

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Submit to ORE by May 2, 2022

Department name: San Francisco Public Utilities Commission

Date: May 2, 2022

Reflections from Department Leadership

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

Since I started at the SFPUC last November, I have made clear that racial equity must, and will, remain a top priority for me as General Manager and for the entire agency. In 2020, during the height of the COVID-19 pandemic and increased violence and bias against the African American community and other communities of color, the SFPUC came together as an agency to develop its first Racial Equity Action Plan. Since then, we have been working to implement our Phase 1 Plan, recognizing that we are still a long way from achieving the outcomes we have put down on paper.

As General Manager, I am committed to working with Enterprise executives to identify resources within their budgets so that our Racial Equity Teams and Leaders have the resources and capacity they need to effectively and urgently tackle the work in front of us. This work includes identifying, assessing, and rooting out barriers in the hiring and recruitment processes that lead to inequities, filling unprecedented vacancies in alignment with the Racial Equity Action Plan, and implementing new diversity-based recruitment strategies. We will prioritize equity training for all levels of staff to empower and educate SFPUC teams on how to address racial bias and identify systemic inequities, so we can begin to address racial disparities within our organization. This means being responsive to employee priorities, supporting retention, and fostering an inclusive organizational culture that centers on equity, connects staff to mentorship, and creates pipelines for growth and future opportunity.

By instituting a “whole of agency” approach, I am confident that we will make greater progress implementing our racial equity priorities while continuing to hold ourselves accountable to the Action Plan goals we set out to achieve.

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

As the SFPUC's new General Manager, I have spent a lot of my time over the past few months listening. I have toured SFPUC facilities, spoken with SFPUC frontline employees, and engaged directly with the agency's Racial Equity Leads to hear directly from them about what we need to do and where we need to go further. This is a priority for me, as I believe we cannot truly be a "utility of the future" without addressing long-standing racial inequities and instituting real organizational change that moves the agency forward.

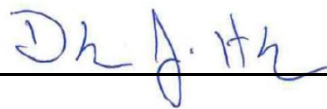
SFPUC's Racial Equity Leads and Working Groups, spread across and throughout our organization, have been shouldering an incredible amount of the work over the past few years. In addition to the day-to-day jobs they hold in service to our ratepayers and City, these SFPUC staff are creating space for feedback, discussion, and action on racial equity. I am grateful for the time they have taken to orient me and my team on the agency's goals and plans and am especially grateful for their dedication and all of the ways in which they have been leading this work.

Racial equity is about making systemic change. It requires real, actionable investments and dedicated capacity to both advance and sustain this work. That is why I have committed to hiring new dedicated SFPUC staff focused on racial equity to ensure we are implementing tangible changes that employees can see, feel, and benefit from. We are also going to advertise a contract to bring in external subject matter experts to support and augment the work and capacity of the Racial Equity Leads and Working Groups.

I am committed to providing resources and support to the Racial Equity Leads and Working Groups to successfully respond to Office of Racial Equity mandates, as well as the SFPUC Commission's Racial Justice Resolution. I know that my role is critical to demonstrate to our employees and the communities we serve that this work is a priority. As General Manager, I will make sure equity is a top priority in decision making processes amongst the Executive Leadership team, and we will make sure our progress remains transparent to our employees and ratepayers. I will continue to provide regular status updates to all our 2,000+ employees on our annual priorities, help fast track initiatives that have faced roadblocks, and work in close partnership with our Racial Equity Leads to champion this work.

Acknowledged by:

Dennis J. Herrera, General Manager 5/2/2022



1. Hiring and Recruitment

Goals and performance measures

- **Goal:** The SFPUC will develop and adopt a holistic recruitment & hiring process that actively engages with our communities to attract underrepresented groups to our stable and lucrative careers and that demonstrates fairness and equity in hiring outcomes to produce a more diverse workforce that reflects the communities we serve.
- **Performance:** The SFPUC is tracking demographic data for its employees over time, including a breakdown of ethnicity and gender overall, as well as an ethnicity breakdown by occupational categories (Job Classification). The SFPUC will compare this data to the larger Bay Area labor market. The SFPUC is tracking demographic data for new hires and employees promoted within the SFPUC. As the SFPUC improves its data analytics maturity and the City fully implements its new applicant tracking system, SmartRecruiters, the SFPUC will be able to track additional diversity metrics and trouble spots throughout the hiring process, including identifying any drop-offs, roadblocks, or bottlenecks in the process, and whether recruitment efforts to reach potential BIPOC applicants have been successful. The SFPUC will also examine qualitative data from its annual racial equity survey to evaluate progress.

Changes implemented over the 2021 calendar year

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

- **Human Resource Services Bureau:** Over the last 12-months, SFPUC has continued and expanded efforts to promote more equitable recruitment and hiring outcomes. HRS is working with Professional Diversity Networks, DiversityJobs.com and Handshake—an online recruiting platform targeting college student talent—to increase outreach to more than 70 diverse communities, networks, organizations, and platforms, such as Black Data Processing Associate, and Historical Black Colleges and Universities. HRS also partnered with the City’s DHR, using their outreach methods to expand SFPUC’s outreach to local and regional community-based organizations. Detailed monitoring and tracking are essential to ensure that these efforts are yielding equitable outcomes. The SFPUC launched the new Citywide applicant tracking system, SmartRecruiters, in November 2021, and this will enable SFPUC to track diversity metrics at various stages throughout the hiring process. HRS also created a new onboarding message and landing page for new employees.
- **Business Services Bureau:** The Business Services Bureau in partnership with HRS is in the process of implementing Visier, an HR data analytics engine and reporting platform, to integrate data from different sources to provide complete and accurate people insights. This single platform will provide the SFPUC with a much more robust data analysis, enabling the SFPUC to use data metrics to help gauge RE within the agency. In addition, the bureau is implementing several workflow enhancements to

existing systems to improve tracking for recruitment and selection activities, provide further insights into time to hire, and make PCS the system of record for employee related attributes.

- **External Affairs Bureau:** EA launched a sub-committee to assess existing equity tools for hiring managers within HRS and identify best practices to develop an equity-based recruitment checklist of diverse networks that hiring managers can reach out to. The sub-committee expects to finish these initial tasks by the end of FY 21-22.
- **Infrastructure Bureau:** The Infrastructure Bureau (INF) collaborated with HRS to provide data on the diversity of staff to support analytic efforts to understand baseline conditions and track changes over time. INF has an established network of educational and professional organizations to recruit from. INF re-evaluated this list of organizations and reinforced the approach to ensure the broadest candidate pool is being drawn from, especially for classifications used extensively within INF, such as Engineers and Environmental Planners. INF also incorporated the use of Handshake, an online recruiting platform targeting college student talent, across its individual bureaus as it was discovered that not all were using the tool. The bureau identified a gap in internship participation—noting a heavier emphasis on engineering—and plans to work with HRS to create opportunities across job classifications. INF has reviewed SFPUC's careers webpage and identified positions needing new or revised job descriptions. In addition, INF began evaluating classification series to identify barriers stemming from MQ requirements. A holistic and comprehensive evaluation will take time. In particular, an initial analysis of the construction management series revealed significant obstacles in hiring and promotion despite high demand for workers.
- **Power Enterprise:** Through strategic engagement, the Power Enterprise identified significant staff interest in supporting HRS in recruitment diversity. Enterprise staff highlighted opportunities to collaboratively identify areas where diversity drops off in the recruitment and onboarding processes and is working collaboratively with SFPUC HRS to conduct diversity drop off studies for large recruitments. Enterprise staff also envisioned expanding opportunities to support diversity efforts through power industry specific knowledge about networks and outlets. Power Enterprise launched an effort to create a database of learning institutions providing power industry relevant degrees, such as Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs), as well as increasing efforts to recruit with power industry associations, such American Public Power Association (APPA) and Association of Women in Water, Energy and Environment (AWWEEE). Power Enterprise explored developing an apprenticeship program for its electrical trades positions and worked with HRS to review opportunities and barriers to implementing these programs. Development of an apprenticeship program remains a top priority for the Enterprise, as this is an important step to diversifying the workforce and providing additional pathways to employment for communities of color. The Enterprise continues to advocate for stakeholders (e.g., Department of Human Resources, Local 6) to continue

developing an apprenticeship program. The Enterprise also developed and completed a survey to assess staff sentiment on industry standard minimum qualifications. The survey provided valuable insight on artificial barriers to the hiring and recruitment process and opportunities to increase access to employment where underprivileged communities typically face systemic discriminatory barriers. The survey asked three questions: 1) how can we increase diversity at the point of recruitment; 2) how can we increase diversity at the point of minimum qualification verification; and 3) how can we increase diversity at the point of the interview. The key takeaways include: broadening minimum qualifications; increasing accessible language in announcements and communications; identifying alternate and diverse recruitment pipelines and outreach efforts; reducing inequitable assessment barriers (such as requirement for verification documents); providing resources to candidates and hiring managers; incorporating interview questions about diversity and candidates' unique qualifications; and conducting diversity drop off hiring analyses for recruitments.

- **Wastewater Enterprise:** The Wastewater Enterprise spearheaded efforts to identify and foster relationships with non-traditional recruitment outlets. Wastewater Enterprise worked with HRS to cross-reference the recruitment distribution list with the Community Benefits Program, which expanded the network to include additional local outlets. Wastewater Enterprise also began a detailed effort to review, simplify, and standardize job descriptions and MQs for certain classifications with the support of HRS. The revision of Wastewater's Stationary Engineer job description covers over 200 positions, which currently accounts for 50% of its staff.
- **Water Enterprise:** The Water Enterprise partnered with HRS and local labor unions to encourage greater diversity in candidate pools. In particular, Water Enterprise received a positive response from Local 38 (a plumbers and pipefitters union) and is already seeing candidate lists with a higher proportion of BIPOC applicants. Water Enterprise is using HRS' new recruitment and job posting channels to reach more diverse applicants and contracted a consultant to expand current outreach channels to local community, religious, and affinity groups. In addition, Water Enterprise is working with BayWork and the Diversity, Equity, and Inclusion committee of the California Urban Water Agencies (CUWA) to expand pipelines within the industry. Water Enterprise is also working with a consultant to review language in job descriptions and postings to eliminate potential hiring barriers.

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

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

- **Human Resource Services Bureau:** Planning is underway to review and assess the agency's internal position classification structure, including job descriptions and MQs, and to identify where employment barriers may exist. Plans are in process to increase

participation in job fairs and establish relationships with community organizations to expand the bureau's reach to diverse candidates. In addition, HRS is developing a strategy for workforce forecasting and data-driven decision-making to help guide RE efforts and is seeking new ways to utilize SmartRecruiters to better engage applicants and improve the job application experience.

- **Business Services Bureau:** Business Services anticipates completing its workflow and hiring tracker enhancements in May 2022. Beginning in 2022, Business Services will apply an equity lens to all aspects of the recruitment process—including job postings and MQs—to maximize the diversity of the candidate pool. Business Services is also developing a checklist for hiring managers to consult in all recruitments. In FY23, Business Services plans to assess existing internship programs and develop recommendations to diversify pipelines for future recruitments.
- **External Affairs Bureau:** As a priority project, EA plans to have the equity-based recruitment checklist developed and implemented by June 30, 2022. EA also plans to continue supporting HRS by prioritizing increased transparency in hiring processes and increasing education on advancing RE within those processes.
- **Infrastructure Bureau:** INF is partnering with the City's Department of Public Works (DPW) to develop construction management positions that prioritize on-the-job experience and exposure, with opportunities for education and training further down the line similar to what the United States Army Corps of Engineers has developed. INF will be onboarding a Public Service Aide position to provide dedicated support for INF's REAP.
- **Power Enterprise:** The Power Enterprise's RE Action Plan subcommittee plans to identify consultant support for developing culturally inclusive interview practices, hiring panel tools, and trainings. In addition, the subcommittee has developed a bank of DEIB interview questions. The Power Enterprise's Organizational Development Manager is working to advance a procedure and resource for diversifying recruitment and advertising.
- **Wastewater Enterprise:** Wastewater will utilize the support of a HRS business partner, a position which has not yet been filled, to begin mapping and tracking network and outreach efforts. Wastewater will continue efforts to review, simplify, and standardize job descriptions and MQs for the Laborer and Sewer Worker classifications.
- **Water Enterprise:** The Water Enterprise continues to work on expanding job posing channels and workforce organizations that target BIPOC candidates. In addition to assessing and identifying MQs in classifications that may be creating barriers to successful candidate applications. Union partnerships continue to be a priority in expanding applicant pools as well as continuing to advance the BIPOC pipeline through existing channels such as community colleges and plans to continue working with its consultant as well as BayWork.

