



# RACIAL EQUITY ACTION PLAN

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PORT OF SAN FRANCISCO  
RACIAL EQUITY LEAD

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

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## WELCOME LETTER

We are pleased to present the Port of San Francisco's Racial Equity Action Plan. This plan is the culmination of two years of effort, deep external and internal engagement, and countless hours of Port staff time developing the proposed actions. This is a bold plan and includes many actions to achieve equity results. We are proud of staff for advancing such creative solutions.

The Port prioritizes equity as a core value and is committed to advancing racial equity. Our goals are:

- Port opportunities are shared with people of color,
- The San Francisco Waterfront intentionally welcomes and includes diverse communities,
- The Port is an anti-racist organization, and
- The Port is a workplace built on equitable policies and practices, where every individual is supported to make the most of their talents.

The Port has intentionally endeavored to break down barriers to achieve greater racial equity and made explicit efforts and articulating equity as a core value in the Port's first strategic plan in 2016.

As equity champions, the Port Commission has urged Port staff to be tenacious, innovative, and proactive to ensure Port opportunities reach Black, Brown and Indigenous people, and other people historically left out and left behind. Port staff have explored and executed new approaches, policies and programs and formed stronger collaborations with City agencies.

We are at a pivot point in our equity journey as an organization and thanks to sustained leadership and tireless advocacy from the Port Commission,

Mayor London Breed, and the Board of Supervisors, the Port now have new resources available to advance this work. Addressing deep systemic and structural deficits that racism has caused require a comprehensive and sustained effort to tackle at the City, State and Federal level. The Port is proud to join with the Office of Racial Equity and the City family in addressing the harm that government actions have done to Black, Brown, Indigenous and all People of Color.

ORE is advancing a citywide effort through the Racial Equity Action Plan framework for City departments. This effort is critical to the Port achieving deeper equity because ORE will identify City best practices and laws and policies that govern human resources, contracting, and other opportunities that require change to advance equity.

With these new resources and the Port's Race Equity Action Plan, the Port will scale our equity efforts and develop and implement an equity strategy that is measurable, realistic, and achievable. The Action Plan will serve as the blueprint for advancing racial equity in all aspects of the organization. The Port is eager to undertake this work and develop a cohesive and comprehensive implementation strategy for increasing racial equity, reducing racial disparity, and ensuring that San Francisco's waterfront benefits and attracts diverse communities.



Elaine Forbes  
Executive Director



Kimberly Brandon  
President



## EXECUTIVE SUMMARY

The Port of San Francisco is committed to eliminating racial disparity in all its policies, processes, decisions, and resource allocations. The City of San Francisco and its waterfront is a place that intentionally welcomes everyone, celebrates diversity, and measures its success by how its services and governance champion equity.

The Port of San Francisco and the waterfront land it manages strives to be a place of opportunity and success. The Port manages and maintains over 100 acres of public open space, parks, and access to the San Francisco Bay and nature. Much of the Port's property is adjacent to historically marginalized and disenfranchised communities of color. It is home to educational institutions, including the Eco Center, Exploratorium, and Aquarium of the Bay, which attract youth, families, seniors, and diverse audiences from around the world. The Port employs over 250 staff who are responsible for developing, marketing, leasing, administering, managing, and maintaining over 1,000 acres of land and it endeavors to be a home to employees from all neighborhoods, and all communities. The Port is an organization committed to equitable access, opportunity, and knowledge that strives to guarantee equal opportunity and success for everyone who lives, works, and visits the waterfront.



### RACIAL EQUITY ACTION PLAN OVERVIEW

The Port is committed to implementing the actions of the Racial Equity Action Plan. The Plan is designed to acknowledge past harm to BIPOC communities by government, systematically eliminate current racial inequality and injustice, and work toward an equitable and brighter future for all people.

The Plan's goals are the following: 1) Port opportunities are shared with people of color. 2) The waterfront intentionally welcomes and includes diverse communities. 3) The Port is an anti-racist organization. 4) The Port is a workplace built on equitable policies and practices, where every individual is supported to make the most of their talents.

The Port's Racial Equity Action Plan will serve as the blueprint for advancing racial equity in all aspects of the Port organization and will guide and inform the Port's 2021 strategic planning process. The Plan includes two phases, internal and external (Phase 1 and Phase 2, respectively). While the Office of Racial Equity (ORE) structured Phase 1 of departmental Racial Equity Action Plans to focus on internal stakeholders, primarily department staff, with the external focus framework to follow in early in 2021, the Port's Plan provides recommendations now to create greater racial equity for both external stakeholders as well as internal stakeholders. Capitalizing on the Port's Economic Impact Policy (EIP) work of the past two years, the Action Plan reflects the Port's work to create economic benefits and opportunities for historically marginalized communities adjacent to the waterfront, especially in leasing and contracting. The Port will use the ORE Phase 2 framework to improve upon and amplify our proposed external goals and actions. The Port's Phase 2 Action Plan effort will guide and inform the Port's 2022 strategic planning process. This plan is a living document and should be assessed on an annual basis.

### DEVELOPMENT OF THE PLAN

To develop the Plan, Port staff explored and executed new approaches, policies and programs, including forming stronger collaborations with City agencies responsible for supporting small businesses and advancing economic opportunities to advance equity. Port staff have also initiated efforts to build an anti-racist organization, to recognize and address bias, and to weave equity into Port decision making and culture. Finally, the Port took the critical step of investing in staff resources dedicated to equity at the senior leadership level. This investment is critical for the Port to achieve an intentional, measurable equity program that brings together efforts of all Port divisions and advances the Port's equity mission.

To develop the internal actions, the Port gathered workforce demographic data for its staff, using the data to identify inequities within the organization. The organization then held an internal listening tour to hear from staff and used feedback received to develop specific recommendations to reduce racial disparities and increase racial equity within the organization. The Plan's external actions are the result of work in 2019 to engage with the community to enhance the positive impacts of the Port's economic activity on its neighbors.

The Port of San Francisco REAP is a living document to be amended as new information becomes available.

## EXECUTIVE SUMMARY CONTINUED

### PORT WORKFORCE DEMOGRAPHICS

As of fiscal year, 2019-20, there are a total of 278 Port employees, of which 68% identify as male and 32% as female. Whites account for 42% of the organization and the remaining 58% are Black, Indigenous and other people of color (BIPOC). Compared to the City & County of San Francisco, the Port has a higher representation of Black employees. Figure 1 shows the demographic breakdown for San Francisco and Figure 2 shows the demographic breakdown for Port staff.

Figure 1 SAN FRANCISCO COUNTY

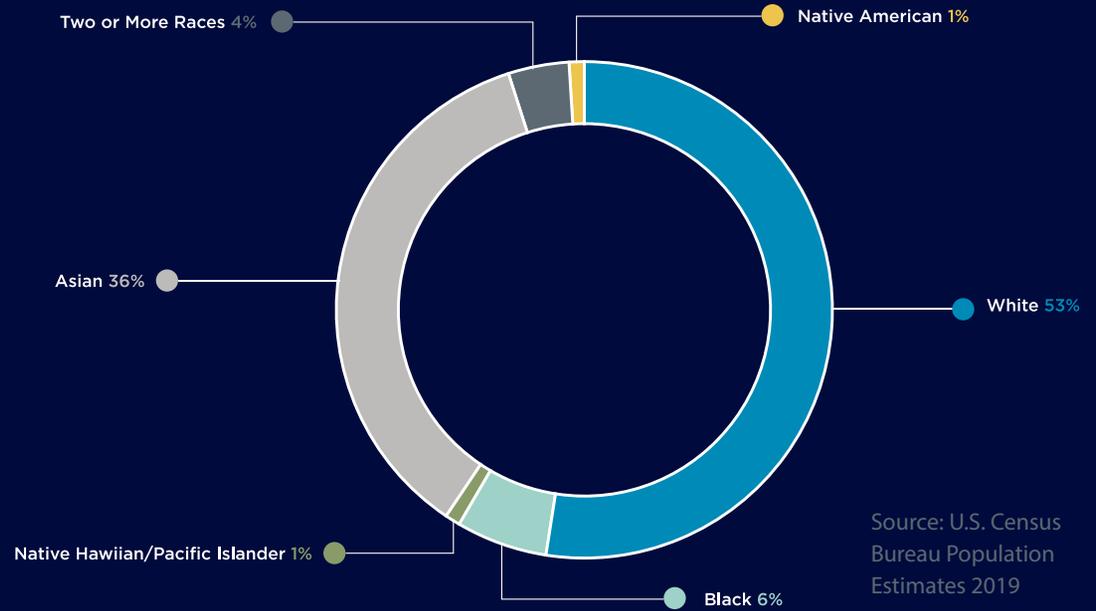
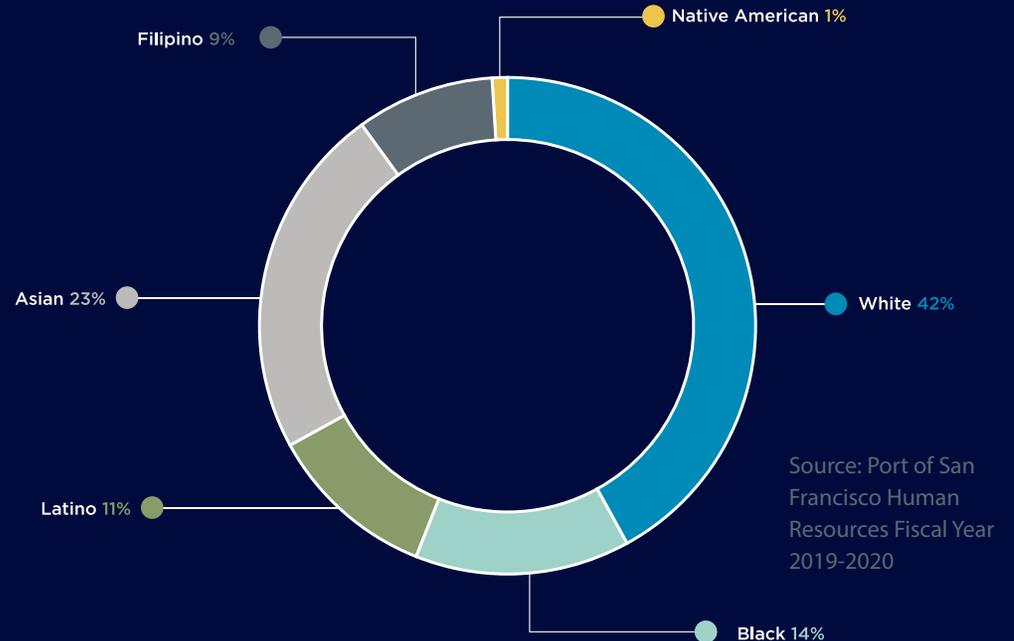


Figure 2 PORT RACIAL MAKE-UP



## HIGHLIGHTS OF ACTIONS

While the Port has a diverse workforce, the commitment increases the presence of and to partner with underrepresented and marginalized groups remains. The Port Race Equity and Economic Impact Policy Teams led Listening Tours to learn from internal and external stakeholders, ways the Port can improve to become a more equitable, diverse and inclusive organization. This Action Plan has been shaped by the valuable input received. Below is a chart reflecting what the Port heard from staff and community and the actions that will be implemented to increase equity and economic opportunities.

### INTERNAL HIGHLIGHTS OF ACTIONS

#### RECRUITMENT, RETENTION & PROFESSIONAL DEVELOPMENT

**STAKEHOLDER INPUT**  
There should be greater transparency in hiring process.

**RECOMMENDED ACTION**  
Develop a clear and expansive recruitment process that addresses most basic barriers to accessing employment opportunities and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts.

**IMPLEMENTATION START DATE**  
July 2021

**STAKEHOLDER INPUT**  
Limited pathway to career advancement.

**RECOMMENDED ACTION**  
Offer opportunities for continual and extended learning and training. Include in the annual budget. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities. Create a mentorship program between senior and junior level staff.

**IMPLEMENTATION START DATE**  
January 2021  
July 2021  
September 2021

**STAKEHOLDER INPUT**  
Need better outreach to minority groups and women tradespeople.

**RECOMMENDED ACTION**  
Increase social media presence on multiple platforms.

**IMPLEMENTATION START DATE**  
January 2021

#### DISCIPLINE & SEPARATION

**STAKEHOLDER INPUT**  
Cultural differences can be misinterpreted and/or lead to misperception about behavior that results in discipline not being applied equally.

**RECOMMENDED ACTION**  
Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy Continue cycle of Implicit Bias training for all.

**IMPLEMENTATION START DATE**  
January 2021  
January 2022

# HIGHLIGHTS INTERNAL HIGHLIGHTS OF ACTIONS CONTINUED

## DIVERSE & EQUITABLE LEADERSHIP

**STAKEHOLDER INPUT**  
Leadership and management should be the role model to encourage diversity, unity and respect for all staff.

**RECOMMENDED ACTION**  
Provide ongoing training to Managers to improve communication and coaching to be more effective in their role as a guide and mentor.

**IMPLEMENTATION START DATE**  
January 2021

**STAKEHOLDER INPUT**  
Ensure diverse representation and voices are present and influence all organizational levels.

**RECOMMENDED ACTION**  
Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.

**IMPLEMENTATION START DATE**  
January 2021

## CULTURE OF INCLUSION & BELONGING

**STAKEHOLDER INPUT**  
Celebrate various cultures throughout the year – so people have more of an understanding of these cultures.

**RECOMMENDED ACTION**  
Create a diversity calendar to promote a more culturally inclusive and competent workforce.

**IMPLEMENTATION START DATE**  
July 2021

**STAKEHOLDER INPUT**  
There used to be a Filipino Independence Day celebration put on by Filipino staff. Consider expanding the birthday celebration to include a cultural/ethnic component.

**RECOMMENDED ACTION**  
N/A

**IMPLEMENTATION START DATE**  
N/A

**STAKEHOLDER INPUT**  
Extra-curricular activities more limited than other places; there are some such as bocce ball, runners club – to allow people to be more social at work and get to know each other, become more familiar and friendly with one another.

**RECOMMENDED ACTION**  
Host Team outings and retreats to promote inclusiveness and celebrate employee differences.

**IMPLEMENTATION START DATE**  
January 2022\* (can begin earlier if COVID-19 restrictions are lifted)



# HIGHLIGHTS OF ACTIONS

## EXTERNAL HIGHLIGHTS OF ACTIONS

CONTRACTING	LEASING	PARKS & OPEN SPACE
<p><b>STAKEHOLDER INPUT</b> Residents want to be aware and informed of economic opportunities within their community and/or neighborhood.</p> <p><b>RECOMMENDED ACTION</b> Advertise all contracting events to racially diverse businesses, LBE, DBE, and non-certified minority-owned businesses.</p> <p><b>IMPLEMENTATION START DATE</b> January 2021</p>	<p><b>STAKEHOLDER INPUT</b> Expectation that not only should the Port be committed to equity but so should Port partners (i.e. consultants, contractors, tenants and developers).</p> <p><b>RECOMMENDED ACTION</b> Enhance equity-based language in all pre-bids to state the Ports values of creating racially diverse contracting teams.</p> <p><b>IMPLEMENTATION START DATE</b> July 2021</p>	<p><b>STAKEHOLDER INPUT</b> Access to capital is challenging for small businesses because they don't have the same business credit history as larger firms.</p> <p><b>RECOMMENDED ACTION</b> Establish Port's loan and grant program for LBEs, specifically tenants and businesses from the Black, Indigenous and people of color communities.</p> <p><b>IMPLEMENTATION START DATE</b> January 2021</p>
<p><b>STAKEHOLDER INPUT</b> Port needs to create right-sized opportunities to engage a more diverse contracting pool.</p> <p><b>RECOMMENDED ACTION</b> Re-package contracts into smaller projects when feasible to create opportunities for racially diverse micro-LBE firms.</p> <p><b>IMPLEMENTATION START DATE</b> January 2021</p>	<p><b>STAKEHOLDER INPUT</b> Smaller businesses are unable to compete financially, with larger businesses nor have access to the significant down payment that may be required.</p> <p><b>RECOMMENDED ACTION</b> Identify opportunities for best-value selection criteria to include non-cost criteria that elevates small, minority businesses.</p> <p><b>IMPLEMENTATION START DATE</b> January 2021</p>	<p><b>STAKEHOLDER INPUT</b> Most of the grants and investment have been focused on the northern waterfront. We would like to have those same efforts focused in the southern waterfront.</p> <p><b>RECOMMENDED ACTION</b> 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.</p> <p><b>IMPLEMENTATION START DATE</b> January 2021</p>
<p><b>STAKEHOLDER INPUT</b> Port southern waterfront properties don't have purpose – if we want residents to utilize our open spaces, they should be activated and/or programmed.</p> <p><b>RECOMMENDED ACTION</b> Improve opportunities for active and passive public recreation at Port parks and open spaces.</p> <p><b>IMPLEMENTATION START DATE</b> July 2021</p>		



## SECTIONS

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



## TEMPLATE KEY

### ACTIONS

Specific acts to accomplish to achieve departmental goals

### RESOURCES

#### COMMITTED

What is needed to perform actions; financial, human, and/or material

### INDICATORS

Quantifiable measure of an action's success; how much, how well, or is anyone better off?

### TIMELINE

Dates denoting the start and end of the action

### IMPLEMENTATION

Detailed plan on how the action will be accomplished; month, quarter, and/or year

### STATUS

The action's current status, updated regularly [ongoing | in-progress | completed | not started]

### LEAD

Staff, committee, or body responsible for the action and/or accountable for its completion

## PROCESS

Our Racial Equity Action Plan was developed through a series of both internal and external Listening Tours.

### INTERNAL

The Port Racial Equity Team consists of staff representing each division within the Port (Engineering, Executive, Finance & Administration, Maintenance, Maritime, Planning & Environment and Real Estate & Development) which created an internal engagement strategy designed to be accessible by all staff - inclusive of remote staff in Maintenance and Maritime divisions. The goal was uplift the collective voices of the Port and provide a safe space for dissenting opinions. Staff shared reactions, experiences and recommendations through personable, meaningful engagement in response to the seven areas outlined in the Phase I framework.

Outreach was conducted one week prior the launch of the Listening Tour. The Port's Racial Equity Lead introduced the Racial Equity Action Plan, Phase I Framework and Port workforce demographic data to each division within the organization. For the Maintenance division, whose staff generally is remote (in the field) and does not have regular access to computers, outreach efforts accommodated staff work conditions. Due to COVID-19 restrictions (preventing the large gathering of persons/staff), presentations were made to the Acting Deputy Director and Maintenance Supervisors. The Acting Deputy Director met with Port Maintenance Equity Team Members on multiple occasions leading up to Listening Tour to discuss meeting strategies to engage Maintenance staff and logistics of the Listening Tour. The Listening Tour for Maintenance division was launched by a division-wide email sent by the Acting Deputy Director introducing the Racial Equity Action Plan, Listening Tour and included instructions on how

to participate. The Racial Equity Team Members from the Maintenance division were provided with the time and space to conduct small focus groups and one-on-one sessions four hours per day, for the duration of the Listening Tour to allow for maximum staff participation.

The internal Listening Tour was held for a period of four weeks; it began on Monday, September 21, 2020 and ended on Friday, October 16, 2020. Staff had the option of signing up on Google docs for a one-on-one session with any of the Racial Equity Team members, or sign-up for a small focus group held by Equity Team members within their respective division. Race Equity Team Members were paired through self-selection by division, and were provided with rules of engagement, ground rules and guiding questions to host the small focus groups. Of the paired Race Equity Team Members, one served as the 'Facilitator' while the other served as the 'Recorder'. Additional portals for input were through an established Port Race Equity email inbox and a virtual drop-box which required no sign-in information for those who chose to remain anonymous. Confidentiality and anonymity were maintained in all portals of input provided to staff. Updates and encouragement for participation was sent through Port internal newsletters and/or communications over the course of the Listening Tour.

At the conclusion of the internal Listening Tour, all input collected was reviewed, analyzed and formed into action items which appear within Phase I framework.



## PROCESS CONTINUED

### EXTERNAL

The Port's external Listening Tour has prepared for the anticipation of the Phase II framework to be released by the Office of Racial Equity in Winter 2021. Recognizing the Port's responsibility to afford equity not only within the organization but to the communities the Port serves and partnerships it upholds, this effort was aimed at ensuring disadvantaged neighborhoods adjacent to Port property are positively benefiting from Port activities. At the direction of the Port Commission, select Port staff formed the Economic Impact Policy Team ("EIP") and held a six-month meeting series with both, internal and external stakeholders regarding (1) contracts & contractor hiring, (2) parks & open space, (3) port & tenant hiring, and (4) leasing. The EIP Team met with residents of District 10 and held meetings in the Bayview with community and faith-based organizations such as True Hope Church of God In Christ, Providence Baptist Church, and Tabernacle Community Development Corporation. Additional organizations who participated in our Listening Tour were: La Cocina, African American Cultural District, C.U.E.S.A., and Heat of the Kitchen, Recology, Pasha, Community Youth Center, APRI RDJ Enterprises, Young Community Developers, Renaissance Entrepreneurship Center, Mission Hiring Hall, Success Center, and FRH Consulting. Organizations were identified based on the Port's existing partnerships or organizations who serve communities in which the Port would like to have more robust engagement.

Four themes emerged from the Listening Tour and included (1) a willingness to partner with the Port, (2) a general desire for more information about the Port in each of the four areas above, (3) the need for more streamlined and specific information about contracting opportunities, and (4) the need for more information about workforce development opportunities to allow CBOs to prepare their communities for work to come. Staff used the input provided by community members during the Listening Tour to establish goals and objectives for each of the activities.

At the conclusion of the external Listening Tour, all input collected was reviewed, analyzed and formed into action items which appear as our external actions in anticipation of Phase II framework.



## DEPARTMENT BACKGROUND

The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.

NUMBER OF EMPLOYEES 278\*

ANNUAL BUDGET \$159.4 M\*

\*Figures are as of Fiscal Year 2019-20

### DEPARTMENT HISTORY

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

### DEPARTMENT BACKGROUND

The Port of San Francisco (Port) is a public enterprise agency of the City and County of San Francisco. The Port holds seven and one-half miles of San Francisco waterfront from Hyde Street Pier in the north to India Basin in the south in public trust for the use and enjoyment of the people of California. The agency develops, markets, leases, administers, manages, and maintains over 1,000 acres of land. This land along San Francisco's waterfront, adjacent to San Francisco Bay, includes some of the region's most popular open spaces and attractions, two National Register Historic Districts, hundreds of small businesses, nearby housing, and maritime and industrial uses. The Port's jurisdiction also includes important regional and citywide assets, including transportation networks like BART and Muni, critical utilities including drinking and wastewater, and key emergency response facilities.

The Port acknowledges that it is the product of a long history of white supremacist structures and systems embedded in the fabric of the founding of the United States. The organization's underpinnings may be traced to the Spanish colonial era prior to statehood and the establishment of the modern Port in 1863. The Port is committed to addressing its place in the past, recognizing past harms, and building an anti-racist organization that champions equity.

To examine the Port and waterfront's history and provide historical context into past harms and present racial disparities and inequities, the Port hired a third-party consultant to produce a historical context report. The report was intended to surface untold history, hidden narratives of racism and systemic oppression, provide analysis and provoke new critical thinking and reflection on the Port's history. Below is the report's abstract which posits the Port as an actor alongside other powerful influences that have caused and/or contributed to the harms BIPOC communities have faced historically.

## HISTORICAL CONTEXT REPORT BY RYAN HOWZELL

Throughout its history, the Port of San Francisco has interacted with the City's BIPOC communities as a principal point of entry, employer, and waterfront real estate developer. In these capacities, the Port of San Francisco has acted as one of many private and public actors working within a larger San Francisco waterfront social, economic, and political network.

As one of the West Coast's principal points of entry, the San Francisco waterfront and later, the formal Port of San Francisco, perpetuated settler colonial and racially exclusionary and systems of forced removal, land seizure, immigration control, and out-migration. Beginning in the late eighteenth century (1769-1848), Spanish and later Mexican colonial settlers seized and privatized waterfront Indigenous land and detained Indigenous inhabitants in systems of violent forced labor. Prior to European colonization, the Yelamu Indigenous peoples, San Francisco's first permanent inhabitants, collected food, practiced maritime trade, and built sacred shellmounds along tidal marshlands in Mission Bay and Islais Creek. Following the Mexican-American War (1846-1848), the City of San Francisco's white-dominated municipal government divided and sold seized Indigenous tidal lands—previously claimed by Mexican Californios—to private white American buyers, many of whom developed the Port's first piers. At the same time, the Gold Rush prompted mass international immigration and internal migration from within the United States to California. Discriminatory legal frameworks such as the California foreign miners' tax (1850), Fugitive Slave Act (1852), and Indian Genocide Policy (1854), however, limited non-white citizenship rights and promoted violence against the City's Black, immigrant, and indigenous populations. During this period, the San Francisco municipal government and private entrepreneurs began to develop the Port's earliest infrastructure,

consolidating the majority of seized bay-shore properties in the hands of white American officials and settlers.

