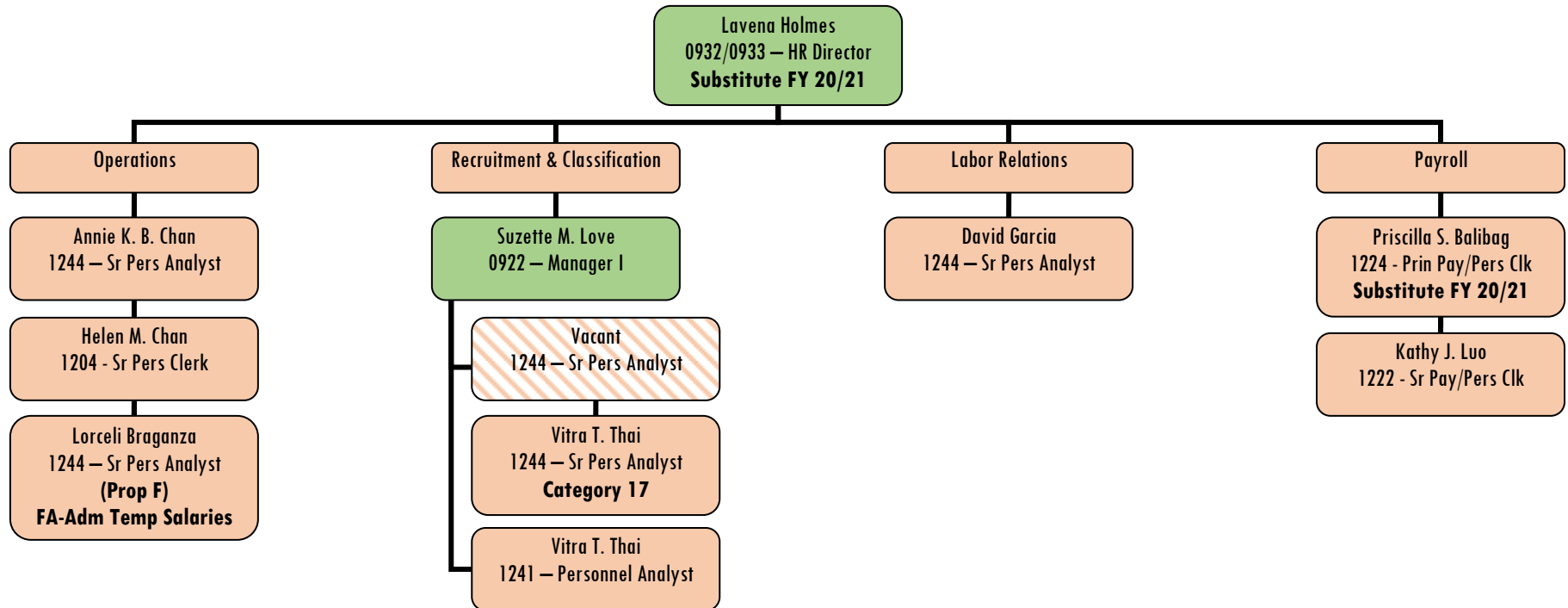
Finance & Administration
FY 2021/22



Nathan Cruz — Racial Equity Advisory Council
Daley Dunham, Jr. — Racial Equity Advisory Council
Lavena Holmes — Racial Equity Change Team
Jenica L. Liu — Racial Equity Change Team
Patricia San Agustin — Racial Equity Advisory Council
Stephanie S. Tang — Racial Equity Change Team
Tiffany N. Tatum* — Racial Equity Change Team

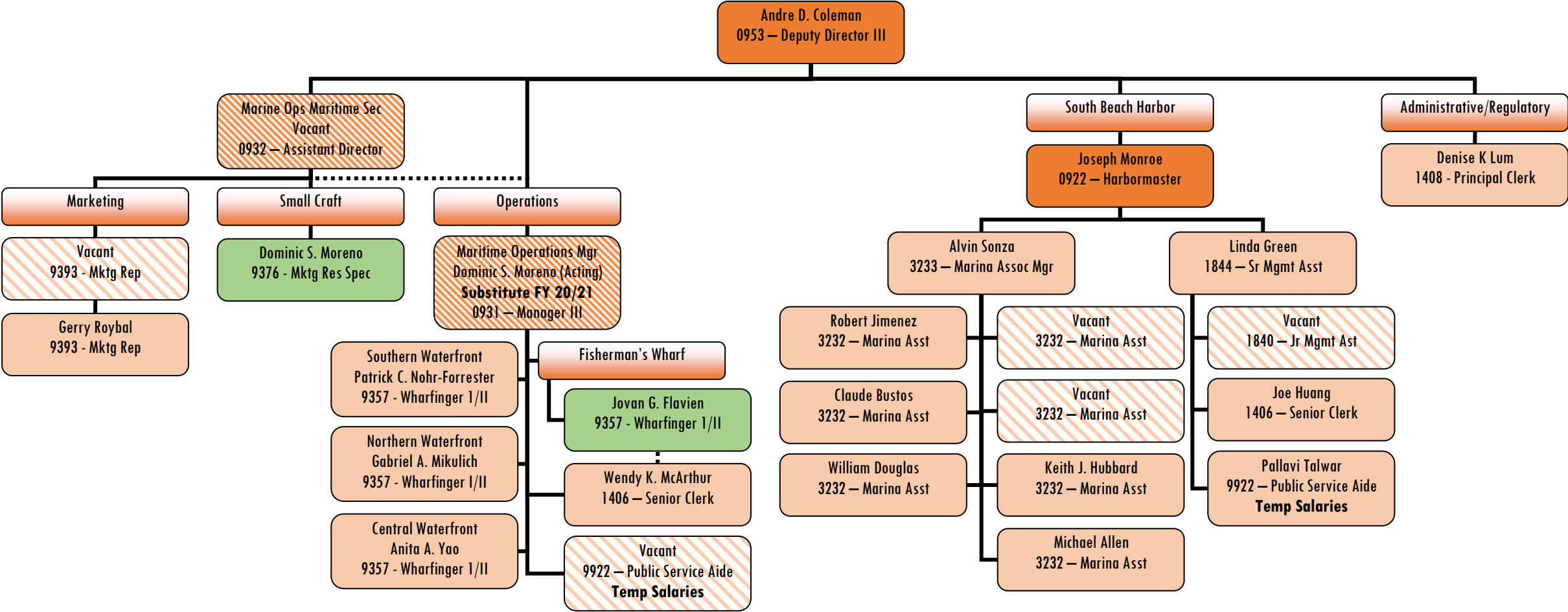
*Racial Equity Leader for the Port

**Finance & Administration
Human Resources Section
FY 2021/22**



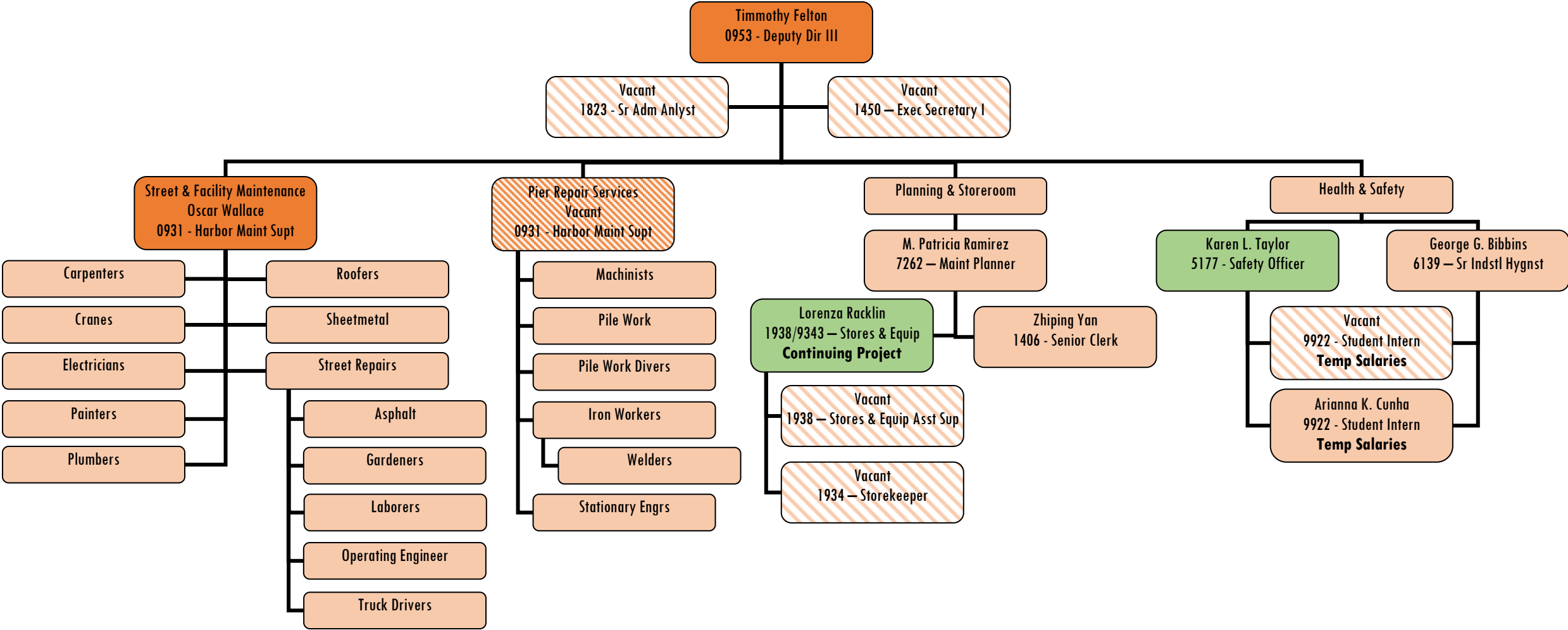
Lavena Holmes — Racial Equity Change Team
Suzette M. Love — Racial Equity Change Team

