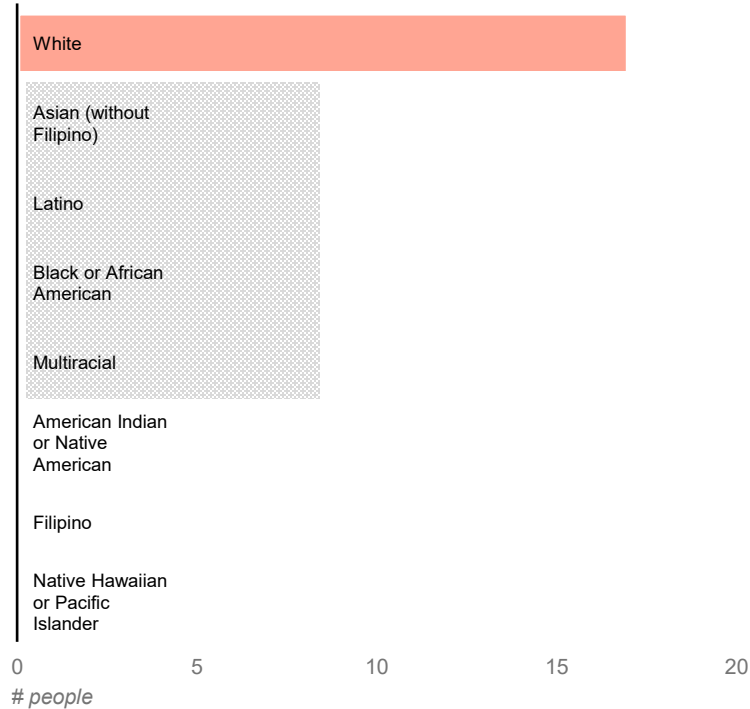


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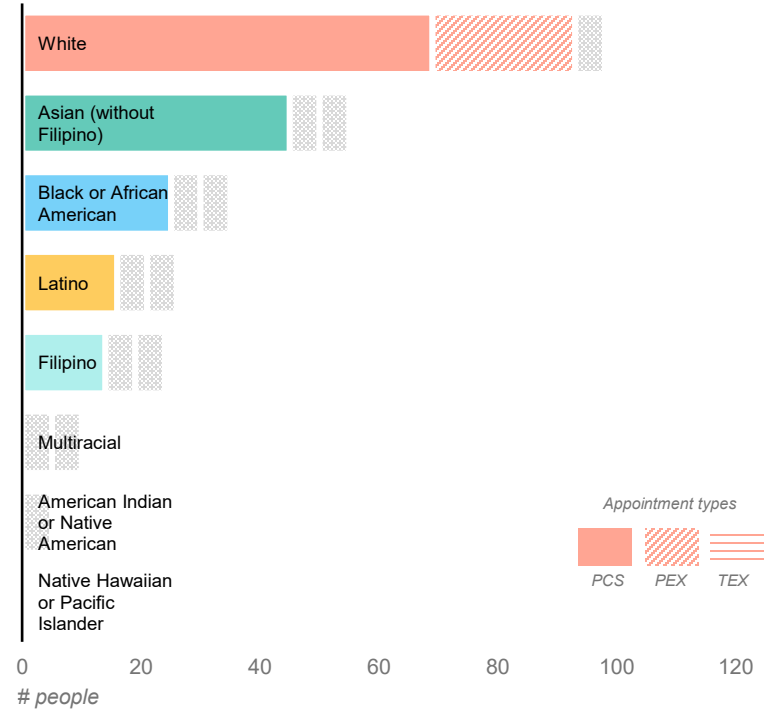
# Port of San Francisco