In 1863, the Board of State Harbor Commissioners (BSHC) formally established the Port of San Francisco. Acting on the state's behalf, the Board codified settler colonial systems of land seizure and outlined objectives for the Port's commercial and industrial development. During the late nineteenth and early twentieth centuries, federal immigration legislation such as the Chinese Exclusion Act and 1924 Immigration Act fueled anti-immigrant and racist public policy and practice across the United States. These laws explicitly restricted Chinese and other non-white immigration to the United States and directed the detention and abuse of workers and immigrants by federal officers at numerous ports of , including the Port of San Francisco.

As a major City employer, the Port of San Francisco and its waterfront partners enforced and perpetuated policies of occupational segregation, labor exploitation, and anti-union violence. During the Spanish and Mexican colonial periods, forced Indigenous labor powered San Francisco's early agricultural and maritime commerce. Following the U.S. annexation of California, the state's foreign miners' tax, racially-segmented wage system, and racially exclusionary unions confined non-white workers to low-wage positions in the City's hospitality, laundry, and sex industries. Under the BSHC, the Port's labor demands grew, increasing conflict with the City's labor unions. During this period, the Port of San Francisco and other waterfront industrial employers routinely resisted union demands for safe and fair conditions. During the 1934 Maritime Strike, specifically, the Port joined private employers in endorsing the use of state violence against a racially integrated force of striking



San Francisco History Center, San Francisco Public Library

workers led by Harry Bridges and the International Longshoremen and Warehousemen Union (ILWU). City, state, and federal legislation also limited non-white employment aboard private steam vessels and attacked autonomous waterfront enterprises, such as Chinese shrimp camps at Hunters Point.

Throughout World War II, heightened maritime labor demands encouraged BIPOC migration to the San Francisco waterfront from other communities and enclaves within and outside of the City. During this time, the federal, and later California state, Fair Employment Practices Commission (FEPC) began to record racial inequities in San Francisco's waterfront employment practices for the first time. While the FEPC legally condemned racial inequity in the defense industry, Black and non-white maritime workers employed

## HISTORICAL CONTEXT REPORT BY RYAN HOWZELL

by the Port, U.S. Navy, and private waterfront tenants were routinely denied promotions by employers and prominent labor unions. After the war, declines in ship-building and waterfront industry, increased competition from other West Coast ports, and mechanization technologies eliminated thousands of accessible waterfront and Port positions traditionally held by San Francisco's working-class residents. Major waterfront industrial job losses exacerbated ongoing patterns of Citywide residential segregation, under- and unemployment, and out-migration among the City's BIPOC communities.

As a major City real estate developer, the Port's property development initiatives and partnerships have historically impacted BIPOC residential settlement along the San Francisco waterfront and in adjacent areas such as Bayview-Hunters Point, South of Market, Western Addition, Mission District, North Beach, and Chinatown. Beginning in the mid-nineteenth century, San Francisco's BIPOC maritime workers faced violence, financial exploitation, and chronic resource deprivation from City authorities and white residents as they settled across the City. By the early twentieth century, the City's first zoning laws and federal "redlining" promoted cycles of devaluation, disinvestment, and environmental degradation in the City's historically non-white communities in the Western Addition and southern waterfront. Through World War II, large-scale industrial development and bay fill policies enacted by the Port and its waterfront partners also led to the destruction of sacred Ohlone shellmounds and high levels of environmental contamination in the southern waterfront.

During and after the war, citywide segregation in public and private housing restricted BIPOC residential settlement and homeownership. At the same time, City- and Port-sponsored redevelopment policies displaced thousands of non-white-owned/occupied homes, businesses, cultural institutions, and residents in the Western

Addition, South of Market, and Chinatown. In Bayview-Hunters Point and India Basin, the Port's employment and industrial land use practices have historically contributed to and continue to affect high levels of unemployment, crime, and environment-related health issues in the area.



Today, the Port and greater City and County of San Francisco stand at a nexus of past, present, and future. Throughout its history, the Port of San Francisco has contributed to the City's history of labor exploitation, segregation, forced displacement, racialized environmental and health disparities, unemployment, and cycles of poverty and uneven development along the waterfront. The Port and its waterfront partners have also developed, implemented, and endorsed exclusionary, exploitative, violent, and unjust policies and practices that have perpetuated institutional racism and inequitable outcomes in San Francisco. These historic policies, partnerships, and practices

have directly led to present-day inequities in job accessibility, homeownership, health, and waterfront access and inclusion.

As the City has entered the twenty-first century, the Port of San Francisco has taken steps to ameliorate the harm of past policies and practices. These efforts are ongoing as pervasive racial inequities persist in the City today. In 1990, San Francisco voters approved Proposition H, requiring the Port to prepare a Waterfront Land Use Plan and create community-based advisory committees to guide proposed waterfront development projects. Since the Plan's completion in 1997, the Port's projects, operations, and planning have increasingly prioritized community engagement and equity-based demands, including measures to promote environmental remediation, affordable housing, job accessibility, public engagement, and local partnerships with residents from historically underserved and exploited communities. Ongoing equity-oriented projects include the Piers 80-96 Maritime Eco-Industrial Strategy and the Southern Waterfront Community Benefits and Beautification Policy and Fund. The Port of San Francisco 2019-2023 Strategic Plan also identifies Equity and Engagement among the Port's seven primary goals.

Looking ahead, the Port of San Francisco seeks to make its commitment to racial equity explicit and actionable. The Port of San Francisco REAP Historical Context Report clearly identifies the impact of the Port of San Francisco's past on the realities of San Francisco's present. In its REAP, the Port of San Francisco aims to bridge historical analysis, community empowerment, and informed policymaking to create a more fair, just, and equitable Port and City.

## DEPARTMENT BACKGROUND CONTINUED

Equity will be at the center of the Port's forthcoming strategic plan and intentionally woven into every aspect of work at the Port as the organization proactively works to address past harms, build an anti-racist organization, and take steps to advance equity.

The appointment of Kimberly Brandon to the San Francisco Port Commission in 1997 by Mayor Willie L. Brown, Jr. brought an explicit focus on equity to the Port Commission. She organized and led the creation of the first resident advisory groups in the southern waterfront, paving the way for future community and project specific advisory groups for the Port of San Francisco. Since her appointment, she has been an equity champion and fought to ensure that the Port examined its impact on BIPOC communities and worked to not only a good neighbor but a good partner; ensuring that the Port open its doors and welcome BIPOC communities.

Ongoing equity-oriented projects include the Piers 80-96 Maritime Eco-Industrial Strategy and the Southern Waterfront Community Benefits and Beautification Policy and Fund. Each of these projects infused resources into the southern waterfront, including development of new open space and a community gathering place as well as the annual set aside of revenue generated in the southern waterfront for its beautification and economic enhancement. In 2016 the Port established equity as a core value in its first Strategic Plan and has expanded goals and objective for equity with every update to the Plan.

In 2018, the Port began to develop tools to amplify its economic activities and create a positive impact on neighboring communities. To support this effort, staff formed an Economic Impact Policy (EIP) Team to engage community and to understand how best to ensure that the

Port's contracts, leasing, workforce development and investment in open space could support social equity and inclusion for communities in and neighboring Port property, inclusive of historically disadvantaged neighborhoods. The Port has long been committed to the principles of the Local Business Enterprise and Non-Discrimination in Contracting

The table below shows notable past equity achievements.

### CONTRACTING

- Pier 70 and Mission Rock with LBE Utilization Plans of 17% and 20% respectively
- Met the Mayor's goal 40% aspirational LBE participation goal for the past five fiscal years
- Organized annual Contract Opportunities Open Houses
- Host minority business mixers

### HIRING

- Created new Diversity, Equity Opportunity role and Senior Community Development Specialist to drive Port Equity efforts
- Local trucking policy requires Port tenants to utilize LBE truckers for 60% of all truck transportation
- Parking lot mentorship program
- Mission Rock and Pier 70 30% local hire requirement
- Pasha Automotive Services 50% D10 local hiring requirement

Ordinance. Whenever possible, the Port creates opportunities and incentives for local businesses to access and compete for Port contracts. For example, the Port negotiated agreements on private developments located at Pier 70 and Mission Rock obligating project sponsors to commit to local business utilization goals and local hiring requirements.

### LEASING

- Increasing diversity in the Port's restaurant portfolio by creating set-aside small minority local business leasing opportunity won by Queen's Po' Boys at Pier 33 ½
- Rent credits to local truckers that upgrade equipment to reduce emissions and impacts along the Southern Waterfront
- 95% of Recology employees from 94124 zip code

### PARKS & OPEN SPACE

- Installed new public art in the Southern Waterfront
- Opened the Eco-Center to provide environmental education, workshops, and community assembly space
- Opened Crane Cove Park in the southern waterfront

Moving forward, the Port's Racial Equity Action Plan will serve as the blueprint for advancing racial equity in all aspects of the organization. The Port is eager to undertake this work and develop an anti-racist organization that stands for justice, equity, opportunity and inclusion for all.

## ABOUT THE PORT COMMISSION

The Port of San Francisco is governed by a five-member Board of Commissioners, 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. The Port Commission is responsible for the seven and one-half miles of San Francisco waterfront adjacent to San Francisco Bay, which the Port develops, markets, leases, administers, manages, and maintains. Its jurisdiction stretches along the waterfront from Hyde Street Pier on the north to India Basin on the south. The Commission provides resident oversight to the Port of San Francisco, approves contracts, and works with the Executive Director to set the strategic policy agenda and direction of the Port.

Currently, three of the five members are BIPOC: Port Commission President Kimberly Brandon, Vice President, Willie Adams, and Commissioner Doreen Woo Ho. The first BIPOC members of the Commission were Dr. Arthur Coleman (first African American member, appointed in 1981) and Gordon Lau (first Chinese American member, appointed in 1983).

### CURRENT PORT COMMISSIONERS

Kimberly Brandon, President  
Willie Adams, Vice President  
John Burton, Commissioner  
Gail Gilman, Commissioner  
Doreen Woo Ho, Commissioner

## PORT STRATEGIC PLAN

The Port's 2016-2021 Strategic Plan outlines work priorities and actions to advance the Port's mission and achieve the Port Commission's policy objectives for the waterfront. The Plan sets the projects, programs, partnerships and stewardship work over the next five years. The Port's work program as expressed in the Strategic Plan takes direction from the Port's 10-Year Capital Plan, which provides an assessment of capital needs and available resources, the Waterfront Plan which provides goals and policies for long-term use and improvement of Port property, City Policies, the Burton Act, and the Port's 5-Year Financial Forecast.

Equity is a core port value articulated in the 2016-2021 plan with the express goal to: Ensure Port activities advance equity and public benefit and attract a diversity of people to the Waterfront.

The Strategic Plan directs the Port's vision to deliver its modern-day mission. Port managers will employ the Strategic Plan to set operational goals, determine actions, and mobilize resources that will continue to maintain and improve San Francisco's diverse and vibrant waterfront. The Strategic Plan is a living document, generally updated annually in February along with the Department budget.



VULNERABLE POPULATIONS SERVED  
[Please see Appendix A.]

VULNERABLE POPULATIONS ENGAGEMENT  
ASSESSMENT  
[Please see Appendix B.]

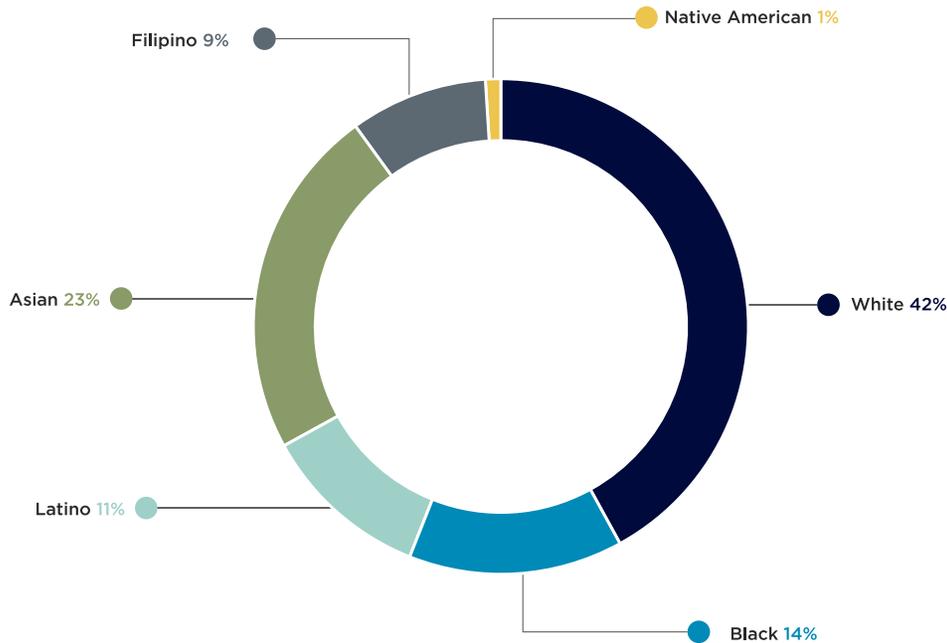
## CURRENT WORKFORCE DEMOGRAPHIC DATA

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

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

Sources for all data presented unless stated otherwise is from the Port of San Francisco Human Resources, Fiscal Year 2019-2020

PORT RACIAL MAKE-UP

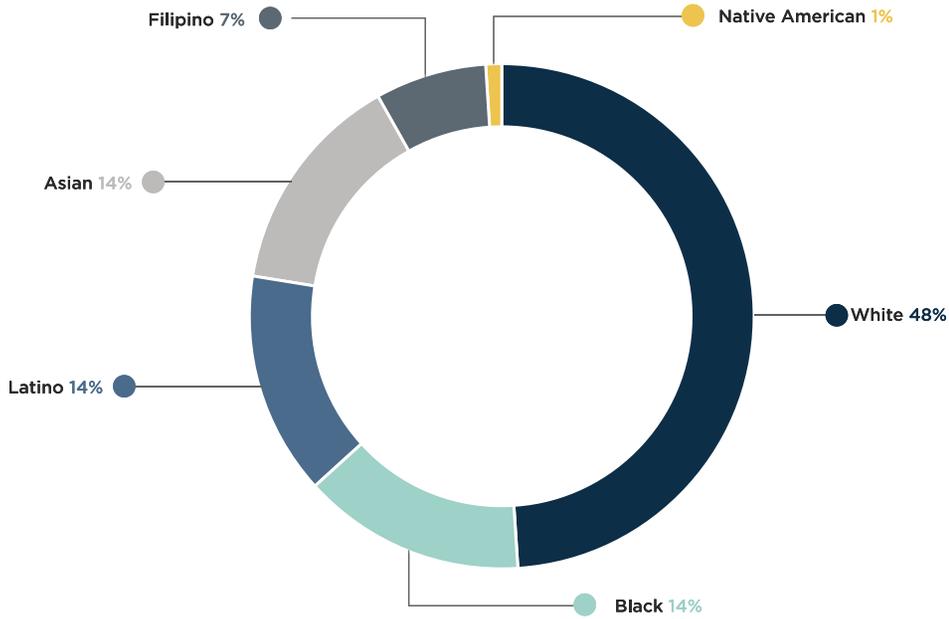


PORT GENDER MAKE-UP

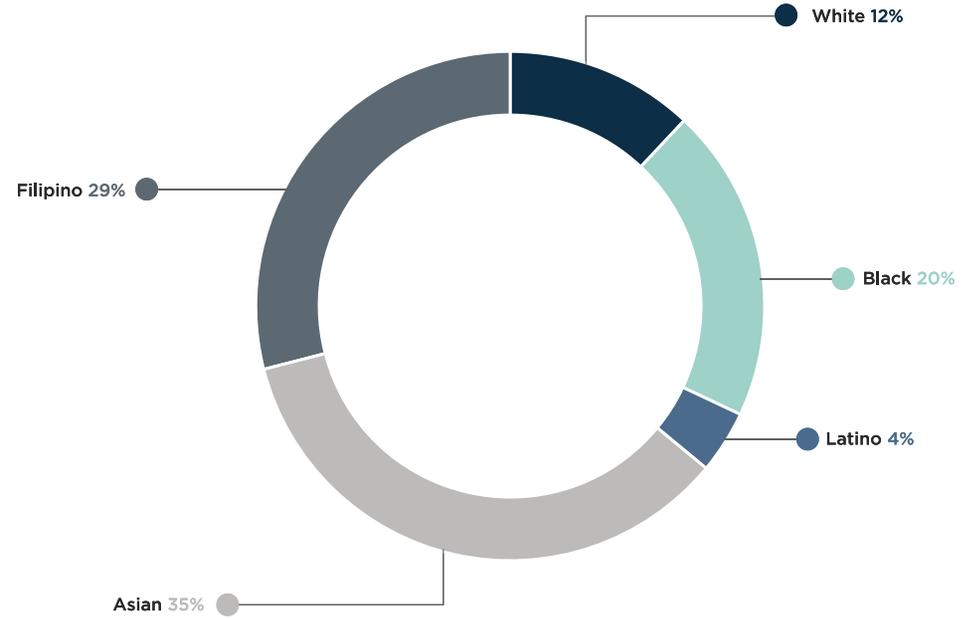


# CURRENT WORKFORCE DEMOGRAPHIC DATA CONTINUED

## PORT-WIDE RACIAL MAKE-UP MALE EMPLOYEES ONLY



## FEMALE EMPLOYEES ONLY



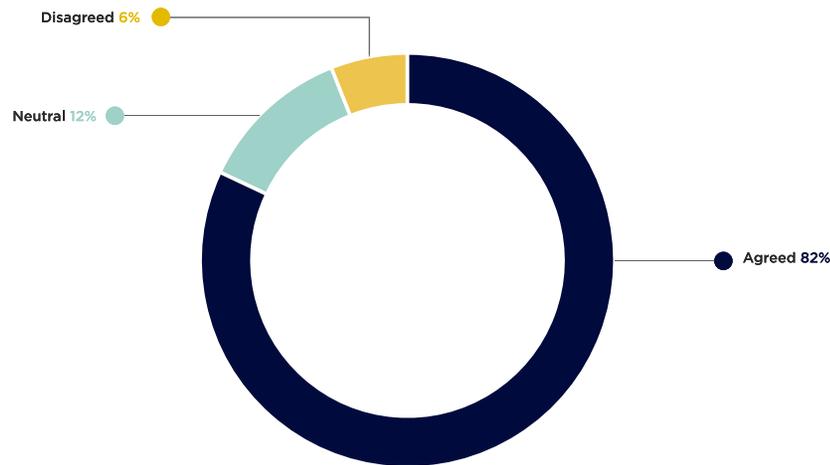
## RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

On September 30, 2019, the Port Racial Equity (PRE) Working Group issued a survey to all Port staff to gather employee feedback on how the Port is doing in the areas of racial equity, diversity and inclusion. The survey was anonymously conducted online using Google Forms and made available to staff for a period of three weeks. Of the total 278 employees, 129 employees completed the survey; the response rate was 49%, with staff participation from all Port Divisions. The survey sought responses across different areas, which included:

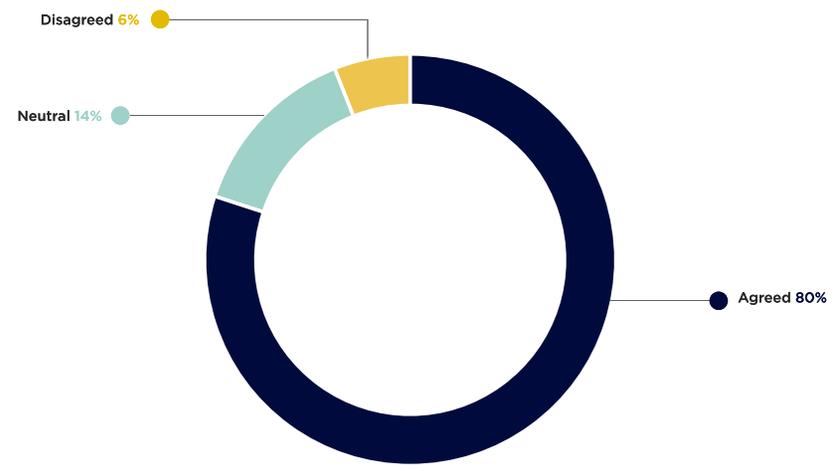
1. Employee thoughts and feelings about racial equity at the Port
2. Port's efforts towards racial and social equity
3. Workforce equity and diversity
4. Equitable contracting and inclusive public engagement
5. Impressions of Port's leadership commitment to advancing racial equity

### EMPLOYEE THOUGHTS & UNDERSTANDING ABOUT RACIAL EQUITY AT THE PORT

I think it is valuable to discuss the impacts of race.



I understand why it is important for the port to make racial equity a priority in our work

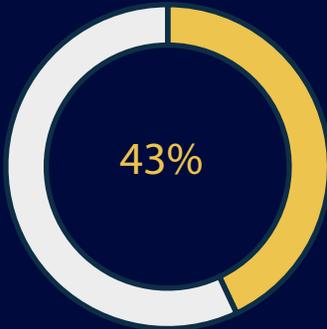


At the time the survey was administered, the Port had not yet provided equity training to staff. The Port acknowledges the low response rate and reserves drawing conclusions based upon the small sample size to prevent an increased margin of error and bias, based on the unreliability of responses to represent the Port, as whole. The results from this survey will aid in establishing a baseline to provide comparison to future surveys where the Port will seek a statistically significant sample size to inform key takeaways.

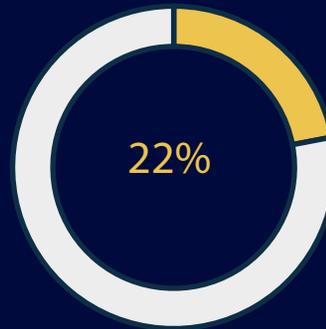
## EMPLOYEE THOUGHTS & UNDERSTANDING ABOUT RACIAL EQUITY AT THE PORT

I would consider becoming more actively involved in addressing racial disparities through my work at the port if:

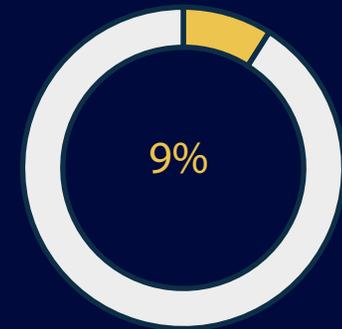
THEY HAD MORE INFORMATION/TRAINING



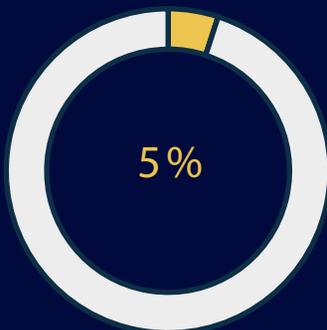
THEY HAD MORE TIME/RESOURCES



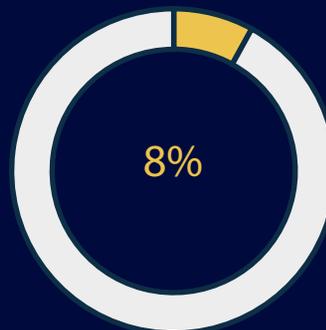
THEY HAD GREATER MANAGEMENT/SUPERVISORY



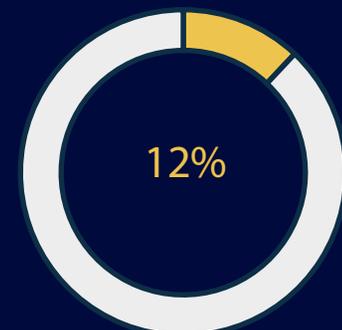
IT WAS PART OF THE PERFORMANCE PLAN/APPRaisal REPORT



FELT OTHERWISE— COMMENTS RANGING FROM NOT WANTING TO GET INVOLVED TO NOT SEEING RACIAL DISPARITIES AT THE PORT



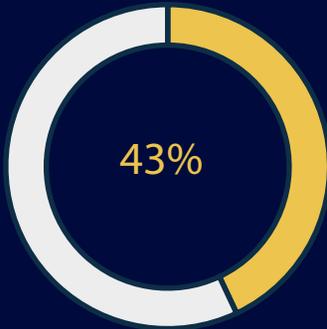
LEFT THEIR RESPONSE BLANK



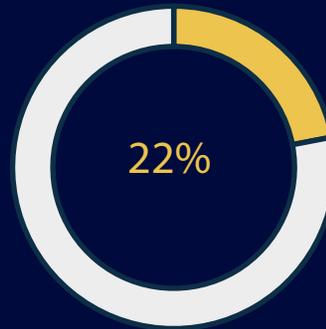
## EMPLOYEE THOUGHTS & UNDERSTANDING ABOUT RACIAL EQUITY AT THE PORT

Port's Senior Management participates in conversations about racial and social equity.