Maritime Division
FY 2021/22



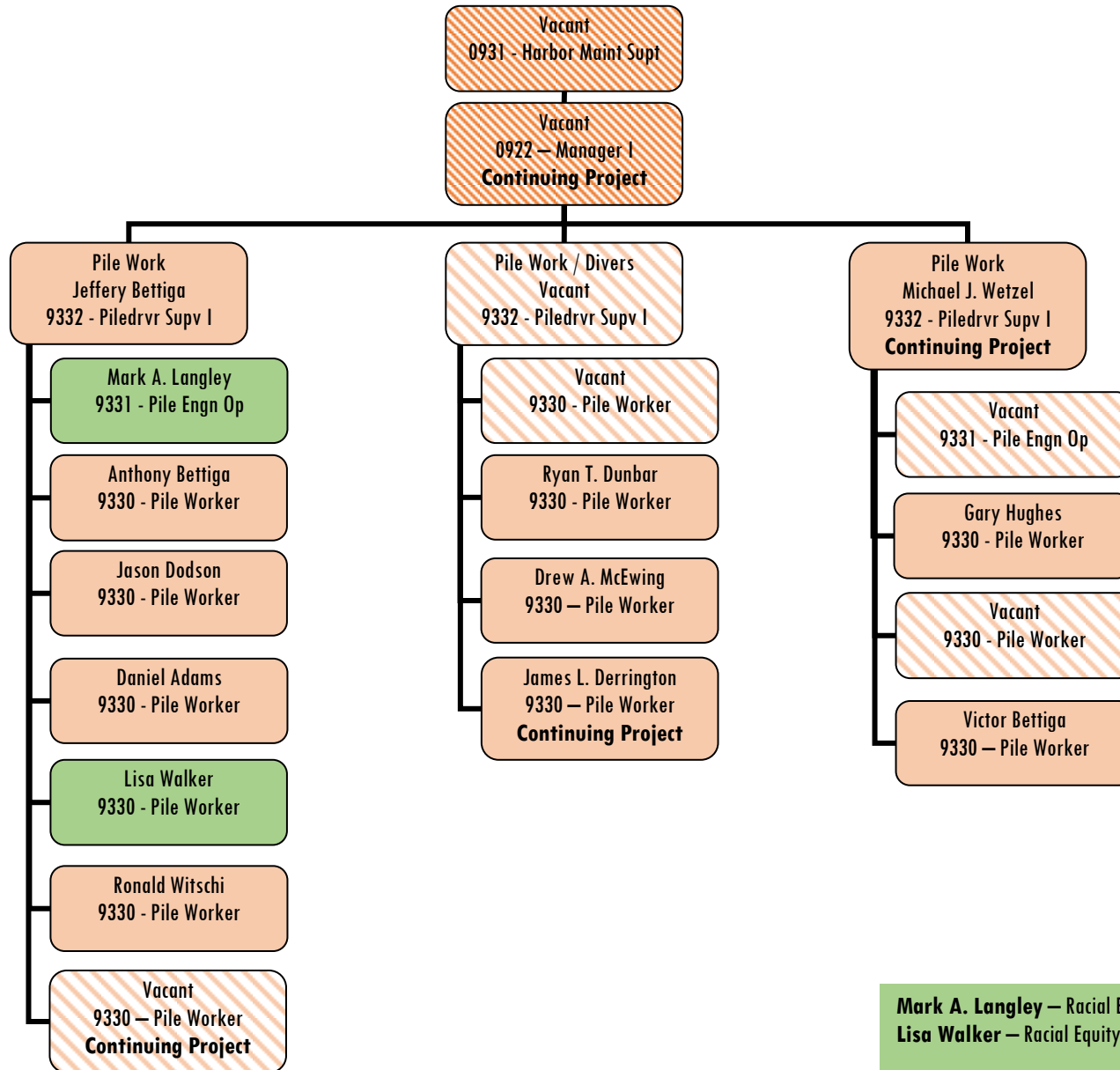
Jovan G. Flavien — Racial Equity Advisory Council
Dominic S. Moreno — Racial Equity Change Team and Racial
Equity Advisory Council

Maintenance Division
FY 2021/22



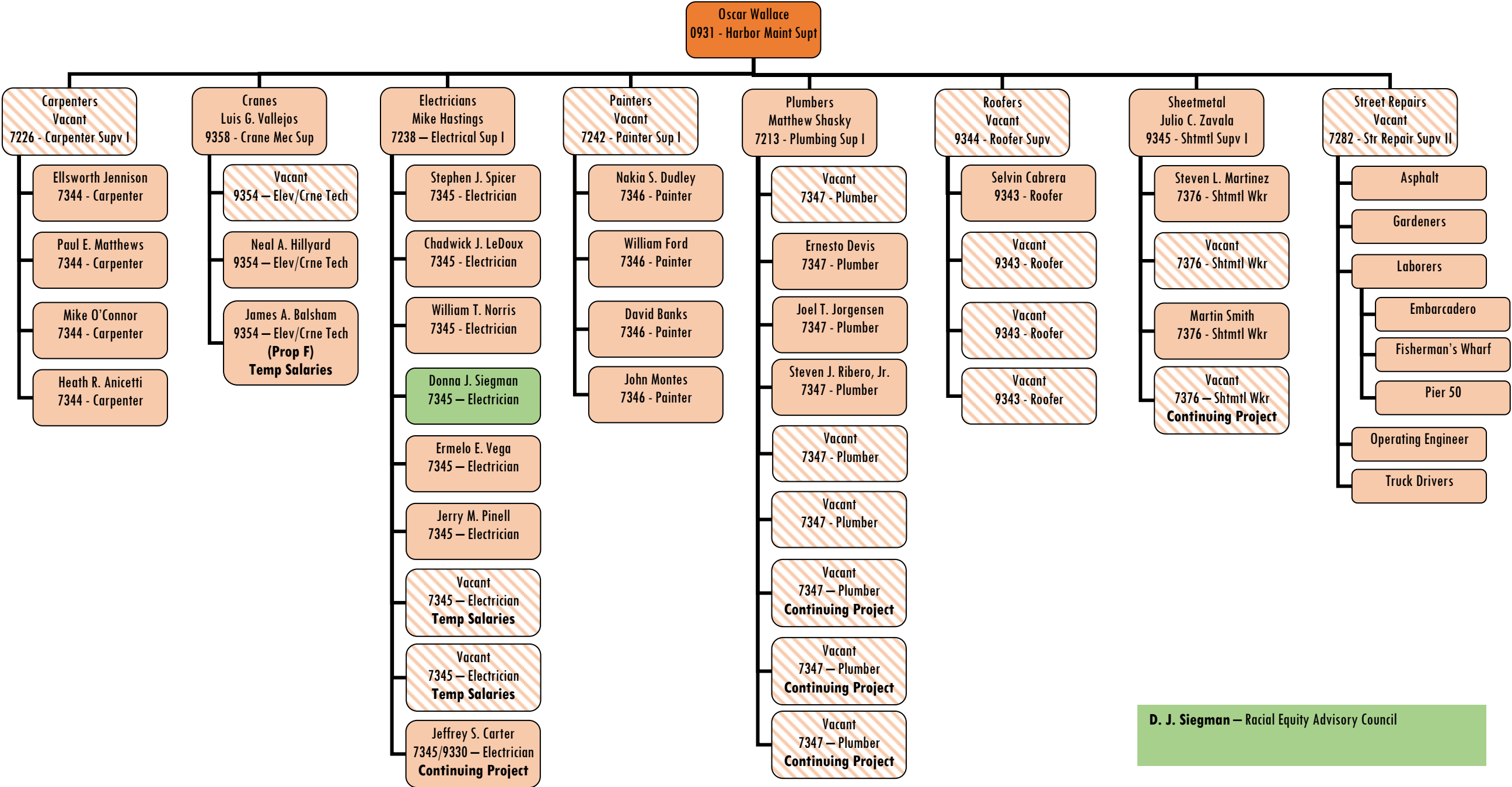
Lorenza Racklin — Racial Equity Advisory Council
Karen L. Taylor — Racial Equity Change Team

Maintenance - Pier Repair Services
Pile Workers
FY 2021/22

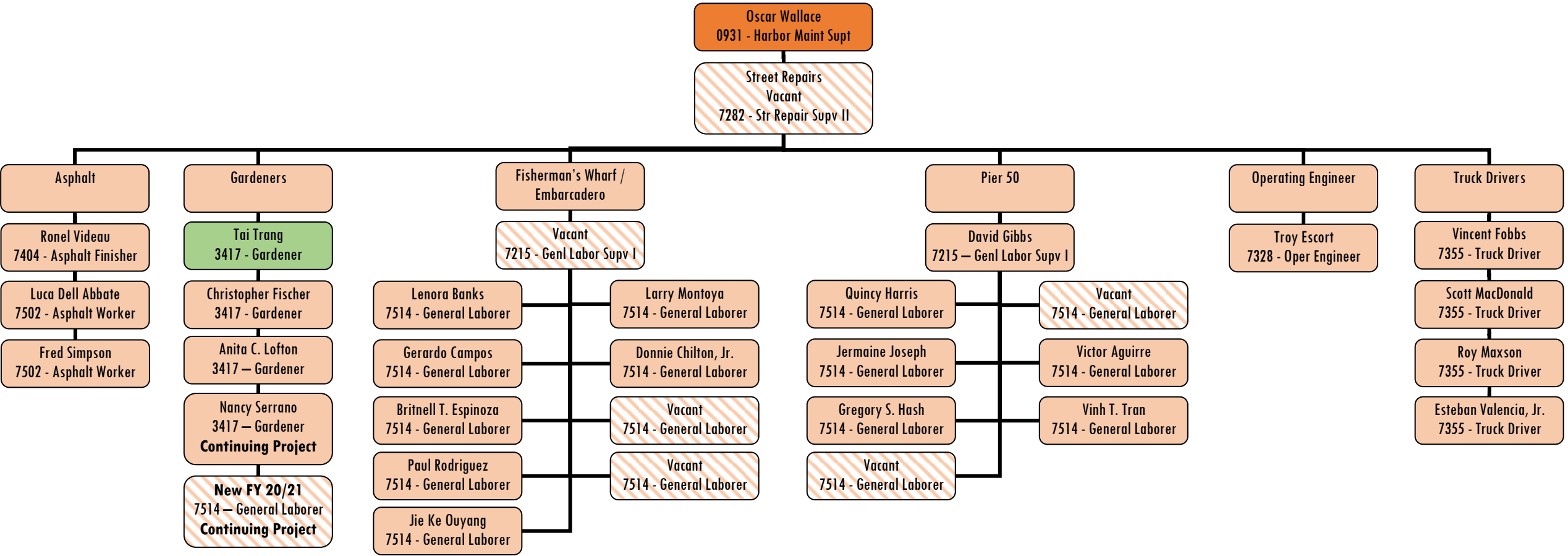


Mark A. Langley — Racial Equity Advisory Council
Lisa Walker — Racial Equity Advisory Council