2. Retention and Promotion

Goals and performance measures

- **Goal:** The SFPUC will work to create a workplace where all employees are supported from day one of their employment to thrive in their current role and advance within their careers, without systemic barriers or bias, and with high retention and engagement.
- **Performance:** The SFPUC is tracking demographic data for new hires and employees who are promoted. Employees that are more engaged are more likely to have higher performance and retention, so the SFPUC is looking at response and favorability rates to our annual racial equity survey by ethnicity and gender, as well as qualitative data from the survey to evaluate our progress. This data is expected to inform SFPUC's strategies to better increase employee engagement and experience, and ultimately retention.

Changes implemented over the 2021 calendar year

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

- **Human Resource Services Bureau:** The employee life cycle includes employee turnover within SFPUC. HRS launched an exit survey in October 2021 to begin collecting qualitative data on separation. As of January 21, 2022, there is a 22% response rate. Although overall favorability is reported at 53.7%, favorability for questions categorized under "Career Growth & Development" is reported at 33%. The objective of the exit survey is to: collect actionable data that provides insight on why employees are leaving; use collected data to make changes to address organizational issues; and measure and monitor effectiveness of engagement efforts and other initiatives. The voluntarily provided information will be used to make future business decisions to support current and future employee retention.
- **Business Services Bureau:** Business Services, in partnership with HRS, is in the process of implementing Visier to integrate employee data into a single analytics and reporting platform. A single platform will provide a unified workforce picture that will aid in gathering business and talent insights, and making effective and equitable decisions rooted in data. Having all data in a centralized analytics tool allows for a single dashboard view so that HRS is better able to support the agency's current and future workforce needs.
- **External Affairs Bureau:** EA began exploring options to develop promotional pathways for temporary and non-managerial employees. EA strongly supports employees exploring pathways to promotion, and multiple internal candidates secured promotions in 2021 through competitive hiring processes.
- **Infrastructure Bureau:** INF RE leads developed a list of barriers for multiple positions and classifications and worked with staff to identify measures to overcome them. As discussed above, INF also conducted a barriers assessment of classification series, such

as Construction Management, to identify opportunities to provide on-the-job training or flex-up capabilities later in the career path if candidates or employees lack a license or professional certification. The bureau identified that the Planner classification exams are specific to urban planning whereas SFPUC's planners work in environmental planning. As a result, two BIPOC employees did not pass the exam required for promotion from Planner level 1 to level 2, and later left the agency.

- **Power Enterprise:** Power Enterprise launched an employee lifecycle program, led by the Organizational Development Manager, and conducted a survey of staff needs and employment experiences. The employee lifecycle program supports tracking and communicating employment milestones, ensuring that all staff receive the same feedback and opportunities, (e.g., notifying staff of job openings), tracking and planning for milestones (e.g., probation completion, recertifications), and communicating professional development resources. The staff survey referenced above incorporated focus groups to assess staff needs outside of the workplace, understanding that non-work-related needs contribute to overall work quality (e.g., childcare, alternate work schedules and locations, exercise, and transportation stipends).
- **Wastewater Enterprise:** One of Wastewater's priorities for 2021 was to ensure classifications prominent within the Enterprise have clear promotive pathways and opportunities for development. Wastewater Enterprise started reviewing all acting assignments and confirming that a corresponding plan was in place for addressing a relevant vacancy.
- **Water Enterprise:** Water division managers and staff targeted career ladders for dead-end classifications and acting assignments and succession planning. Divisions within the Water Enterprise began evaluating job classifications and categories that experience limited career ladders, however, partnership with HRS will be necessary to continue moving this initiative forward. To address acting roles, division managers and supervisors have been implementing rotational assignments to provide opportunities for multiple staff to experience next-level assignments.

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

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

- **Human Resource Services Bureau:** HRS is planning to increase exit survey participation by working with HRS' Analytics/Technology Solutions team to formally incorporate the survey into the separation process. In addition, HRS is planning to develop an analysis strategy, including cadence, standard reports, and potential actions resulting from collected data, to identify where there may be barriers to employment retention within position classification structures, job descriptions, and MQs.
- **Business Services Bureau:** The Bureau anticipates completing its workflow and hiring tracker enhancements in May 2022.

- **External Affairs Bureau:** As a priority project, EA plans to shift efforts to increasing transparency and education on pathways and fostering growth by providing post-interview feedback for internal applicants. This project is planned for delivery by June 2022. In addition, EA seeks to better understand the possibilities around compensation inequity analysis, exit analytics, and related retention consultation support services.
- **Infrastructure Bureau:** INF will use the barriers assessment to evaluate improvements for retention and promotion, which may include developing more transparent competency-based career pathways. INF will work with DHR to revise the Planner classification exams to support environmental planning. INF will also work with DPW to redevelop the construction management series.
- **Power Enterprise:** Power Enterprise plans to continue extending the components and impact of the employee lifecycle program. Power Enterprise has shared the survey of staff needs findings with the Office of Racial Equity.
- **Wastewater Enterprise:** With acting assignments identified in 2021, Wastewater Enterprise will embark on the next step by prioritizing these vacancies in the Wastewater Hiring Plan for the following quarter. The WWE also plans to conduct an analysis to identify classifications that do not currently have a clear pathway to promotion. This effort will involve collaboration with managers and supervisors to better understand and identify “dead end” classifications. WWE is also working with a consultant to develop a current conditions report based on focus groups and staff interviews within each division to get additional staff input and better understand staff experiences and needs.
- **Water Enterprise:** Water Enterprise expects to launch a pilot mentoring program in 2022 in response to staff input regarding creating more opportunity for career growth. In addition, Water Enterprise is working to establish a more structured and transparent process for acting assignments so opportunities and expectations are clear for all staff.

3. Discipline and Separation

Goals and performance measures

- **Goal:** The SFPUC will identify and address inequities in our discipline and separation practices by providing leadership and management training and support to all supervisors/managers so that they set clear, reasonable job expectations; provide continuous feedback and coaching, and recognize implicit bias in making personnel decisions.
- **Performance:** The SFPUC is tracking the severity and rate of discipline and employment actions by ethnicity and gender. The SFPUC is also reviewing involuntary and voluntary separations by ethnicity and gender.

Changes implemented over the 2021 calendar year

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

- **Human Resource Services Bureau:** In the fall of 2021, HRS—in partnership with Wastewater Enterprise—contracted Cornerstone Consulting to develop and launch an agencywide Leadership Development Program training for front-line supervisors. The focus of the Leadership Development Program training is to equip supervisors with the skills and knowledge to manage employees and support employee development as leaders within the organization. HRS is working to develop and train a diverse pool of Skelly officers to ensure impartial investigations of disciplinary charges. In addition, the ELR team implemented a quarterly audit of data collected from discipline tracking to monitor for potential biases against BIPOC employees.
- **Business Services Bureau:** Business Services partnered with HRS to procure and implement ServiceNow to manage ELR related cases.
- **Power Enterprise:** Led by the Organizational Development Manager, the Power Enterprise launched an exit survey to assess separation and collect employee sentiment on job training, expectations, and decisions to leave. Preliminary findings, based on a small pool of respondents (<10), have indicated potential positivity towards organizational fit and inclusion, and a high percentage of respondents leaving for employment outside the City organization. As more data is collected, the enterprise can target improvement efforts on specific aspects of the employee experience. The enterprise also began building an employee lifecycle program to support RE in employment milestones.
- **Wastewater and Water Enterprises:** In partnership with HRS, the Wastewater and Water Enterprises contracted Cornerstone Consulting to support the development of the Leadership Development Program, including potential topics such as bias, conflict resolution, sensitive or difficult conversations, and microaggressions.

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

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

- **Human Resource Services Bureau:** HRS resumed the ServiceNow implementation at the end of January 2022 and at the same time, will be participating in the Citywide ServiceNow EEO case management implementation. Overall, ServiceNow (within SFPUC and Citywide) will enhance organizational efficiencies of ELR workflows and case management. The platform will also allow ELR to identify emerging trends and trouble spots so that the team can be proactive, rather than responsive.
- **Business Services Bureau:** The ServiceNow project is resuming 2022, with an estimated 1-year implementation timeline.
- **Power Enterprise:** Power's Organizational Development Manager is working to advance the development of the employee lifecycle program, continue the collection

of exit survey data, and incorporate exit survey findings with employee sentiment survey findings to better identify areas for improvement.

- **Wastewater Enterprise:** At the start of Jan. 2022, the Wastewater Enterprise racial equity working group reconnected with Cornerstone to re-initiate this training work and other activities Cornerstone is supporting. Cornerstone subsequently presented on the work they will be doing to the management team, and the initial training development and provision of training is currently expected to be complete by July 2022.
- **Water Enterprise:** The Water Enterprise will continue to work with Cornerstone, its consultant, to implement a comprehensive training plan, including leadership development, restorative practices, and a train the trainer model for managers and supervisors at Hetch Hetchy as well as City Distribution Division (CDD). These trainings will be eventually extended to all Water divisions.

4. Diverse and Equitable Leadership

Goals and performance measures

- **Goal:** The SFPUC will adopt objective and holistic standards that expand our criteria for what successful leadership looks like, integrating these standards in the hiring process to open the door to more diverse candidates and enabling individual contributors to gain leadership competency on the job to strengthen and diversify our internal leadership bench.
- **Performance:** Historically, BIPOC employees have been underrepresented in management and executive leadership at the SFPUC. As part of SFPUC's tracking of demographic data for our employees over time, the SFPUC is tracking ethnicity breakdown by occupational categories (Job Classification), including management and executive leadership roles. The SFPUC will also compare this data to the larger Bay Area labor market. The SFPUC is also tracking demographic data for employees promoted into management and executive leadership roles within the SFPUC.

Changes implemented over the 2021 calendar year

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

- **Human Resource Services Bureau:** HRS worked with the Wastewater Enterprise to kick off a consulting contract for Leadership Development training.
- **External Affairs Bureau:** EA boasts an extremely diverse leadership team, inclusive of Black, Latinx, Middle Eastern, Asian, LGBTIQ, and women employees. EA strongly supports employees exploring pathways to promotion, and multiple internal candidates secured promotions in 2021 through competitive hiring processes.
- **Power Enterprise:** The Power Learning Subcommittee sought to identify appropriate industry relevant leadership trainings, and compile RE training resources for all

enterprise staff. Training topics were developed during 2021. Additionally, the Learning Subcommittee launched a learning snippets program to identify themes for learning about racial equity (e.g., defining diversity, exploring microaggressions). Power Enterprise shares YouTube videos and uses breakout rooms, with moderators and guiding questions, to facilitate learning about and exploring these learning snippet themes. Previous themes, videos, and guiding questions have been shared with other Enterprises and Bureaus.

- **Wastewater Enterprise:** Wastewater Enterprise partnered with HRS and Cornerstone Consulting to develop and launch a series of agency wide leadership training targeting different management groups. The training will include content on bias, conflict resolution, difficult and sensitive conversations, and microaggressions.
- **Water Enterprise:** Water Enterprise RE leads and division managers hired a consultant to implement a cultural competency and racial equity training that was tailored to enterprise staff. The City Distribution Division began the cultural competency training, which is a several month training. The cultural competency training is also being provided to other divisions in the enterprise. The cultural competency trainings are initially focused on managers and supervisors. Water Enterprise is also working to create equitable leadership within the hiring process. Division managers and hiring managers have been using new interview questions regarding experience in RE. These questions were instituted in 2021 specifically for management positions, however many divisions within the Water Enterprise are including these questions for non-managerial positions.

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

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

- **Human Resource Services Bureau:** HRS and WWE will continue to engage with Cornerstone Consulting to develop a similar leadership training for frontline supervisors, followed by mid-level managers. In addition, HRS is developing a strategy for developing and implementing microaggression training.
- **Business Services Bureau:** Business Services is planning to assemble a list of all available RE trainings from the City College of San Francisco for leaders and managers, and to set timelines for completion.
- **External Affairs Bureau:** As EA develops work plans for future implementation of Diverse and Equitable Leadership-related action items, the Bureau hopes to partner with HRS in the future around workforce planning to assist managers and staff in developing strategic workforce plans, measuring workforce gaps, developing action plans to address gaps, and tracking progress of action plans. A partnership with HRS could support EA in furthering leadership development and focused small-group trainings that engage on a deeper level to further the bureau's competency framework.

Such a partnership could also support better performance management tools and process development, implementation, tracking, and reporting.

- **Power Enterprise:** Power Enterprise plans to finalize the training plan and to contract with a consultant for implementation.
- **Wastewater Enterprise:** At the start of Jan. 2022, the Wastewater Enterprise Racial Equity working group reconnected with Cornerstone to re-initiate this training work and other activities that Cornerstone is supporting. Cornerstone subsequently presented on the work they will be doing to the management team, and the initial training development and provision of training is currently expected to be complete by July 2022.
- **Water Enterprise:** The enterprise will be moving forward with their consultant, Cornerstone, to implement a cultural competency training across multiple additional divisions in Summer 2022. The enterprise will also be working with Cornerstone Consulting to develop a RE training program specific to frontline staff.