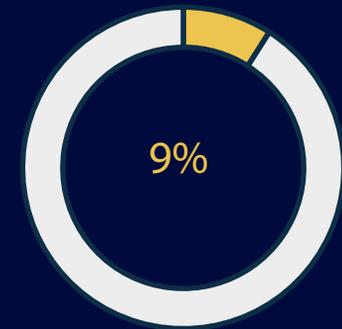
THEY HAD MORE INFORMATION/TRAINING



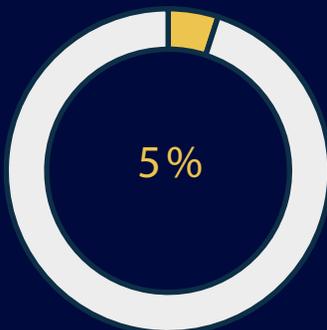
THEY HAD MORE TIME/RESOURCES



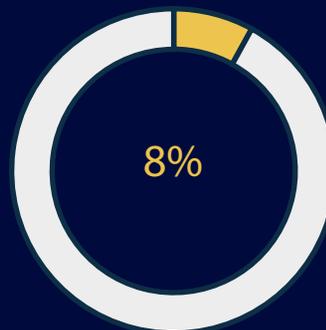
THEY HAD GREATER MANAGEMENT/SUPERVISORY



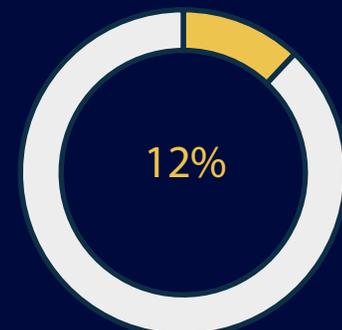
IT WAS PART OF THE PERFORMANCE PLAN/APPRaisal REPORT



FELT OTHERWISE— COMMENTS RANGING FROM NOT WANTING TO GET INVOLVED TO NOT SEEING RACIAL DISPARITIES AT THE PORT



LEFT THEIR RESPONSE BLANK





# 1 Hiring & Recruitment

INTERNAL ACTIONS

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

## DEPARTMENT GOAL

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

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



Dave Rauenbuehler

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

### ACTION

1.1.1. Assess current conditions and barriers that impede 1. Potential applicants' ability to competitively apply to available positions 2. Disallows current, competitive employees to apply.

### IMPLEMENTATION PLAN

Create survey to include questions related to application timeline and shows if we're losing candidates interest based on difficulty of the application process, minimum qualifications, alignment with candidates experience and position they applied for

Administer surveys to the following:

1. Port workforce to learn of current trends and barriers that exist which do not support employees applying for advancement opportunities. This survey will be ongoing, and administered with the distribution of new job announcements to solicit meaningful engagement. Survey Port partners who have assisted in the distribution of job announcements to gain better understanding of potential applicant feedback.
2. Job applicants who did not submit their application to previous Port job announcement to learn of any barriers that prevented them from applying.
3. New Port employees to better understand their experience with hiring process.

### INDICATORS

Barriers assessment is completed.

### TIMELINE

January 1, 2022 – December 31, 2022

RESOURCES  
COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance &  
Administration –  
Human Resources

### ACTION

1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.<sup>1</sup>

### IMPLEMENTATION PLAN

Survey the Port workforce to learn by race/gender the satisfaction level of staff re: onboarding, disembarking and promotional opportunities (one way to better assess employee overall satisfaction is by making exit interviews mandatory).

These surveys can be broken up into 3 bullet points:

1. Onboarding
2. Promotional opportunities
3. Disembarkation/exit interviews (LH) Include survey results in the annual Strategic Plan Assess data and identify gaps and areas that need attention. Formulate annual action plan to address deficiencies.

### INDICATORS

Survey is administered annually.

Survey results are included in the department annual review.

### TIMELINE

January 1, 2022 – December 31, 2023

RESOURCES  
COMMITTED  
Human

STATUS  
In Progress

LEAD  
Finance &  
Administration - Human  
Resources Recruitment  
and Operations or Labor  
Relations Team

<sup>1</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.

## 1.1. Continued

### ACTION

1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.

### IMPLEMENTATION PLAN

In preparation of policy creation, use applicant barriers assessment, feedback (which will include a field that allows applicants to answer to a set of predetermined questions or provide feedback with their application, at the end of examinations and/ or after the interview process) and surveys to evaluate areas of needed improvement and identify barriers to diversity and inclusion during the process.

### DRAFT POLICY

Work with PRE Working Group to vet policy, collect feedback and incorporate changes as needed.

Seek input from unions, DHR and finalize policy.

Present policy to Port Commission for approval and policy adoption.

### INDICATORS

Policy is created, implemented, and reviewed annually to maximize results.

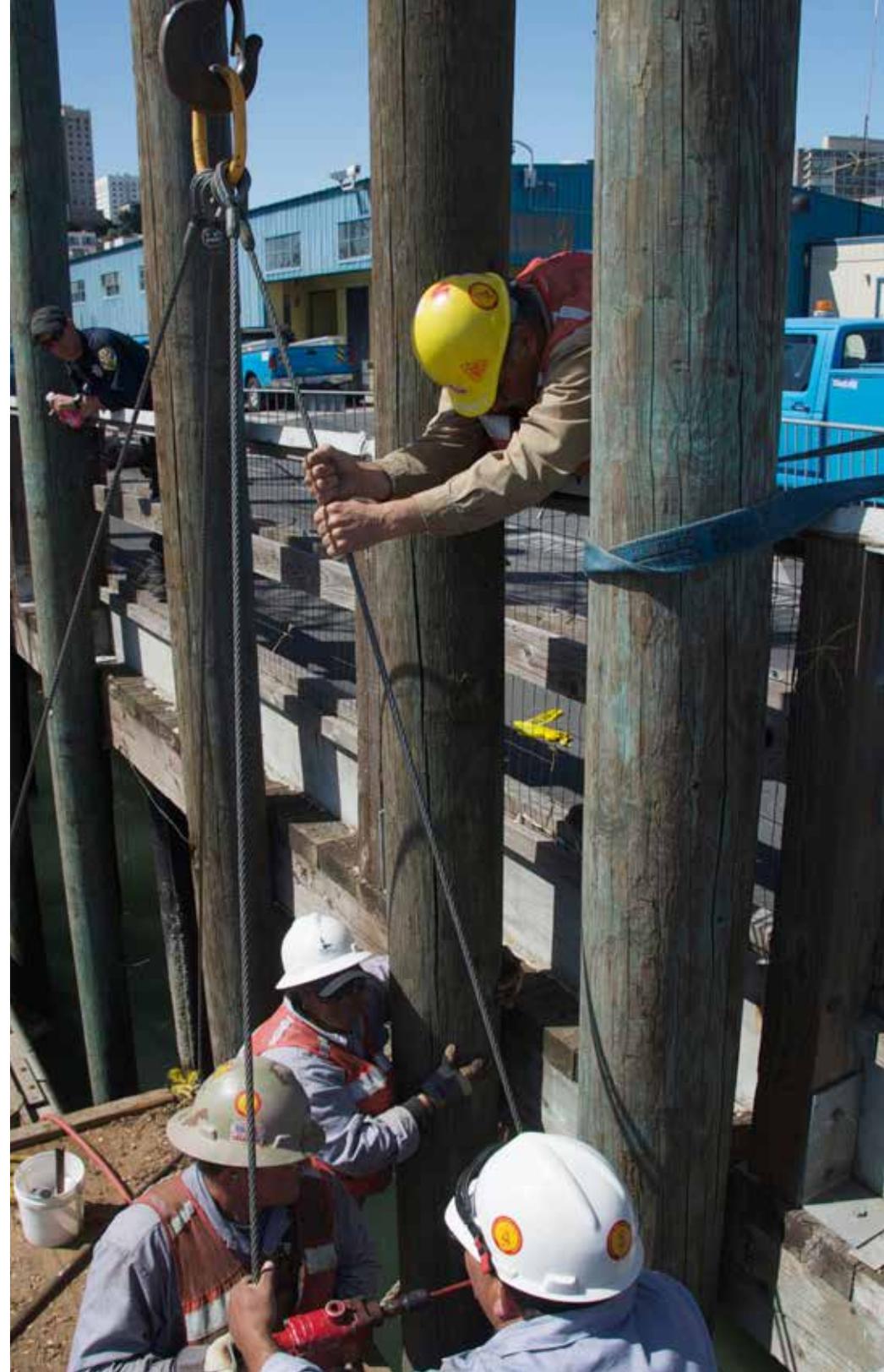
### TIMELINE

January 1, 2022 –  
December 31, 2023

RESOURCES  
COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance &  
Administration –  
Human Resources,  
Race Equity Team



## 1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

### ACTION

1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts.

### IMPLEMENTATION PLAN

Work with the Department of Human Resources to develop a recruitment process that is informed by:

1. Job analysis – assess MQs to ensure they are necessary for entry into the classification so that we are not creating barriers in the application process.
2. Recruitment selection process - make sure we are expanding our outreach.
3. Job offer/appointment process - ensure we are creating a desirable offer packet (i.e. making job benefits known prior to job offer (including but not limited to intrinsic value of working at the Port).

Expand outreach efforts by collaborating with subject matter experts to identify other relevant outreach opportunities and outreach to target community representatives to determine where they go to look for employment so that our announcements are being shared where they will be seen.

Establish and maintain a database that we use for outreach of employment opportunities.

### INDICATORS

Candidate pool is increasingly more diverse and referred from a variety of sources.

### TIMELINE

July 1, 2021 –  
December 31, 2022

### RESOURCES COMMITTED

Human, Partnership with  
Department of Human  
Resources

### STATUS In Progress

LEAD  
Finance &  
Administration –  
Human Resources

### ACTION

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.

### IMPLEMENTATION PLAN

Host Annual Trades Job Fair at Pier 50 providing information for apprenticeships and other entry programs to the trades.

Actively engage by participating in various job fairs and community events hosted by city, schools, labor organizations, EDD, Goodwill, Veterans Career fairs etc.

Partner with DHR and Citywide Equity/Community engagement staff for ongoing situational awareness.

Collaborate with trade, certification, licensing programs for insight to apprenticeship or cohort completion timelines.

### INDICATORS

Candidate pool is increasingly more diverse and referred from a variety of sources.

Calendared events confirmed for Port participation in job fairs and community events.

### TIMELINE

January 1, 2022 –  
December 31, 2022

### RESOURCES COMMITTED

Human, Partnership  
with Department of  
Human Resources,  
Labor Unions, SFUSD,  
and Community College  
Districts

### STATUS Not Started

LEAD  
Finance &  
Administration –  
Human Resources

## 1.2. Continued

### ACTION

1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.

### IMPLEMENTATION PLAN

In collaboration with DHR's efforts, work to evaluate MQs on each new recruitment to identify essential nexus between MQ and expected job outcome.

Collaborate with DHR and the Civil Service Commission's efforts to ascertain the potential to evaluate work functions on each recruitment to identify what functions can be learned within 60 days of hire and which functions are necessary on day one.

If approved by DHR and the CSC, re-allocate required job functions into a 60-day on the job training module for skills and functions that are only required intermittently.

Advertise skills that the Port will offer as training opportunities for new hires in each job bulletin.

Create a skills catalog based on recruitment data to identify skills in demand and align with on-the-job training modules. 60-day skills development

Develop a compiled city-wide distribution list that allows analysts to send announcements to the entire list or subgroups with minimal effort.

Change job announcements to be more user friendly and understandable.

Port recruitment team facilitates job analysis meetings to ensure updated duties and identify distinction between required MQ and licenses and desired qualification.

### IMPLEMENTATION PLAN CONTINUED

Job announcements drafted with language to minimize bias and use inclusive language to describe job duties (replace stereotypically gendered words that may stigmatize people who do not belong to that group).

Partner with DHR, labor organizations and CSC if MQs are recommended for review/update as a result of job analysis (class spec revisions, special conditions).

### INDICATORS

Citywide job descriptions, as written and approved by DHR, display consistent and inclusive language.

Candidate pool is increasingly more diverse.

New Hire Skills development certifications – Number Of Certs issued within 60 days of hire.

### TIMELINE

January 1, 2021 – December 31, 2023

### RESOURCES COMMITTED

Human, Partnership with Department of Human Resources (DHR)

### STATUS

Ongoing

### LEAD

Finance & Administration – Human Resources

### ACTION

1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.

### IMPLEMENTATION PLAN

In collaboration with DHR and the CSC's efforts work to allow employees to have on the job training and testing while expanding substitution language related to the MQ's (within the confines of the Civil Service policies and procedures to amend class specifications and its MQs.)

### INDICATORS

An increase in applicants with more diverse life, education, and professional experiences

### TIMELINE

June 1, 2022 – December 31, 2023

### RESOURCES COMMITTED

Human, Department of Human Resources (DHR) & Civil Service Commission (CSC)

### STATUS

Not started

### LEAD

Finance & Administration – Human Resources

## 1.2. Continued

### ACTION

1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.<sup>2</sup>

### IMPLEMENTATION PLAN

Develop a recruitment process that is guided and validated by job analysis. Assess MQs and duties to determine whether a supplemental questionnaire is the best measure to screen and gather information to make informed decisions about which candidates are most qualified to advance to interview (exempt recruitments) or to screen and develop scoring matrix for development of eligible list/ranked scores for certification (permanent civil service recruitments).

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

### INDICATORS

An increase in applicant pool with more diverse life, education, and professional experiences.

### TIMELINE

January 1, 2021 –  
December 31, 2023

### RESOURCES COMMITTED

Human, Partnership with  
Department of Human  
Resources

### STATUS Ongoing

LEAD  
Finance &  
Administration –  
Human Resources

### ACTION

1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.

### IMPLEMENTATION PLAN

Participate in DHR's efforts to develop a recruitment process that is informed by job analysis - assess MQs to ensure they are necessary for entry into the classification so that we are not creating barriers in the application process.

Consistently incorporate substitution language whenever appropriate to site the value of additional relevant experience in place of the attainment of educational advanced degrees.

### INDICATORS

An increase in applicants with more diverse life, education, and professional experiences

### TIMELINE

June 1, 2022 –  
December 31, 2023

### RESOURCES COMMITTED Human

### STATUS Ongoing

LEAD  
Finance &  
Administration –  
Human Resources

<sup>2</sup> From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitaleHiringTool.docx>.

## 1.2. Continued

### ACTION

1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.

### IMPLEMENTATION PLAN

Continue to work closely with recruiters to communicate Port values and core principles for diversity and inclusion in all recruitment efforts.

Review job vacancy brochures and all recruitment materials before issuance.

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

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

### INDICATORS

Candidate pool is increasingly more diverse and referred from a variety of sources.

### TIMELINE

January 1, 2021 –  
December 31, 2023

### RESOURCES

#### COMMITTED

Human, Partnership with  
Department of Human  
Resources & Civil  
Service Commission

### STATUS

Ongoing

### LEAD

Finance &  
Administration –  
Human Resources



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

#### ACTION

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.

#### IMPLEMENTATION PLAN

Develop strategic plan to attract a diversity of interns to the Port. Create budget strategy to increase interns and apprenticeship programs at the Port.

Develop recruitment/marketing materials and Partner with CBOs to distribute. Work with DHR and other programs to capture and consolidate all internship and apprenticeship data.

Continue to conduct recruitment for specific Health and Safety, Engineering, Planning and IT intern opportunities as needed. Port currently partners with various intern programs such as Project Pull, Cal Maritime, and Youth Works.

#### INDICATORS

# of paid interns/fellows, increase annually or meets department needs/capacity.

#### TIMELINE

January 1, 2021 – December 31, 2023

#### RESOURCES COMMITTED

Human, Financial, Partnerships

#### STATUS

In Progress

#### LEAD

Finance & Administration - Human Resources, Race Equity Team, Planning & Environment, Engineering, Maritime, Maintenance, Finance & Administration

#### ACTION

1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.

#### IMPLEMENTATION PLAN

Plan and request for summer placements from Mayor's Opportunities for All internship program.

Survey Port divisions to determine applicable work and available mentors.

Create and maintain an Internship Opportunities tab on our existing Port website that will feature resources for prospective interns.

#### INDICATORS

Set baseline # of Opportunities for All placements and mentors.

Determine budget for internship program # of opportunities for programming and engagement.

Year-round engagement with interns.

#### TIMELINE

January 1, 2022 – December 31, 2022

#### RESOURCES COMMITTED

Human, Financial

#### STATUS

Not Started

#### LEAD

Human Resources and Staff within various divisions who will serve as mentors

### 1.3. Continued

#### ACTION

1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District's Career Pathways Program.

#### IMPLEMENTATION PLAN

Conduct outreach to public higher learning institutions and trade schools to increase awareness of Port internship/fellowship opportunities. Partner with local and educational institutions to increase awareness and attract graduates to apply for employment opportunities at the Port, especially candidates from historically disadvantaged communities.

Create and host SFUSD Port Day to engage local youth with maritime careers, seawall & coastal science curriculum, interactive opportunities and awareness along the waterfront.

#### INDICATORS

Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources.

#### TIMELINE

January 1, 2022 – December 31, 2023

#### RESOURCES

COMMITTED  
Human, Financial, Partnerships

#### STATUS

Not Started

#### LEAD

Human Resources, Maritime, Engineering, Planning & Environment, Maintenance, Racial Equity Team

#### ACTION

1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.

#### IMPLEMENTATION PLAN

Develop new and expanded internship opportunities utilizing best practices and lessons learned from other Port internship programs to create the following: Waterfront Resilience Program Internship;

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

#### INDICATORS

# of opportunities during internship/fellowship.

#### TIMELINE

January 1, 2022 – December 31, 2022

#### RESOURCES

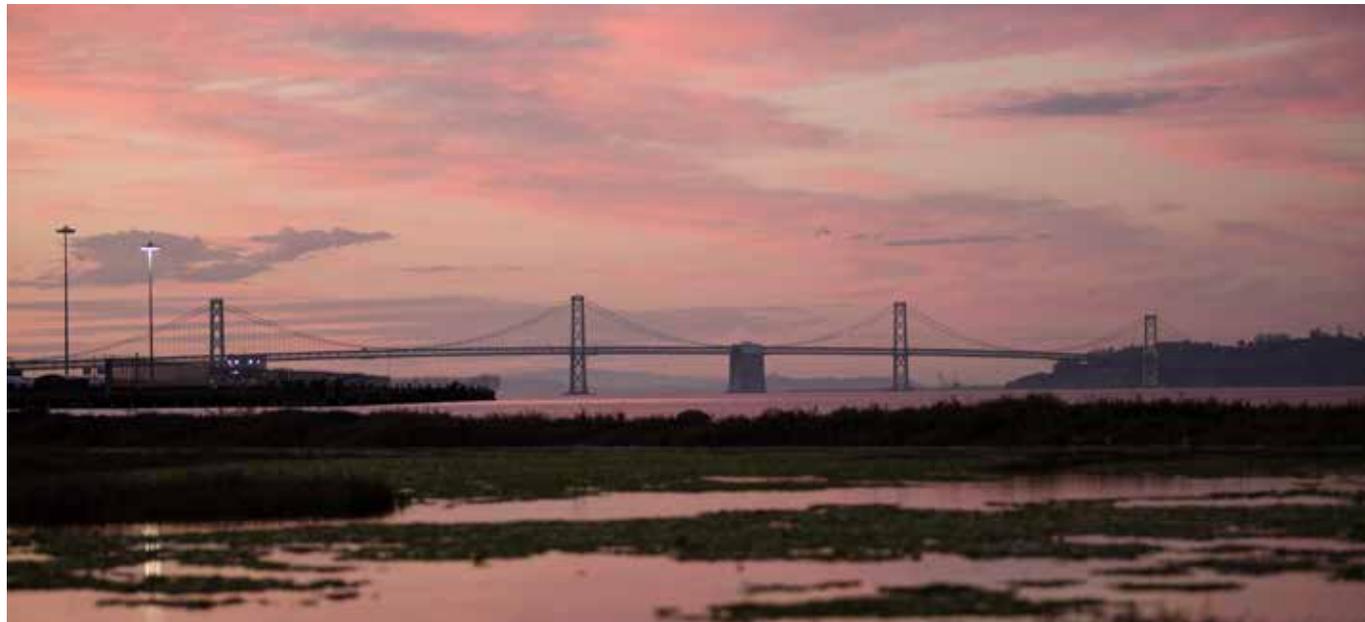
COMMITTED  
Human, Financial

#### STATUS

Not Started

#### LEAD

Finance & Administration -Human Resources, Racial Equity Working Group, Waterfront Resiliency Program Team



## 1.3. Continued

### ACTION

1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences and adjust programs accordingly.

### IMPLEMENTATION PLAN

With support of DHR, develop tracking database based on race/ ethnicity for a year to address fallout issues.

Develop exit survey for feedback on intern and fellowship experience.

Analyze data and adjust programs based on data.

### INDICATORS

Tracking system implemented.

% of evaluations completed.

Internship/fellowship program updated before next cycle.

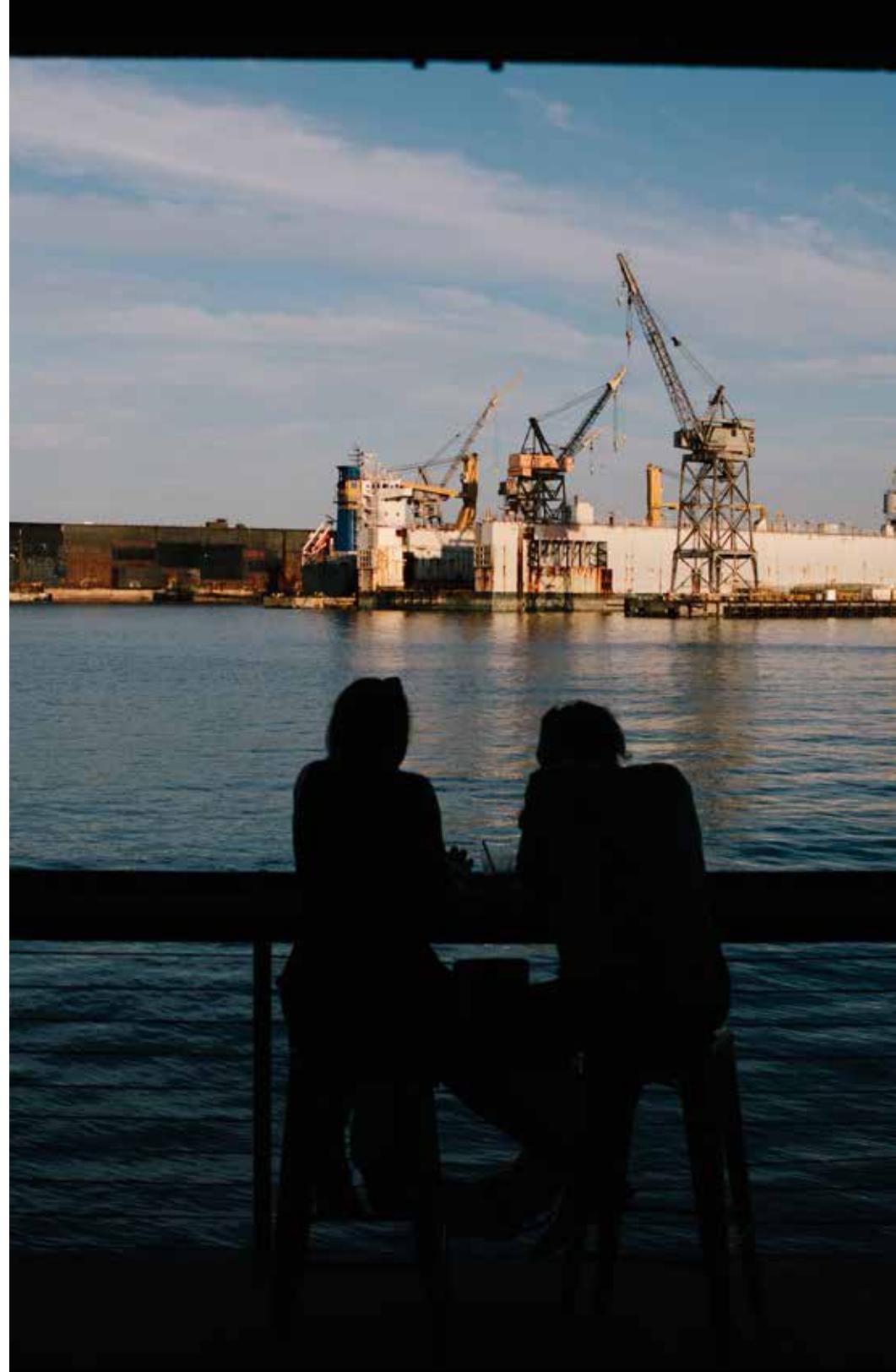
### TIMELINE

January 1, 2022 –  
December 31, 2023

RESOURCES  
COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance &  
Administration -  
Human Resources



## 1.4. Commit to standardized, transparent, and participatory recruiting and on-boarding.

### ACTION

1.4.1. Maintain a standardized and holistic interview process with structured interview questions.

### IMPLEMENTATION PLAN

Utilize structured interview questions created by SME's and HR for all interviews.

### INDICATORS

Standardized interview process with a set of inclusive interview questions, practical exercises, skills assessment appropriate to the position.

### TIMELINE

January 1, 2021 – December 31, 2022

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

### ACTION

1.4.2. Ensure a diverse hiring panel for each interview.

### IMPLEMENTATION PLAN

Continue to consistently recruit diverse subject matter experts from other city departments and external jurisdictions.