Maintenance - Street & Facility
FY 2021/22

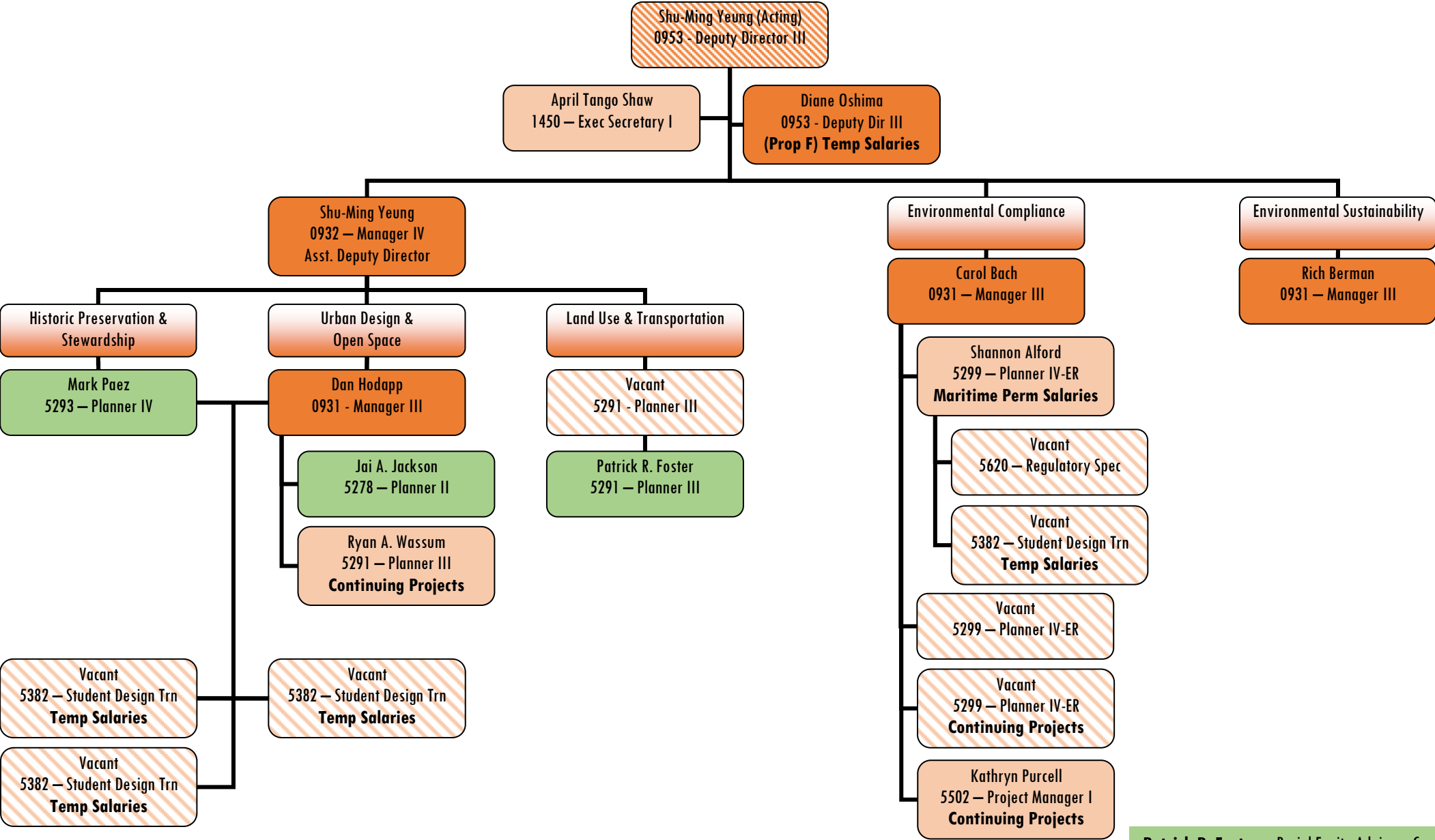


Maintenance - Street & Facility
Street Repairs
FY 2021/22



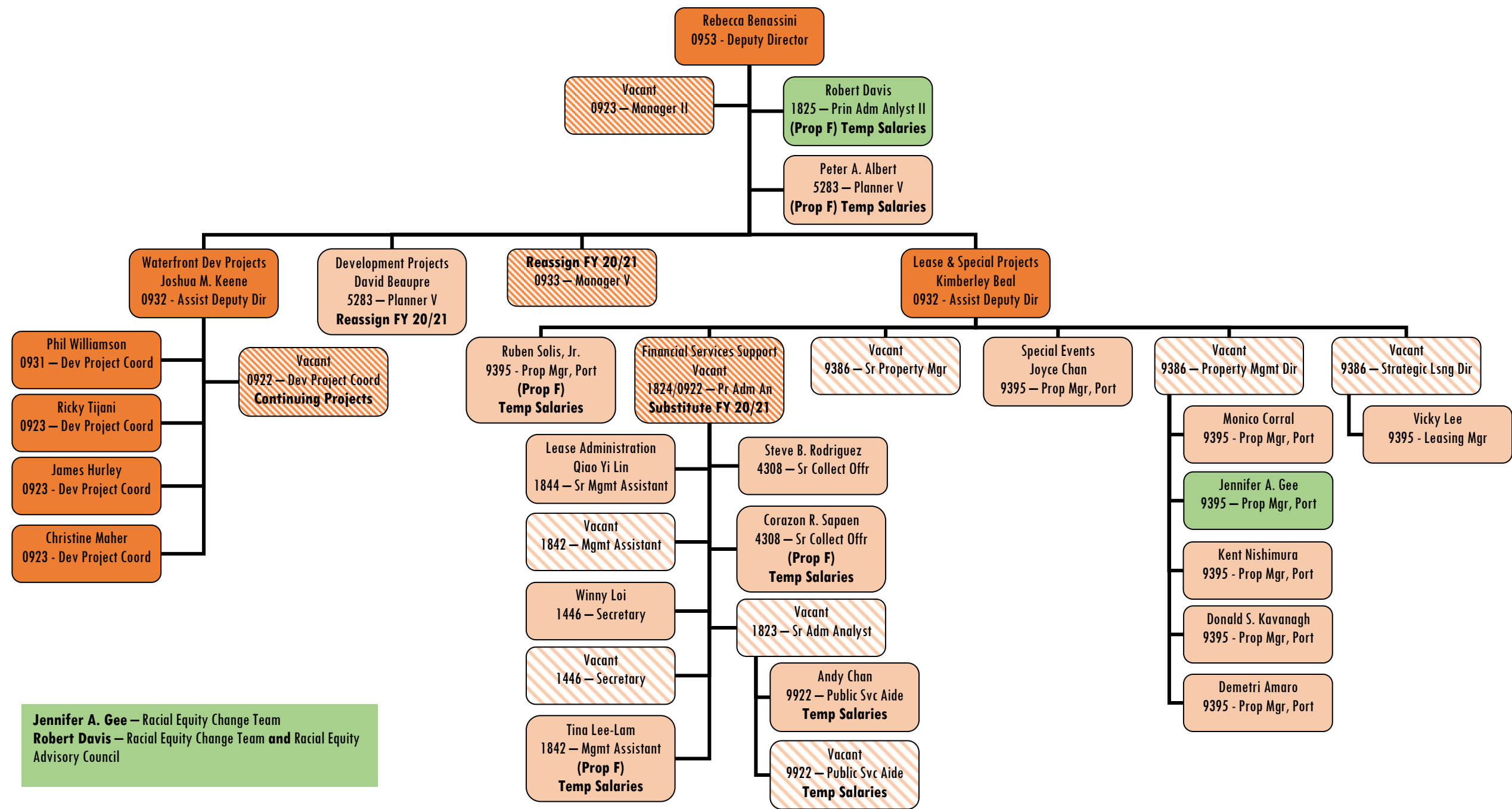
Tai Trang — Racial Equity Advisory Council

Planning & Environment Division
FY 2021/22



Patrick R. Foster — Racial Equity Advisory Council
Jai A. Jackson — Racial Equity Change Team
Mark Paez — Racial Equity Advisory Council

Real Estate & Development Division
FY 2021/22



Demographic Analysis Narrative

Employee data provided by HR for the 2019-20, 2020-21, and 2021-22 years¹ was analyzed to determine trends in ethnicity/race, gender, salary, appointment status and schedule classification demographics.

In addition to Port-wide ethnicity/race and gender demographics, trends of the following were analyzed: Senior Leadership, Separation, Promotion, Discipline, and Interns.

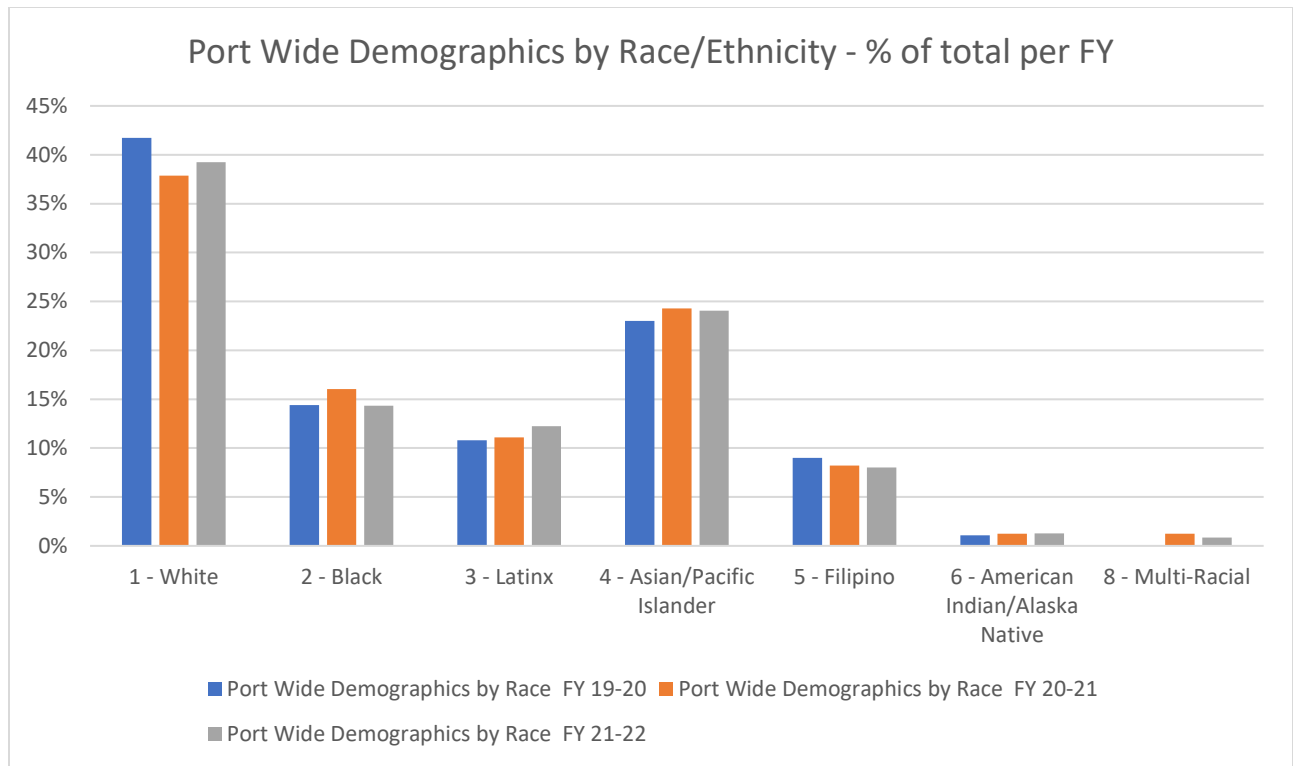
The Port employees more than 200 full-time employees across a spectrum of positions from variety of industries including real estate, maritime, engineering and planning, among others. Employees are represented by a variety of unions and the senior leadership are Permanent Exempt employees.

Please note, in 2019-2020 Multi-Racial was not an option for employees, therefore data for that ethnicity/race is not reflected for that fiscal year.

Race/Ethnicity trends

Race/Ethnicity demographics have stayed consistent over the last three fiscal years. The largest race/ethnicity group represented is White with an average of 40%. The next race/ethnicity group represented is Asian/Pacific Islander with an average of 24%. Black employees make up on average 15% of the Port demographics. Latinx employees make up on average 11%.

¹ All references to years are to fiscal years.

