

December 31, 2020

SAN FRANCISCO PUBLIC UTILITIES COMMISSION

# Racial Equity Action Plan

PHASE 1



## RACIAL EQUITY ACTION PLAN PHASE 1

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

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## LETTER FROM THE ACTING GENERAL MANAGER

Racial equity is part of our core mission at the San Francisco Public Utilities Commission (SFPUC). The SFPUC recognizes that deep racial disparities persist in our City, and to address this injustice, it is imperative that every City leader, department, and employee step up to our moral calling and responsibility.

In July, our Department took an important step to answer this call by adopting the SFPUC Racial Justice Resolution 20-0149 (Racial Justice Resolution) condemning systemic racism, and vowed to take action to promote racial justice. The plan outlined here follows up on that promise and aligns with the larger Citywide effort to address racial equity through the City's Office of Racial Equity (ORE).

The SFPUC's Racial Equity Action Plan (REAP) is the result of an employee-led engagement process, centering the unique experiences of our 2,300 employees across our eight-county region, especially the voices of our colleagues who are far too often marginalized. This immersive process included months of difficult, but necessary, conversations, strategic planning, and inclusive engagement by our Racial Equity Team, including virtual town halls, in-person and digital surveys, group discussions, individual phone calls to our frontline and remote staff, consultant interviews, and facilitated workshops. This kind of engagement could not have been possible without the great work and commitment of our SFPUC Racial Equity Leads. I am grateful to the many employees across our agency who contributed to this Plan, and **I am especially proud that the REAP was developed by and for our employees.**

I am committed to realizing our vision for racial equity, and the SFPUC will be recommending adoption of our Department's budget to actualize this Plan. We need to move from talk to action, and I am committed to resourcing and implementing the REAP. I ask all 2,300 of my colleagues to join me to create deeper, more

diverse pipelines into our organization, real promotional pathways for all of our employees, dynamic training and capacity building, especially for our supervisors and leadership, and a truly inclusive environment where all of our employees can genuinely feel like they belong.

The SFPUC will implement this REAP in a manner that honors all of our employees, particularly our Black, Indigenous, and People of Color (BIPOC) colleagues. I hope to earn their trust by holding myself and our entire organization accountable to delivering on our Plan. That is why we will make the staffing, funding, systems and resource commitments necessary to deliver on our promises. The struggle for real equity necessitates a sustained commitment to action over the long haul to make necessary institutional and structural changes. I am honored and ask humbly for my 2,300 colleagues to join me and the growing number of employees who make up our dynamic and inspiring Racial Equity Team.

Michael Carlin  
Acting General Manager  
San Francisco Public Utility Commission



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## Racial Equity Action Plan

### Workplace/Division Acronyms:

- BCP: Business Continuity Planning
- CSC: Civil Service Commission
- DHR: Department of Human Resources
- EA: External Affairs
- ELC: Employee Life Cycle
- ELR: Employee Labor Relations
- ELT: Executive Leadership Team
- EWP: Enterprise Workforce Planning
- H&S: Health and Safety
- HRS: Human Resource Services
- INF: Infrastructure
- ITS: Information Technology Service
- L&D: Learning and Development
- ORE: Office of Racial Equity
- PUC/SFPUC: San Francisco Public Utilities Commission
- TA: Talent Acquisitions
- WWE: Wastewater Enterprise

## Racial Equity Action Plan Other Acronyms:

- BIPOC: Black, Indigenous, and People of Color
- DEIB: Diversity, equity, inclusion, and belonging
- DSW: Disaster Service Worker
- DTIS: Department of Technology Information Systems
- EEO: Equal Employment Opportunity
- FY: Fiscal Year
- LDP: Leadership Development Program
- RE: Racial Equity
- REAP: Racial Equity Action Plan
- SME: Subject Matter Expert