### INDICATORS

Demographic composition of panels.

Increase in diverse interview panels.

Interview panel for all internal candidates include external raters.

### TIMELINE

January 1, 2022 – December 31, 2022

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

### ACTION

1.4.3. Train staff on conducting interviews, with a to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.

### IMPLEMENTATION PLAN

HR instructs panelists and is heavily involved in the interviews. Also, there must be a consensus between panelists' on scores.

Ensure interview panelists and hiring managers complete required DHR implicit bias training annually.

### INDICATORS

Interview panels will be increasingly more diverse. Conversations regarding racial equity can be easily had.

### TIMELINE

January 1, 2022 – December 31, 2022

### RESOURCES COMMITTED

Human, Partnership with Department of Human Resources

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

### ACTION

1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.

### IMPLEMENTATION PLAN

Upon DHR implementation of the JobAps replacement application, utilize, new system's applicant tracking component.

View applications and predetermine viable application pool to check on status of diversity and if necessary, extend application end date for further reach.

### INDICATORS

Tool created and implemented.

# of applicants increased.

Increased assistance to job seekers.

### TIMELINE

January 1, 2022 – December 31, 2022

### RESOURCES COMMITTED

Human, Partnership with Department of Human Resources

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

## 1.4. Continued

### ACTION

1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.

### IMPLEMENTATION PLAN

Send out a weekly e-mail to all internal staff that highlights city-wide job openings.

Email internal employees directly to inform of direct promotive opportunity. Example: 1241 to 1244.

Utilize Port and citywide social media to ensure notification of open opportunities.

### INDICATORS

Increase in internal part-time and full-time staff, interns and fellows applying for job openings.

### TIMELINE

January 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance &  
Administration –  
Human Resources

### ACTION

1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.

### IMPLEMENTATION PLAN

Collaborate with DHR and the CSC to identify current causes of delays: background clearance, medical exam (set exam prior to contacting candidate) appointment time, inspection.

Empower more staff with rights to move recruitment and selection along in case responsible person is out of office.

Contact multiple potential panelist as backups.

There may be a slight delay in scheduling interviews; however, we work within the schedule of our diverse panel members' availability.

Formalize ideal hiring process and timeline for managers.

### INDICATORS

Hiring, interviewing, and onboarding processes standardized.

Lag times/wait times.

### TIMELINE

January 1, 2022 –  
December 31, 2022

### RESOURCES COMMITTED

Human, Partnership with  
Department of Human  
Resources and Civil  
Service Commission

### STATUS

Not Started

### LEAD

Finance &  
Administration –  
Human Resources



## 1.4. Continued

### ACTION

1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.

### IMPLEMENTATION PLAN

With support of DHR, develop tracking database based on race/ ethnicity for a year to address fallout issues.

Develop exit survey for feedback on intern and fellowship experience.

Analyze data and adjust programs based on data.

### INDICATORS

Tracking system implemented.

% of evaluations completed.

Internship/fellowship program updated before next cycle.

### TIMELINE

January 1, 2022 –  
December 31, 2023

### RESOURCES COMMITTED

Human

### STATUS

Ongoing

### LEAD

Finance &  
Administration -  
Human Resources

### ACTION

1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.

### IMPLEMENTATION PLAN

Continue to partner with labor organizations to request permission to use expanded certification rules for position-based tests administered by the Port.

### INDICATORS

Increase in number of diverse candidate pools  
Overall faster hiring times.

### TIMELINE

January 1, 2021 –  
December 31, 2022

### RESOURCES COMMITTED

Human, Partnerships  
with labor organiza-  
tions, and Department  
of Human Resources

### STATUS

Ongoing

### LEAD

Finance &  
Administration –  
Human Resources



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

### ACTION

1.5.1. Increase social media presence on multiple platforms.

### IMPLEMENTATION PLAN

Review and revise (as needed) strategic plan to attract a diversity of followers to Port social media accounts; utilize social media platforms to advertise employment opportunities such as internships and apprenticeships.

### INDICATORS

Establish baseline # of followers on social media and set goal for increase.

Establish baseline # engagement on social media platforms and set goal for increase.

### TIMELINE

January 1, 2021 – December 31, 2023

### RESOURCES

COMMITTED  
Human, Financial

### STATUS

In Progress

### LEAD

External Affairs, Finance & Administration - Human Resources

### ACTION

1.5.2. Create online portal and job board for tenants to share tenant job openings with job fair promoters to reach and expand audience.

### IMPLEMENTATION PLAN

Determine feasibility of creating an online job portal/job board for tenants to share tenant job openings with job fair promoters to reach and expand audience.

If feasible, assist in the creation of online job portal and offering of email sign-up for interested persons to receive periodic emails containing new job posting and other relevant Port tenant employment opportunities.

### INDICATORS

Establish baseline # of job postings in centralized, accessible location (online and/or physical) and set goal for increase.

### TIMELINE

July 1, 2022 – December 31, 2023

### RESOURCES

COMMITTED  
Human, Financial

### STATUS

Not Started

### LEAD

External Affairs, Real Estate & Development





## 2 Retention & Promotion

INTERNAL ACTIONS

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

## DEPARTMENT GOAL

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

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



Dave Rauenbuehler

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

### ACTION

2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/ deployed.<sup>3</sup>

### IMPLEMENTATION PLAN

When a disaster is declared, create departmental spreadsheet to track deployed workers with the disaggregated data as required.

Include certification possessed with disaggregated data.

### INDICATORS

Tracking mechanism implemented.

Demographic data analyzed.

### TIMELINE

January 1, 2021 – June 30, 2023

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

### ACTION

2.1.2. Conduct internal budget analysis with racial equity lens and DSW data to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.

### IMPLEMENTATION PLAN

Conduct internal budget analysis to include racial equity lens and DSW data to inform current and future staffing needs.

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

### INDICATORS

Budget analysis completed.

Strategies developed and published.

### TIMELINE

January 1, 2021 – June 30, 2023

### RESOURCES COMMITTED

Human

### STATUS

Not Started

### LEAD

Finance & Administration - Human Resources



<sup>3</sup> Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

## 2.1. Continued

### ACTION

2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.

### IMPLEMENTATION PLAN

Continue to stock storeroom with necessary PPE to complete their job function, as well as have access to materials and supplies in the event of an emergency.

### INDICATORS

PPE access protocol established.

DSW workers have an increased awareness of PPE access protocol.

### TIMELINE

January 1, 2021 – June 30, 2021

### RESOURCES COMMITTED

Human, Financial, Materials & Supplies

### STATUS

Ongoing

### LEAD

Maintenance – Health & Safety

### ACTION

2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.

### IMPLEMENTATION PLAN

Stay abreast of local, state and federal laws that cover employees in a state of declared emergency.

Communicate policy changes to employees to increase awareness related to their pay and benefits.

Facilitate electronic form processing to expedite access to benefits.

### INDICATORS

Compensation, paid sick leave, and flex time benefits assessed and easily accessed.

Increased employee awareness of additional benefits.

### TIMELINE

January 1, 2021 – June 30, 2021

### RESOURCES COMMITTED

Human

### STATUS

Ongoing

### LEAD

Finance & Administration - Human Resources, Payroll



### ACTION

2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers (e.g. graveyard shifts).

### IMPLEMENTATION PLAN

Provide safe parking for deployed staff when assigned to Port property.

Upon receipt of request for DSW, consider employee caretaking responsibilities and transportation constraints when fulfilling request.

### INDICATORS

Caretaking and safe transportation sections included in DSW deployment protocol.

### TIMELINE

January 1, 2021 – December 31, 2022

### RESOURCES COMMITTED

Human, Partnership with Department of Human Resources, and Emergency Operations Center

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

## 2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

### ACTION

2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.

### IMPLEMENTATION PLAN

For Port-only classifications, survey California Public Agencies with Maritime Operations Staff.

Identify Compensation Elements included in other agency comp plans.

Continue to participate in the annual AAPA salary survey and review Port salary for necessary adjustment as required.

Track pay inequities for inclusion to positions being paid under current market rate. After data analyst will share information with DHR to bring to table negotiations.

### INDICATORS

Pay inequities are reduced and aligned annually after salary data is reviewed.

### TIMELINE

January 1, 2021 – December 31, 2022

### RESOURCES COMMITTED

Human

### STATUS

Ongoing

### LEAD

Finance & Administration - Human Resources

### ACTION

2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies e.g. parental leave policy, short-term disability, etc.

### IMPLEMENTATION PLAN

Conduct internal budget analysis to include racial Follow the City's employee benefits and leave of absence guidelines for all staff, as both are defined through the City's collective bargaining process.

Assess the needs of staff and make suggestions to HSS, employee retirement system or CSC for recommended changes.

### INDICATORS

Benefits provided are annually improved by the City & County of San Francisco.

### TIMELINE

January 1, 2021 – December 31, 2022

### RESOURCES COMMITTED

Human, Partnership with Department of Human Resources

### STATUS

Not Started

### LEAD

Finance & Administration - Human Resources

### ACTION

2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.

### IMPLEMENTATION PLAN

Survey staff and identify comprehensive list of religious and cultural holidays. Add to Port calendar for reference.

Create policy to allow use of comp time or other leave time to accommodate for other religious and cultural holidays.

### INDICATORS

PTO policy follows CCSF LOA policy.

# of staff taking PTO increases.

### TIMELINE

January 1, 2021 – December 31, 2022

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources

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

### ACTION

2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.

### IMPLEMENTATION PLAN

Present an overview of the collective bargaining process so employees know how their representatives address concerns about pay and promotions.

Add bargaining summaries to SharePoint.

### INDICATORS

Increase in knowledge about raises and promotions.

### TIMELINE

January 1, 2021 – December 31, 2022

RESOURCES COMMITTED  
Human

STATUS  
In Progress

LEAD  
Finance & Administration - Human Resources

### ACTION

2.3.2. Develop a formal and transparent process for raises and promotions.

### IMPLEMENTATION PLAN

Report annually a summary of collectively bargained MOU compensation changes.

Report Internal Promotions Quarterly.

Assess and award MEA Bonus program as determined by the union and Port Executive Director.

### INDICATORS

Increase in staff feedback about promotion and raise process.

### TIMELINE

January 1, 2021 – December 31, 2022

RESOURCES COMMITTED  
Human, Partnership with Department of Human Resources, Labor Union

STATUS  
In Progress

LEAD  
Finance & Administration - Human Resources

### ACTION

2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.

### IMPLEMENTATION PLAN

Create and publish comprehensive acting assignment pay policy for all MOUs which includes describing criteria for receiving an acting assignment.

Compensate appropriately for acting assignments or interim appointments.

INDICATORS  
Acting/interim staff process included in internal policies and processes.

Increased awareness of process for acting/interim staff.

### TIMELINE

January 1, 2021 – December 31, 2022

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance & Administration - Human Resources



## 2.3. Continued

### ACTION

2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.

### IMPLEMENTATION PLAN

Work with Department of Human Resources to identify MQs for feeder classifications to determine what MQs can be incorporated into classes that have a “drop-off” and support DHR efforts to implement necessary changes.

Support employees to further education for direct promotional opportunities. Assess availability of additional funding to supplement MOU’s provided funding.

### INDICATORS

Reversal of diversity drop-offs in 182x classifications.

### TIMELINE

January 1, 2022 –  
December 31, 2023

### RESOURCES COMMITTED

Human, Partnership with  
Department of Human  
Resources

### STATUS Not Started

LEAD  
Finance &  
Administration - Human  
Resources

### ACTION

2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.

### IMPLEMENTATION PLAN

Work with Department of Human Resources to bridge “dead end” classifications with MQs required for senior level classifications and support DHR efforts to implement necessary changes.

Identify nexus for promotional opportunities for employees who have reached the top of their class series.

Inform them of potential promotional opportunities and MQs required. Inform Port leadership about the list of classifications with extended ranges.

For classifications that do not have a promotional track, reach out to DHR to request extended ranges be inclusive of additional Local 21 classifications.

### INDICATORS

Identify “dead end” classification and revise.

### TIMELINE

January 1, 2022 –  
December 31, 2023

### RESOURCES COMMITTED

Human, Partnership with  
Department of Human  
Resources

### STATUS Not Started

LEAD  
Finance &  
Administration -  
Human Resources



## 2.4. Identify, attract, retain and promote a diverse & inclusive workforce at the Port through coordination with the Department of Human Resources.

### ACTION

2.4.1. Determine standard factors considered for raises and promotions. Make this information available to staff.

### IMPLEMENTATION PLAN

Present an overview of the collective bargaining process so employees know how their representatives address concerns about pay and promotions.

Add bargaining summaries to SharePoint.

### INDICATORS

Increase staff accessibility to information concerning salary advancement opportunities and promotive opportunities as these items are determined through the City's collective bargaining process.

### TIMELINE

January 1, 2021 –  
December 31, 2022

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance &  
Administration -  
Human Resources





# 3 Discipline & Separation

INTERNAL ACTIONS

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.<sup>1</sup> This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.<sup>2</sup> Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

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

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

## DEPARTMENT GOAL

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

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



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

<p><b>ACTION</b> 3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p> <p><b>IMPLEMENTATION PLAN</b> Log discipline in People and Pay system by discipline implementation date.</p> <p>Determine metrics for discipline bias thresholds.</p> <p>Disaggregate employee discipline data by race and gender to analyze annually for bias.</p> <p><b>INDICATORS</b> Create tracking mechanism.</p> <p>Analyze data annually.</p> <p>Increase accountability in disciplinary actions.</p>	<p><b>TIMELINE</b> January 1, 2021 – December 31, 2022</p> <p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Finance &amp; Administration - Human Resources</p>	<p><b>ACTION</b> 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.</p> <p><b>IMPLEMENTATION PLAN</b> Log terminations in People and Pay system by separation date.</p> <p>Determine metrics for separation bias thresholds.</p> <p>Disaggregate employee separation data by race and gender to analyze for bias, annually.</p> <p><b>INDICATORS</b> Create tracking mechanism.</p> <p>Analyze data annually.</p>	<p><b>TIMELINE</b> January 1, 2021 – December 31, 2022</p> <p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> In Progress</p> <p><b>LEAD</b> Finance &amp; Administration - Human Resources</p>	<p><b>ACTION</b> 3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.</p> <p><b>IMPLEMENTATION PLAN</b> Work with Department of Human Resources to define elements of equitable and compassionate discipline and identify available trainings.</p> <p>Create online module aimed at bias elimination on progressive discipline through an equitable and compassionate lens.</p> <p>Require all supervisors to participate in progressive discipline and bias elimination training.</p> <p><b>INDICATORS</b> # of trainings completed annually.</p>	<p><b>TIMELINE</b> January 1, 2022 – December 31, 2023</p> <p><b>RESOURCES COMMITTED</b> Human, Partnership with Department of Human Resources</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Finance &amp; Administration - Human Resources</p>
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## 3.1. Continued

### ACTION

3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.

### IMPLEMENTATION PLAN

Interact with supervisors and staff to resolve complaints to avoid escalation.

Identify and invite a Dispute Resolution Service Provider to train supervisors, as needed or provide referrals to Employee Assistance Program.

Increase staff awareness of mediation and counseling resources available to resolve conflict without escalating to disciplinary action.

### INDICATORS

Human resources trained on alternative dispute resolution.

### TIMELINE

January 1, 2022 – December 31, 2023

### RESOURCES COMMITTED

Human

### STATUS

Not Started

### LEAD

Finance & Administration - Human Resources

### ACTION

3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular offense.

### IMPLEMENTATION PLAN

Use of the Port’s discipline rubric based on offense.

Meet as a management group to determine the level of discipline apportioned according to the offense and employee’s prior discipline history.

### INDICATORS

Reduction of racial disparities in disciplinary actions.

### TIMELINE

January 1, 2021 – December 31, 2022

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Finance & Administration - Human Resources



## 3.2. Improve equitable application of disciplinary actions.

### ACTION

3.2.1. Determine feasibility and legality of the creation of an independent Discipline Equity Review Panel (DERP), that will review executed disciplinary actions each year, using anonymized information but including racial identifiers, and report on both the clarity of expectations communicated to staff as well as the consistency of disciplinary action applied across the Port.

### IMPLEMENTATION PLAN

Conduct feasibility analysis to determine viability and legality of DERP, which may include but is not limited to researching best practices from other City departments, in particular the Department of Human Resources, and/or external government agencies.

### INDICATORS

Feasibility analysis of DERP is completed.

### TIMELINE

July 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human, Partnership with  
Department of Human  
Resources, and SF City  
Attorney

### STATUS Not Started

LEAD  
Finance &  
Administration –  
Human Resources,  
External Affairs, Race  
Equity Team





4  
Diverse  
& Equitable  
Leadership &  
Management

INTERNAL ACTIONS

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.<sup>1</sup> In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.<sup>2</sup> Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

<sup>1</sup> Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

<sup>2</sup> Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

## DEPARTMENT GOAL

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

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



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

<p><b>ACTION</b> 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.</p> <p><b>IMPLEMENTATION PLAN</b> Establish baseline data to use for future recruitments effort comparison.  Create and maintain an HR master diverse candidate sourcing list used for targeting diverse candidate pools. Sourcing list may include non-profit organizations and other community organizations that serve diverse communities.</p> <p><b>INDICATORS</b> Establish baseline and set % increase in diverse management applicants.  % increase in diverse leadership.</p>	<p><b>TIMELINE</b> January 1, 2021 – December 31, 2022</p> <p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> Ongoing</p> <p><b>LEAD</b> Finance &amp; Administration - Human Resources</p>	<p><b>ACTION</b> 4.1.2. Commit to ongoing racial equity training and development for leadership.</p> <p><b>IMPLEMENTATION PLAN</b> Work with DHR to create a diverse menu of racial equity training opportunities. Require the completion of ongoing racial equity training for supervisors and managers.</p> <p><b>INDICATORS</b> Set baseline and goal for # of training &amp; development completed by leadership per quarter.  # of training &amp; development completed by leadership per quarter.</p>	<p><b>TIMELINE</b> January 1, 2022 – December 31, 2023</p> <p><b>RESOURCES COMMITTED</b> Human, Partnership with Department of Human Resources, Financial</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Finance &amp; Administration - Human Resources</p>	<p><b>ACTION</b> 4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.</p> <p><b>IMPLEMENTATION PLAN</b> Track senior leadership in current Access database.  Provide demographics in the department annual report, disaggregated by race and gender.</p> <p><b>INDICATORS</b> Senior leadership demographic included in the department annual report.</p> <p><b>TIMELINE</b> January 1, 2021 – December 31, 2021</p> <p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> Ongoing</p> <p><b>LEAD</b> Human Resources, Finance, External Affairs</p>	<p><b>ACTION</b> 4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.<sup>4</sup></p> <p><b>IMPLEMENTATION PLAN</b> Create anonymous virtual drop box for employees to provide input into designated areas of feedback.  Increase awareness of input portal to senior leadership by including anonymous link in Port publications.</p> <p><b>INDICATORS</b> % of staff is aware of the process.</p> <p><b>TIMELINE</b> January 1, 2022 – December 31, 2022</p> <p><b>RESOURCES COMMITTED</b> Human, Financial</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Finance &amp; Administration - IT, Executive Team</p>
<p><sup>4</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.</p>					

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

### ACTION

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.

### IMPLEMENTATION PLAN

Identify existing training courses held City-wide and externally including but not limited to Conflict Resolution, Coaching, Communication, Leadership and Cultural Sensitivity.

Establish expectation (to be included in Performance Plans) for continuous training for Managers and Supervisors.

### INDICATORS

Set baseline and goal of # Managers and Supervisors receiving ongoing training.

### TIMELINE

January 1, 2021 – June 30, 2021

### RESOURCES

COMMITTED  
Human, Financial

### STATUS

Not Started

### LEAD

Finance &  
Administration -  
Human Resources,  
Race Equity Team

### ACTION

4.2.2. Institute 360 Evaluation of Managers to create accountability.

### IMPLEMENTATION PLAN

Upon determination of feasibility, explore and secure a vendor to provide 360 Evaluation service as a tool to provide constructive feedback and to improve individuals' management ability.

Results of 360 Evaluation to be included in Manager's Performance Evaluation.

### INDICATORS

Vendor secured to implement 360 Evaluation.

Evaluation scorecards generated for Managers.

### TIMELINE

July 1, 2022 - June 30, 2023

### RESOURCES

COMMITTED  
Human, Financial

### STATUS

Not Started

### LEAD

Finance &  
Administration - Human  
Resources, Race Equity  
Team





# 5 Mobility & Professional Development

INTERNAL ACTIONS

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.<sup>1</sup> By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

## DEPARTMENT GOAL

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

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



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

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

### ACTION

5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.

### IMPLEMENTATION PLAN

Examine professional development opportunities across spectrum of classifications.

Determine feasibility and available resources to provide formal training and/or professional development to all staff.

Require training at onboarding within first six months of employment.

### INDICATORS

# of available professional development opportunity.

# of completed training.

### TIMELINE

July 1, 2021 – June 30, 2022

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Finance & Administration – Human Resources, Maintenance – Health & Safety

### ACTION

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.

### IMPLEMENTATION PLAN

Establish standards of criteria for approved conferences within approved travel states.

Create flow charts to illustrate pathway of approving, attending and reimbursement of conference.

Establish method for outreach to Port employees.

### INDICATORS

# of attended, external conferences

### TIMELINE

July 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

In Progress

### LEAD

Finance & Administration – Human Resources, Accounting

### ACTION

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

### IMPLEMENTATION PLAN

Continue to allocate training dollars accessible by all staff within our annual training budget.

### INDICATORS

# of staff enrolling and completing extended learning.

\$ dedicated to extended learning annually.

### TIMELINE

January 1, 2021 – April 30, 2021

### RESOURCES COMMITTED

Human

### STATUS

Ongoing

### LEAD

Finance & Administration – Human Resources, Accounting

## 5.1. Continued

### ACTION

5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.

### IMPLEMENTATION PLAN

Identify and encourage staff participation in external professional development opportunities related to our department's mission and goals.

Make training budget available to cover expenses related to training, if applicable and inform staff of available resources.

### INDICATORS

# of staff participating in outside events or opportunities.

### TIMELINE

July 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Finance &  
Administration – Human  
Resources, Accounting

### ACTION

5.1.5. Track professional and skill development and assess annually, specifically focused on underrepresented staff of color.

### IMPLEMENTATION PLAN

Report annually number of staff attending training to include race and gender fields, assess year over year to determine the increase in the number of underrepresented staff attending training.

### INDICATORS

Adopt a tracking system, analyze annually.  
# of staff of color utilizing professional development.

### TIMELINE

July 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human

### STATUS

Not Started

### LEAD

Finance &  
Administration –  
Human Resources

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

### ACTION

5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.

### IMPLEMENTATION PLAN

N/A

### INDICATORS

Bi-annual performance evaluation program to all staff.

### TIMELINE

July 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human

### STATUS

N/A

### LEAD

N/A

### ACTION

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

### IMPLEMENTATION PLAN

N/A

### INDICATORS

Set baseline and goal of # of mentors per year.

Set baseline and goal of # of mentees per year.

Set baseline and goal of # of meetings per program cycle.

### TIMELINE

September 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human

### STATUS

N/A

### LEAD

N/A

### 5.3. Ensure staff needs are centered and met in a timely fashion so that staff can perform and excel at their jobs.

#### ACTION

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.

#### IMPLEMENTATION PLAN

Formalize the existing accommodation process, making it as transparent as possible, illustrate process through flow charts.

Create a tracking system that includes all reasonable accommodation parameters, including race and gender. Include reasonable accommodation process in Port publications to increase staff awareness.

#### INDICATORS

Process developed.

% of staff aware of accommodation process.

# of accommodations made increased.

#### TIMELINE

June 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
In Progress

LEAD  
Finance & Administration – Human Resources

#### ACTION

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.

#### IMPLEMENTATION PLAN

Standardize an assessment of employee needs within the bi-annual performance evaluation review.

INDICATORS  
Accommodations discussed and recorded during bi-annual performance evaluation process.

TIMELINE  
July 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance & Administration – Human Resources

#### ACTION

5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).

#### IMPLEMENTATION PLAN

To the extent possible, dedicate existing vacant office space, such as an unoccupied and/or unscheduled conference room for employees to schedule time in advance to utilize for cultural and/or religious practices.

Communicate available resources through Port publications to increase staff awareness and utilization of office space.

INDICATORS  
Improvement in overall staff mental health, increase in staff feedback.

#### TIMELINE

July 1, 2021 – August 31, 2021

RESOURCES COMMITTED  
Human, Vacant Office Space

STATUS  
In Progress

LEAD  
Finance & Administration – Human Resources, Business Services



## 5.3. Continued

### ACTION

5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals; e.g. transportation stipends, exercise stipends, childcare, etc.

### IMPLEMENTATION PLAN

Standardize an assessment of employee needs outside of the workplace within the bi-annual performance evaluation review.

Train Supervisors on available resources and how to make appropriate referral(s), including to the Employee Assistance Program.

Increase awareness of resources by including information in Port publications and making available brochures and/or flyers related to transportation, food, childcare, health and crisis resources.