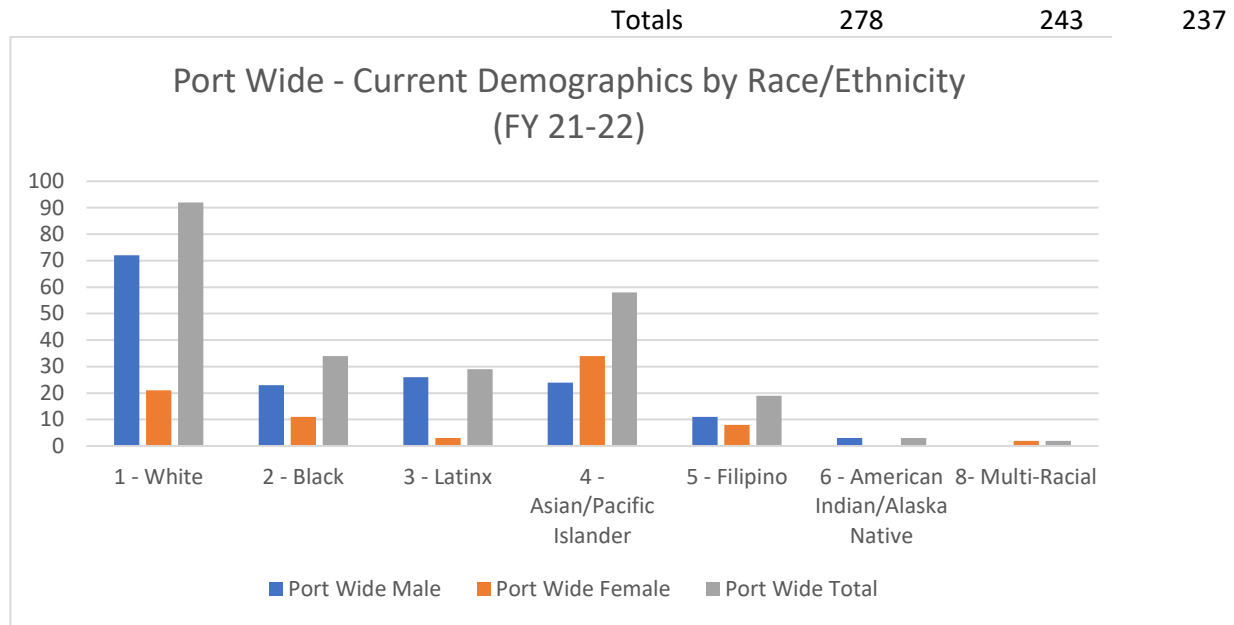


Port Wide Demographics by Race/Ethnicity - % of total per FY

Race	FY 19-20	FY 20-21	FY 21-22
1 – White	42%	38%	39%
2 – Black	14%	16%	14%
3 – Latinx	11%	11%	12%
4 - Asian/Pacific Islander	23%	24%	24%
5 – Filipino	9%	8%	8%
6 - American Indian/Alaska Native	1%	1%	1%
8 - Multi-Racial	0%	1%	1%
Totals	100%	100%	100%

Port Wide Demographics by Race/Ethnicity

Race	FY 19-20	FY 20-21	FY 21-22
1 – White	116	92	92
2 – Black	40	39	34
3 – Latinx	30	27	29
4 - Asian/Pacific Islander	64	59	57
5 – Filipino	25	20	19
6 - American Indian/Alaska Native	3	3	3
8 - Multi-Racial	0	3	2

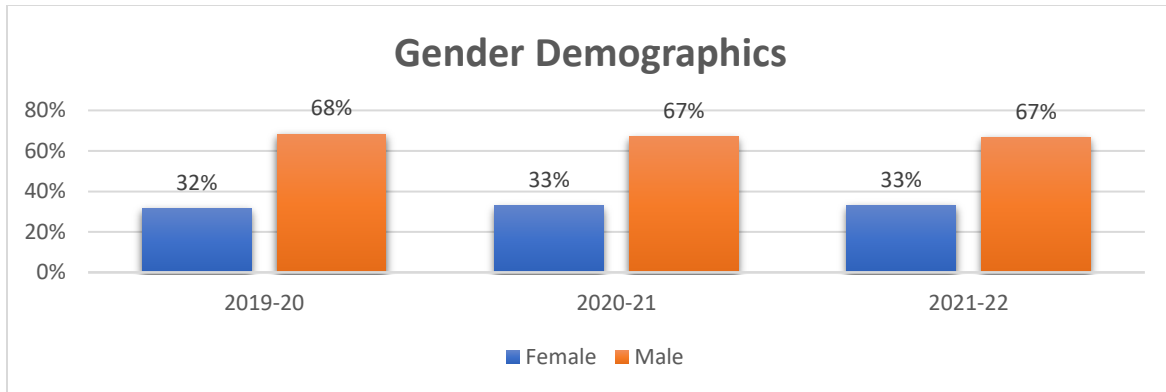


Port Wide – Current Demographics by Race/Ethnicity (FY 21-22)

Race	Male	Female	Total
1 – White	72	21	92
2 – Black	23	11	34
3 – Latinx	26	3	29
4 - Asian/Pacific Islander	24	34	58
5 – Filipino	11	8	19
6 - American Indian/Alaska Native	3	0	3
8- Multi-Racial	0	2	2
Totals	159	79	237

Gender Trends

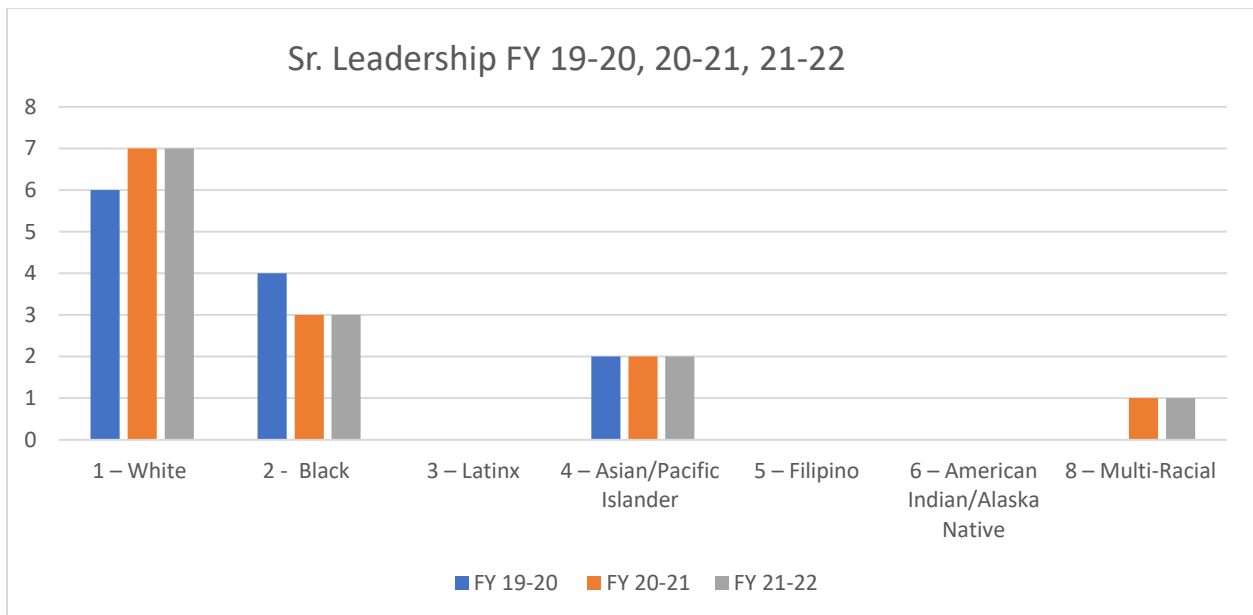
Gender trends at the Port have remained consistent during the last three years. Females represent on average 33% of Port employees, while males present on average 67%.



Senior Leadership Demographics

The Senior Leadership Team is comprised of Deputy Directors, Senior Counsel and Program Leads. Members of Senior Leadership are responsible for executing the strategy of the Port and driving the policies, procedures, and protocols.

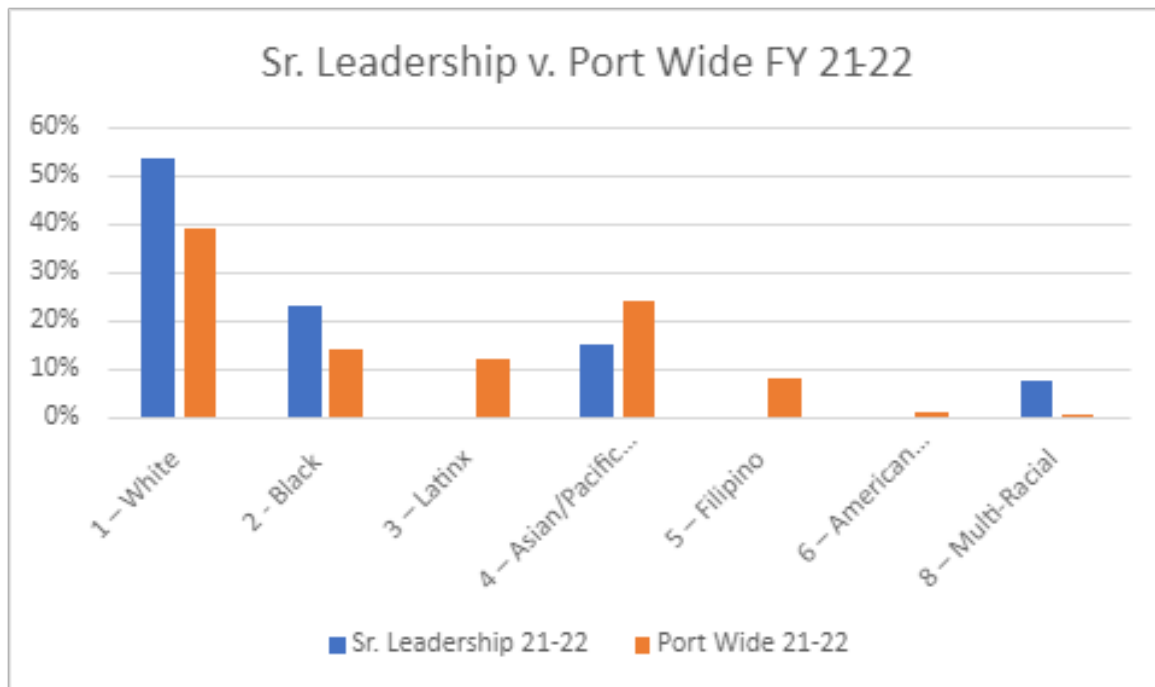
Over the three years, there was a higher representation of Whites employees and males in Senior Leadership ranks. Latinx, Filipino, and American Indian/Alaska Native employees are not represented in Senior Leadership ranks.