5. Mobility and Professional Development

Goals and performance measures

- **Goal:** The SFPUC will equip managers and supervisors to set clear expectations for staff and provide active coaching to meet performance goals, ensure staff have development plans and equitable access to development resources, assignments, and mentors, and use quantitative and qualitative competency data to illuminate viable and sustainable career paths and eliminate racial inequity and systemic barriers to mobility.
- **Performance:** The SFPUC is tracking demographic data for employees promoted into management and executive leadership roles within the SFPUC. SFPUC is looking at response and favorability rates to by ethnicity and gender to questions regarding career growth and development in our annual racial equity survey, as well as qualitative data from the survey to evaluate our progress. The SFPUC will also collect data regarding communication streams to our employees, as well as utilization of professional development opportunities, and will disaggregate this data by ethnicity to identify patterns of inequity.

Changes implemented over the 2021 calendar year

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

- **Human Resource Services Bureau:** HRS improved the Performance Plan and Appraisal (PPAR) process by providing resources on best practices for goal setting and performance planning. In addition, an electronic submission process was developed for PPARs and a 1-on-1 module using Quantum Workplace—an employee engagement software—was launched. Paperless PPAR submissions modernized the appraisal process. The module enables multiple sources, such as engagement surveys and

turnover data, to be included in performance data to help identify trends. The module also allows ongoing check-ins on projects, performance, career goals and aspirations, and documents these conversations to aid with mid-year and annual reviews. These meetings are an important way to engage employees and invest in their long-term happiness within the organization. PPAR compliance has increased from 18% to 38% over the last two fiscal years, and performance data dating back to 2015 has been onboarded into Visier People to help drive analytics and insights. HRS worked with other SFPUC teams to encourage the use of competency models to help employees define and measure skills using a common language, align and optimize talent management, and provide a scaffolding for strategic workforce planning. HRS has already integrated competencies into PPARs within the bureau. HRS' goal is to establish and execute an agency-wide competency model framework in recruitment/selection, development, and performance management in partnership with HRS and SFPUC managers. Competencies have been added to job announcements and are used to develop interview questions and candidate rating scales. Competencies have also supercharged performance management and professional development by providing clear expectations, quantifiable aps, and a roadmap to advancement. During 2021, the People Science and Strategy (PSS) team increased email communication on employee engagement to at least once per month to encourage open communication on employee concerns, improve engagement between managers and their teams, and share resources rooted in best practices and research.

- **Business Services Bureau:** Business Services began assessing and re-defining the appropriate distribution of hardware and software by user group with an equity lens in mind. The Bureau plans to distribute resources based on a new plan and roll out training to ensure a common competency baseline for hardware use across all user groups. The bureau developed a process for DPLs to track professional development training and participation to provide insight on training gaps and participation rates.
- **External Affairs Bureau:** EA launched a sub-committee to conduct research, and to develop recommendations for an employee advocacy and mentorship program. Collaboration with other City departments and enterprises/bureaus within the SFPUC that are developing, or already have a mentorship program, may provide opportunities to learn from best practices or participate in existing programs.
- **Infrastructure Bureau:** INF performed a barrier assessment on opportunities for staff to gain additional experience, exposure, and education. INF's Mobility and Professional Development subcommittee met with SFPUC's Chief Learning Officer and staff from the People Science and Strategy (PSS) team to better understand SFPUC's training programs and policies for participation and tuition reimbursement to identify opportunities to increase staff participation. INF also identified internal and external opportunities for education and exposure through brown bag presentations, attending meetings with other bureaus, and engaging in professional organizations. The Professional Development and Mobility subcommittee also worked with the Water

Enterprise on developing a mentoring program framework to enhance experience and exposure.

- **Power Enterprise:** Led by the Organizational Development Manager, the Power Enterprise conducted focus group surveys to assess staff needs outside of the workplace, understanding that non-work-related needs contribute to overall quality of work. After assessing the survey results, Power Enterprise shared findings with ORE and with staff at a recent Power Racial Equity Workgroup meeting.
- **Water Enterprise:** One of Water Enterprise's priorities is to develop a formal mentorship program, and initial research was conducted to identify an appropriate mentoring platform. The intent is to team senior and junior staff to guide career paths and assist in soft skill development. This is in addition to an acting-rotational assignment program that gives staff experience in next-level duties and assignments.

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

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

- **Human Resource Services Bureau:** HRS is developing a strategy for workforce forecasting and data-driven decision making to help guide RE efforts. The onboarding of performance data in Visier People will help provide insights and drive strategy around performance, engagement, and retention. It will be important to maintain a cadence for performance appraisals and mid-year reviews and increase the awareness and desire for 1-on-1s.
- **Business Services Bureau:** Business Services anticipates that the equitable hardware distribution and training project will require 2 years for full implementation. In 2022, Business Services plans to analyze outcomes and define training gaps from the professional development training tracker. The analysis is projected to be completed by the second quarter of FY23. In addition, the bureau plans to review the Quantum Workplace platform (currently in use by SFPUC) for existing performance acknowledgment options and to train managers to use these options more regularly.
- **External Affairs Bureau:** As a priority project, EA plans to have mentorship program recommendations finalized by June 30, 2022. Although not a focus for 2021, improving the clarity and employee experience related to the City-wide employee evaluation process, as well as exploring a 360-feedback tool for all employees remains a priority.
- **Infrastructure Bureau:** INF will use the barriers assessment to evaluate improvements for mobility and professional development (together with retention and promotion), which may include developing more transparent competency-based career pathways. The Mobility and Professional Development subcommittee plans to partner with HRS to develop a more formal and transparent process for participation in external opportunities (such as conferences and seminars), including processes for eligibility and reimbursement. The subcommittee plans to support the development and launch of a

mentoring program by evaluating available tools and lessons learned from other programs. The subcommittee will meet with San Francisco Airport staff who are successfully using a mentoring software platform, to assess its functionality and potential application within SFPUC.

- **Power Enterprise:** Power Enterprise is in the process of developing next steps for mobility and professional development related RE action items.
- **Wastewater Enterprise:** The Wastewater Enterprise is also working to complete a more formal Probation evaluation process with additional supports for supervisors and managers in supporting and coaching new employees during their probation period. Wastewater Enterprise plans to return to the topic of mentorship programs in July 2022 and use information gained from other enterprises' piloting of mentorship program approaches to determine its approach and next steps, with support from Cornerstone Consulting.
- **Water Enterprise:** RE leads and division managers, in collaboration with the Infrastructure Bureau, are working on procuring a software platform to beta test a mentoring "match-making" program. Water Enterprise expects to have the mentoring program in place late summer.

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

- **Goal:** The SFPUC will work to continuously understand and address the unique needs and experiences of employees and implement programs so that every employee feels a sense of inclusion and belonging.
- **Performance:** SFPUC is looking at responses to and favorability rates for questions regarding workplace culture and fairness in our annual racial equity survey, as well as qualitative data from the survey to evaluate our progress. All data is disaggregated by ethnicity and gender.

Changes implemented over the 2021 calendar year

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

- **Human Resource Services Bureau:** HRS is focused on fostering an intentional organizational culture that is committed to inclusion and belonging begins with communication and transparency. The RE Quarterly Newsletter launched in April 2021 and provides employees with a snapshot of what each enterprise and bureau is currently prioritizing and their progress on RE-related initiatives. Because it is important that staff have a baseline understanding of SFPUC's culture, new employees are met with a revamped on-boarding site that includes DEIB resources and video messaging. To continue the conversation, HRS has expanded the RE Resource Library available to staff via SFPUC's intranet. The RE Resource Library is a space where all

employees can find learning resources or information related to RE at SFPUC, City College of San Francisco, and in the community. To continue to foster a space for learning, online training courses have been made easily accessible to all employees through the SFPUC's e-learning platform, Percipio. These courses, under the category called Fostering Diversity, Equity & Inclusion, invite staff at all stages in their DEIB journey and cover topics related to DEIB in the workplace, DEIB for leaders, and DEIB and the future of work. HRS is committed to continuously understanding and addressing the unique needs and experiences of its employees. HRS values the importance of implementing programs and fostering environments that help every employee feel a sense of inclusion and belonging. HRS rebranded the annual employee engagement survey (which was initiated in 2018) as the Employee Voice Survey. In March 2021, the Employee Voice Survey was distributed electronically to all SFPUC employees. HRS worked with executive leadership to review results and create commitments that address employee feedback, including: Ensuring messages from senior leadership are understood by teams, and making employee recognition a part of every meeting agenda. In addition, all managers and supervisors were given access to their team-specific results and an action-planning platform so that they had the tools and support to take action and improve employee experience at every level of the organization. HRS continues to strive toward making data-based decisions in all areas. HRS reviewed and analyzed existing employee survey data through a RE lens to better understand how different ethnic and gender groups perceive SFPUC, discover equity and inequity in responses between groups, and provide recommendations for how SFPUC leaders, managers, and employees can help improve DEIB at SFPUC. HRS found that in 2018, inclusion was an issue for employees. Data showed that only 52% of employees felt like their opinions counted at work, and 33% felt that if they contributed to SFPUC's success, they would be recognized. The 2021 Employee Voice Survey introduced DEIB-related questions, and results showed that 51% of employees believe SFPUC is prepared to effectively manage a diverse workforce and 52% feel that they are included in decisions that affect their work. As HRS continues to champion transparency with employees, all current survey analyses are published on SFPUC's intranet. Employees will find two types of reports for each SFPUC RE analysis: a summary report that includes key findings along with recommendations for improving DEIB, and a data report that includes ethnicity and gender data broken down for each enterprise and bureau. As each enterprise and bureau works on implementing their RE action plans, the demand for data and analyses continues to grow. HRS launched a data request process for groups to submit requests for data to support these growing needs. As of January 20, 2022, five requests were submitted. Throughout 2020 and 2021, HRS shared resources focused on mental health and well-being with employees. Discussion templates were created and provided as a tool for managers and supervisors to use during 1-on-1s with employees, and other City resources were shared, such as Employee Assistance Program resources which include

counseling and tele-counseling. Guest speakers have also been invited to provide all-HRS trainings, such as Transgender 101, and informal presentations on well-being from Kaiser Permanente.

- **Business Services Bureau:** To support RE efforts, Business Services developed a RE Program Charter for FY21-22 outlining the Bureau's current projects and focus areas over the next few years. Business Services is committed to continuous improvement in RE and plans to continue attending peer agency learning groups coordinated by ORE and SFPUC RE Leads to gather insights to share within the bureau.
- **External Affairs Bureau:** Most EA efforts during 2021 were directed toward refining EA's RE Action Plan and identifying the action items that staff viewed as priorities through a survey and several engagement sessions. The survey yielded an 87% response rate, and the engagement sessions had a 50% employee participation rate. The Working Group expended significant effort in ensuring robust participation, particularly from BIPOC employees. Both methods of engagement yielded insightful qualitative data regarding employee experience, assessment of racial disparities, priorities regarding tangible actions to take, and more. This input will continue to guide the EA RE Working Group in ongoing implementation efforts.
- **Infrastructure Bureau:** During meetings with the SFPUC's Chief Learning Officer, the Mobility and Professional Development Subcommittee reviewed City-provided RE trainings and discussed pathways to encourage and increase staff participation. Infrastructure's RE leads met quarterly with Commissioner Sophie Maxwell to provide updates on the Bureau's progress. Infrastructure also began to identify opportunities to promote equity externally, and developed draft diversity, equity, inclusion, and belonging (DEIB) language for inclusion in the bureau's request for proposals (RFPs) for some professional service and alternative delivery contracts.
- **Power Enterprise:** The External Equity Subcommittee focused efforts on assessing current external customer programs addressing RE, to identify any perceived gaps. In addition, the subcommittee worked to identify City BIPOC customer needs and energy equity issues, as well as assess community engagement gaps. Power's Customer Programs group worked to pilot and refine tools and processes to screen for equity gaps and impacts in our Power customer programs planning and implementation.
- **Wastewater Enterprise:** The Black Phoenix Alliance (BPA) was developed during 2021 and is Wastewater Enterprise's first employee-focused resource group. The BPA met regularly during most of 2021 and is a main conduit to collect feedback from the Enterprise's frontline staff. The BPA also aims to provide resources that will help with RE issues that are raised and provide information on topics of interest such as estate planning, retirement, mental health, and education. The BPA regularly shares information with the larger Wastewater Enterprise BIPOC population and aims to connect more broadly across SFPUC.
- **Water Enterprise:** Water Enterprise engaged with consultants to develop a cultural competency training and a RE-specific training program. RE Leads and division

managers will work with managers and supervisors to tailor the trainings to their individual team needs. Additionally, Water Enterprise is emphasizing the development of opportunities for staff input, particularly with frontline staff. For example, City Distribution Division began forming a Racial Equity Alliance and Hetchy-Hetchy Water and Power has been conducting small group meetings with all employees to receive feedback on racial equity initiatives. Other divisions are also conducting informal discussions with staff to receive such feedback. Water Enterprise is also collaborating with the Communications and Outreach Committee to develop a program to improve engagement with frontline staff.