Continue to determine available funding and allocate funds for accommodations (i.e. office ergonomics, reasonable accommodations).

### INDICATORS

\$ set aside for accommodations.

Increase in staff awareness of accommodations.

### TIMELINE

July 1, 2021 –  
December 31, 2021

RESOURCES  
COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance &  
Administration –  
Human Resources

### ACTION

5.3.5. Respect religious and cultural practices of employees.

### IMPLEMENTATION PLAN

Reasonably accommodate employees' sincerely held religious, ethical and moral beliefs or practices.

### INDICATORS

Improvement in overall staff mental health.

### TIMELINE

January 1, 2021 -  
April 1, 2021

RESOURCES  
COMMITTED  
Human

STATUS  
Ongoing

LEAD  
Finance &  
Administration –  
Human Resources





6  
Organizational  
Culture of  
Inclusion &  
Belonging

INTERNAL ACTIONS

## Growing a Diverse Workforce is Just the First Step.

Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.<sup>1</sup> This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

<sup>1</sup> Aysa Gray, The Bias of ‘Professionalism’ Standards, Stanford Social Innovation Review (Jun. 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](https://ssir.org/articles/entry/the_bias_of_professionalism_standards).

## DEPARTMENT GOAL

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

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



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

### ACTION

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

### IMPLEMENTATION PLAN

Review and update Port Employee Handbook (educate and inform new employees) and Strategic Plan to make sure there is alignment of the department’s mission in our organizational stated goals, policies and procedures.

Seek Port Commission Approval for the adoption of updated policies.

### INDICATORS

Department mission, policies, and procedures are updated and available.

### TIMELINE

January 1, 2021 – June 30, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Senior Leadership

### ACTION

**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.

### IMPLEMENTATION PLAN

Designate one or more persons to serve as a Racial Equity Lead for their respective division that is committed to ensure processes systems, decisions, and actions reflect and embody the Racial Equity Action Plan goals and principles.

Continue meeting with Racial Equity Team on a regularly scheduled basis.

### INDICATORS

Regular scheduled meetings with RE Team to implement RE Action Plan.

### TIMELINE

January 1, 2021 – March 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Senior Leadership, Race Equity Team

### ACTION

**6.1.3.** Develop a RE Action Plan that is updated regularly and available to the public.

### IMPLEMENTATION PLAN

Develop and publish Racial Equity Action Plan to Port website.

Regularly update milestones of the Racial Equity Action Plan.

### INDICATORS

RE Action Plan is published on department website.

### TIMELINE

January 1, 2022 – December 31, 2022

RESOURCES COMMITTED  
Human, Vacant Office Space

STATUS  
Not Started

LEAD  
Executive Team – External Affairs, Race Equity Team

### ACTION

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

### IMPLEMENTATION PLAN

Present updates in the Executive Director report at each.

Commission meeting Provide updates to employees via Port publications.

### INDICATORS

Ongoing reporting.

### TIMELINE

January 1, 2021 – January 31, 2021

RESOURCES COMMITTED  
Human, Vacant Office Space

STATUS  
Ongoing

LEAD  
Executive Team – External Affairs

## 6.1. Continued

### ACTION

6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.

### IMPLEMENTATION PLAN

Identify and provide a physical space where affinity groups can openly and privately assemble.

Develop a Programming plan which prioritizes historically marginalized peoples.

### INDICATORS

Establish physical space for affinity groups to meet.

### TIMELINE

July 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance & Administration - Human resources & Race Equity Team

### ACTION

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

### IMPLEMENTATION PLAN

Hire a consultant to develop a series of interactive trainings for staff to learn skills and strategies to promote inclusion, diversity, equity and respectful relationships.

Require staff to participate in ongoing mandatory racial equity training.

### INDICATORS

# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter.

### TIMELINE

January 1, 2021 – June 30, 2021

RESOURCES COMMITTED  
Human

STATUS  
In Progress

LEAD  
Race Equity Team, Finance & Administration – Human Resources

### ACTION

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

### IMPLEMENTATION PLAN

Hire a consultant to Create and administer an annual survey focused on questions to solicit feedback regarding the Port's organizational culture of inclusion and belonging.

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

INDICATORS  
Annual survey with disaggregated data and feedback.

### TIMELINE

July 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Race Equity Team

### ACTION

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

### IMPLEMENTATION PLAN

Display a thoughtfully chosen art collection reflective of racial and social diversity to promote a culturally diverse and inclusive working environment and foster a sense of belonging.

INDICATORS  
Increase in staff engagement.

### TIMELINE

July 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance & Administration – Business Services, Race Equity Team

## 6.2. Develop internal communication processes and procedures that promote equity.

### ACTION

**6.2.1.** Regularly update departmental mailing lists to ensure that all staff receive communications.

### IMPLEMENTATION PLAN

Update department electronic mailing lists on a quarterly basis.

Track outreach analytics to improve staff participation and response.

### INDICATORS

Increase in staff feedback, participation, and response to communications.

### TIMELINE

January 1, 2021 – April 30, 2021

**RESOURCES COMMITTED**  
Human

**STATUS**  
Not Started

**LEAD**  
Finance & Administration - Business Services, IT  
Human Resources

### ACTION

**6.2.2.** Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.

### IMPLEMENTATION PLAN

Structure meetings and allocate resources for divisional staff meetings to include diverse speakers on a quarterly basis.

Create an environment where staff feel ideas are heard and valued by encouraging staff to share ideas and collaborate on discussion topics.

Distribute meeting materials and questions in advance to allow employees time to process and prepare for discussion.

### INDICATORS

Ongoing staff participation and feedback.

### TIMELINE

January 1, 2021 – April 30, 2021

**RESOURCES COMMITTED**  
Human

**STATUS**  
Not Started

**LEAD**  
External Affairs, Director's Office

### ACTION

**6.2.3.** Create, maintain, and make available a space, physical and/or digital, for staff to share information.

### IMPLEMENTATION PLAN

Utilize and improve existing Intranet and/or SharePoint digital space to serve as a resource center for proactive information sharing to strengthen internal communications and reinforce department's mission and values.

### INDICATORS

Ongoing staff participation and feedback.

### TIMELINE

January 1, 2022 – December 31, 2022

**RESOURCES COMMITTED**  
Human, Vacant Office Space

**STATUS**  
In Progress

**LEAD**  
Finance & Administration - Business Services, IT, External Affairs



### 6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

#### ACTION

**6.3.1.** Create an accessibility protocol that is utilized across all events, communications, and departmental functions.

#### IMPLEMENTATION PLAN

Review and update Port Employee Handbook (educate and inform new employees) and Strategic Plan to make sure there is alignment between the department's mission and our organizational stated goals, policies and procedures.

Seek Port Commission Approval for the adoption of updated policies.

#### INDICATORS

Protocol distributed internally and with any outward-facing interactions.

#### TIMELINE

July 1, 2021 – June 30, 2022

#### RESOURCES COMMITTED

Human, Financial

#### STATUS

Not Started

#### LEAD

Engineering, Finance & Administration - Business Services, External Affairs

#### ACTION

**6.3.2.** Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families; e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.

#### IMPLEMENTATION PLAN

Examine and modify architectural, programmatic and internal and external communication accessibility to ensure that individuals with disabilities can fully participate in programs, services and activities.

#### INDICATORS

A plan for physical space improvement.

\$ funding secured.

Successful implementation.

#### TIMELINE

July 1, 2021 – June 30, 2022

#### RESOURCES COMMITTED

Human, Financial

#### STATUS

Not Started

#### LEAD

Finance & Administration - Business Services, Engineering

#### ACTION

**6.3.3.** Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities; e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.

#### IMPLEMENTATION PLAN

Interpret and translate vital documents, website, public meetings and hearings and recorded telephone messages to ensure equal access to services and resources.

Prioritize funding improvements of digital communications to meet or exceed accessibility standards.

#### INDICATORS

A plan for digital improvement.

\$ funding secured.

Successful implementation.

#### TIMELINE

January 1, 2021 – December 30, 2021

#### RESOURCES COMMITTED

Human, Financial

#### STATUS

Not Started

#### LEAD

External Affairs

### 6.3. Continued

**ACTION**  
**6.3.4.** Invest in translation services.

**IMPLEMENTATION PLAN**  
 Review and update translation protocol as needed; Interpret and translate vital documents, website, public meetings and hearings and recorded telephone messages to ensure equal access to services and resources.

Provide access to translation services by placing interpretation equipment and signage at locations where interaction may occur.

**INDICATORS**  
 # Increase in translated materials.

**TIMELINE**  
 January 1, 2021 – June 30, 2022

**RESOURCES COMMITTED**  
 Human

**STATUS**  
 In Progress

**LEAD**  
 Finance & Administration - Business Services, External Affairs

**ACTION**  
**6.3.5.** Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.

**IMPLEMENTATION PLAN**  
 Modify Port policies, including but not limited to the Employee Handbook, 'dress code' section to ensure it is gender neutral and allow for expression of individuality.

Update forms that require self-identification to be inclusive of racial and gender identity.

Encourage use of gender pronouns by including preferred gender pronouns in introductions and in email signature box.

Encourage use of gender neutral and inclusive terms such as Latinx, Filipinx and differently-abled.

**INDICATORS**  
 Increase in staff using inclusive identity expression, second nature.

**TIMELINE**  
 July 1, 2021 – December 31, 2021

**RESOURCES COMMITTED**  
 Human

**STATUS**  
 Not Started

**LEAD**  
 Finance & Administration - Human Resources, Race Equity Team

**ACTION**  
**6.3.6.** Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.

**IMPLEMENTATION PLAN**  
 Increase awareness of accessibility accommodations and accessibility of departmental public meetings by including relevant information on department website, publications and new employee orientation.

**INDICATORS**  
 Accommodations information infused throughout department touch-points (e.g., website, event announcements).

Provide closed captioning by default.

Increased digital equity (e.g., access) for all employees.

**TIMELINE**  
 July 1, 2021 – December 31, 2021

**RESOURCES COMMITTED**  
 Human

**STATUS**  
 Not Started

**LEAD**  
 Finance & Administration - Human Resources, Race Equity Team, External Affairs,

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

### ACTION

**6.4.1.** Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.

### IMPLEMENTATION PLAN

Invite community members to actively engage in dialogue to ensure projects and activities attract a diversity of people to the Waterfront.

Organize outreach events and Citizen Advisory Committee meetings to solicit guidance on projects and events that may impact the community.

Develop a quarterly newsletter to solicit community feedback from those unable to attend in-person community engagement meetings.

### INDICATORS

Community will have an impact on all department projects.

### TIMELINE

January 1, 2021 – June 30, 2021

### RESOURCES COMMITTED

Human

### STATUS

In Progress

### LEAD

Planning & Environment, External Affairs

### ACTION

**6.4.2.** Find opportunities to invest into and support the communities the department serves.

### IMPLEMENTATION PLAN

Organize, participate and/or volunteer in community events for individuals and businesses seeking networking, employment, training and internship opportunities.

Require management to hold staff outings and retreats in locations within the communities the department serves.

Evaluate the feasibility of creating a scholarship program(s) for youth in historically disadvantaged communities.

### INDICATORS

Increased engagement and support of community related to networking, training and employment opportunities.

Retreats and staff outings are held in historically disadvantaged communities the department serves  
Scholarship program for youth is created.

### TIMELINE

July 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Planning & Environment, Maritime, Engineering, Maintenance, Human Resources, External Affairs



## 6.5. Promote diversity and inclusion both internally and externally.

### ACTION

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

### IMPLEMENTATION PLAN

Examine culturally significant holidays and events representative of Port workforce (i.e. Juneteenth, Black history month, Dia de los Muertos, Hispanic Heritage Month, Filipino Heritage Month, Women's month, LGBTQ month).

Create diversity calendar and plan events accordingly; promote events through Port publications.

### INDICATORS

Diversity calendar has been created.

A diversity of cultural events are celebrated.

### TIMELINE

July 2021 – September 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Race Equity Team, Employee Recognition Committee Program, Business Services

### ACTION

**6.5.2.** Create policy for all Port renderings, presentations, brochures, calendars and other public facing material be reflective of underrepresented groups such as, Black, Indigenous, people of color, women, persons with disabilities and LGBTQ+.

### IMPLEMENTATION PLAN

Develop policy for Port public facing graphics, photos, renderings and other visual images to reflect racial and social diversity.

### INDICATORS

Port public facing documents are reflective of the diverse and inclusive organization we seek to create.

### TIMELINE

January 2021 - December 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Race Equity Team, External Affairs

### ACTION

**6.5.3.** Host team outings and retreats to promote inclusiveness and celebrate employee differences.

### IMPLEMENTATION PLAN

Organize annual team outings and retreats to improve team dynamics in a more casual environment to encourage employee socializing to build better relationships.

### INDICATORS

Annual team outings and/or retreats are held.

### TIMELINE

January 1, 2022 – June 30, 2022

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Race Equity Team, Deputy Directors



The image shows the interior of a grand, historic building. At the top, a large arched window with a white metal grid pattern allows light into the space. Below the window, the words "PORT OF SAN FRANCISCO" are inscribed in a dark, serif font on a light-colored stone or concrete ledge. The main entrance is a wide, dark doorway leading into a hallway with arched windows. In the foreground, a large, intricate mosaic floor is visible. The mosaic features a central circular design with a figure, surrounded by a complex geometric pattern of green and white tiles. The overall atmosphere is one of historical grandeur and architectural detail.

PORT OF SAN FRANCISCO

# 7 Boards & Commissions

INTERNAL ACTIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

## DEPARTMENT GOAL

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

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



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

<p><b>ACTION</b> 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.</p>	<p><b>TIMELINE</b> January 1, 2021 – June 30, 2021</p>	<p><b>ACTION</b> 7.1.2. Collect current board and/or commission demographic data and include in the department annual report.</p>	<p><b>TIMELINE</b> January 1, 2021 – March 31, 2021</p>	<p><b>ACTION</b> 7.1.3. Have board/ commission adopt a resolution around racial equity.</p>	<p><b>ACTION</b> 7.1.4. Racial equity-related items are regularly agendized.</p>
<p><b>IMPLEMENTATION PLAN</b> Survey other board and commission bylaws for best practices.</p>	<p><b>RESOURCES COMMITTED</b> Human</p>	<p><b>IMPLEMENTATION PLAN</b> Track commission demographic data in database.</p>	<p><b>RESOURCES COMMITTED</b> Human</p>	<p><b>IMPLEMENTATION PLAN</b> Draft resolution endorsing the Port's approach to internal and external racial equity.</p>	<p><b>IMPLEMENTATION PLAN</b> Include racial equity analysis for items brought to the Port Commission Items related to internal and external racial equity policies are agendized and presented to Port Commission for information and action.</p>
<p>Draft revised bylaws to include inclusive language, where improvements are needed.</p>	<p><b>STATUS</b> Not Started</p>	<p>Provide demographics in the department Strategic Plan disaggregated by race and gender.</p>	<p><b>STATUS</b> Ongoing</p>	<p>Resolution presented to Port Commission for adoption.</p>	<p><b>INDICATORS</b> # of policies and issues related to racial equity that are heard, reviewed and/or implemented.</p>
<p>Revised bylaws presented to Port Commission for adoption.</p>	<p><b>LEAD</b> Commission Secretary</p>	<p><b>INDICATORS</b> Annually collect board/ commission demographic data.</p>	<p><b>LEAD</b> Finance &amp; Administration - Human Resources</p>	<p><b>INDICATORS</b> Resolution adopted.</p>	<p><b>TIMELINE</b> January 1, 2021 – December 31, 2021</p>
<p><b>INDICATORS</b> Bylaws, rules of order or other procedures successfully amended.</p>		<p>Include data in annual report.</p>		<p><b>RESOURCES COMMITTED</b> Human</p>	<p><b>TIMELINE</b> January 1, 2021 – December 31, 2021</p>
		<p>Use data to guide recruitment efforts.</p>		<p><b>STATUS</b> Not Started</p>	<p><b>RESOURCES COMMITTED</b> Human</p>
		<p>Greater racial and gender equity in board and/or commission members.</p>		<p><b>LEAD</b> Commission Secretary, Racial Equity Team</p>	<p><b>STATUS</b> Ongoing</p>
					<p><b>LEAD</b> Commission Secretary</p>

## 7.1. Continued

### ACTION

7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.

### IMPLEMENTATION PLAN

Conduct a voluntary demographic survey of current and future Port Advisory Committee members.

Recruit diverse Port Advisory Committee membership to ensure projects and activities attract a diversity of people to the Waterfront.

Invite Port Commissioners to Advisory Committee meetings, consistent with public meeting laws, to listen to feedback on projects that may impact the community.

### INDICATORS

Participatory budgeting processes.

Community advisory working groups.

Issue-specific task forces.

### TIMELINE

January 1, 2021 – Ongoing

### STATUS

Not Started

### LEAD

Planning & Environment, Maritime, Real Estate & Development, External Affairs, Commission Secretary

RESOURCES COMMITTED  
Human

### ACTION

7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.<sup>5</sup>

### IMPLEMENTATION PLAN

Draft resolution honoring the Ramaytush Ohlone by recognizing them and their ancestral homelands.

Resolution presented to Port Commission for adoption.

### INDICATORS

Resolution adopted

### TIMELINE

January 2021 – June 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Race Equity Team, Commission Secretary

### ACTION

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.

### IMPLEMENTATION PLAN

Review Port Commission bylaws and procedures to ensure compliance with Proposition C.

### INDICATORS

Greater racial and gender equity in board and/or commission members.

### TIMELINE

January 1, 2021 – June 30, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Race Equity Team, Commission Secretary

### ACTION

7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.

### IMPLEMENTATION PLAN

Identify ORE resources to detail key questions and considerations to aid Commissioners in their decision-making. These resources should help Commissioners engage staff on equity analyses for each budget, project or contract that comes to them for a decision. The resources will also be incorporated into new Commission member onboarding process.

### INDICATORS

# of policies passed with RE lens.

Budget equity completed.

### TIMELINE

January 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Race Equity Team, Commission Secretary

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

### ACTION

**7.2.1.** Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.; e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.

### IMPLEMENTATION PLAN

Examine and modify current meeting accessibility to ensure that Commissioners in need of accommodations can fully participate.

Increase awareness of accessibility accommodations by including relevant information in new Commissioner onboarding materials.

### INDICATORS

# of diverse board/commission members.

% of board/commission retention.

Implementation of inclusive protocols.

### TIMELINE

January 1, 2021 – April 30, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Commission Secretary

### ACTION

**7.2.2.** Commit to ongoing racial equity training being mindful of ongoing and current issues.

### IMPLEMENTATION PLAN

Training program identified by Race Equity Team.

Series of trainings scheduled with Commissioners and completed.

Training completed biannually after initial series.

### INDICATORS

# of completed training per quarter.

Increased participation rate.

### TIMELINE

January 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Race Equity Team, Commission Secretary

### ACTION

**7.2.3.** Develop a mentorship program between newer and more experienced board/commission members.

### IMPLEMENTATION PLAN

Encourage experienced Port Commissioners to mentor new members.

Match experienced Port Commissioners with new members.

Commission Secretary assists in scheduling mentorship opportunities and briefings.

INDICATORS  
Increased board/commission retention.

Member experience satisfaction survey.

### TIMELINE

January 1, 2021 – December 31, 2021

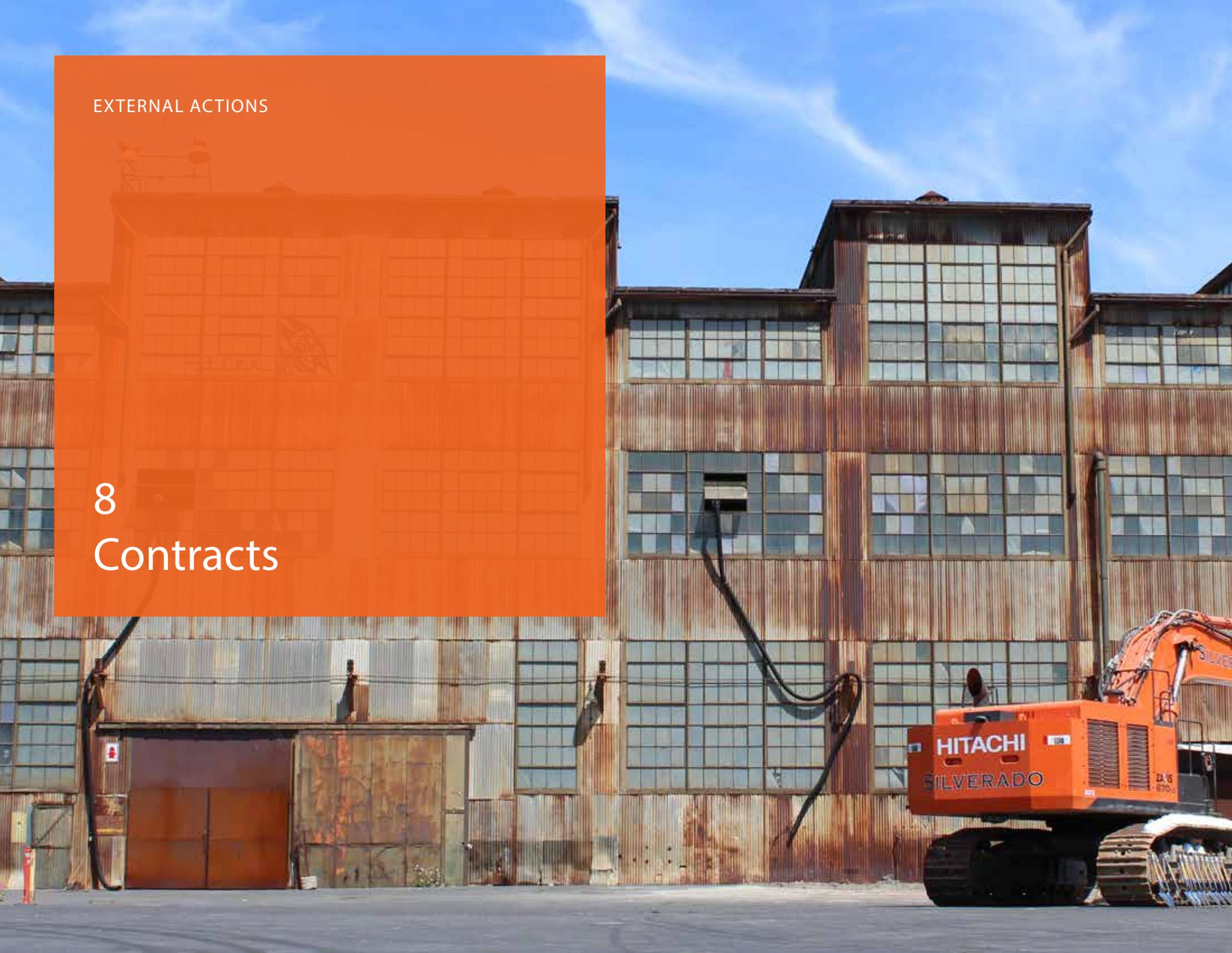
RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Commission Secretary, Executive Director, Commission President

EXTERNAL ACTIONS

# 8 Contracts





## DEPARTMENT GOAL

What is the department's overall goal on Contracts?

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

## 8.1. Engage racially diverse businesses in opportunities at the Port.

### ACTION

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

### IMPLEMENTATION PLAN

Analyze LBE and DBE list for Port scopes of work.

Create detailed database of businesses and ethnic chambers & trade organizations that contracts are advertised to.

### INDICATORS

Advertisement pool is increasingly more diverse and includes a variety of sources.

### TIMELINE

January 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Ongoing

LEAD  
Finance & Administration, Contracts Team

### ACTION

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

### IMPLEMENTATION PLAN

# of ethnic trade organizations on Port outreach list.

# of LBEs who attend pre-bid meeting.

Creation and utilization of Port-wide outreach tracker.

### INDICATORS

Set up outreach tracker template (email lists, technical workshops, phone call lists, and sign-in sheets) to provide to all divisions doing contracts in order to document outreach efforts. Expand and better utilize Mailchimp.

Set up LBE Dashboard for quarterly reporting to the Commission.

### TIMELINE

April 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Ongoing

LEAD  
Finance & Administration, Contracts Team

### ACTION

**8.1.3.** Engage with technical service providers on common barriers to bidding and networking and providing assistance to potential Port bidders.

### IMPLEMENTATION PLAN

Begin to collect data before and after bid analysis trainings (i.e. who attended, feedback, etc.).

Identify partners and provide debriefs.