Sr. Leadership – Senior Leadership FY 19-20, 20-21, 21-22			
Race	FY 19-20	FY 20-21	FY 21-22
1 – White	6	7	7

2 - Black	4	3	3
3 – Latinx	0	0	0
4 – Asian/Pacific Islander	2	2	2
5 – Filipino	0	0	0
6 – American Indian/Alaska Native	0	0	0
8 – Multi-Racial	0	1	1
Totals	12	13	13

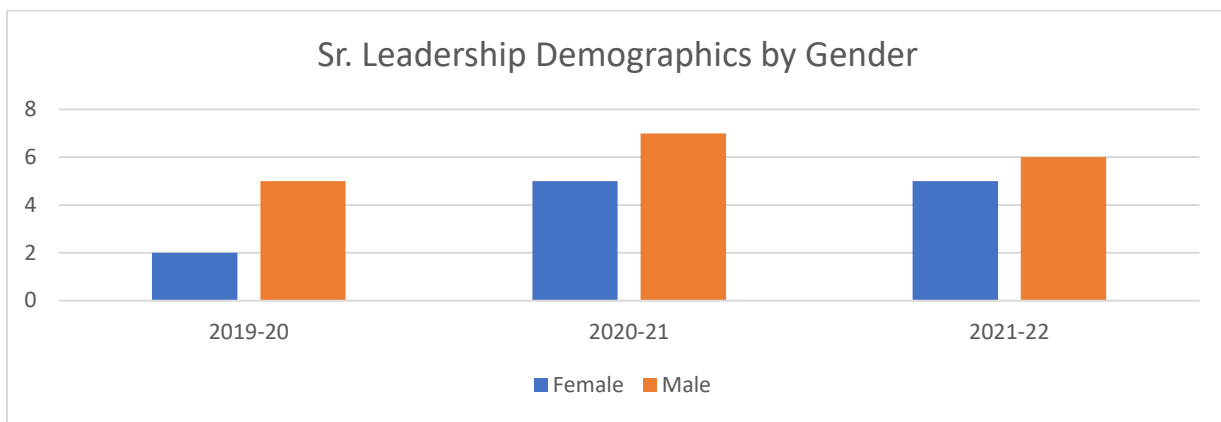
Senior Leadership compared to Port wide demographic data for FY 21-22 found that there is an overrepresentation of White and Black employees in senior leadership roles and/or positions. However, Senior Leadership lacks Latinx, Filipino and American Indian/Alaska Native representation.



Sr. Leadership v. Port Wide Demographics FY 21-22		
Race	Sr. Leadership	Port Wide
1 – White	54%	39%
2 - Black	23%	14%
3 – Latinx	0%	12%

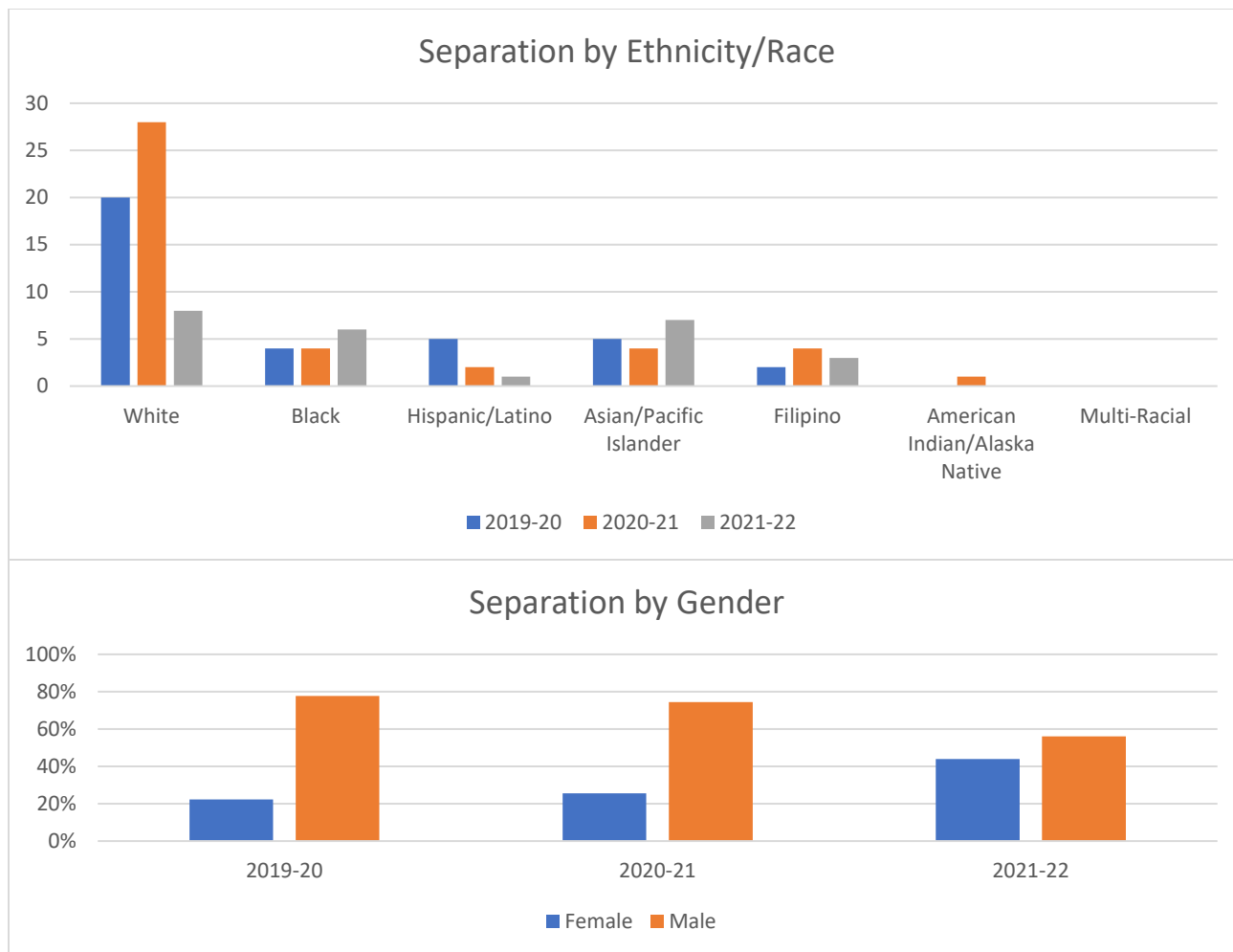
4 – Asian/Pacific Islander	15%	24%
5 – Filipino	0%	8%
6 – American Indian/Alaska Native	0%	1%
8 – Multi-Racial	8%	1%
Totals	100%	100%

However, in 2021-22 there was a more balanced gender representation.



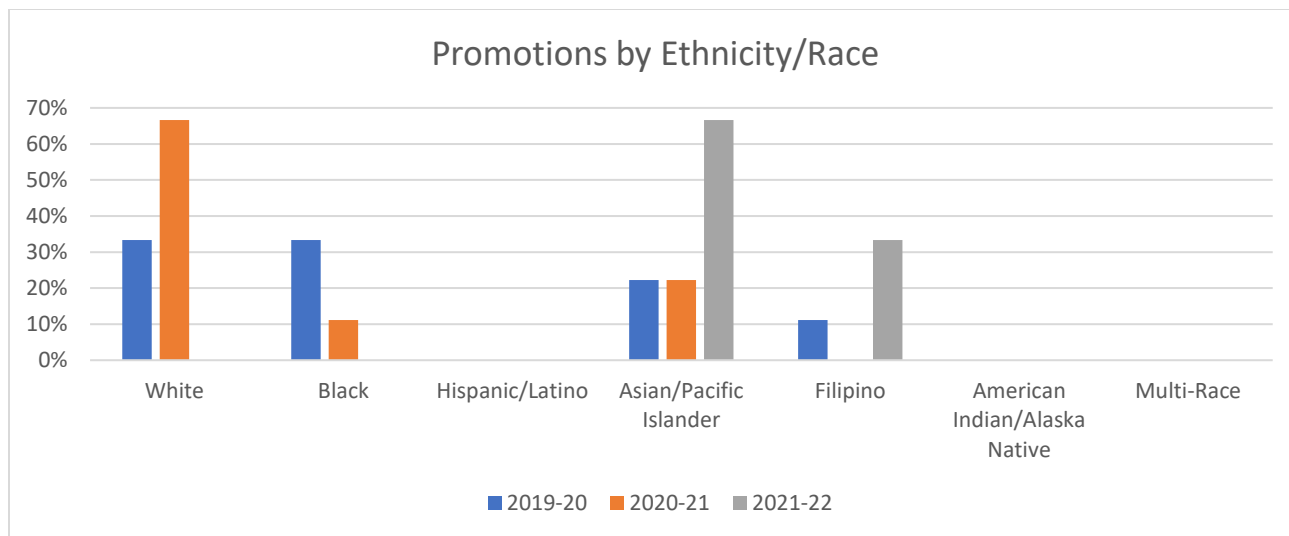
Separations Demographics

In 2019-20 thirty-six (36) employees separated from the Port, the overwhelming majority of which by choice. In 2020-21 forty-three (43) employees separated on the Port. As of December 2021, twenty-five (25) employees separated from the Port. On average the largest represented ethnic/race group is White. Additionally, in 2019-20 and 2020-21 males presented on average 75% of employee separation. However, in 2021-22 the gap between the number of males and females is narrowing.

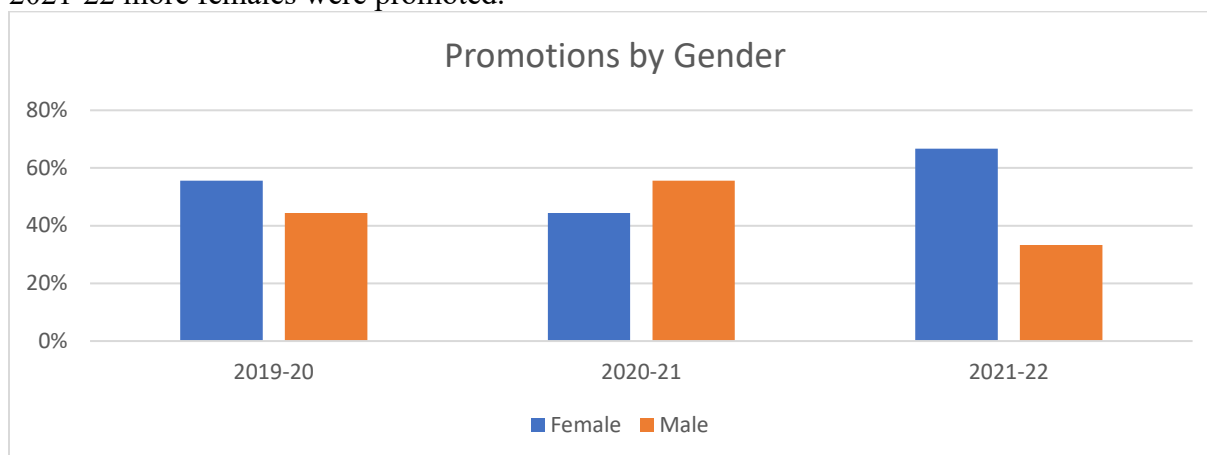


Promotions Demographics

Promotions across ethnicity/race vary year by year. Not one group is consistently getting promotions at higher rate year after year. However, there is no representation of the Latinx, American Indian/Native Alaskan, or Multi-Racial.

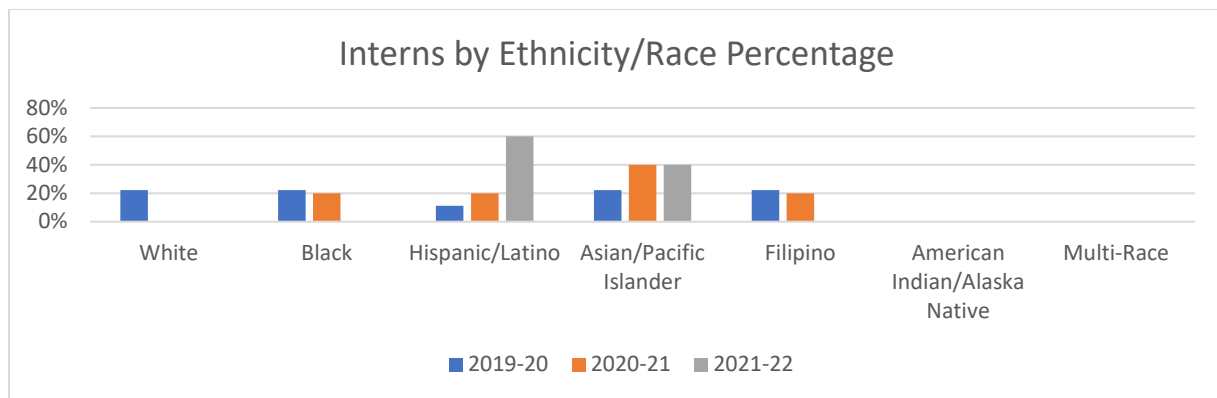


Promotions by gender representation in 2019-20 and 2020-21 were close to equal, however, in 2021-22 more females were promoted.