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

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

- **Human Resource Services Bureau:** As mentioned above, a RE survey was developed to assess progress on RE Action Plan commitments and identify barriers or challenges within implementation efforts. The survey will be distributed electronically and through hard copies to increase accessibility to the survey and engagement, particularly from frontline workers. To ensure SFPUC's missions, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging, HRS is publishing recommendations for RE initiatives that follow best practices and are embedded in research that will support SFPUC as it continues to implement its RE Action Plan. In addition, HRS is developing a strategy to collaborate and work with a consultant to better organize RE priorities and progress.
- **Business Services Bureau:** Business Services is planning to identify and create a space on the Bureau's website to provide visibility on its RE program and enable information sharing with its employees. A broader communications program will be defined with the engagement program consultant.
- **External Affairs Bureau:** Once the implementation of EA's three priority projects is complete, the RE working group will begin developing the next set of priority projects in direct response to employee feedback.
- **Infrastructure Bureau:** Infrastructure plans to increase communication about upcoming trainings and available resources. Infrastructure will collaborate with SFPUC graphics personnel to develop simple, eye-catching flyers to inform staff about SFPUC processes, such as attending trainings and receiving reimbursement. Beginning in February 2022, DEI language will be included in RFPs.
- **Power Enterprise:** The External Equity Subcommittee plans to first work with individual teams within Power to better understand current trends in BIPOC engagement and expand to additional SFPUC programs such as Water and Community Benefits. In addition, the Subcommittee is working to identify City BIPOC customer needs and energy equity issues by conducting a community engagement assessment and identification of gaps.

- **Wastewater Enterprise:** Wastewater Enterprise plans to continue prioritizing this area in 2022 and will be using support from Cornerstone Consulting to further formalize the BPA and create a template for other employee resource (affinity) groups.
- **Water Enterprise:** The Divisions will continue rolling out RE-focused working groups to continue collecting input on RE issues facing SFPUC. Divisions will share with each other what is working and what is not as effective in receiving input from staff.

7. Boards and Commissions

Goals and performance measures

- **Goal:** The SFPUC will be fully dedicated to prioritizing and advancing racial equity and provide the required support to achieve our commitment to advancing racial equity by leveraging the Commission's authority to hold the agency accountable to the diverse communities we serve.
- **Performance:** The SFPUC is tracking the ethnicity and gender demographics of SFPUC Commissions, in addition to actions taken as identified in the RE Action Plan.

Changes implemented over the 2021 calendar year

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

- The Commission maintained active involvement with SFPUC's RE Action Plan efforts throughout 2021. RE items were included in several of the Commission meeting agendas throughout the year. Due to COVID-19, meetings were held via teleconference, and the Commission continued to offer meeting materials in alternative and accessible formats. Beginning in February, the Commission reviewed and approved SFPUC's proposed mid-cycle budget adjustments, which included a new investment of \$2.9 million for RE efforts. During the following six months, the Commission heard presentations on each enterprise and bureau RE action plans, priorities, efforts to date, and plans moving forward. The Commission engaged in thoughtful discussion with RE leads and provided strong support of staff's dedicated efforts to implementing the RE Action Plan. In addition to regular meetings, the Commission hosted special workshops throughout the year that included presentations and participation from local community groups and non-governmental organizations. The Commission also incorporated a Land Acknowledgement into the roll call at the beginning of meetings. This Land Acknowledgement was developed by the Muwekma Ohlone Tribe in partnership with key SFPUC staff and was in parallel with efforts led by the City and ORE to develop and adopt a Ramaytush Ohlone land acknowledgement.
- **Business Services Bureau:** Business Services collaborated with other enterprises and bureaus to develop a mid-cycle budget adjustment proposal. The budget was reviewed

with a RE lens and revised to prioritize the critical RE work outlined in SFPUC's RE Action Plan and required by the Commission's Racial Justice Resolution. The budget adjustment secured dedicated funding for SFPUC staff and contract hours that will enable SFPUC to continue its momentum on RE work. Business Services worked to formalize RE in the budget process. The Bureau developed a RE tool that was piloted in the 2-year budget cycle development for FY22-23 and FY23-24. The tool involved a set of questions to guide departments in analyzing how budget requests can advance SFPUC's commitment to the RE Action Plan. The bureau received positive response and documented lessons learned for improvement in the next budget cycle.

- **External Affairs Bureau:** One of the two original RE Leads, who became the Assistant General Manager for EA, worked closely with the Commission Secretary to support the Commission's RE efforts. RE staff collaborated with the Commission Secretary on initial efforts to collect updated Commissioner data in the preparation of SFPUC's annual report. The Bureau expects that efforts will continue for the Commission in demographic data collection and reporting and offer services to support additional action items within Section 7 of the RE Action Plan.
- **Water Enterprise:** The Water Enterprise has developed a relationship with the Muwekma Ohlone Tribe through its water infrastructure projects, such as the Alameda Creek Watershed Center (Center). Since 2014, Water Enterprise has prioritized dedicating space for the Muwekma Ohlone Tribe at the Center, working with the Tribe to provide accurate information, and compensating Tribal members for their services. The Center's mission is to educate the public about the Watershed, the SFPUC's regional water system, and the history and heritage of the Muwekma Ohlone people through interpretive and interactive exhibits. The project also incorporates the Chochenyo language in signage and plans to develop curriculum and programming to provide education and resources to community members on the Tribe's history and culture. In addition, the San Francisco Arts Commission and SFPUC have selected an artist, musician, and educator Walter Kitundu to create a multimedia public art installation for SFPUC's new Center in Sunol. Titled Ruupaywa, after the Ohlone Chochenyo word for "the eagle," Kitundu's proposal pays tribute to the history of the Muwekma Ohlone people while recognizing their continued presence and power. A sculpture taking the form of a Golden Eagle, a significant figure in the Muwekma Ohlone creation story, will be sited at the entrance of the Center's gardens, which is just 16 miles from one of the most significant Golden Eagle breeding areas in the world.

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

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

- The Commission Secretary will collaborate with EA and the bureau's new Environmental Justice Manager to expand the Land Acknowledgement to include all

SFPUC service and operation areas. In addition, the Commission Secretary will evaluate potential next steps for the remaining action items throughout 2022.

- **Business Services Bureau:** Business Services plans to launch the RE budget tool by spring 2022.
- **External Affairs Bureau:** EA, largely through the Environmental Justice Manager, plans to support the Commission in engaging additional Tribal Elders to expand the Land Acknowledgment to additional service areas.
- **Water Enterprise:** Water will continue its work on the Center and engaging with the Muwekma Ohlone Tribe.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)*
 - In 2021, our organization did not have any FTE whose time was 100% dedicated to implementing racial equity. During this time, we assessed staffing resource needs and planned accordingly.
 - Through the fiscal year (FY) 2022-2023 budget process, SFPUC was able to secure new staff positions that will be dedicated to RE work, to directly support HRS and other enterprises and bureaus to implement the RE priorities identified in the Racial Equity Action Plan and the Commission's Racial Justice Resolution.
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*
 - Each enterprise and bureau had a dedicated Racial Equity lead/representative to implement priorities within their respective division and coordinate efforts agency wide. This responsibility was in addition to their regular duties. There were also two agency-wide RE Leads for SFPUC during 2021.
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*
 - The following enterprises and bureaus created working groups within their divisions for staff to support the implementation of priorities: Human Resource Services Bureau, Business Services Bureau, External Affairs Bureau, Infrastructure Bureau, Power Enterprise, Wastewater Enterprise.
 - In addition to the enterprises and bureaus forming their own racial equity working groups, the SFPUC created the following agency-wide racial justice working groups: Contracting Equity, Outreach and Engagement, Water, Power,

Department name:

Racial Equity Progress Report for 2021

and Sewer and a Human Right, COVID-19 Response, Department of Public Health (DPH) Trauma Informed Systems, Land Use and Environmental Justice.

- *Consultants/vendors (including firm name and contract number, if applicable)*
 - The SFPUC partnered with Brown and Caldwell under PRO.0019A for workforce racial equity action plan project management support.

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

- To increase SFPUC’s capacity to support racial equity work related to the RE Action Plan and Commission resolution, it is a priority to hire the new dedicated RE positions included in the FY 21-22 budget, as well as bring on consultants to address specific needs. This includes consultants coming on through a new Task Order for racial equity action plan project management support, and a new RFP to be released later this year for racial equity consulting that will address comprehensive needs across the agency.

Attachments

Workforce and board/commission demographic data

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

Attached.

Racial Equity Action Plan

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

Attached.

Departmental Racial Equity Progress Report Annual Report for 2021

Part B

Submit final to ORE by April 1, 2022

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

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

SFPUC Workforce Equity Analysis

Submitted to the Office of Racial Equity

May 2, 2022

Workforce and board/commission demographic data

Guidance from ORE:

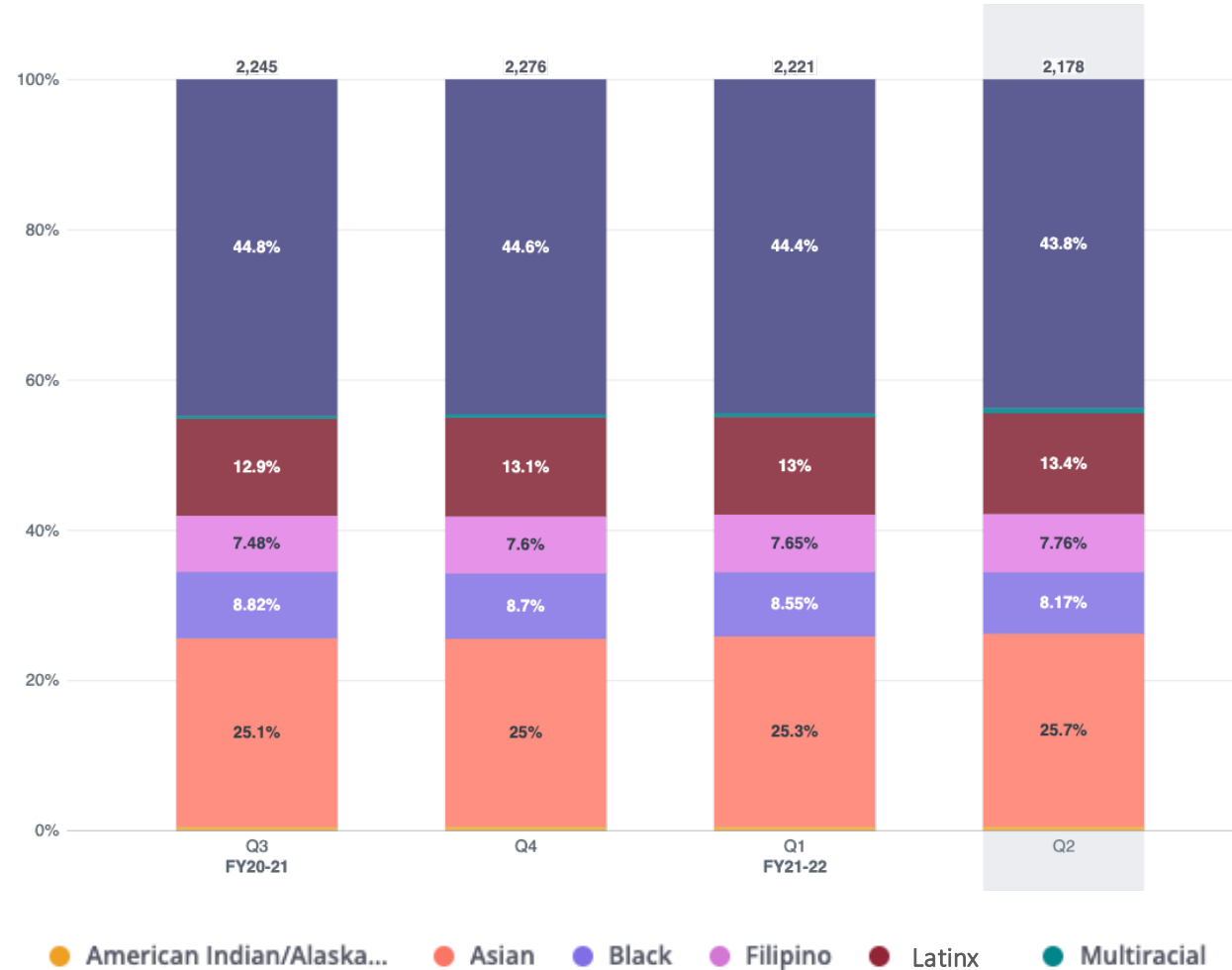
"Include relevant data on status of racial equity within department, such as:

- *race/ethnicity by job classification*
- *average pay*
- *discipline and separation*
- *promotions*
- *and changes over the last calendar year"*