### INDICATORS

# of debriefs done with firms that bid on but do not win Port contracts.

# of workshop attendees, attendee feedback.

### TIMELINE

January 1, 2022 – December 31, 2022

RESOURCES COMMITTED  
Human, Partnerships

STATUS  
Not Started

LEAD  
Finance & Administration, Contracts Team

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

<p><b>ACTION</b> 8.2.1. Enhance equity-based language in all pre-bids to state the Ports values of creating racially diverse contracting teams.</p>	<p><b>TIMELINE</b> July 1, 2021 – December 31, 2023</p>	<p><b>ACTION</b> 8.2.2. Re-package contracts into smaller projects when feasible to create opportunities for racially diverse micro-LBE firms.</p>	<p><b>TIMELINE</b> January 1, 2021 – December 31, 2023</p>	<p><b>ACTION</b> 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.</p>	<p><b>ACTION</b> 8.2.4. Create RFQ to form pool (similar to Public Works Job Order Contracting) to increase capacity of small minority businesses.</p>
<p><b>IMPLEMENTATION PLAN</b> Communicate with contract administrator to track language in pre-bid conference meeting. State in all pre-bid conferences and in the preamble to all Port RFPs, RFQs, etc. that the Port desires to contract with teams that are diverse.</p>	<p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> In Progress</p> <p><b>LEAD</b> Finance &amp; Administration, Contracts Team</p>	<p><b>IMPLEMENTATION PLAN</b> For Engineering projects use the Project Charter to identify alternative project delivery methods, including potential opportunities to break a project into smaller projects to increase micro-LBE opportunities.</p> <p>Implement the micro-LBE consideration step.</p>	<p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Finance &amp; Administration-Contracts Team, Contract Owner, Engineering</p>	<p><b>IMPLEMENTATION PLAN</b> Establish and monitor the program funded by Port dollars.</p> <p><b>INDICATORS</b> # of participants funded by Port dollars.</p>	<p><b>IMPLEMENTATION PLAN</b> Evaluate feasibility.</p> <p><b>INDICATORS</b> RFQ created, advertised and awarded to multiple LBEs.</p>
<p><b>INDICATORS</b> Advertisement pool is increasingly more diverse and includes a variety of sources.</p>		<p><b>INDICATORS</b> # of micro LBE set-aside contracts issued by the Port # of contracts issued using contracting method other than low bid.</p>	<p><b>TIMELINE</b> January 1, 2022 – December 31, 2022</p>	<p><b>RESOURCES COMMITTED</b> Human</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Finance &amp; Administration, Contracts Team</p>	<p><b>TIMELINE</b> July 1, 2021 – December 31, 2021</p> <p><b>RESOURCES COMMITTED</b> Human, Financial</p> <p><b>STATUS</b> Not Started</p> <p><b>LEAD</b> Engineering</p>

### 8.3. Increase the racial diversity of the pipeline of people pursuing careers in professional services and/or construction trades needed on Port projects.

**ACTION**  
**8.3.1.** Collaborate with CityBuild, and development partners to create training programs to increase pool of qualified candidates of Black, Indigenous, and other people of color.

**IMPLEMENTATION PLAN**  
 Increase work order monitoring.  
 Re-evaluate work order needs and adjust work order request based on Capital Improvements Plan.

**INDICATORS**  
 # of Black, Indigenous, and people of color trained.  
 # of Black, Indigenous, and people of color hired on Port projects.

**TIMELINE**  
 January 1, 2021 – December 31, 2021

**RESOURCES COMMITTED**  
 Human, Financial, Partnerships

**STATUS**  
 Not Started

**LEAD**  
 Real Estate & Development, Waterfront Resiliency Program

**ACTION**  
**8.3.2.** Create a community benefits program.

**IMPLEMENTATION PLAN**  
 Port Commission adoption of a community benefits program for implementation Port-wide.

**INDICATORS**  
 Community Benefits program is created and adopted.

**TIMELINE**  
 January 1, 2022 – December 31, 2022

**RESOURCES COMMITTED**  
 Human, Partnerships

**STATUS**  
 Not Started

**LEAD**  
 Finance & Administration, Contracts Team

**ACTION**  
**8.3.3.** Review Trade Exemptions with OEWD for possible training program creation opportunities to help increase the pool of available workers and businesses.

**IMPLEMENTATION PLAN**  
 Advocate for development of new programs.

**INDICATORS**  
 Decrease in waivers submitted.

**TIMELINE**  
 January 1, 2022 – December 31, 2022

**RESOURCES COMMITTED**  
 Human

**STATUS**  
 Not Started

**LEAD**  
 Finance & Administration, Contracts Team, Engineering, Maritime

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

**IMPLEMENTATION PLAN**  
 Research comparable facilities, markets, and operators. Understand facility use and necessary capital improvements. Work with community college for programming. Develop RFQ.

**INDICATORS**  
 Results of feasibility study are available.

**TIMELINE**  
 January 1, 2021 – December 31, 2022

**RESOURCES COMMITTED**  
 Human, Financial

**STATUS**  
 Not Started

**LEAD**  
 Maritime

## 8.4. Increase racial diversity of applicant pool seeking careers in professional services and construction trades for Port projects.

### ACTION

8.4.1. Fund Youth Employment Program.

### IMPLEMENTATION PLAN

Create and advertise RFQ.

### INDICATORS

Set baseline and goal for # of participants.

### TIMELINE

May 1, 2021 – August 31, 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

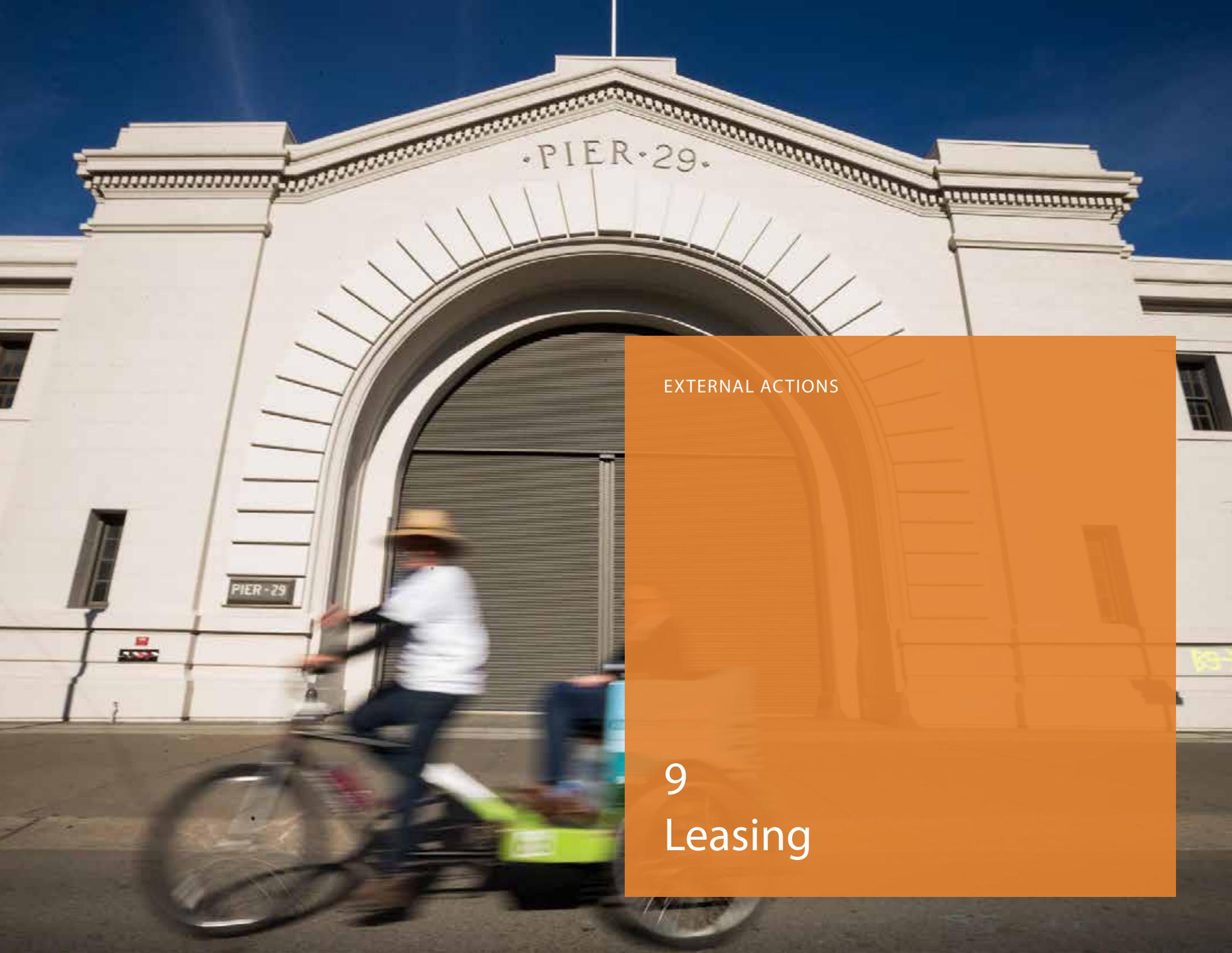
Ongoing

### LEAD

Maintenance



Dave Rauenbuehler



EXTERNAL ACTIONS

9  
Leasing



## DEPARTMENT GOAL

What is the department's overall goal on Leasing?

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

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

### ACTION

9.1.1. Establish criteria for development community benefits agreements that require use of Black, Indigenous and other people of color tenants, sub tenants or suppliers.

### IMPLEMENTATION PLAN

Create and socialize criteria.

Implement criteria.

Track progress and make changes to program as needed.

### INDICATORS

Establish desired community benefits for projects like Piers 38-40, Piers 30-32 & SWL 330; Kneass & Building 49; Northern Piers.

### TIMELINE

January 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Real Estate & Development

### ACTION

9.1.2. Establish Port's loan and grant program for LBEs, specifically tenants and businesses from the Black, Indigenous and people of color communities.

### IMPLEMENTATION PLAN

Implement short-term loan program.

Develop and implement long-term loan program to support Port LBE access to capital.

Report to Commission and public.

### INDICATORS

# loans and grants issued to BIPOC community.

### TIMELINE

January 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human, Financial

STATUS  
In Progress

LEAD  
Finance & Administration, Procurement and Contracts Manager

### ACTION

9.1.3. Plan for capital improvements in the Southern Waterfront to increase small business space: (i.e. food truck infrastructure, etc.).

### IMPLEMENTATION PLAN

Identify other City departments with program success, develop plan to make successful for the Port.

Tracking tenant participation and ensure regular reporting as required.

### INDICATORS

# of square feet requiring capital improvements.

### TIMELINE

January 1, 2021 – December 31, 2021

RESOURCES COMMITTED  
Human, Financial

STATUS  
Not Started

LEAD  
Real Estate and Development, Maritime

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

### ACTION

9.2.1. Identify opportunities for best-value selection criteria to include non-cost criteria that elevates small, minority businesses.

### IMPLEMENTATION PLAN

# of RFQ with non-cost criteria.

# of contracts awarded to small, local businesses.

# of new leases with small, local businesses.

### INDICATORS

Review challenges and success of past RFQs with non-cost criteria) i.e., Butterfly, Carmen, & Queens). Identify vacant spaces available and that need capital improvements.

Partner with small business community to determine best spaces for small businesses and cost of capital improvements.

Budget for capital improvements and release RFQ.

### TIMELINE

January 1, 2021 –  
December 31, 2022

### RESOURCES COMMITTED

Human, Financial

### STATUS

In Progress

### LEAD

Real Estate &  
Development

### ACTION

9.2.2. Activate Port Commission approved Pop-Up Request for Qualifications (RFQs) to provide potential opportunities for small and local business participation.

### IMPLEMENTATION PLAN

Advertise Pop-Up RFQ and award to successful applicants.

Adjust RFQ as needed and advertise for another pool of Pop-Up.

### INDICATORS

# of bids submitted.

# of executed agreements.

### TIMELINE

January 1, 2021 –  
December 31, 2021

### RESOURCES COMMITTED

Human, Financial, Real  
Estate (Vacant)

### STATUS

In Progress

### LEAD

Real Estate and  
Development

### ACTION

9.2.3. Identify new truck parking to reduce waitlist time of D10 based businesses and consider master trucker tenant strategy to increase efficient use of space.

### IMPLEMENTATION PLAN

Identify Port location for new trucker space, identify and budget for capital improvements to create space.

Complete capital work to create space, create new lease agreements based on wait list.

### INDICATORS

# of new parking spaces.

# of new agreements.

#of truckers on waitlist.

### TIMELINE

January 1, 2022 –  
December 31, 2022

### RESOURCES COMMITTED

Human, Financial, Real  
Estate (Vacant)

### STATUS

Not Started

### LEAD

Real Estate and  
Development

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

**ACTION**  
**9.3.1.** Attract future LBE tenants by establishing a process to update public monthly vacancy report, while key leasing positions are vacant.

**IMPLEMENTATION PLAN**  
 # of RFQ with non-cost criteria.  
 # of contracts awarded to small, local businesses.  
 # of new leases with small, local businesses.

**INDICATORS**  
 # of times report viewed on Port web site.  
 # of LBE's filling out leasing inquiry form.

**TIMELINE**  
 January 1, 2021 – December 31, 2021

**RESOURCES COMMITTED**  
 Human

**STATUS**  
 In Progress

**LEAD**  
 Real Estate & Development

**ACTION**  
**9.3.2.** Identify models for BIPOC tenant enrichment for new and existing small business tenants which may include tenant starter packs.

**IMPLEMENTATION PLAN**  
 Collaborate with other City departments leasing City property and share strategies and models to attract and support BIPOC businesses.

**INDICATORS**  
 # of new leases signed by BIPOC.

**TIMELINE**  
 July 1, 2021 – December 31, 2022

**RESOURCES COMMITTED**  
 Human

**STATUS**  
 Not Started

**LEAD**  
 Real Estate and Development, Finance & Administration – Contracts Team

**ACTION**  
**9.3.3.** Establish formal relationship with Office of Small Business (OSB) in order to support San Francisco small businesses looking for space at the Port.

**IMPLEMENTATION PLAN**  
 Establish point of contact at Office of Small Business (OSB); discuss ways to support and attract small business to the Port; maintain relationship with OSB.

**INDICATORS**  
 # of businesses referred to the Port through OSB.

**TIMELINE**  
 July 1, 2021 – December 31, 2021

**RESOURCES COMMITTED**  
 Human, Partnership

**STATUS**  
 In Progress

**LEAD**  
 Real Estate and Development

**ACTION**  
**9.3.4.** Host tenant breakfast annually to improve small business integration into Port community.

**IMPLEMENTATION PLAN**  
 Determine feasibility of sponsoring event; Plan, outreach and host Tenant breakfast.  
 Review lessons learned from first annual Tenant Breakfast and apply those teachings to improve future Tenant Breakfast annual events.

**INDICATORS**  
 # of leaseholder attendees at Tenant Breakfast.

**TIMELINE**  
 January 1, 2022 – April 31, 2022

**RESOURCES COMMITTED**  
 Human, Financial, Real Estate

**STATUS**  
 Not Started

**LEAD**  
 Real Estate and Development, Finance & Administration – Contracts Team

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

### ACTION

9.4.1. Determine feasibility of collecting of tenant data, including voluntary data about racial identity of tenant.

### IMPLEMENTATION PLAN

Develop lease boilerplate template edits to solicit voluntary reporting by owner of race/ethnicity.

Implement boilerplate changes for new and renewing leases.

### INDICATORS

% complete of tenant list with race data.

### TIMELINE

January 1, 2021 – April 30, 2021

RESOURCES COMMITTED  
Human

STATUS  
Ongoing

LEAD  
Real Estate & Development, Finance & Administration, IT

### ACTION

9.4.2. Identify improvements that align with the Mayor's "Save our Small Business Initiative" that evaluates the permit process and institute changes in order to better and more quickly serve small businesses, especially BIPOC tenants.

### IMPLEMENTATION PLAN

Consult other City agencies who have successfully improved permit process to learn of best practices.

Analyze permit process, identify potential bottlenecks. Develop workplan to eliminate bottlenecks.

INDICATORS  
# of steps to submit a permit application.

### TIMELINE

January 1, 2022 – April 30, 2022

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Engineering, Real Estate & Development, Planning, Fire, and other non-Port City agency permit issuers

### ACTION

9.4.3. Simplify leasing process and identify major barriers to leasing for small BIPOC businesses.

### IMPLEMENTATION PLAN

Review and analyze current leasing process and policy and identify any barriers. Produce leasing "process" map called the Port Navigator.

Provide updated Lease to City Attorney for review and revision. Adopt revised Lease process.

Review and analyze updated leasing process and identify any barriers.

INDICATORS  
# of overall new leases by BIPOC businesses from historically marginalized communities adjacent to Port property.

# of leases held by BIPOC businesses.

### TIMELINE

July 1, 2021 – December 31, 2022

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Real Estate & Development

### ACTION

9.4.4. Outreach to community-based organizations, especially those with racial justice focus, when leases are available and establish regular communication.

### IMPLEMENTATION PLAN

Develop list in partnership with Human Rights Commission of CBOs and potential organizations. Meet to discuss kinds of spaces that best meet needs of these organizations.

Outreach to these CBOs.

INDICATORS  
# outreach attempts to CBOs.

TIMELINE  
July 1, 2021 – July 1, 2022

RESOURCES COMMITTED  
Human

STATUS  
Not Started

LEAD  
Finance & Administration, Contracts Team; Real Estate and Development



EXTERNAL ACTIONS

# 10 Parks & Open Space



San Francisco Recreation & Parks

#### DEPARTMENT GOAL

What is the departmental goal on Parks and Open Space?

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

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

### ACTION

**10.1.1.** Activate Southern Waterfront (south of China Basin) parks by initiating and supporting new BIPOC community partnerships.

### IMPLEMENTATION

Identify partners and available parks/space. Survey partners to understand ideal uses for spaces.

Develop a system to create and support partnerships by offering space as well as marketing for events on Port social media. Create a quarterly survey for community partners asking about past programming (attendees, etc.) and future programming.

Support planning for future capital investments in parks and open spaces by soliciting and evaluating community partner needs.

### INDICATORS

# of partnerships

# of Port spaces and/or facilities used by community partners

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

Not Started

### LEAD

Real Estate & Development

### ACTION

**10.1.2.** Provide and promote outdoor recreation opportunities for residents through partnerships.

### IMPLEMENTATION

Identify, collect, and analyze data from partners. Work with partners to collect meaningful survey data.

### INDICATORS

# of people from District 10 participating in outdoor recreation on Port property.

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Real Estate

### STATUS

In Progress

### LEAD

Real Estate & Development, Planning & Environment

### ACTION

**10.1.3.** Foster youth leadership among high school students from Southeast San Francisco through the Greenagers Program, run in partnership with the Recreation and Parks Department.

### IMPLEMENTATION

Work with RPD to identify and capture data about participants in the RPD Greenagers Program.

### INDICATORS

# of youth participating, testimony of impact of positive impact of programs.

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Partnership with SF Rec. & Park (RPD), Financial

### STATUS

Not Started

### LEAD

Planning & Environment

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

### ACTION

**10.1.4.** Provide environmental education on sustainability and biodiversity through partnership with Rec and Park at Heron's Head Park and the Golden Gate Audubon Society.

### IMPLEMENTATION

Identify, collect, and analyze data from partners.

Present findings to partners, commission, and public.

### INDICATORS

# of programs.

# of participants, length of programming, and outcomes.

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Materials, Partnership with Dept. Of Children, Youth and Families

### STATUS

In Progress

### LEAD

Planning and Environment

### ACTION

**10.1.5.** Develop and implement education and awareness campaign to promote network of Southern Waterfront parks/open space and increase utilization by children and youth.

### IMPLEMENTATION

Research existing parks and open space plans (i.e. Blue Greenway and WLUP). Work with Port advisory committees, community partners and local youth to develop outreach and marketing plan.

Implement strategy.

### INDICATORS

Development of strategy .

Implementation of strategy.

### TIMELINE

April 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Materials, Partnership with Dept. Of Children, Youth and Families

### STATUS

Not Started

### LEAD

Real Estate and Development, External Affairs, Planning and Environment



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

### ACTION

**10.2.1.** Plan for, seek grants for, and invest Port Capital, GO Bond funds, potential federal stimulus funds, and SWBF dollars in Port parks and open space.

### IMPLEMENTATION

Start tracking past and future money spent on Blue Greenway park network in Southern Waterfront.

Data visualization and presentation to Commission.

Use analysis to make future decisions about port open space and park investments.

### INDICATORS

Dollars spent by Port or on behalf of the Port in the Southern Waterfront on Parks and Open space.

### TIMELINE

January 1, 2023 – December 31, 2023

### RESOURCES COMMITTED

Human, Financial

### STATUS

Ongoing

### LEAD

Engineering, Finance & Administration, Planning and Environment

### ACTION

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

### IMPLEMENTATION

Review quarterly/monthly reports from developers as new open space is completed. If information on open spaces is not available in reports, need to request.

### INDICATORS

sq./ft of space beautified or activated for use by new tenants.

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Financial

### STATUS

Ongoing

### LEAD

Real Estate and Development

### ACTION

**10.2.3.** Identifying parks and open space on the Port website with GIS and links to specific park pages.

### IMPLEMENTATION

Review website analytics. Ensure regular updates to park website information.

### INDICATORS

# of people viewing Southern Waterfront park information.

# amenities at Southern Waterfront parks  
Port website reflects accurate, up-to-date information.

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human

### STATUS

Ongoing

### LEAD

Real Estate & Development, Planning & Environment, External Affairs

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

### ACTION

**10.2.4.** Maintain and increase amenities at Southern Waterfront parks.

### IMPLEMENTATION

Review parks map and legend and update website.

Analyze Northern waterfront amenities vs. Southern Waterfront and determine feasibility of adding amenities, such as play structures, water fountains, BBQ pits, picnic tables, benches, exercise equipment, food trucks, restrooms, tables with chess/checkerboards (or check-out games);

Make targeted investments of those amenities deemed feasible at Southern Waterfront parks.

### INDICATORS

# of existing amenities in good condition.

# of amenities in Southern Waterfront is comparable to amenities at Northern Waterfront Parks.

### TIMELINE

January 1, 2023 – December 31, 2023

### RESOURCES COMMITTED

Human, Financial, Land Assets

### STATUS

Ongoing / Not Started / Not Started

### LEAD

Real Estate and Development

### ACTION

**10.2.5.** Provide safe and well-maintained opportunities for outdoor recreation. Support community-led maintenance of port parks and open spaces.

### IMPLEMENTATION

Review cleaning schedule from maintenance, police report incidents, amount of lighting, types of shoreside protections.

Identify potential maintenance partnerships that could engage community and ambassadors to maintain the spaces.

Work with Parks Alliance to create Friends groups.

### INDICATORS

sq./ft of space beautified or activated for use by new tenants.

### TIMELINE

January 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human, Partnership with SFPD and community groups, Financial

### STATUS

Not Started

### LEAD

Real Estate and Development and Maintenance

### ACTION

**10.2.6.** Broaden approach to Port outreach regarding meetings, events and activities at Port parks and open space to increase racial diversity among attendees.

### IMPLEMENTATION

Identify barriers to accessing information about Port parks and recreational events and activities, i.e. language, technology, communications etc.

Work with Port advisory committees, CBOs and city resources to address inequities and expand outreach communications, such as providing translated materials for all event flyers.

### INDICATORS

Increased racial diversity among attendees at Port events and activities

### TIMELINE

July 1, 2021 – December 31, 2021

### RESOURCES COMMITTED

Human

### STATUS

Not Started

### LEAD

External Affairs, Planning & Environment

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

### ACTION

**10.2.7.** Support Real Estate request for Parks and Open Space Manager position who will activate, maintain, and plan for parks and open space.

### IMPLEMENTATION

Prioritize budget allocation for the funding of new position, Parks Manager.

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

### INDICATORS

Park position filled.

### TIMELINE

January 1, 2023 – December 31, 2023

### RESOURCES COMMITTED

Human

### STATUS

Not Started

### LEAD

Real Estate and Development

### ACTION

**10.2.8.** Create park evaluation standards that ensures all Port parks and open spaces, especially those in the Southern Waterfront, are kept clean, safe, fun, accessible and equitable for all.

### IMPLEMENTATION

Create master list of parks/open spaces and who is currently responsible (Port, tenant, RPD, etc.; Research Rec and Park standards.

Develop and adopt Port standards, update Parks Code.

Develop Design and funding mechanism to bring parks up to new standards.

### INDICATORS

sq./ft of space beautified or activated for use by new tenants.

### TIMELINE

January 1, 2023 – December 31, 2023

### RESOURCES COMMITTED

Human

### STATUS

Not Started

### LEAD

Real Estate and Development



### 10.3 Provide variety of free user experiences for residents in adjacent communities to enjoy outdoor activities.

#### ACTION

**10.3.1.** Improve opportunities for active and passive public recreation at Port parks and open spaces.

#### IMPLEMENTATION

Create or update the legend or identify what recreation opportunities are available at each park.

Develop and implement park marketing strategy.

#### INDICATORS

# of active recreation facilities.

# of passive recreation opportunities.

#### TIMELINE

July 1, 2021 –  
December 31, 2021

#### RESOURCES COMMITTED

Human, Financial

#### STATUS

In Progress

#### LEAD

Real Estate and  
Development, External  
Affairs

#### ACTION

**10.3.2.** Increase permanent signage and wayfinding for Southern Waterfront Parks.

#### IMPLEMENTATION

Research number of signs installed on Port property, as well as other wayfinding.

Design and request funding for future signage and wayfinding.

Implement new signage and wayfinding.