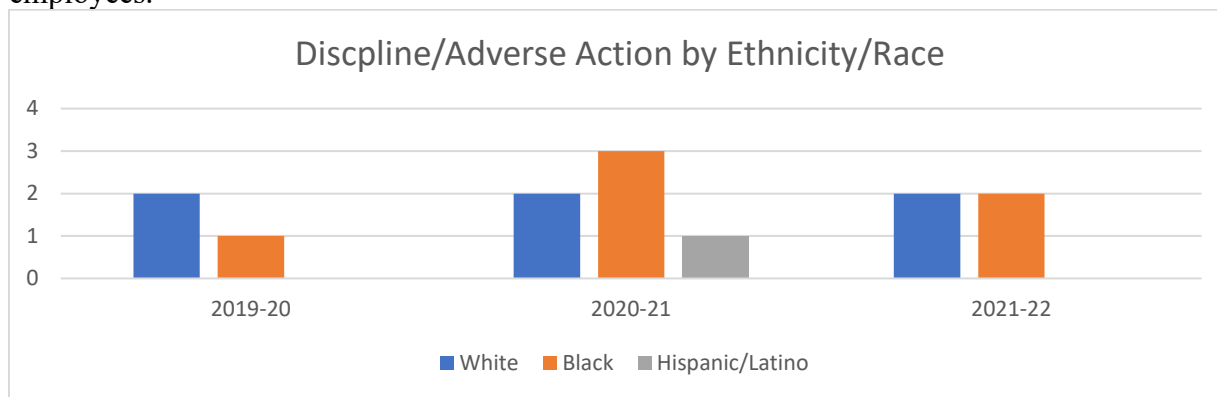
Interns – Class 5382 and 9922 Demographics

In 2019-20 and 2020-21 intern ethnicity/race demographics had a diverse representation among most ethnic/racial groups. However, in 2021-22 intern demographics were represented by only two ethnic groups: Latinx at 60% and Asian/Pacific Islander at 40%.



Discipline demographics

Discipline or adverse action reported for the 2019-20, 2020-21, and 2021-22 fiscal years is represented mostly by two primary ethnicity/race groups: White and Black. With a small percentage reported in 2020-21 for Latinx. The total numbers of discipline or adverse numbers are relatively low. These discipline or adverse actions reported total .5% - 1% of all Port employees.



Salary Analysis Report

Port staff salary data for fiscal years 2019-20, 2020-21, and 2021-22 was analyzed to determine salary demographics. Salary brackets were created in increments of \$25k starting at an income of \$50k and up to \$200k and above. Staff in the Part Time (PT), As Needed (AN), As Needed Under 20 hours (AN/U) Schedule Status and Provisional (PV), Temporary Provisional (TPV) and Elected Appointment (ELC) Appointment Status were not included in this analysis report.

The table below shows the number of employees that were excluded for this report.

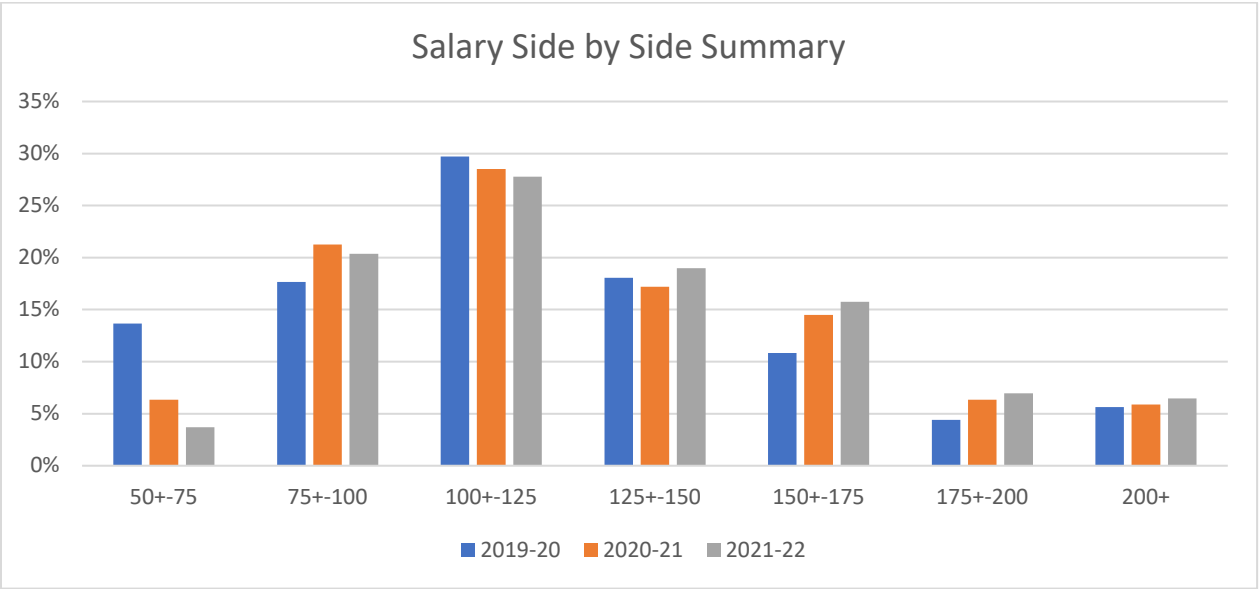
Status	2019 -20	2020-21	2021-22
PV	1	n/a	n/a
TPV	1	n/a	n/a
ELC	5	5	5
PT	4	3	1
AN	15	12	14
AN/U	3	2	1
Total staff excluded	29	22	21
Total staff included	249	221	216

The following chart depicts the percentage of Port staff that fall in each bracket over the three (3) years.

A very small percentage of staff earn less than \$75k annually and consistently a small percentage of staff earn more than \$175k annually. It should be noted, higher earning positions are responsible for divisions and programs, and have other high impact responsibilities. Additionally, they are all at-will employees (PEX).

The largest income bracket represented is \$100-\$125k annually with an average of 25% of the staff income.

Data suggests the salaries for lower wage classifications have increased over three years. An observation of the data reflects the trend that Port staff in income bracket \$150-\$175K are earning more.