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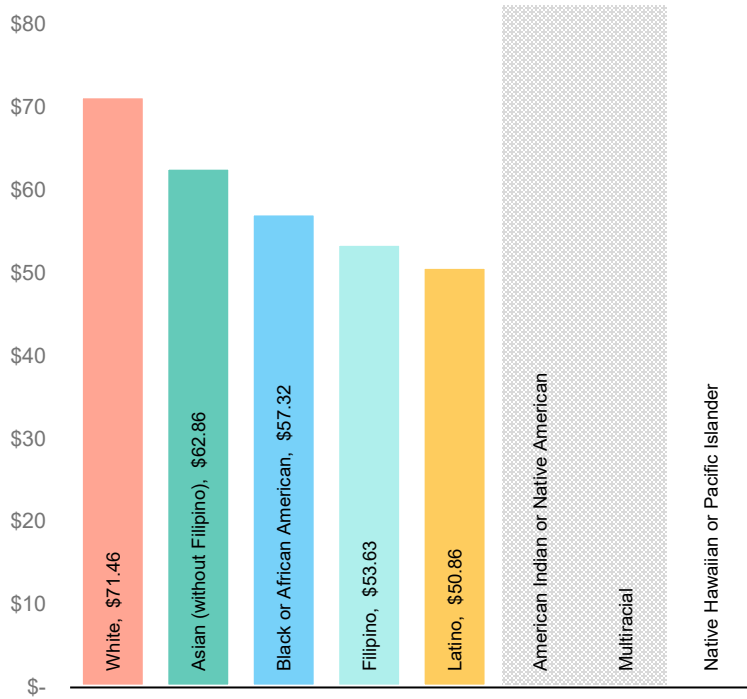
## PRT: Senior management demographics (MCCP)