Overview of Key Findings

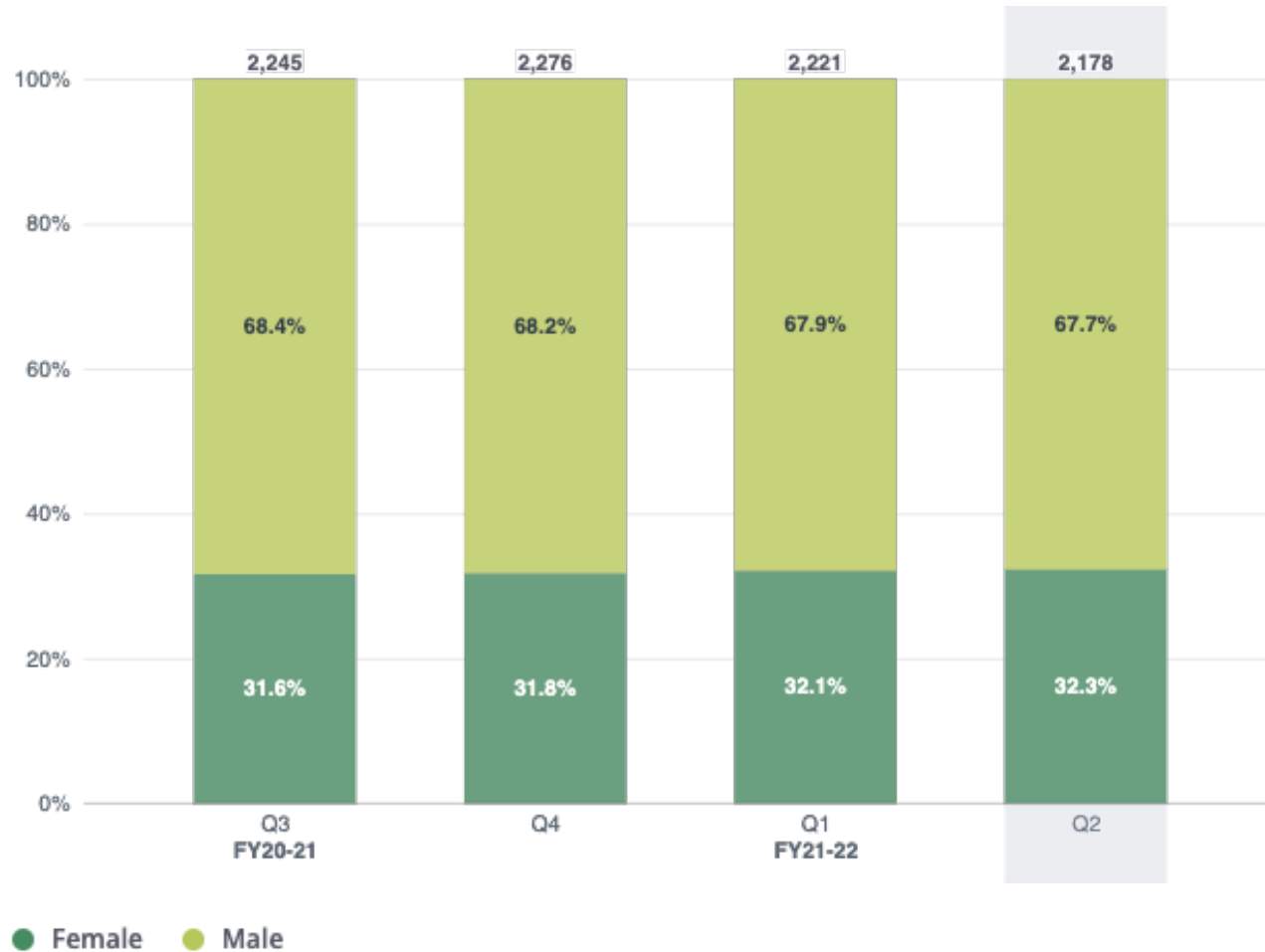
- Overall Demographic Breakdowns for the SFPUC are relatively stable over the 2021 Calendar year
- New Hires and Promotions demonstrate a recent initial trend towards more diversity for the organization over the 2021 calendar year
- Breakdown of both ethnicity and gender vary by Job Classification, and these differences may inform differences in engagement survey response rates
- Group differences may persist in employment actions and severity, while potential insight and confidence in our results will continue to improve with more data

Overall Ethnicity Breakdown, 2021



The overall racial/ethnic make-up of the organization has been relatively stable over the 2021 calendar year, despite an overall decline in total headcount.

Overall Gender Breakdown, 2021



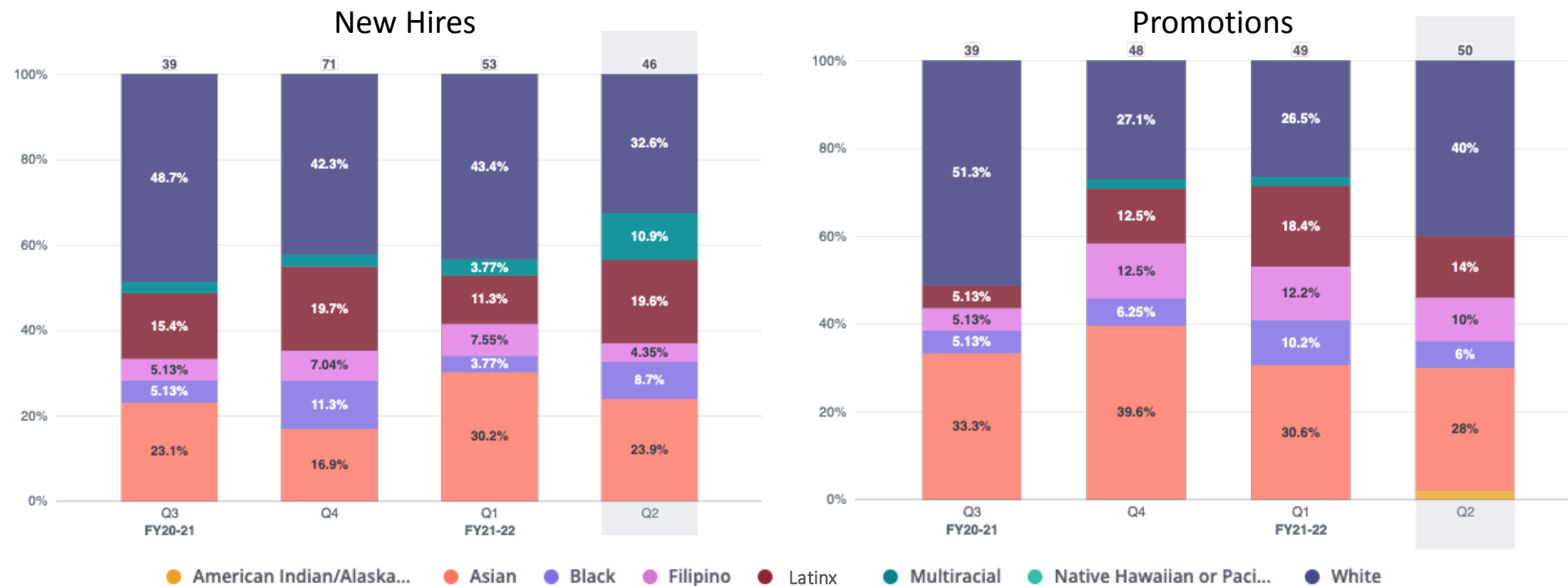
The gender representation in the workforce has also been mostly stable over the 2021 calendar year.

New Hire and Promotion Findings

- Overall Demographic Breakdowns for the SFPUC are relatively stable over the 2021 Calendar year
- New Hires and Promotions demonstrate a recent initial trend towards more diversity for the organization over the 2021 calendar year
- Breakdown of both ethnicity and gender vary by Job Classification, and these differences may inform differences in engagement survey response rates
- Group differences may persist in employment actions and severity, while potential insight and confidence in our results will continue to improve with more data

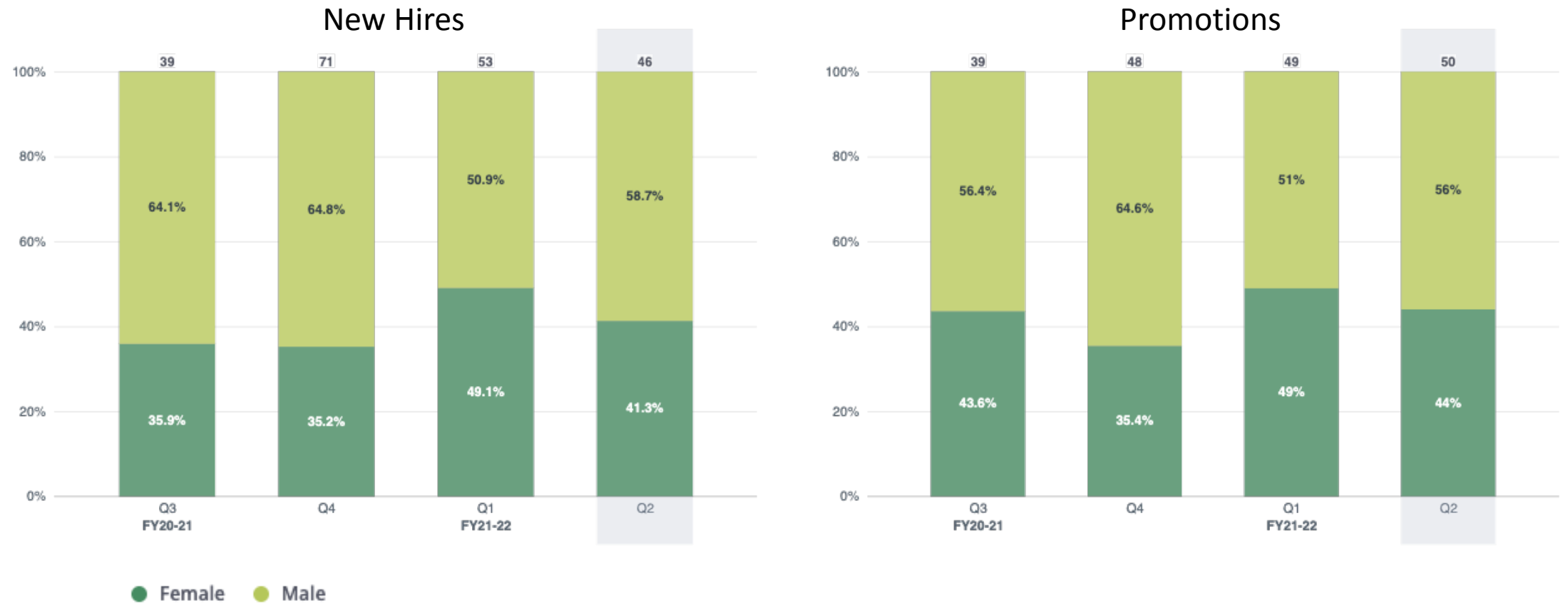
New Hires and Promotions by Race/Ethnicity

Over 2021, new hires and promotions are overall trending towards more diversity, defined as more dispersed representation across all ethnic groups.



New Hires and Promotions by Gender

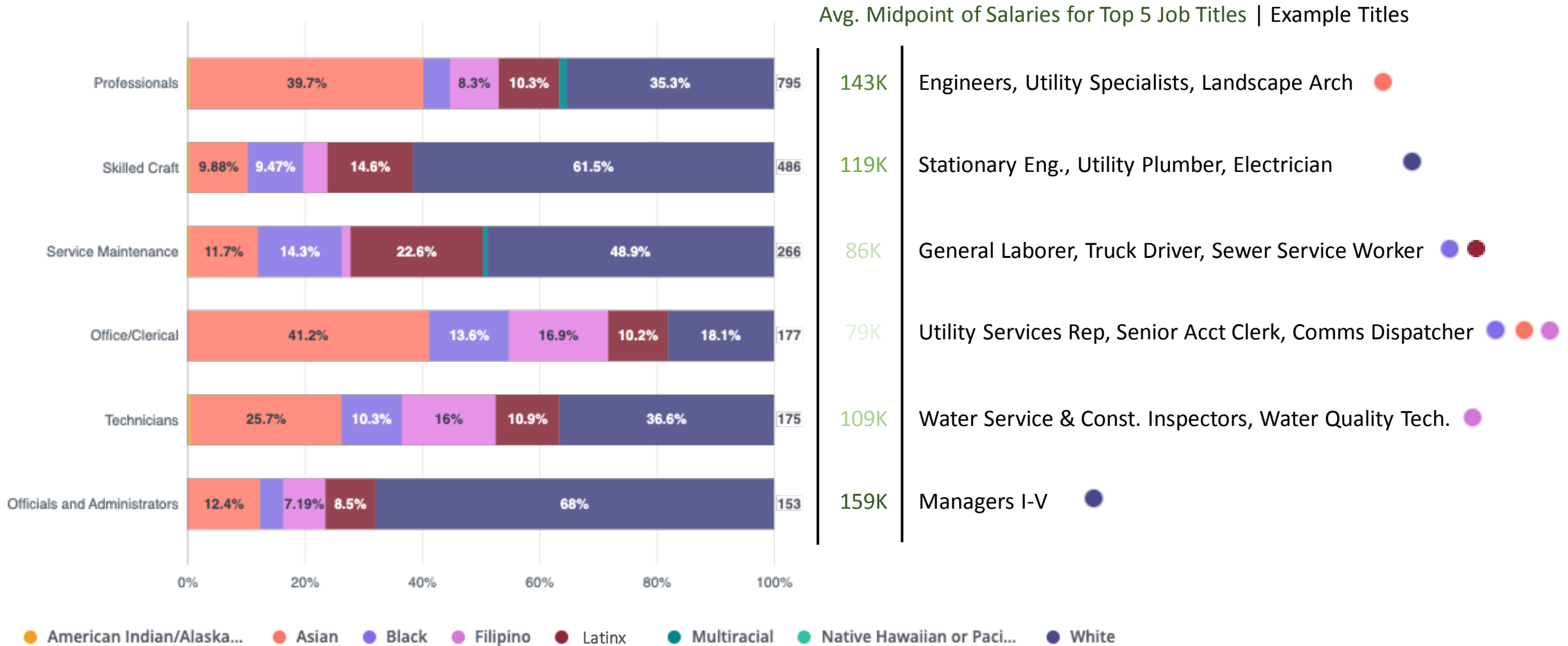
The gender representation of new hires and promotions is somewhat more equitable than overall workforce breakdown.