#### INDICATORS

# of signage and wayfinding at parks

#### TIMELINE

January 1, 2023 –  
December 31, 2023

#### RESOURCES COMMITTED

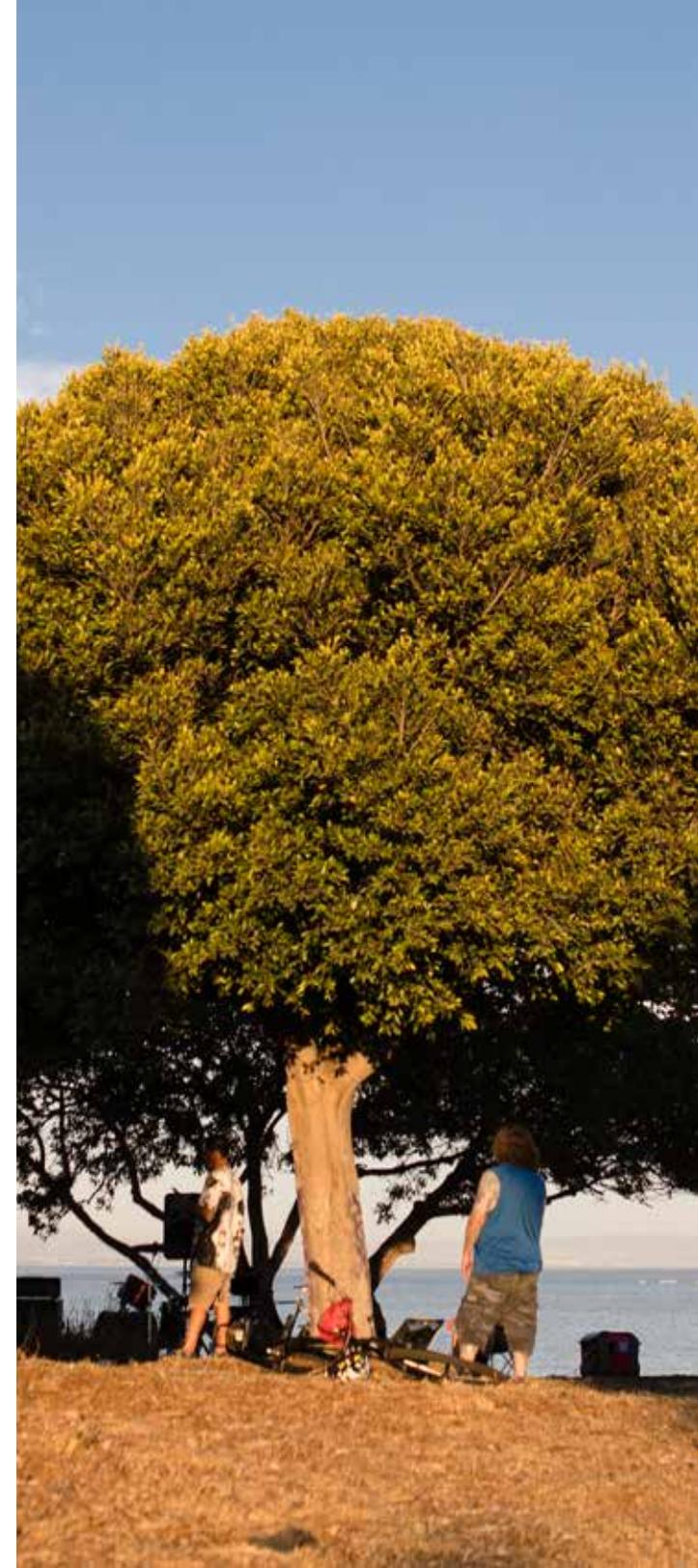
Human, Financial

#### STATUS

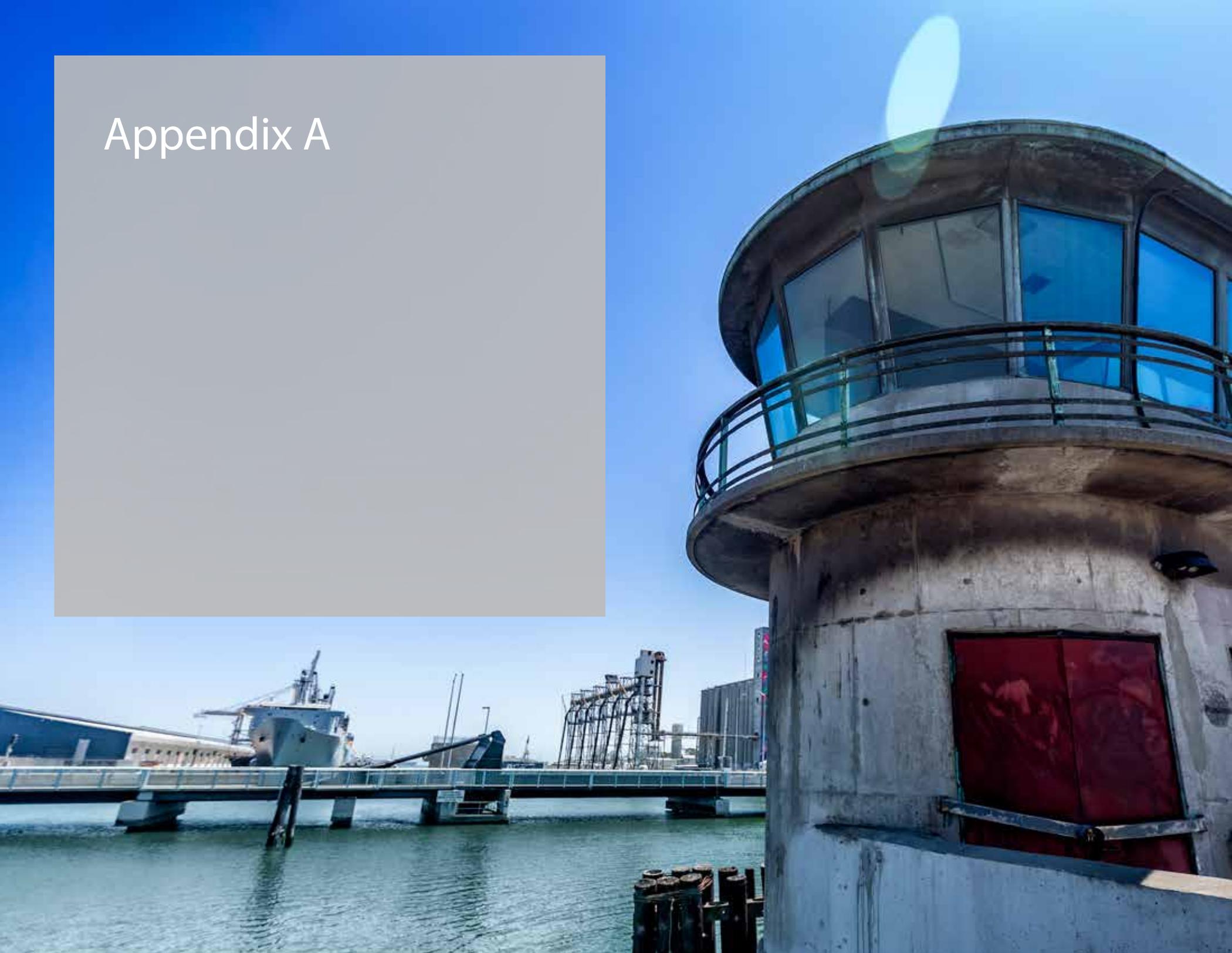
Not Started

#### LEAD

Planning and  
Environment and Parks  
Manager



# Appendix A



Many community stakeholders as well as City employees believe San Francisco is complicit in creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City. To address these concerns and perceptions, we encourage City departments to assess their engagement and support of underrepresented, historically marginalized communities. The Office of Racial Equity will work with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those departments to end those practices.

This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low-level budget allocations advance equity and support those most in need.

As we prepare for budget hearings in August 2020 and given Mayor Breed and the SF Board of Supervisors' focus on equity and support for historically marginalized communities this budget season, City agencies have an opportunity to compile and assess this information in preparation for Budget Hearings.

## APPENDIX A

# Vulnerable Populations Assessment Survey



# VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

Given the impact of COVID-19, please include your department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please complete BOTH:

1. This overview survey
2. Vulnerable Populations Engagement Details (Microsoft Word template)

Please complete both parts by 6pm on Monday, July 13th, 2020.

Full Department Name\*

Port of San Francisco

First and Last Name\*

Toni Autry

Email\*

Toni.Autry@sfport.com

Division

External Affairs/Executive

Position\*

Diversity, Equity and Opportunity Manager

What is your current role, if any, in your Department in regard to racial equity?  
(Select all that apply)

- I am the/a Racial Equity Leader for my Department
- I am a member of my Department's Racial Equity Working Group
- I am a part of the Leadership Team for my Department
- I am a part of the Human Resources Team for my Department
- I am a part of the Finance Team for my Department
- I am a part of the Community Engagement Team for my Department
- Other: \_\_\_\_\_

Which communities of color do you serve?\*

(Select all that apply)

- Black or African-American
- Latino/a/x or Hispanic
- Middle Eastern or North African
- Indigenous, Native American or American Indian
- Pacific Islander/Native Hawaiian
- East Asian
- Southeast Asian
- South Asian/Indian
- Filipino/a/x
- Other: \_\_\_\_\_

# VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

2. What other vulnerable groups/communities do you serve? (Select all that apply)\*

- Seniors and Older Adults
- Children and Youth
- Transgender, Gender Variant, Intersex People
- Lesbian, Gay, Bisexual, Queer People
- People with Disabilities and Medical Conditions
- People with Mental Health and Behavioral Health Issues
- People with Limited-English Proficiency
- Undocumented People
- People Facing Food Insecurity
- People who are Subjected to Intimate Partner Violence
- Public Housing Residents
- Caregivers
- Detained/Justice-Involved People
- Shift, Temporary Gig, Low-wage
- Workers Low-income Students
- People facing Digital Access/Connectivity Issues
- People who Rely Exclusively on Public Transit
- Under/Uninsured People
- People Who Are Unbanked/No Access to Credit/Debit Cards
- Others: \_\_\_\_\_

Please provide an overview of your engagement activities with communities of color and other vulnerable groups.

Note: In the “Vulnerable Populations Engagement Assessment - Details” document, you can provide specifics for each of the groups you have identified in the table provided.

## VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color.\*

The Port of San Francisco hosts 24 million people, annually. These groups include tourists, commuters, and residents. While the Port is not a direct service provider, we understand that the work we do along our 7.5 miles of waterfront property impacts the neighborhoods and communities adjacent to our property. With this awareness, it is the Port's goal to ensure that we engage with communities to inform and be informed about our work and its impact. We engage with these communities mostly through community meetings, mixers and other networking opportunities.

4. Based on your work, what critical issues do these communities face?\*

Lack of Access to:

- Reliable transportation
- Capital for small business development and growth
- General Information or how to access it

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders)\*

Hunter's Point Family – Hattie Wyatt, Community Partner - manages workforce development programs aimed at employing residents of D10

RDJ – Dwayne Jones, Consultant for LBE and workforce support in D10

San Francisco African American Chamber of Commerce – Dr. Matthew Aijiaka, Thought partner

# VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

## BUDGET CONSIDERATIONS & IMPACTS

This section assesses your department's budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.

6. What is your Department's total annual budget? Briefly describe how your Department generally decides upon its proposed budget allocations:\*

The Port's annual budget for Fiscal Year (FY) 2020-21 is \$124.9 million. As an enterprise department, the Port sizes its budget based on projected revenues. Finance staff sends instructions to Port divisions for budget requests, including ongoing and one-time operating costs and funding for capital projects. Ongoing costs are generally based upon prior year actuals. Finance aggregates requests and makes policy trade-offs to balance the expenditure budget with projected sources. The proposed budget then works its way through approval by the Port Commission, Mayor's Office, and Board of Supervisors.

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget?\*

The Port's budget incorporates funds for workforce development as well as race equity work. The Office of Economic and Workforce Development's annual workforce development survey provides us with data for who our programs serve, but as part of the Port's race equity work, the Port is identifying new data sources and metrics.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes?\*

Mark only one oval.

Yes

No

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here:\*

Not Applicable

# VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

## BUDGET CONSIDERATIONS & IMPACTS

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.\*

In FY 20-21 the Port has a \$10 M budget for COVID-19 Economic Recovery. This project will help the Port and tenants pivot to the “new normal.” Project funding will prioritize new concepts in real estate occupancy and management to ensure efficient Port operations. The spending plan for these funds is subject to Board of Supervisors Budget & Finance Committee approval.

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.\*

Please reference response to previous question #10.

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.\*

The second largest expenditure is a \$2.5 M capital project to cap contaminated sediment at Pier 70. Due to the discovery of PCB contamination that has been discharging from the storm drain to the intertidal shoreline and subtidal (below MLLW) sediment, the Port needs to engineer and construct a sediment cap. This \$2.5 M will pay for the professional services and construction.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory.\*

Portwide the smallest project expenditure line is for Employee Field Expenses with a budget of \$1,000. This budget line was cut from a \$4,000 budget in the prior fiscal year and is based on actuals.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve?\*

For the most part, the Port’s spending does not directly support vulnerable populations. The direct programming relevant to this question would include our workforce development budget (\$665,000) and race equity budget (\$387,500), totaling roughly \$1 M (less than 1% of the budget). However, the Port’s economic activities benefit vulnerable populations more indirectly such as through local hiring requirements and investments in the southern waterfront.)

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department’s ability to advance equity?\*

The Port is restricted by its revenues. As revenues have declined due to the COVID-19 economic crisis, the Port has to balance its budget and make policy trade-offs with regard to discretionary spending.

# VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

## BUDGET CONSIDERATIONS & IMPACTS

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts.

Despite revenue reductions due to COVID-19, the Port did not make any reductions in FY 20-21 related to communities of color and vulnerable communities.

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures? Check all that apply\*

- Staff Time
- Grants to Community-Based Organizations
- Direct Service(s)
- Professional Development for Staff
- Recruitment and Hiring
- Events
- Others: Contracting to LBEs

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity?\*

Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.

As the Port begins to embed equity into its daily operations it will begin to understand the resources needed for staffing and contractual services, among other areas, that will need to be supplemented to ensure delivery of its equity program. It will reflect these needs in future budget cycles as revenue permits.

# VULNERABLE POPULATIONS ASSESSMENT SURVEY

\* Required

## FOCUS AREAS

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

19. Does your spending address specific equity needs?

Please refer to your previous responses about expenditures.

Check all that apply.

	Largest expenditure	Second largest expenditure	Lowest expenditure
Racial Disparities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Academic Achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate and Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing and Homelessness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation and Mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Justice System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Health and Wellness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce and Fair Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Information Technology and Digital Equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education, Knowledge and Community Wisdom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wealth Building and Economic Justice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts and Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Justice and Sovereignty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LGBTQIA+ and Gender Justice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## VULNERABLE POPULATIONS ASSESSMENT SURVEY CONTINUED

\* Required

### FOCUS AREAS

20. How do you get feedback on the success of your proposed spending? The return on investment?

Mark only one oval per row.

	Largest expenditure	Second largest expenditure	Lowest expenditure
Focus groups/interviews with stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results based evaluation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Unbiased data collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participatory budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance on key indicators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance on key indicators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A coastal landscape featuring a marshy foreground with green and brown vegetation. A body of water is visible in the middle ground, with a few people standing on the shore. In the background, a city skyline is visible across the water, with mountains in the distance under a clear blue sky.

# Appendix B

## Vulnerable Populations Engagement Assessment

## VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

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

### POPULATION

Small Business - Local Business Enterprises

### STAKEHOLDER ENGAGEMENT

Contractor Development Program Referrals, Annual Contractor's Breakfast, Mentor Protegee, Technical Assistance Workshops

% OF BUDGET  
N/A

### \$ OF BUDGET

Contractor Breakfast - \$6000

Technical Workshops - \$6000

LBE Emergency COVID Relief Loan and Forgiveness Program - \$1,000,000

### CRITICAL ISSUES

Contract Opportunities on public and private projects (Mission Rock)

### ACCOMPLISHMENTS

Assigned Staff to Project including creation of new position – MPP Uday Prasad, Stephanie Tang - In Progress (presently in outreach phase)

LBE Emergency Hardship Loan and Grant Program approved by Commission

### POPULATION

Small Business

### STAKEHOLDER ENGAGEMENT

Emails, Phone Calls, Online Information, Text Messaging

% OF BUDGET  
N/A

### \$ OF BUDGET

\$11,800,000 (offset by percentage rent paid throughout period)

### CRITICAL ISSUES

Lack of uncertainty in being able to operate under changing health orders, market uncertainty cannot allow them to make long-term projections/plans

### ACCOMPLISHMENTS

Providing base rent forgiveness to approx. 48 tenants for 14 months (approved by Port Commission); Rent relief period began on March 1, 2020 – April 30, 2021 or when tenant triggers percentage rent for 3 consecutive months

### POPULATION

Small Business

### STAKEHOLDER ENGAGEMENT

Emails, Phone Calls, Online Information, Text Messaging

% OF BUDGET  
N/A

\$ OF BUDGET  
\$1,500,000

### CRITICAL ISSUES

Lack of uncertainty in being able to operate under changing health orders, market uncertainty cannot allow them to make long-term projections/plans

### ACCOMPLISHMENTS

Providing base rent forgiveness to approx. 121 tenants for 3 months (approved by Port Commission)

## VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

### POPULATION

Local Business Enterprises

### STAKEHOLDER ENGAGEMENT

Emails, Phone Calls, Online Information, Text Messaging

### % OF BUDGET

N/A

### \$ OF BUDGET

\$150,000

### CRITICAL ISSUES

Drop in business activity, market uncertainty cannot allow them to make long-term projections/plans

### ACCOMPLISHMENTS

Providing base rent forgiveness to approx. 27 tenants for 3 months (approved by Port Commission)

### POPULATION

D10 Residents

### STAKEHOLDER ENGAGEMENT

D10 Community Listening Tour, Youth Employment Program, Workforce Development

### % OF BUDGET

N/A

### \$ OF BUDGET

\$11,800,000 Listening Tour - \$1,500 Work order to OEWD for CityBuild Construction Training- \$100,000 Youth Employment Program -\$402,000

### CRITICAL ISSUES

Accessing and benefiting from the economic activities on Port property, Job readiness for marine and other construction careers

### ACCOMPLISHMENTS

Development of Economic Impact Policy and Implementation Plan - Completed and incorporated into Phase 2 of Racial Equity Action Plan Development of maritime trades training program – Not Started Youth Employment Contract - In Progress

### POPULATION

Large and Small Business

### STAKEHOLDER ENGAGEMENT

Implementation of online pre-bids, site walks, virtual bid openings, virtual panel reviews

### % OF BUDGET

N/A

### \$ OF BUDGET

N/A

### CRITICAL ISSUES

Continuity of opportunity/bidding during COVID. Without construction bidding, local workforce is not being used.

### ACCOMPLISHMENTS

Transformation of business practices including adoption of new technology

## VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

### POPULATION

WRP - Islais Creek / Bayview

### STAKEHOLDER ENGAGEMENT

Community meetings (with SF Planning), mixers/ pop-ups, walking tours, outreach, CAC + CBO engagement in this geography

### % OF BUDGET

20% of Seawall Comms Contract

### \$ OF BUDGET

\$116,000

### CRITICAL ISSUES

Jobs, contracting opportunities, preserving neighborhood culture and fighting against gentrification, sea level rise and how it impacts their community

### ACCOMPLISHMENTS

In person Community Meeting and King Tide walking tour along Islais Creek. Digital engagement on Story Maps for Islais Creek & Bayview area. Youth engagement has begun in area.

### POPULATION

WRP – Mission Creek / Mission Bay

### STAKEHOLDER ENGAGEMENT

Community meetings, mixers (postponed), outreach, CAC + CBO engagement in this geography

### % OF BUDGET

10% of Seawall Comms Contract

### \$ OF BUDGET

\$340,000

### CRITICAL ISSUES

Access to open space, preserving waterfront historical institutions, sea level rise impacts

### ACCOMPLISHMENTS

Increased engagement with Port tenants in Mission Bay and opportunities planned to collect feedback on the Program goals. Content was translated into Spanish and Chinese to support our audience. Paid social campaign currently underway to increase feedback. Increased digital engagement. Youth engagement with 826 Valencia begun.

### POPULATION

WRP - Embarcadero

### STAKEHOLDER ENGAGEMENT

Community meetings, walking tours, outreach, CAC + CBO engagement in this geography

### % OF BUDGET

30% of Seawall Comms Contract

### \$ OF BUDGET

\$300,000

### CRITICAL ISSUES

Strengthen the Seawall, protect access to open space along the waterfront, ensure personal safety.

### ACCOMPLISHMENTS

Continued engagement via digital community meetings. Digital engagement on website.

## VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

### POPULATION

WRP - Youth

### STAKEHOLDER ENGAGEMENT

Outreach, field trips (in-person and virtual), walking tours, pop-ups for families (postponed)

### % OF BUDGET

10% of Seawall Comms Contract

### \$ OF BUDGET

\$100,000

### CRITICAL ISSUES

Feedback collected highlights more “nature in the city”, fun and affordable things to do along the waterfront, new waterfront attractions like theme parks, seawater pools, and other big ideas, and more public amenities like bathrooms, benches, and trees, etc. Virtual field trip writing responses from 826 Valencia’s Mission Bay Center students this spring highlighted visions for a resilient Mission Creek in 2100, including keeping the houseboat community and recreating habitat

for animals, time traveling to 2100 and warning families of the rising seas to come, and elevating the neighborhood to keep buildings dry.

### ACCOMPLISHMENTS

Outreach over the years has included family-friendly activities (coloring, Envision, asset mapping, etc.). WRP created a family-friendly webpage during COVID-19 to help support distance learning while families are at home. Digital engagement on story boards is underway.

In lieu of an in-person walking tour with 826 Valencia’s Mission Bay Center after school program, the Port hosted a virtual field trip and developed a youth-oriented presentation and 360-degree virtual walking tour to bring learning online.

Targeted youth engagement is underway. Engagement includes input on three areas of Program.

### POPULATION

WRP – Citywide

### STAKEHOLDER ENGAGEMENT

In-language outreach engagement and materials

### % OF BUDGET

30% of Seawall Comms Contract

### \$ OF BUDGET

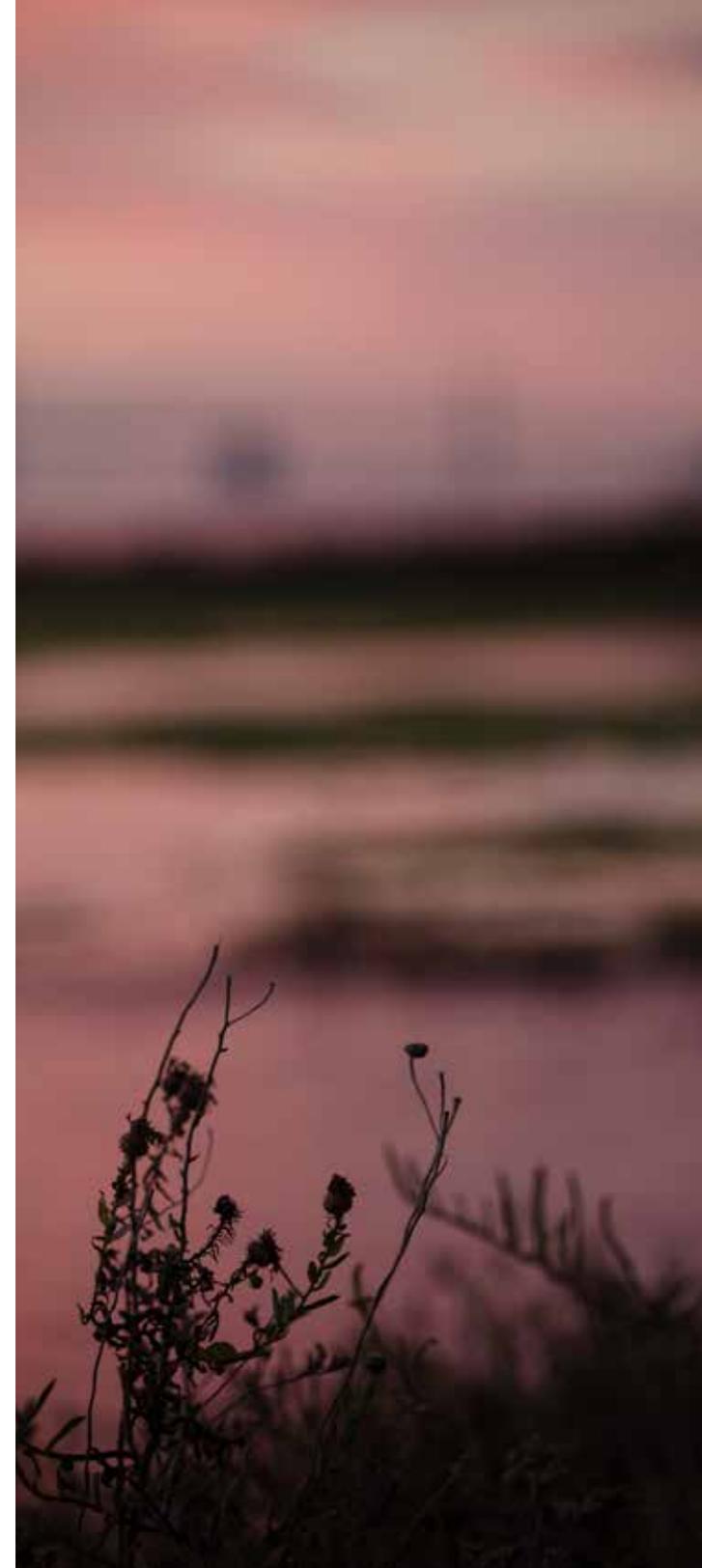
\$635,000

### CRITICAL ISSUES

Working to connect the city to the waterfront, A natural and environmentally sustainable waterfront, Increased transportation options, Public space and an accessible waterfront, Recreation opportunities, A vibrant and exciting waterfront, Affordable activities and family friendly activities, Respite from the city, Special destinations and big attractions, Small things like bathrooms, benches, lighting to improve the waterfront, etc

### ACCOMPLISHMENTS

Outreach materials were developed to engage a diverse set of audiences and in-language materials developed to support mainly Spanish and Chinese-speaking residents. The Envision activity was brought online with some content translated. Mission Bay goals feedback activity translated due to planned engagement with Mercy Housing seniors next to Mission Creek (postponed due to COVID).



## VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

### POPULATION

Port Advisory Committees:  
Fisherman's Wharf, N. Waterfront, S. Waterfront, Maritime Commerce, Embarcadero Navigation Center

### STAKEHOLDER ENGAGEMENT

Public Port advisory committee meetings, occasional site walks, building relationships and ongoing community engagement between Port, neighbors, tenants, and waterfront stakeholders.

### % OF BUDGET

N/A

### \$ OF BUDGET

Committees are managed by Port staff in Planning & Environment, Maritime, Real Estate/Development Divisions

### CRITICAL ISSUES

Port staff works with committee co-chairs to present Port projects, address problems, educate about operations and programs. The meetings allow 2 way discussions to build relationships and understanding, community sensitivity, proactive engagement and problem solving.

### ACCOMPLISHMENTS

Port is able to solicit community input early to shape development project opportunities with public support (see Piers 38-40 and Pier 30-32/SWL 330 developer selection staff reports); provide briefings and solicit public comments on Port/City COVID-19 projects (e.g. see Pier 30-32 COVID-19 test site, SWL 344 emergency temporary housing) and emergency response; learn about other issues and information from the community that may influence Port business and operations

### POPULATION

Heron's Head EcoCenter Partnerships

### STAKEHOLDER ENGAGEMENT

Port partnership with SF Recreation & Parks to provide park and environmental program at Heron's Head Park/Natural Habitat and off-the-grid EcoCenter classroom; Port partners with SF Greenagers on environmental education and hands-on Heron's Head stewardship

### % OF BUDGET

Port funding provides 38% of the funding for Youth Stewardship Program (YSP) Interns; 2 of 6 of the interns are

### \$ OF BUDGET

\$80,000 work order to RPD

### CRITICAL ISSUES

Through our partnership with SF Recreation & Parks (RPD) their work with individuals and groups representing the community served, RPD finds the following are identified as key issues/concerns: Community representation among EcoCenter staff. Compensation for time spent providing feedback on Port/City projects.

Consistency in staffing on-the-ground community outreach efforts ("face of the EcoCenter"). Disconnect between organization/community understandings of equity.

### ACCOMPLISHMENTS

Hosted first "Wetlands Explorers" summer day camp at Heron's Head Park (free, limited to local community), which is now being offered as an after-school program; Held 52 scheduled youth education programs, 28 scheduled tours + drop-in tours, 56 hours of reaching out to park visitors on the trail, 21 scheduled volunteer events + 4/month drop ins. 75 meetings/events for community-serving organizations and free or low-cost facility rental.



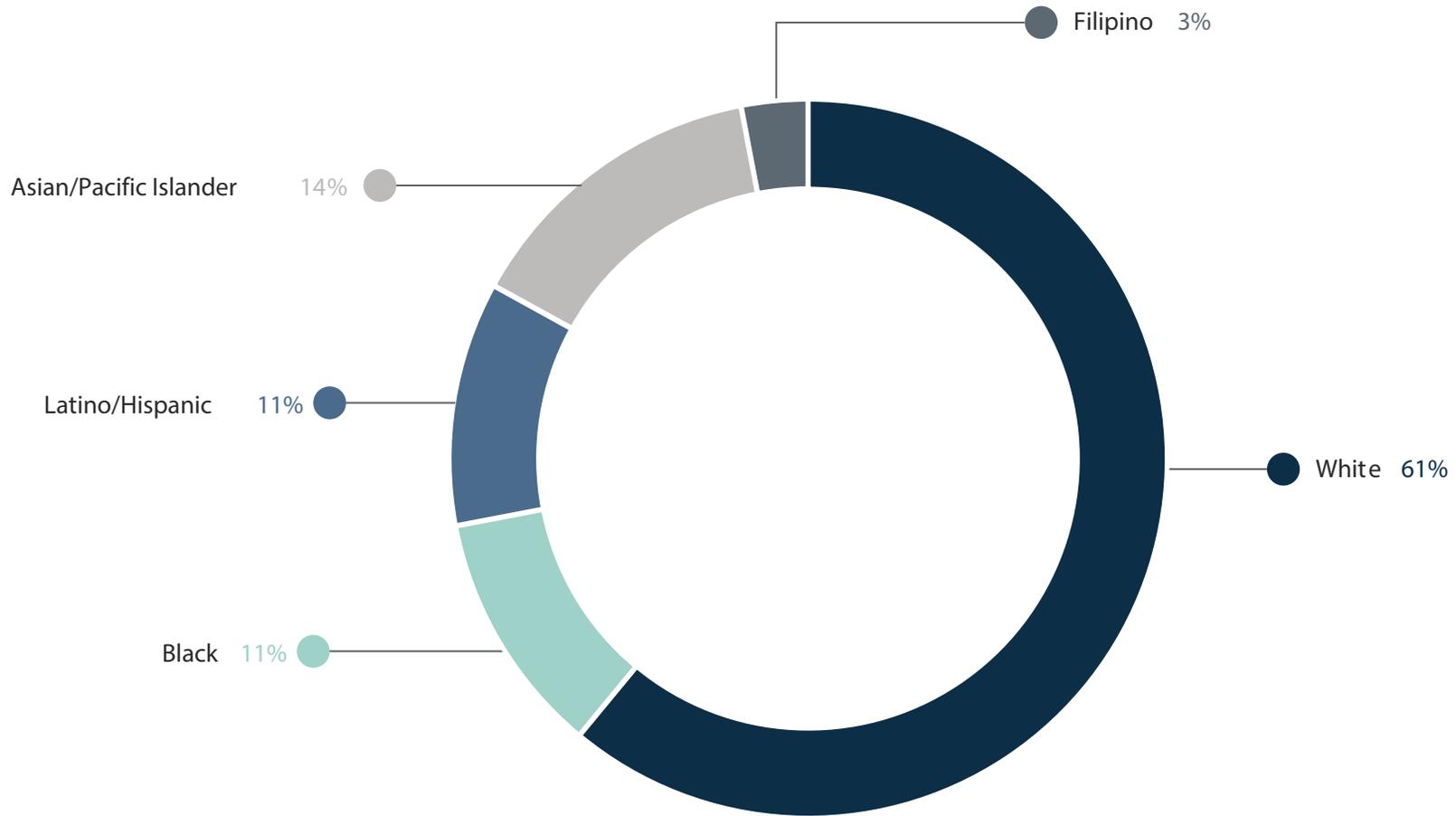
# Appendix C

## Port Workforce Data

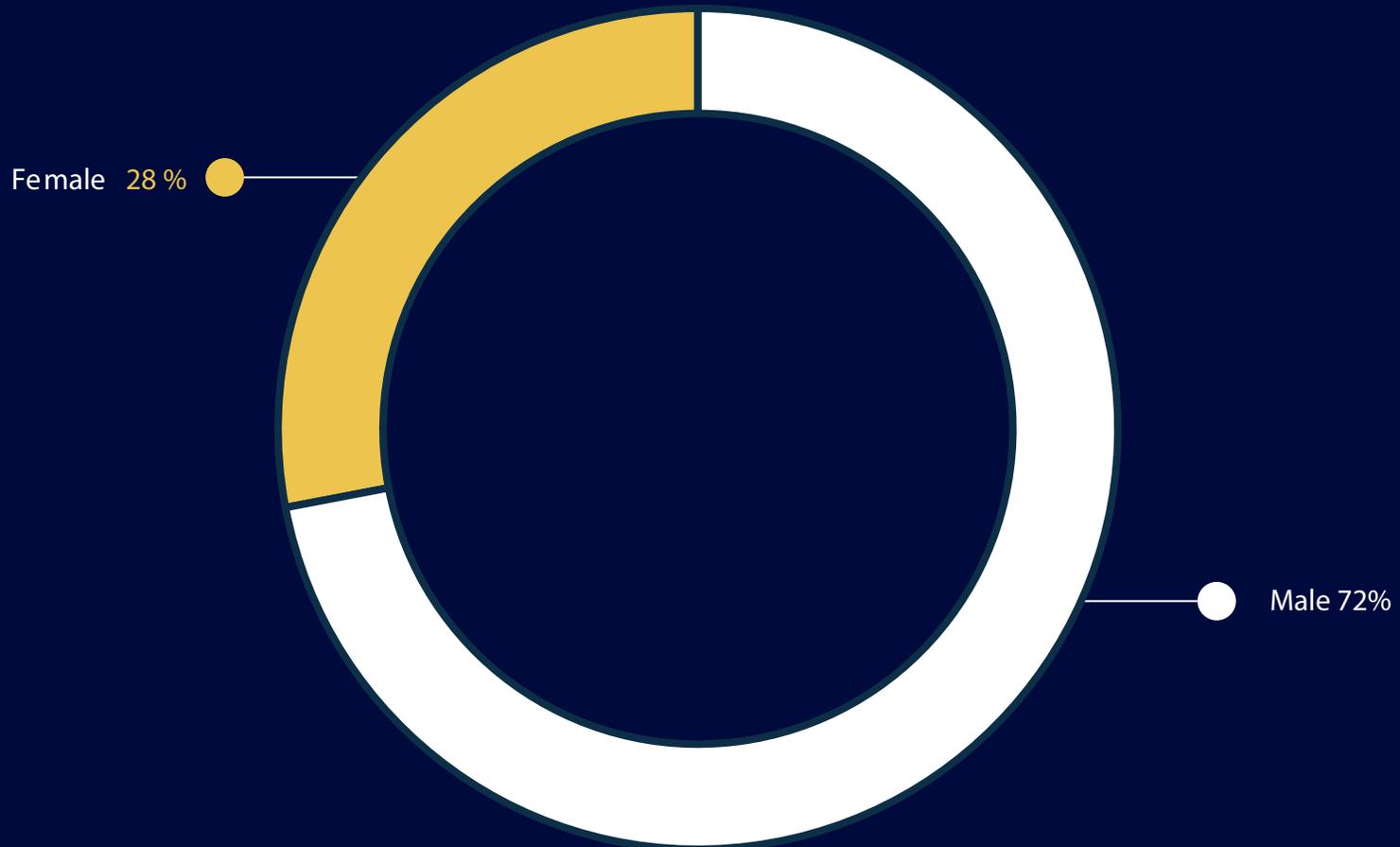
# PORT WORKFORCE DATA

Sources for all data presented is from the Port of San Francisco Human Resources, Fiscal Year 2019-2020

## SEPARATIONS



### MANAGERS - GENDER MAKE-UP

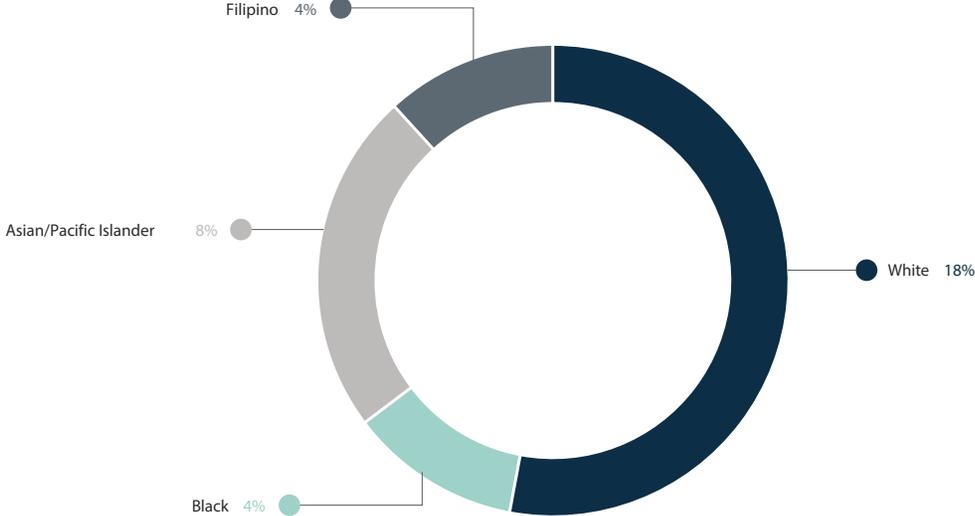


PORT WORKFORCE DATA CONTINUED

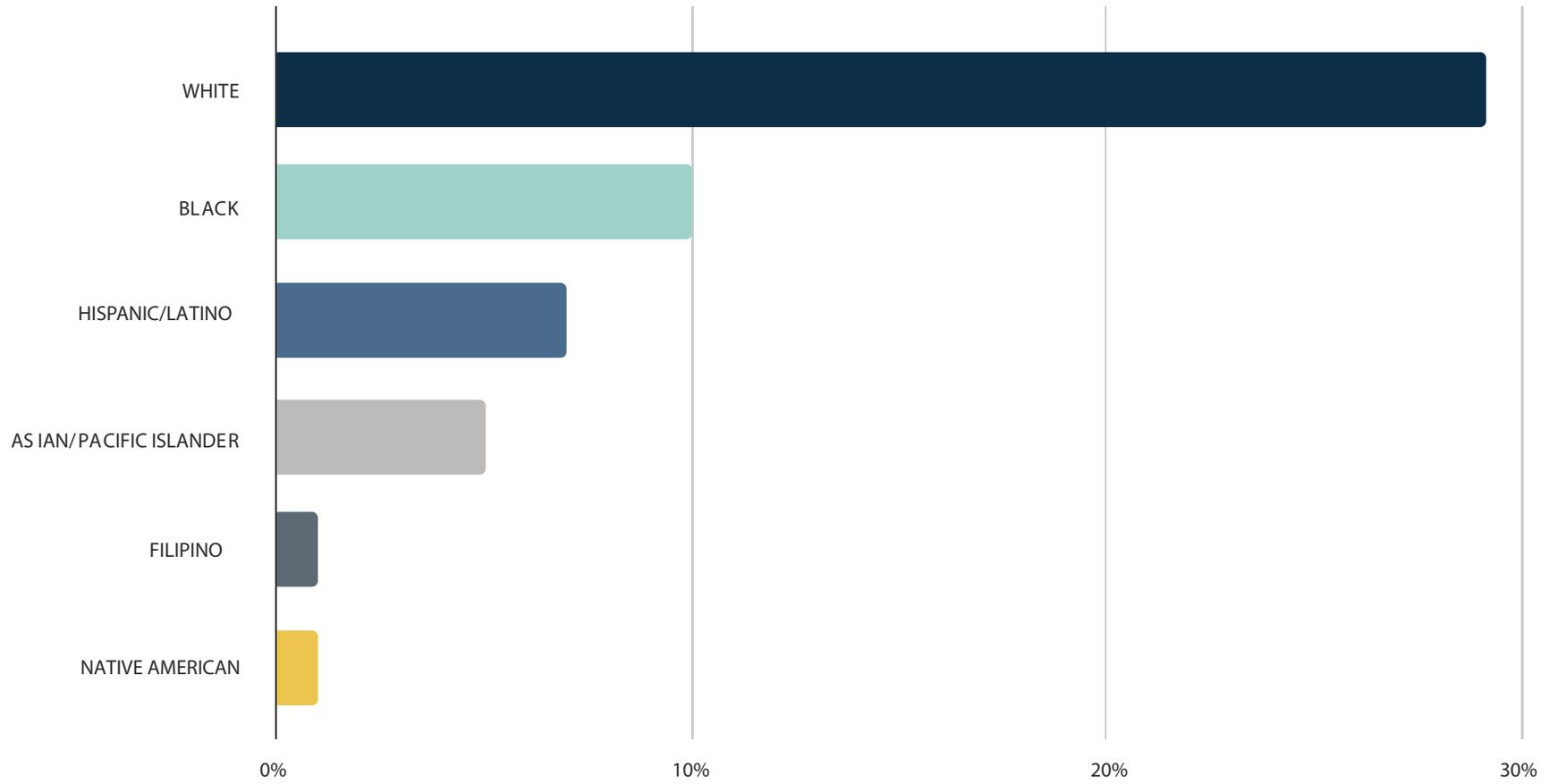
MANAGERS - MALE EMPLOYEES ONLY



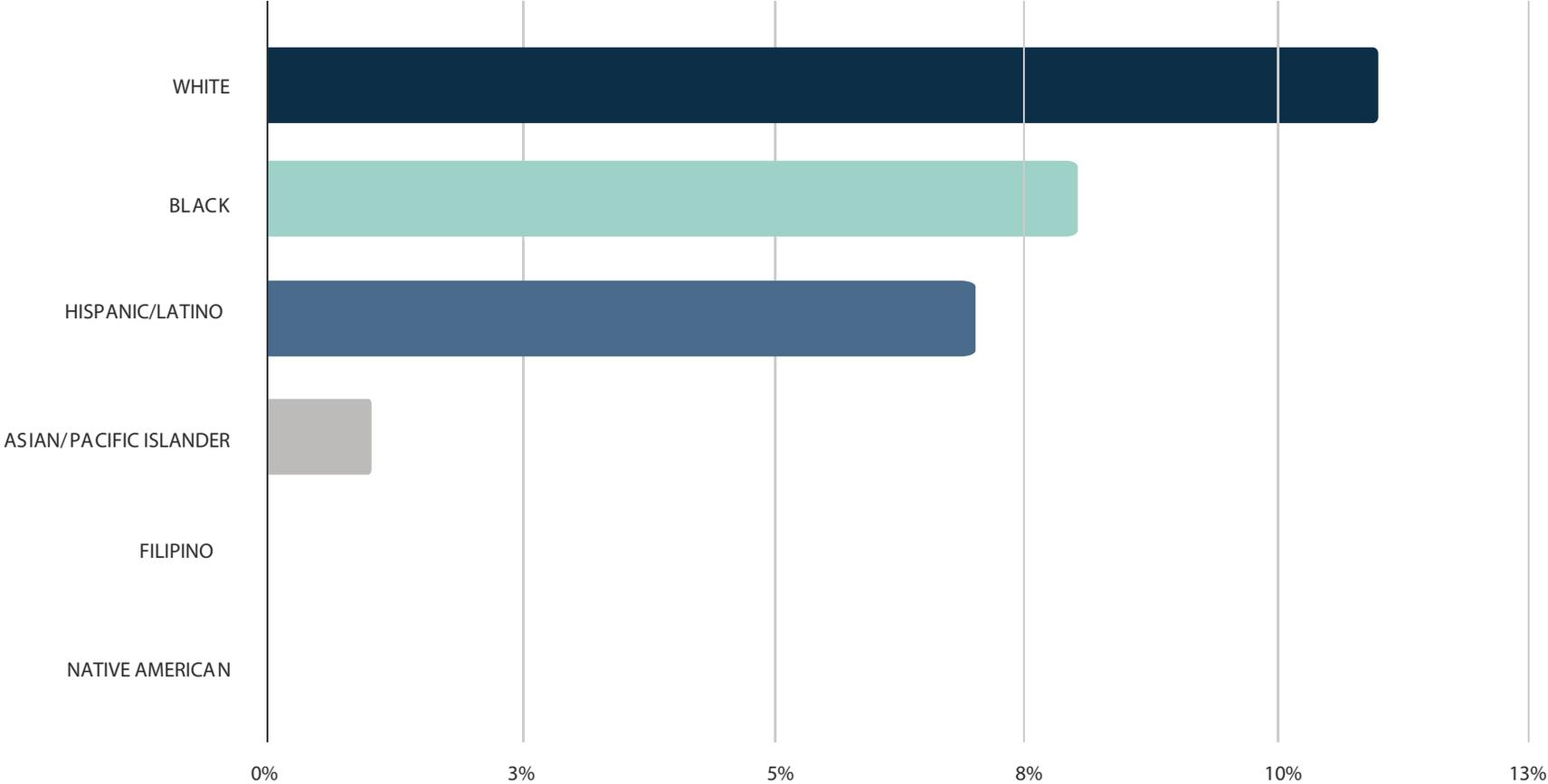
MANAGERS - FEMALE EMPLOYEES ONLY



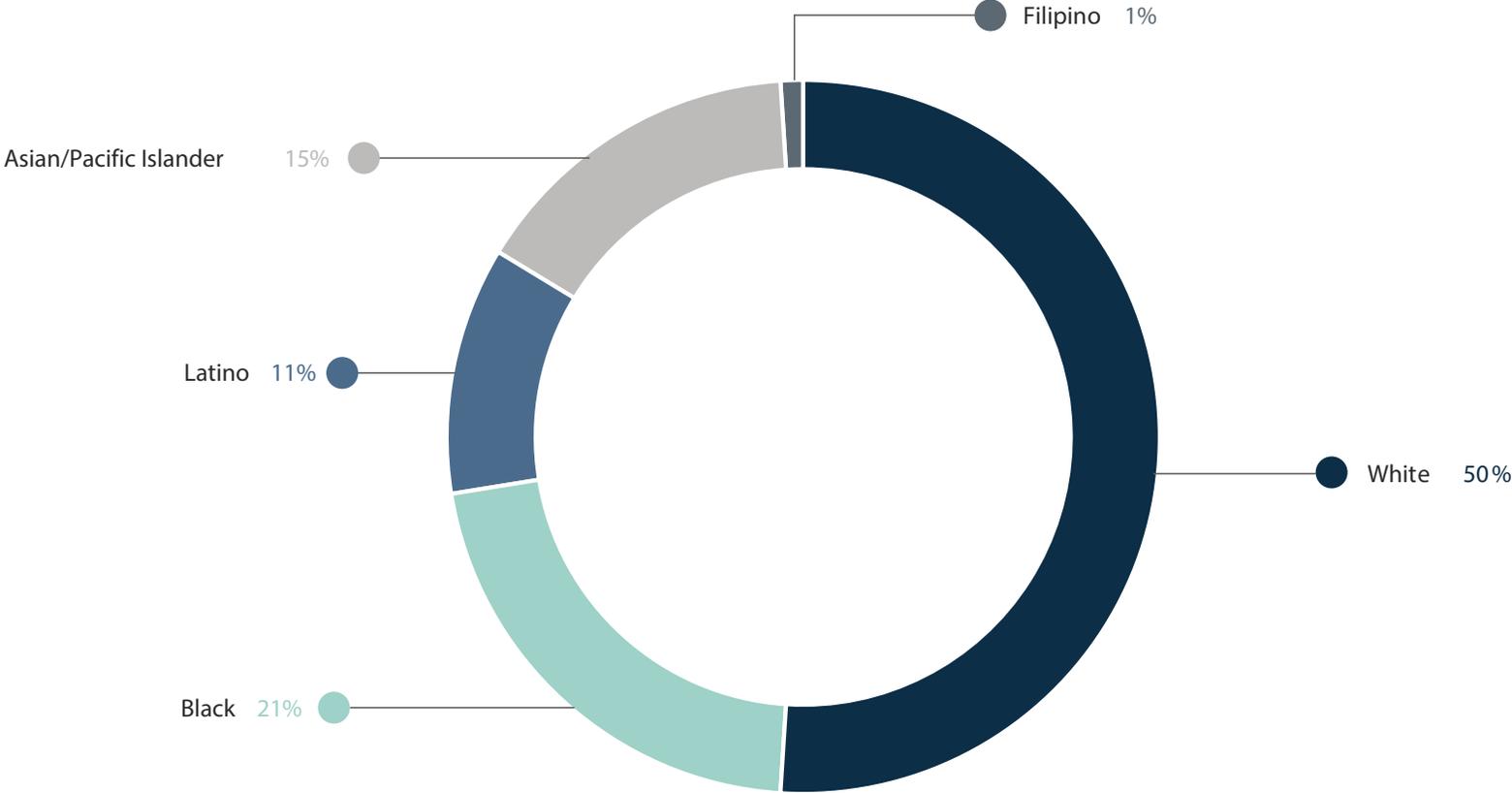
### TRAINING - MALE EMPLOYEES ONLY



### TRAINING - FEMALE EMPLOYEES ONLY



PORT EMPLOYEES WHO RECEIVED TRAINING



PORT OF SAN FRANCISCO  
Pier 1, The Embarcadero,  
San Francisco, CA 94111

sfport.com  
415-274-0400