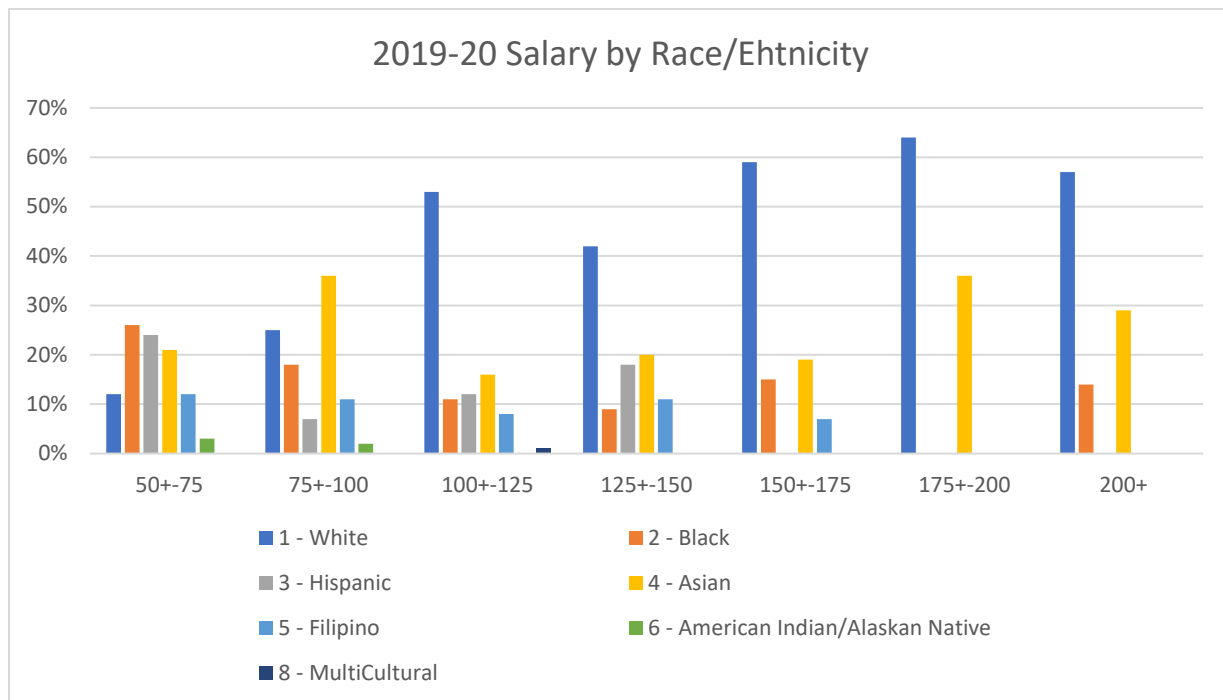


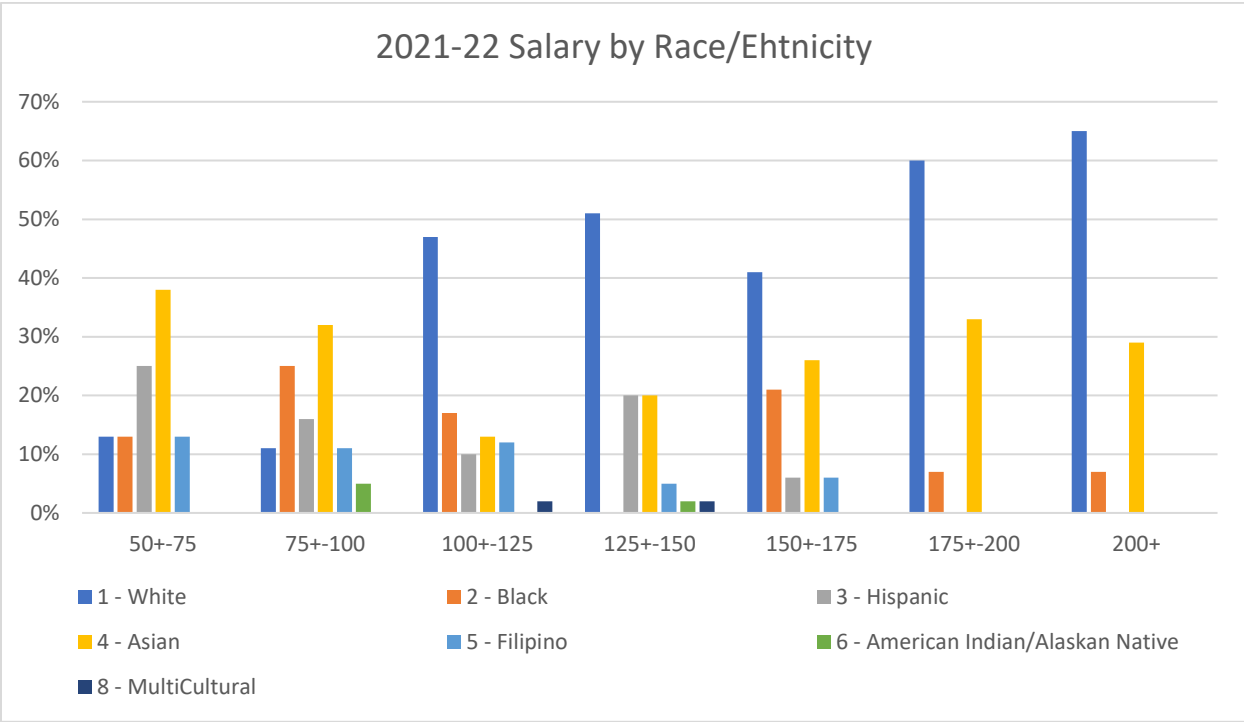
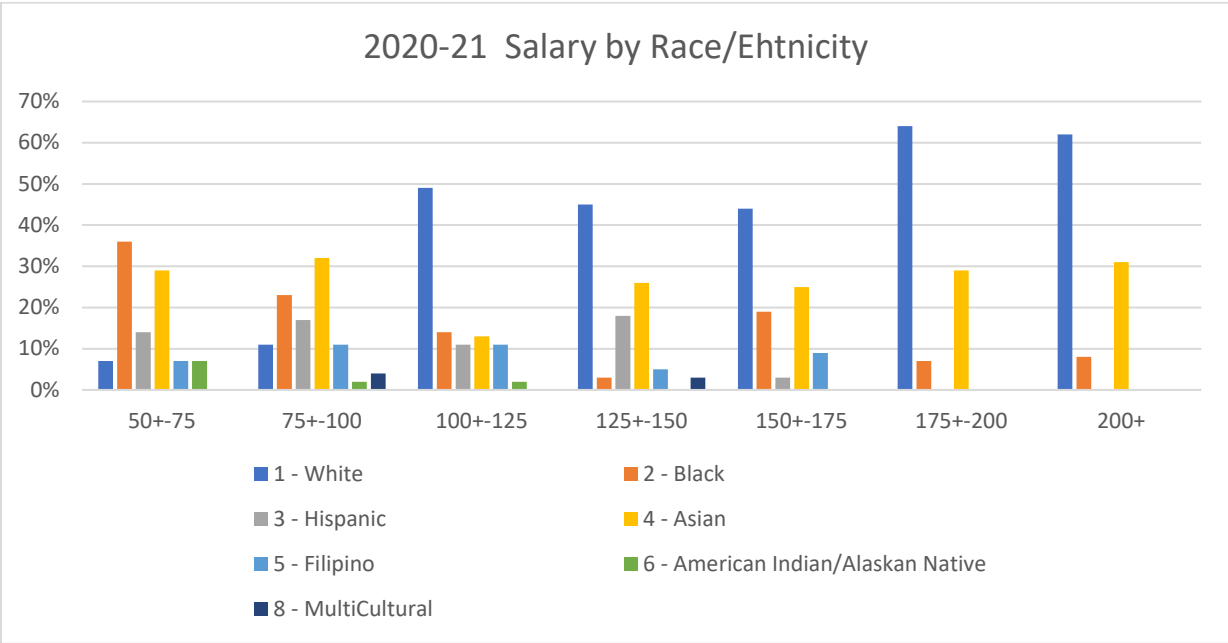
Salary by Race/Ethnicity

The Race/Ethnicity make up of each income bracket was analyzed to assess the distribution of salary. The following three charts each represent the race/ethnic percentage in each income bracket for each year.

The lowest annual income bracket is overrepresented consistently by Latinx, Asian and Black employees.

In 2020-21, White employees earn over 60% of the largest annual income brackets (\$1750-200k+) and more than 60% of the \$200+. Moreover 30% of Asian and approximately 10% of Black employees make over \$200k. There is no Latino/Hispanic representation above \$150k.



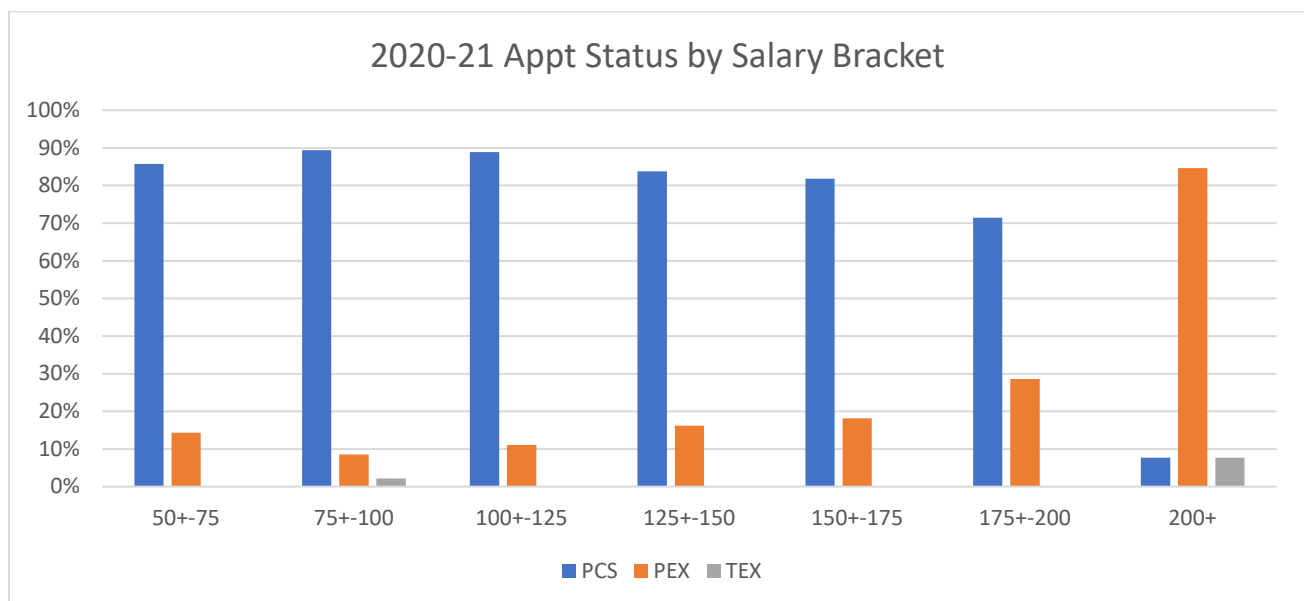
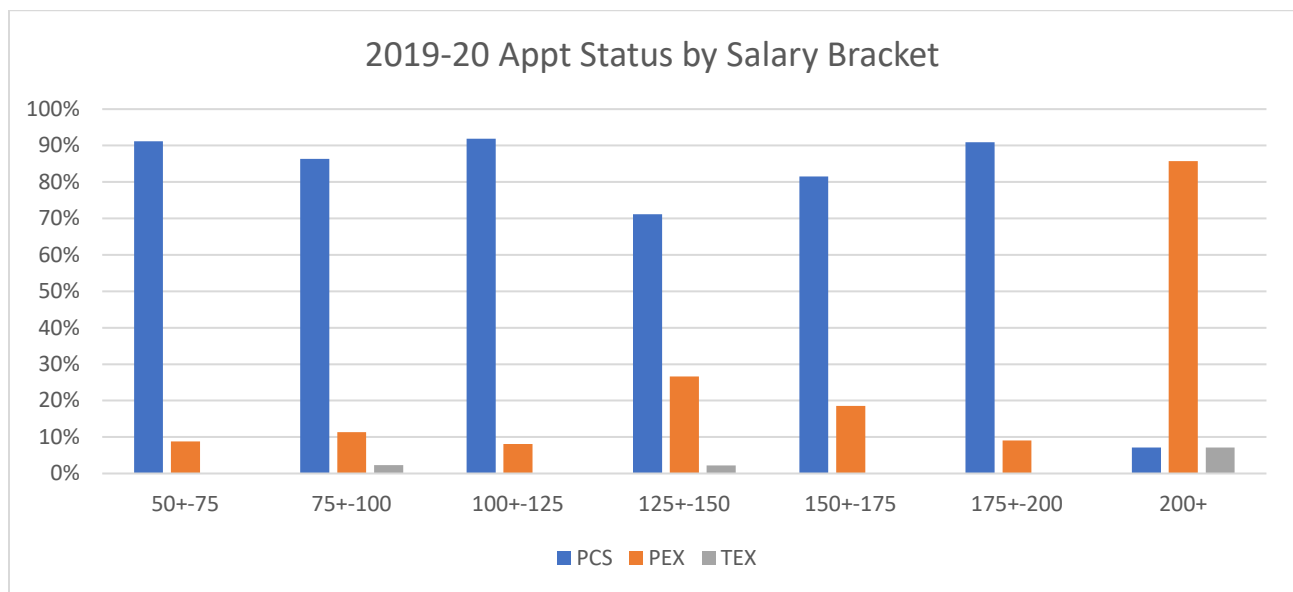


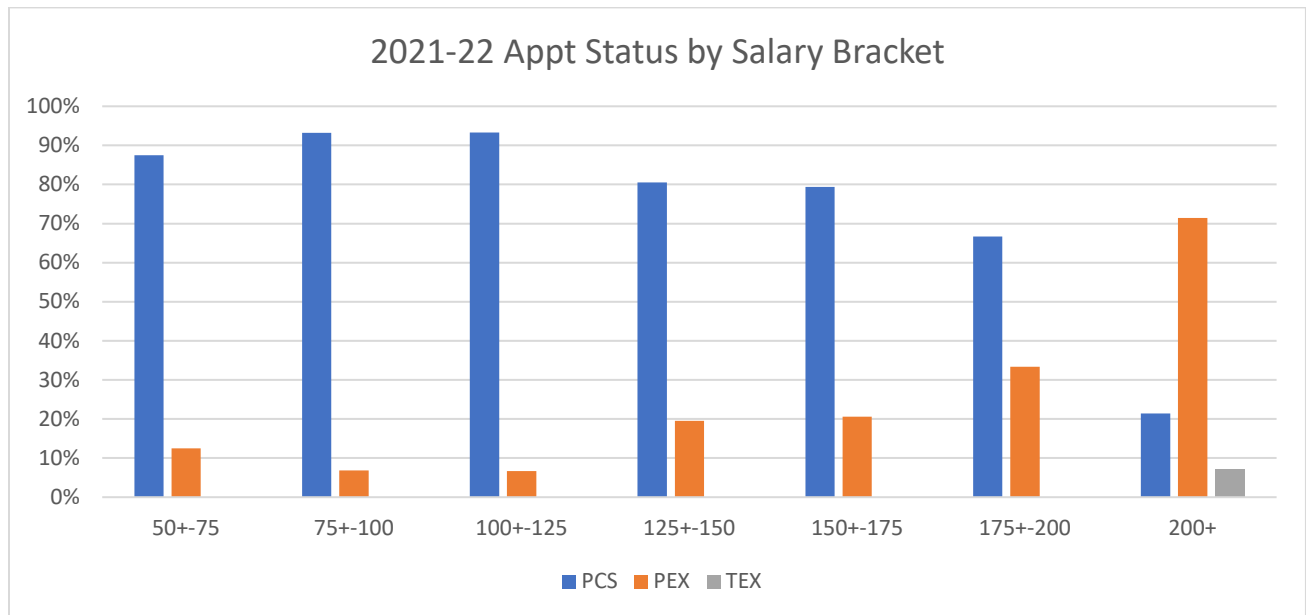
Appointment Status Totals by Salary

The Appointment Status of each income bracket was analyzed to assess the percentage of appointment status representation in each income bracket.