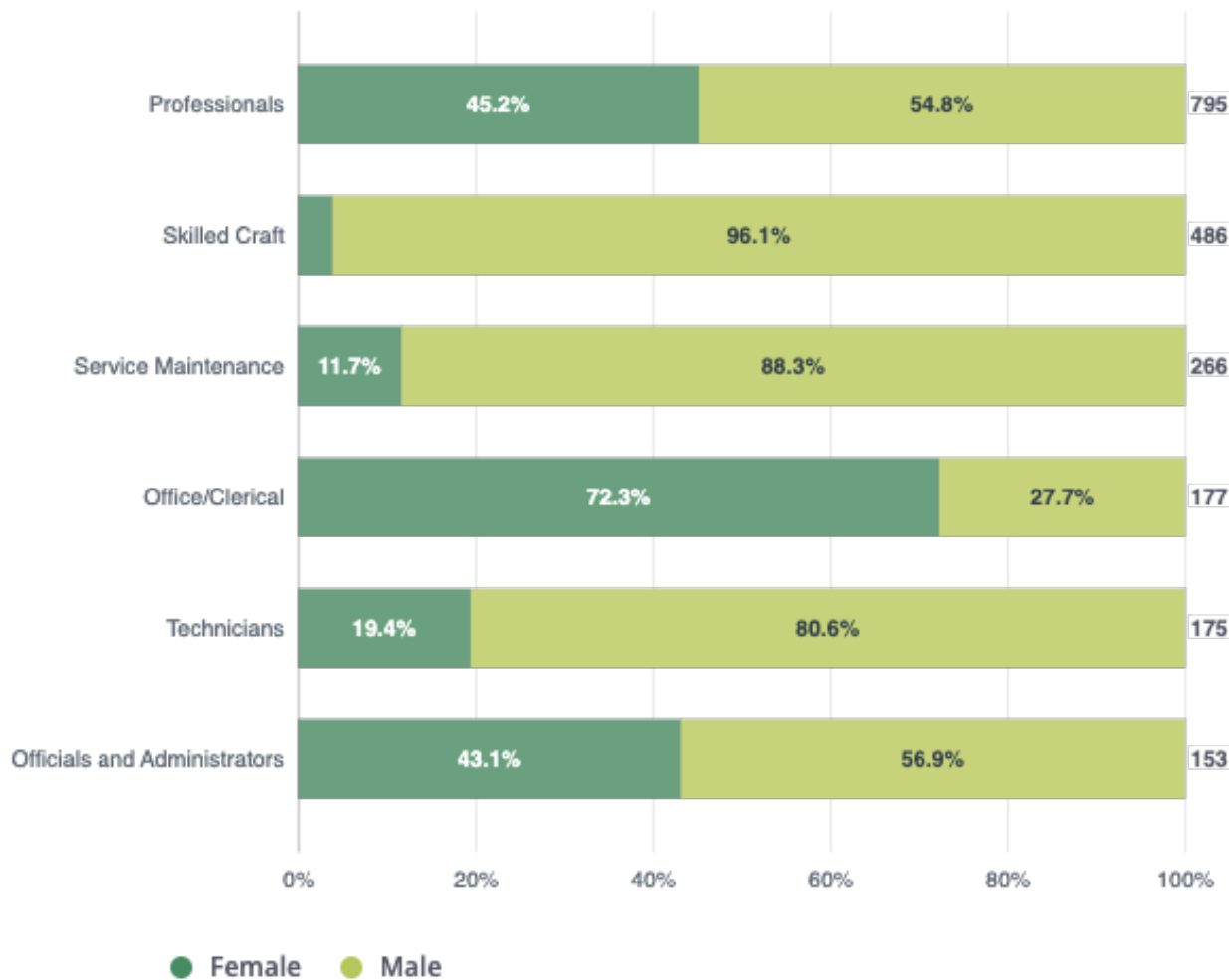
Job Classification and Engagement Findings

- Overall Demographic Breakdowns for the SFPUC are relatively stable over the 2021 Calendar year
- New Hires and Promotions demonstrate a recent initial trend towards more diversity for the organization over the 2021 calendar year
- Breakdown of both ethnicity and gender vary by Job Classification, and these differences may inform differences in engagement survey response rates
- Group differences may persist in employment actions and severity, while potential insight and confidence in our results will continue to improve with more data

Race/Ethnicity Breakdown by Job Classification



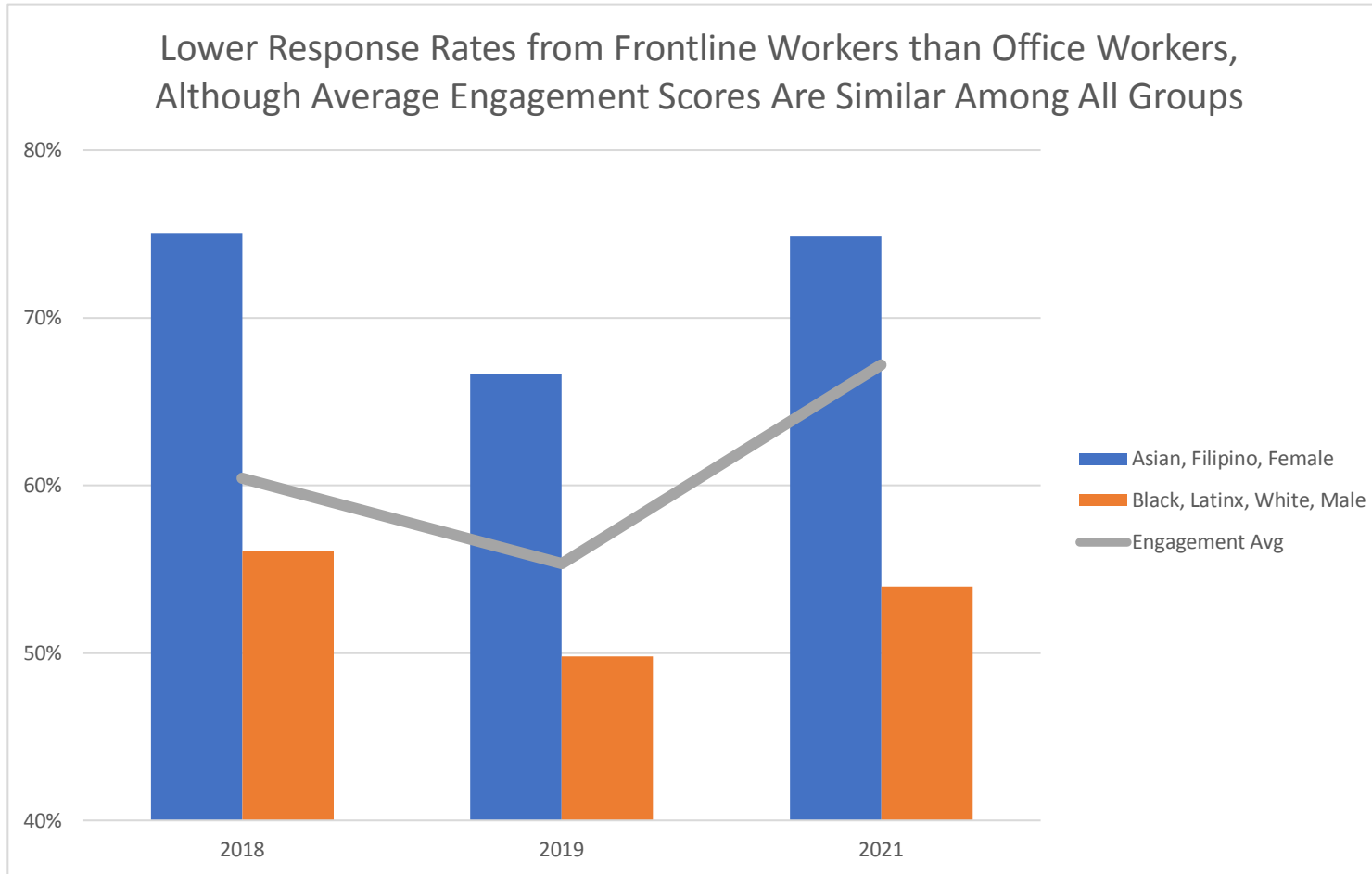
Race/Ethnicity Breakdown by Job Classification



Avg. Midpoint of Salaries for Top 5 Job Titles | Example Titles



Engagement Survey Indicators



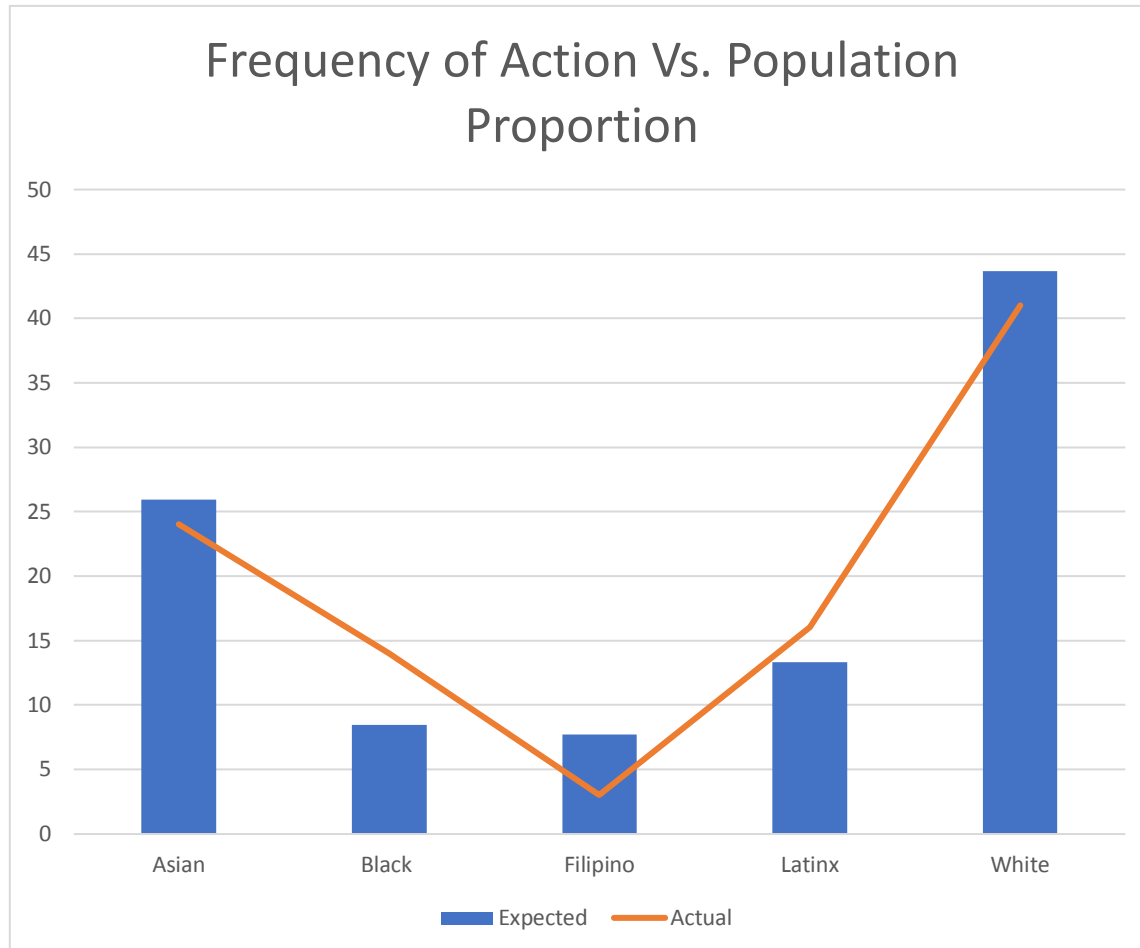
From employees who respond to our surveys, average engagement scores are comparable.