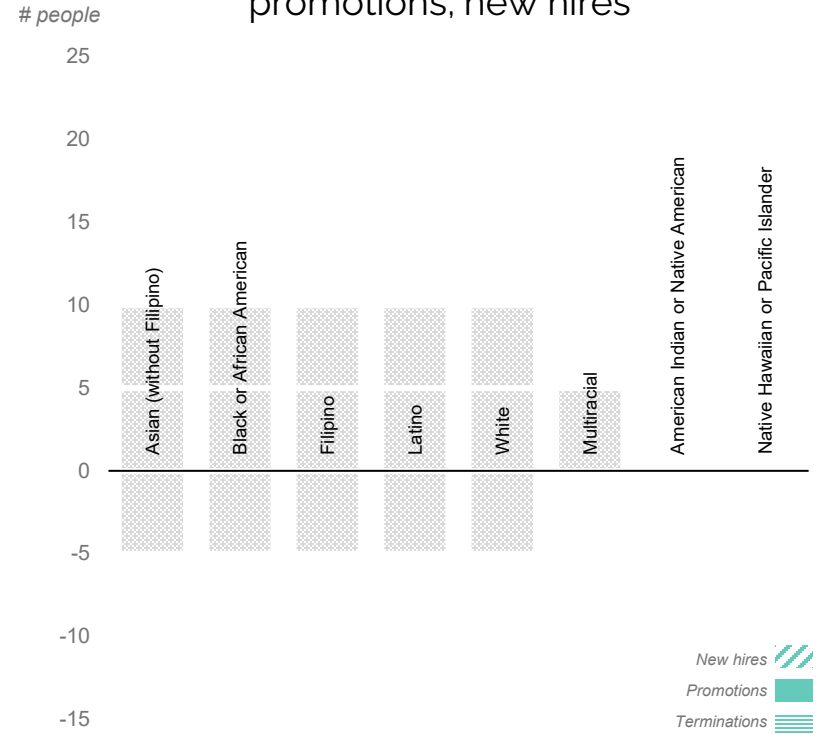
## PRT: Overall department demographics



### PRT: Average hourly pay for all employees



### PRT: Number of terminations, promotions, new hires



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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **Hiring Pipeline.** Created Rising T.I.D.E.S. (Through investment, dedication, engagement and support) a mentoring and internship program to attract, train, support and employ Black, Indigenous and other young People of Color between ages 15-25.
  - The Port's **prioritized investment and continual funding of internships** with a special focus on outreach to historically disenfranchised groups to support pathways into employment and diversify the pipeline of potential new hires. This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Formalize diverse and equitable paid internship, fellowship, pre-apprenticeship, and apprenticeship programs.*
  - The Port, with great intentionality, set out to improve the quality of its mentoring and internship programs. Staff **developed collaborative partnerships** with academic institutions, CBOs and city departments, such: CCSF, OEWD, JCYC, Cal Maritime, Philip & Sala Burton Academic High School. In addition, the Port continued its participation in SF Fellows, Citywide college internships, Project Pull, Youth Works and Opportunities for All.
  - Indicators of success: **Launched two inaugural programs** - 1st cohort (9 TAY participants) and 2nd cohort (24 high school seniors)
  - The Port will **expand its engagement with historically disenfranchised groups** to increase participation in Rising T.I.D.E.S. by hosting field trips, interactive workshops, and through social media campaigns by December 31, 2023.

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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **Fair and equitable standards.** Developed comprehensive approach leveraging DHR's discipline and separation tracking system to provide insights into bias and/or disparities along the progressive discipline continuum.
  - The Port **prioritized using supportive tools to improve employee performance** as well as, tracking and standardizing discipline procedures, corrective actions and performance improvement efforts to analyze data for trends and biases adversely effecting BIPOC employees. This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Ensure standardize discipline procedures and corrective actions that result in equitable treatment of employees.*
  - The Port will **begin to track both progressive discipline and performance** improving tools to reinforce positive performance - which together, serve as a proactive, mitigation measure to prevent further disciplinary action(s).
  - Indicators of success: **increase in the # of Managers who are utilizing performance improvement** tools, decrease in the # employees who are discipline(d)/terminated,
  - Performance Improvement Tracker will launch, and Port Human Resources will continue to **track all reported disciplinary actions**, beginning with coaching and counseling by December 31, 2023.

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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **Inclusion and Belonging.** Developed programming to increase awareness and appreciation of BIPOC historical contributions and created meeting spaces for employees to foster interpersonal relationships centered around BIPOC experiences.
  - The Port **prioritized its commitment to create a work environment that celebrates the diversity** of staff and their contributions to the organization. This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Cultivate a work environment that celebrates diversity of staff and their contributions to the organization.*
  - The Port **created diversity programming** such as Just Keepin' it Reel, Clued into Culture, Port C.H.A.T., and began the practice of incorporating a Culture Share to open meetings to create connections across similarities and differences, to reflect and challenge beliefs/views and ultimately, develop awareness and appreciation for one another and grow together.
  - **Port employees have expressed an appreciation to both share, learn from and connect** with other colleagues – particularly those who may be a of a different race, religion, sexual orientation, etc.. Indicator of success: Employee satisfaction and experience via post-event feedback survey.
  - **Port staff will work to host two Port-wide events featuring diverse speakers** on topics related to DEI and centering historically disenfranchised groups' experience by December 31, 2023.

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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **Contract Opportunities.** Increased investment in minority and women-owned businesses to support Port events.
  - The Port **prioritized its commitment to increase the number of businesses** and dollars spent within economically disadvantaged neighborhoods. This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Increased the number of businesses from economically disadvantaged neighborhoods competing for contracts.*
  - Port staff **intentionally sought out minority-owned businesses** to support Port events and has proudly partnered with several small businesses, many from District 10: Boug Cali, Chef Kevin Gourmet Catering, En2Action, Gumbo Social, IRML Consulting, Senor Sisig, Tallio Coffee, YADEJS, Yvonne's Southern Sweets, Yes, Pudding, among others.
  - **Re-allocated dollars spent with larger corporations into minority, and women-owned businesses.** Indicator of success: increased dollars spent with minority and women-owned businesses
  - The Port **will expand its outreach to businesses and trade organizations** on a quarterly basis to increase awareness of contract opportunities through December 31, 2023.

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## What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- **A Diverse Organization.** Enhance Diversity Mentorship Program to foster a sense of inclusion and belonging.
  - The Port is **prioritizing professional development to support promotion.** This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Establish racially diverse and inclusive leadership within the Port.*
  - The Port **implemented a pilot mentorship program in 2022.** The Port intends to refine its mentorship program to improve upon the program design by collecting feedback from participants and to incorporate best practices for mentoring BIPOC employees by December 31, 2023.
  - The Port **seeks to learn from the experience of other City departments** who have designed and implemented a mentorship that centers diversity, equity and inclusion.
  - The Port **will have increased sign-ups for the mentorship program,** with consistent participation of active mentoring relationships, and positive participant experience/satisfaction by June 30, 2024.