The Appointment Status included in this analysis are Permanent Civil Service Appointment (PCS), Permanent Exempt Appointment (Exempt from Civil Service Status) (PEX), and Temporary Exempt Appointment (TEX).

In brackets of \$50k up to \$200k most staff fall in the Permanent Civil Service (PSC) status. However, for those staff earning \$200k+ most staff fall in the Permanent Exempt status (PEX).

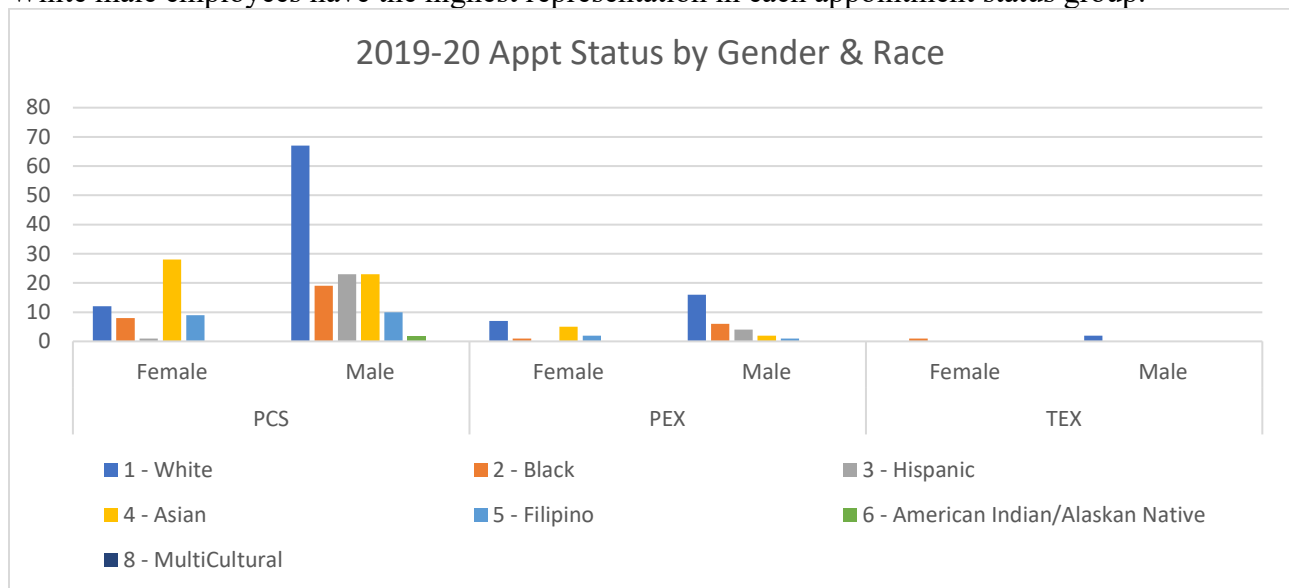


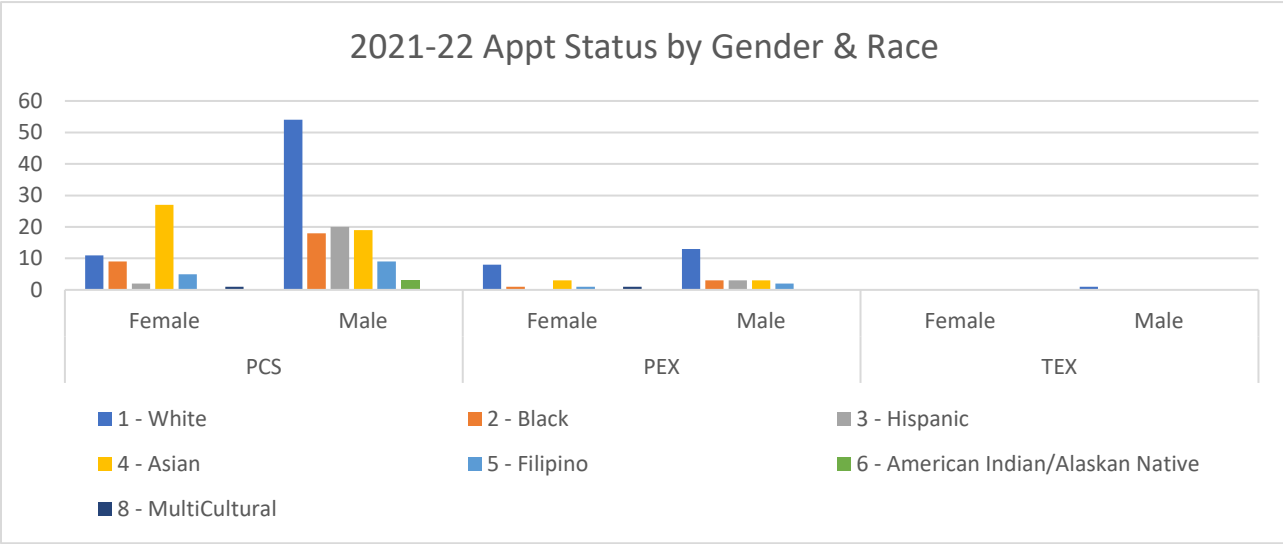
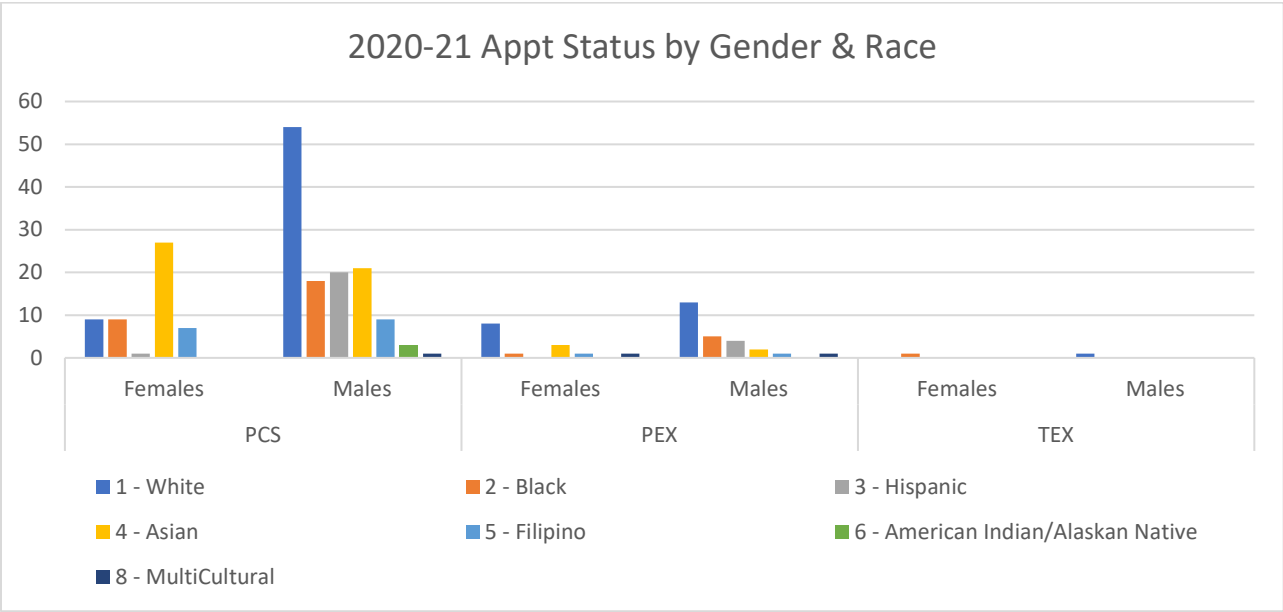


Appointment Status Totals by Race/Ethnicity and Gender

The Appointment Status for race/ethnicity and gender were analyzed to assess the total representation of each race/ethnicity and gender in each appointment status.

White male employees have the highest representation in each appointment status group.





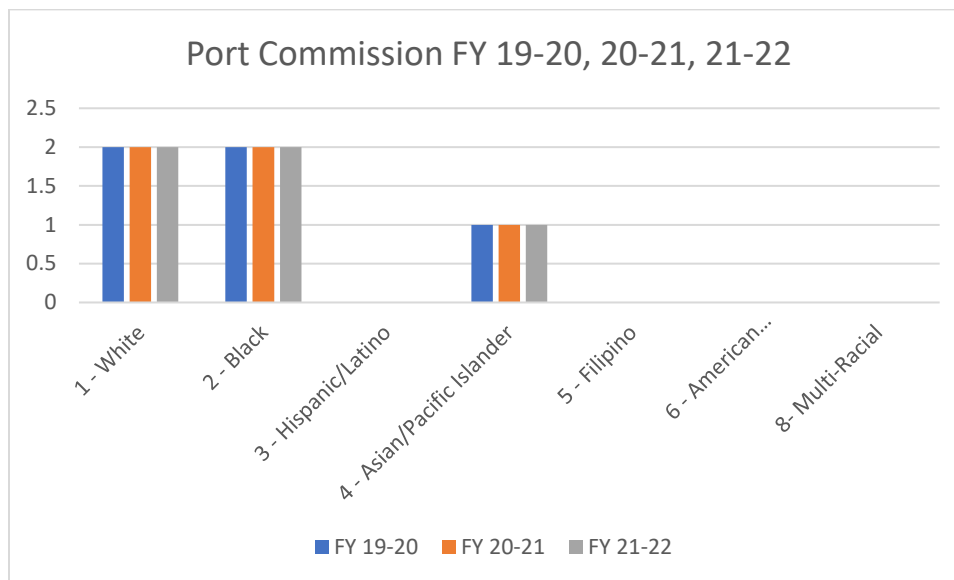
Port Commission

The Port Commission is comprised of a five-member board, each of whom is appointed by the Mayor and subject to confirmation by the City's Board of Supervisors. Each commissioner is appointed to a four-year term.

Port Commissioners demographics remained consistent over the three fiscal years (FY) 2019-20, 2020-21, and 2021-22 examined in this analysis. There is no representation on the five-person commission of Latinx, Filipino, American Indian/Native Alaskan or Multi-Racial groups.

Over the three fiscal years, the Port Commission leadership positions of President and Vice President were held by Black appointees, one female, and one male.

With a five-member Commission, there is balanced gender representation with two males and three females over the three fiscal years.



Port Commission FY19-20, 20-21, 21-22

Race	FY 19-20	FY 20-21	FY 21-22
1 - White	2	2	2
2 - Black	2	2	2
3 - Hispanic/Latino			
4 - Asian/Pacific Islander	1	1	1
5 - Filipino			
6 - American Indian/Alaska Native			
8- Multi-Racial			
Totals	5	5	5