However, groups that are more prevalent within Frontline occupations (Black, Latinx, White, Male) respond at lower rates than groups that more commonly represent Office employees (Asian, Filipino, Female).

Discipline and Employment Findings

- Overall Demographic Breakdowns for the SFPUC are relatively stable over the 2021 Calendar year
- New Hires and Promotions demonstrate a recent initial trend towards more diversity for the organization over the 2021 calendar year
- Breakdown of both ethnicity and gender vary by Job Classification, and these differences may inform differences in engagement survey response rates
- Group differences may persist in employment actions and severity, while potential insight and confidence in our results will continue to improve with more data

Discipline and Employment Action Frequency



Data from January 2019 – March 2022 shows potential over-representation of Black and Latinx employees in overall employment and disciplinary actions.

Although total sample size (and therefore statistical power) remains limited, the effect size and direction of these differences warrant further exploration.

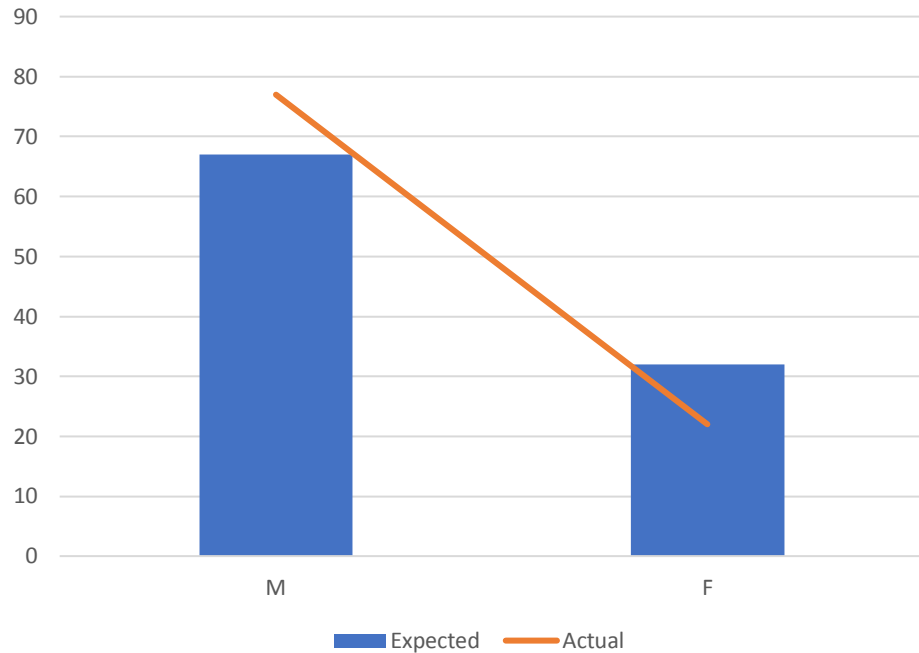
Discipline and Employment Action Severity



As noted in the chart, there exist differences in average severity of employment actions and discipline among racial and ethnic groups.

Discipline and Employment Actions: Gender

Frequency of Action Vs. Population Proportion



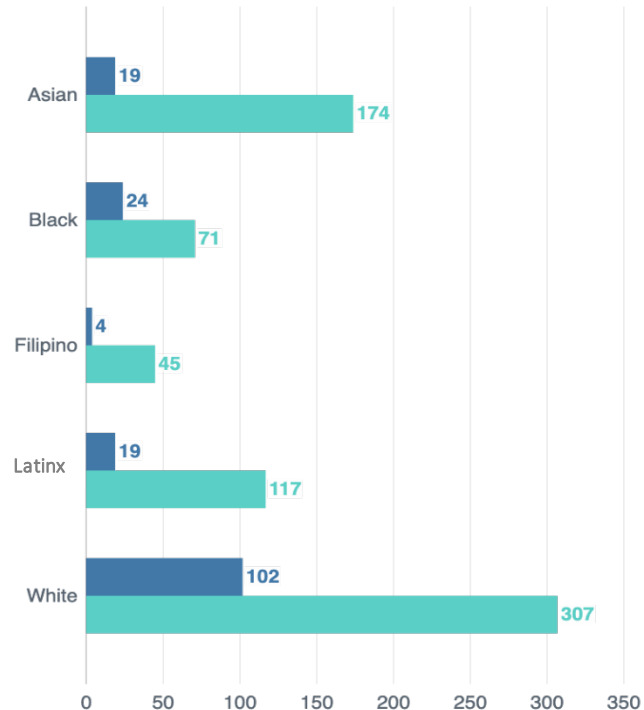
More men than women receive employment actions and discipline, although the difference in their severity is not statistically different.

Employment Actions/Discipline Severity



Separations by Ethnicity Jan 2019 – Mar 2022

Count



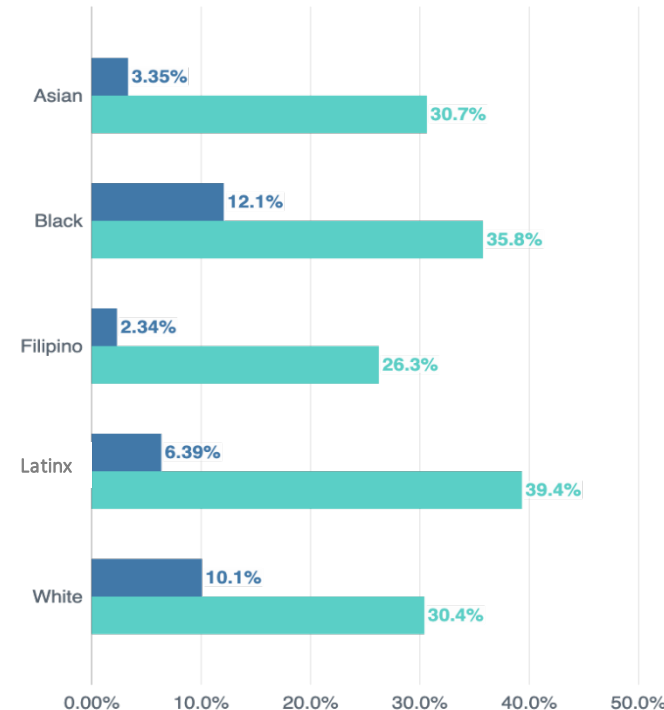
Involuntary Turnover Count

● 171

Voluntary Turnover Count

● 723

Rate



Involuntary Turnover Rate

● 7.57%

Voluntary Turnover Rate

● 32.0%

Both voluntary and involuntary turnover rates vary by ethnicity, as depicted.

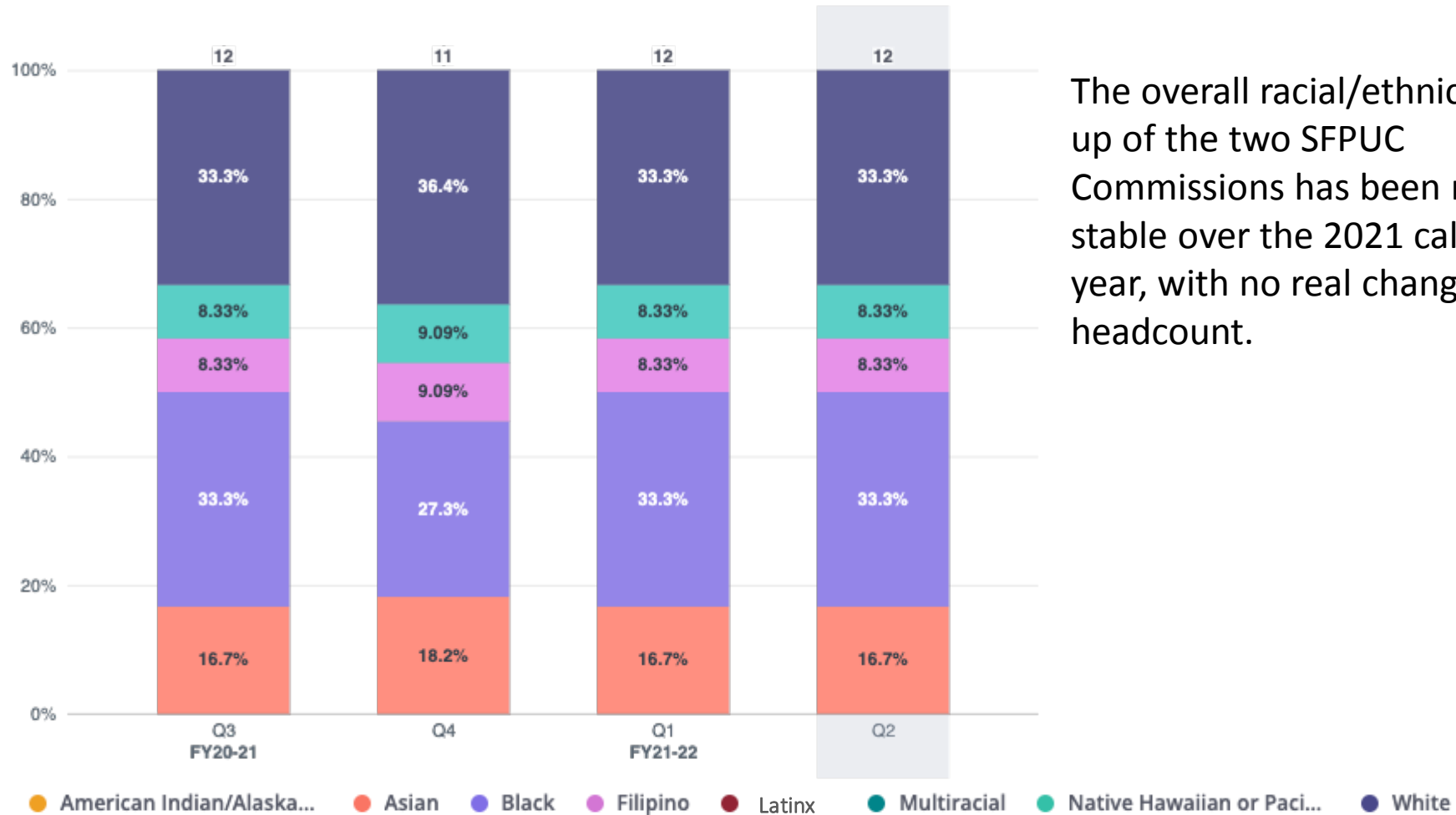
Here, involuntary turnover includes Non-disciplinary Release, Death and Temporary Employment Limit in addition to Disciplinary Release and Dismissal/Termination.

No differences were found with gender (see appendix for details).

SFPUC Commissions

SFPUC Commission & Southeast Community Facility Commission

Overall Commission Demographics by Race/Ethnicity, 2021



The overall racial/ethnic make-up of the two SFPUC Commissions has been relatively stable over the 2021 calendar year, with no real change in headcount.

Overall Commission Demographics by Gender, 2021



Department Inventory Tool: FY 21-22 Budget

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

For guidance and upcoming workshops, click here

About this worksheet		
Department name	Date last updated	Notes
San Francisco Public Utilities Commission	29-Apr-22	Initial inventory submitted as part of department progress report, per guidance from Office of Racial Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services		
Issue area	Brief description	Notes or examples
1. Equitable access to utility services	Assess and develop strategies to address equity gaps in access to water, power or sewer services	Example: Prioritize the expansion of drink tap stations in the public realm, with an equity focus on locations to address disparities in access to drinking water
2. Arrearages, debt forgiveness, and affordability issues	Assess and develop strategies to address inequities in arrearages and utility debt; maintain rate schedule that is affordable to all communities	Example: Secure federal and state funding to help customers help pay off past-due utility bills that accrued during the pandemic
3. Support for local communities impacted by operations	Work to provide positive benefit to local communities in SFPUC's service areas, with a focus on supporting communities disproportionately impacted by SFPUC's operations	Example: Rebuild the Southeast Community Center in Bayview to serve as a community resource
4. Advance environmental and environmental justice practices	Work to imbue environmental justice practices in our operations and support community participation	Example: Provide Urban Watershed Stewardship Grants to schools and nonprofit organizations to improve watershed health and better manage stormwater in the public realm
5. Support local business and job training	Support connections to employment and contracts on SFPUC projects, in partnership with building and construction trade unions	Example: Achieve highest local hire and apprentice hires rates in SF in partnership with trade unions

Please note for Section C "Overall Resources" below, the SFPUC's budget and financial systems are not able to track by activity, function or program. Where some resource information is available, it is provided below.