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## What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- **Inclusion & Belonging.** Support and leverage affinity groups to create a more diverse, equitable and inclusive workplace.
  - The Port is **prioritizing to create a culture of inclusion and belonging with the recognition that long lasting culture change takes time**, and the creation of affinity groups may lead to a greater sense of community among employees. This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Cultivate a work environment that celebrates diversity of staff and their contributions to the organization.*
  - Port staff **developed affinity group guidelines**, including an affinity group application to support the creation and recognition of affinity groups. The Port welcomes and is prepared to support affinity groups by providing one hour of paid meeting time, per month and prioritizing meeting spaces for affinity groups that represent historically disenfranchised communities by July 1, 2023.
  - The Port **seeks best practices from city departments that have successfully supported affinity groups** and leveraged them to promote a sense of inclusion and belonging.
  - The Port will have an **increased number of affinity groups that result in employees feeling a sense of immediate support**, especially those from historically disenfranchised groups.

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## What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- **Connect Resilient Communities to Waterfront Open Space.** Attract and connect BIPOC residents to the Port's parks, open spaces and waterfront.
  - The Port is **prioritizing engaging southern waterfront residents** of all abilities to experience the waterfront. This equity practice supports the Port's RE Action Plan and Strategic Plan goal: *Increase activation in Port parks and open space for historically underrepresented communities.*
  - The Port plans to **increase activation in its parks and open space for historically disenfranchised communities** through partnerships with BIPOC-serving organizations throughout the 2023 calendar year. The Port is currently partnering with the Bayview Y/YMCA to lease space at Building 49, which will provide exposure to Port parks, open space and its waterfront.
  - **Identifying exemplary community partners** to support the Port reach its goal. Also, sharing best practices for community engagement with the communities adjacent to Port property in the southern waterfront.
  - **Increased partnerships with BIPOC serving organizations** focusing on engagement and programming in parks and open space and through special events.

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# Resources

- [Port of San Francisco Racial Equity Action Plan](#)
- [Port of San Francisco Strategic Plan](#)
  - Equity Goal – Page 18



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# Staff Acknowledgements

## Racial Equity Leads

**Toni S. Autry**, Diversity, Equity & Opportunity Manager

**Tiffany N. Tatum**, Senior Community Development Specialist

## Equity Champions

**Brad Benson**, Waterfront Resilience Director

**Carl Nicita**, (former) Asst. to the Director & Comm. Manager

**Carlos Colon**, Pr. Administrative Analyst

**Daley Dunham Jr.**, Manager II

**D.J. Siegman**, Port Electrician

**Dominic S. Moreno**, Asst. Deputy Director (Maritime)

**Jai A. Jackson**, Planner II

**Jenica L. Liu**, Acting Comm. Affairs Mgr. & Asst. to the Director

**Jennifer Gee**, Sr. Property Manager

**Jovan Flavien**, Wharfinger I/II

**Lisa Walker**, Piledriver

**Lorenza Racklin**, Stores & Equip. Asst. Supervisor

**Karen L. Taylor**, Safety Officer

**Lavena Holmes**, (former) Human Resources Director

**Mark A. Langley**, Piledriver Engine Operator

**Mark Paez**, Planner IV

**Nate Cruz**, Acting Chief Financial Officer

**Patricia San Agustin**, Sr. Management Asst.

**Patrick R. Foster**, Planner III

**Randy Quezada**, (former) Director of Communications

**Robert Davis**, Principal Admin. Analyst II

**Stephanie S. Tang**, (former) Contract Manager

**Suzette Love**, Acting Human Resources Director

**Tai Trang**, Gardener

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# Staffing plan template

Click [here](#) for the Port of San Francisco's department staffing plan.

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