B. Item name and description			C. Overall resources				D. Racial equity alignment	E. Racial equity-related activity information								
Name of activity, function, program, service, or initiative	Brief description of purpose	Activity/service type	Estimated FTEs and/or budget amount	Funding type	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any	Department priority equity issue areas	Locations	Open to general public or application/referral required	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any	
Suggest 10 words or less	Suggest 50 words or less. Note any intended demographics or communities	1 - Public-facing activity or service 2 - For other City departments 3 - Within department only		Note whether funding is City general fund, restricted government source, or other	By total contract amount		List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.	Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples	1 - General public 2 - Application or referral required	Suggest 10 words or less	Suggest 30 words or less	Suggest 30 words or less. See list on next tab for examples	Suggest 30 words or less. See list on next tab for examples. If none, leave blank.		Include as attachment if too many to list in cell	
Customer Assistance Arrearage Management Pilot Program (CAAMP)	The SFPUC launched a pilot program testing the impact on payment behavior of offering debt relief and large discounts to accounts in arrears, focused on accounts in zip codes 94124, 94134, 94112.	1 - Public-facing activity or service					2	94124, 94134, 94112	2 - Application or referral required	135 households participated in the pilot program; 35 received standard discounts (control group), 50 received increased discounts, 50 increased discounts plus \$1k debt relief incentive	unknown	Customers in arrears (debt)	Participant survey			
Federal Arrearage Relief	The SFPUC successfully applied for and processed federal relief funds distributed through the state to pay down arrears accrued during COVID emergency period, for Water and Power customers.	1 - Public-facing activity or service	\$11 million	Federal funds			2	San Francisco-wide	1 - General public	Thousands of households and commercial customers	unknown	Customers in arrears (debt)				
Customer Assistance Program (CAP)	The SFPUC has run a long-standing discount program for Water, Wastewater and Hetch Hetchy Power customers with household incomes below 200% federal poverty line.	1 - Public-facing activity or service					2	San Francisco-wide	1 - General public	2100 Water/Wastewater residential accounts enrolled as of March 2022	unknown	Low-income communities				
Drink-Tap Program	SFPUC installed twelve permanent public water access points during the pandemic (fountains and bottle/jug filling stations) with a particular focus on locations in proximity to unhoused San Franciscans. Three additional drink tap stations were approved for FY 21-22 and are in the process of installation.	1 - Public-facing activity or service					1	San Francisco neighborhoods: Tenderloin (3); Bayview (5); Mission (4)	2 - Application or referral required	unknown	unknown	Unhoused residents	Advisory			
Green Bond Reporting	The SFPUC is committed to publicly communicating benefits from bond proceeds, highlighting social and environmental benefits of capital projects and ensuring transparency to the public.	1 - Public-facing activity or service					4	All SFPUC service territory	1 - General public	unknown	unknown					
Green Infrastructure Grant Program	The SFPUC provides grants to public and private property owners for stormwater management improvements on their sites (such as rain gardens, permeable pavement, cisterns and vegetated roofs). Eligible grantees may include schools, parks, community centers, faith-based centers, large box retail stores, and multi-family housing projects.	1 - Public-facing activity or service	3 FTE; \$6M	Wastewater Capital			4	94134; 94112	2 - Application or referral required	585	Two projects approved for FY 21-22; both sites located in EJ Areas; both have diverse student body populations; both sites are more than 50% students of color	schools	projects are coming directly from/delivered by the community			
Urban Watershed Stewardship Grants	The SFPUC offers grants to community groups and non-profit organizations to improve watershed health and better manage stormwater in the public realm. Grants support the planning, design and construction of projects to harvest and use rainwater, remove impervious surfaces, or implement other green infrastructure like bio-wales and rain gardens.	1 - Public-facing activity or service	0.5 FTE; \$200,000	Add-back + Wastewater Operating			4	94118, 94107, 94131, 94132, 94107	2 - Application or referral required	unknown	unknown		projects are coming directly from/delivered by the community			
CleanPowerSF Rate Reduction	The SFPUC implemented a 16% rate reduction in January 2021, for all 385,000 CleanPowerSF 385,000 customers in San Francisco.	1 - Public-facing activity or service					2	San Francisco-wide	1 - General public	385,000 CPSF customers	unknown					
CleanPowerSF SuperGreen Saver Program	This program offers 100% renewable electricity at a 20% discount for customers living on low incomes who reside in State-defined "disadvantaged communities". program is launching in May/June 2022. Disadvantaged communities are areas disproportionately burdened by multiple sources of pollution. SuperGreen Saver is expected to roll out to 1,200 customers and aims to deliver the benefits of clean energy to communities most impacted by air pollution.	1 - Public-facing activity or service					2, 4	San Francisco-wide	2 - Application or referral required	Will enroll estimated 1,200 customers	unknown					

Hetchy Power Customer Assistance Program (CAP)	Provides eligible Hetchy Power customers living in affordable and public housing 100% clean electricity at a 30% discount. Nearly 400 customers have signed up for the new discount program since it launched in March 2022.	1 - Public-facing activity or service							2	San Francisco-wide	2 - Application or referral required	400 customers enrolled	35% Asian; 19% Black/African American; 1.4% Filipino; 1% Indigenous/Native American; 31% Latinx; 1.9% Hawaiian/Pacific Islander; 5.5% White; 1.6% Middle Eastern/North African; 2.4% Multi-racial; 0.7% other.						
Go Solar SF	The program provides a monetary incentive to help residents and businesses install solar panels on rooftops across San Francisco, reducing participants' electricity bills and shrinking the City's carbon footprint. Since 2009, GoSolar has distributed nearly \$30 million and incentivized 6,000 solar systems in SF. Program included the following categories for enrollment: basic residential; low-income; and disadvantaged communities/single family solar homes.	1 - Public-facing activity or service							4	San Francisco-wide	2 - Application or referral required	6,000	unknown						
GoSolarSF Inverter Replacement Program	Eligible low-income residents with rooftop solar provided through the GoSolarSF program may receive up to \$3,000 for the inspection, repair, and replacement of their solar system inverter, a crucial component that may only function for about half the expected lifespan of the entire solar system. The SFPLUC will offer this rebate to 500 eligible customers when they need to service and replace their solar inverter. The program ensures that solar owners living on low incomes can continue to see lower electricity bills as a benefit of their solar systems, while also helping the City realize its 100% renewable electricity goal.	1 - Public-facing activity or service							2, 4	San Francisco-wide	2 - Application or referral required	up to 500	unknown						
Rebates for All-Electric Home Appliances	CleanPowerSF customers and approved contractors can take advantage of new incentives when installing a heat pump water heater, an all-electric heating technology that can replace natural gas water heaters. CleanPowerSF residential customers who work with an approved contractor can stack new and existing rebates to receive up to \$5,600 in incentives toward the installation of a new heat pump water heater.	1 - Public-facing activity or service							4	San Francisco-wide	2 - Application or referral required	up to 350	unknown	n/a					
Drinking Water Lead Testing	Since 1994 SFPLUC has offered a drinking water lead testing program for SF residents (service is \$25 and price has never been increased). SFPLUC will deliver and pick up bottles for testing. Women, Infants, & Children (WIC) participants get the testing for free. The SFPLUC has also implemented testing for all schools in SF in alignment with federal requirements.	1 - Public-facing activity or service							4	San Francisco-wide	1 - General public	300-400 people	unknown	n/a					Commission meetings have public input
Air Quality Assurance	In response to the SFPLUC's Environmental Justice Analysis for Bayview-Hunters Point, the SFPLUC committed to air quality monitoring during SFPLUC active capital projects in Southeast, in collaboration with BAAQMD. The agency is installing air quality monitoring devices at strategic SFPLUC facilities, which will inform air offset programs.	1 - Public-facing activity or service							4	94124; 94134	1 - General public	n/a	unknown	n/a					public comment when data is reported?
Alameda Creek Watershed	The SFPLUC and the Muwekma Ohlone Tribe began a multi-year partnership on the pre-excavation, study and careful preservation of Indigenous artifacts, in preparation for construction of the Alameda Creek Watershed Center in Sunol. The partnership has informed the development of the Center, including the public art on site and educational programs to be offered at the center which pay tribute to the Alameda Creek Watershed and the Muwekma Ohlone people.	1 - Public-facing activity or service							3	Sunol, California	1 - General public	n/a	unknown	n/a					
Southeast Community Facility	The new state-of-the-art Southeast Community Facility at 1560 Evans, replacing the older facility at 1800 Oakdale, will provide a wide range of social services supporting workforce development and education for Bayview and Southeast residents of all ages. The community center will feature an expanded childcare center, nonprofit workspace, community meeting rooms, large multi-purpose rooms, and a stand-alone Alex Pitcher Pavilion for community events. The open space includes an amphitheater, gardens, picnic areas, and play spaces for children. The center will provide a wide range of workforce development and education opportunities for Southeast residents of all ages.	1 - Public-facing activity or service	5 FTEs annually + \$110 Million capital investment (over life project, not just in last FY)			TBD-- nonprofit tenants			3	94124; 94134	1 - General public	tbd- Center will open August 2022	Expect to serve BIPOC communities representative of Bayview	tbd-- families, elders, people seeking employment, children	Yes, at Southeast Community Facility Commission; for center, community feedback will be a consistent practice				
Public Art Program	In alignment with City's 2% Arts ordinance, the SFPLUC actively commits 2% of above-ground costs to arts enrichments on SFPLUC property and capital projects, in collaboration with SF Arts Commission.	1 - Public-facing activity or service							3	San Francisco; all SFPLUC service territory	1 - General public	n/a	unknown	n/a					Arts Commission public comment, and community representation on panels to choose artists
Project Learning Grants	The SFPLUC offers 15-25 Project Learning Grants (PLGs) in the amount of \$15,000-\$25,000 to local nonprofits to fund projects providing youth and young adults from underserved communities with educational and career awareness/exposure programs. These grants support projects that increase the understanding of water, power and sewer services while fostering the next generation of environmental stewards.	1 - Public-facing activity or service	\$570,000 annually			Addbacks			3	San Francisco-wide	1 - General public	400-600	23% Black/African American; 17% Asian; 16% Latinx; 3% Filipino; 5% Multi-racial; 3% Pacific Islander;	youth					
Local Community Business Technical Assistance and Inclusion	The SFPLUC is obligated under City ordinance to support local community business, and has established technical assistance programs to support local small businesses as they pursue SFPLUC contracting opportunities, to ensure that LBEs are able to participate in contracting opportunities where they live and work. In addition, the City has adopted an additional section under the 14B ordinance to ensure that firms in SFPLUC's regional service territory are able to participate on the projects where they live and work.	1 - Public-facing activity or service							4				Approximately 25 small businesses annually	unknown	Participating LBEs				Program is in response to community input, and there are public comment opportunities
Trades Training/CityBuild	To ensure a ready pipeline of local residents for contractors to access on SFPLUC's capital improvement projects, the SFPLUC works with trade unions and the SF Building and Construction Trades Council to prepare workers to be indentured into the trades and meet the demands of our infrastructure projects through ongoing training programs. According to the OEW's 2022 Local Hire report, "The SFPLUC again showed the highest local hire percentages on PLUC projects covered by the Policy with 41% of the total hours and 61% of the apprentice hours being performed by local residents, demonstrating the positive impact of the SFPLUC's Sewer System Improvement Project Labor Agreement and investment in outreach and programs that partner with CityBuild to support local hiring."	1 - Public-facing activity or service							1				San Francisco; Southeast SF; all SFPLUC service territory	1 - General public	approximately 200 annually	unknown			
Temporary Emergency Manifolds	The SFPLUC deployed emergency water manifolds and staff to provide access to drinking water in the Tenderloin, later extending the program to Mission and Bayview. In coordination with Public Works, SFPLUC co-located water manifolds with Fire Stop locations, and continued to monitor and sanitize the manifolds. The agency also worked with Public Works to distribute approximately 4,400 reusable water bladders to unsheltered individuals.	1 - Public-facing activity or service							3	Tenderloin; Bayview; Mission	1 - General public	n/a	unknown						
Hand Sanitizer and Disinfectant Production	The SFPLUC's Water Quality team produced hand sanitizer and surface disinfectant in the Mission Drinking Water Laboratory during a global supply chain shortage, which were distributed to keep employees safe.	3 - Within department only							4	San Francisco; all SFPLUC service territory		on-site SFPLUC employees	unknown						
Monitoring for SARS-CoV-2	The SFPLUC collaborated with research partners to monitor SARS-CoV-2 in wastewater and report on infection trends to public health officials and policymakers.	1 - Public-facing activity or service							4	San Francisco-wide	1 - General public								
Supporting COVID-19 Response with Vaccination and Testing	The SFPLUC activated the Southeast Community Facility to support business continuity and a Citywide COVID response. More than 10,400 community members received COVID vaccinations, testing and social support services at the facility. The SFPLUC partnered with EDot and African American and Culture District to distribute PPE to local businesses along the 3rd Street corridor.	1 - Public-facing activity or service							3	Bayview/Hunters Point	1 - General public	10,400 residents	Vaccines administered: 26% Latinx; 21% Asian; 20% white; 14% African American; 16% other.						