## INTRODUCTION

The San Francisco Public Utilities Commission (SFPUC) provides retail drinking water & wastewater services to the City of San Francisco, wholesale water to three Bay Area counties, green hydroelectric & solar power to Hetch Hetchy electricity customers, and power to the residents & businesses of San Francisco through the CleanPowerSF program. We are comprised of three essential 24/7 service utilities: Water, Wastewater and Power. These functions are supported by the Business Services, Infrastructure and External Affairs bureaus. Headquartered at 525 Golden Gate Avenue in San Francisco, we have about 2,300 employees working in eight counties with a combined annual operating budget of over \$1 billion. Our mission is to provide our customers with high quality, efficient and reliable water, power, and sewer services in a manner that is inclusive of environmental and community interests, and that sustains the resources entrusted to our care. SFPUC is committed to achieving racial justice by centering the agency’s programs and resource allocations on racial and social equity while carrying out guidance from the San Francisco Office of Racial Equity (ORE). In accordance with Ordinance No. 188-19, passed by the Board of Supervisors and signed by Mayor London Breed, the SFPUC submits the Racial Equity Action Plan (REAP) Phase I. Legislative mandates require that:

- All City departments, including the SFPUC, submit a REAP to the ORE by December 31, 2020
- The REAP contains indicators to measure current conditions and impact, goals and objectives resulting from changes made within programs or policy, and actions to demonstrate how the SFPUC will address racial disparities within the agency as well as in external projects, programs, and policies.
- The SFPUC produces annual reports on REAP implementation progress, as well as update its REAP every three years.

The City and County of San Francisco (City) is committed to equal employment opportunity. It is the SFPUC’S policy to ensure:

- Equal opportunity to all employees and applicants;
- That employees be selected and promoted based on merit and without discrimination;
- Reasonable accommodations for qualified employees

and applicants that require them.

The City, including SFPUC, prohibits discrimination and harassment on the basis of sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

The REAP provides a blueprint for advancing racial equity in all aspects of the agency’s work over three years, beginning in 2020 and ending in 2023. The SFPUC is committed to monitoring progress of the REAP, reporting to the ORE on racial equity work, adjusting as needed, and integrating new strategies, programs, and policies as appropriate. The REAP is both a process and a strategic plan, guided by the Citywide Racial Equity Framework, and in partnership with the ORE, to enact institutional and structural change to advance racial equity. Initiatives from the REAP will be incorporated into the next update to the SFPUC’s Strategic Plan. Additionally, when the SFPUC moves past this planning exercise and into implementation, the SFPUC will consult with the City Attorney’s Office on REAP related actions; this shall apply throughout this document.

The development of the REAP directs all City departments to assess current conditions in seven (7) key focus areas for all employees, especially for Black, Indigenous, and People of Color (BIPOC). The SFPUC will look critically at ourselves, our policies, procedures, and workplace rules to ensure that the SFPUC’s racial equity goals are met. This plan documents the agency’s prioritization of racial equity within its workplace. The plan outlines concrete actions that the SFPUC will take to achieve racial equity in our organization, operations, programs, and policies.

# PROCESS



The SFPUC is committed to social justice, with a mission to provide services “in a manner that values environmental and community interests and sustains the resources entrusted to our care,” and a vision to be “an innovative utility leader, recognized for excellent results in service, safety, stewardship, and inclusiveness.” Our supporting and core values are codified in the SFPUC’s 2020 Strategic Plan, which outlines our goals to advance: reliable service and assets; organizational excellence; an effective workforce; financial sustainability; stakeholder and community interest; and environmental stewardship. We work to embody these values in each of our enterprises and bureaus, for our 2,300 SFPUC employees, and countless external stakeholders.

The following narrative documents some of the historical context regarding the SFPUC’s commitment to social justice and racial equity, while also detailing

corresponding action steps.

## SFPUC Actions Towards Racial Equity

In 2009, the SFPUC’s Commission adopted the Environmental Justice Policy, defining environmental justice as the fair treatment of people of all races, cultures, and incomes, and committing to ensuring that no one group of people should bear a disproportionate share of the negative environmental consequences resulting from the operations, programs, and/or policies of the SFPUC.

In 2011, the SFPUC’s Commission adopted the Community Benefits Policy, with the vision of achieving positive social and environmental impacts for communities through the SFPUC’s operations and improvement of its water, wastewater, and power services.

In 2014, SFPUC staff from External Affairs participated in the Government Alliance on Racial Equity (GARE) cohort. At this cohort, staff learned about REAPs utilized in other municipalities, and were equipped with training, tools and support to build the agency’s organizational capacity to advance racial equity in its programs, policies and services. Since then, staff from Human Resource Services (HRS) have also attended GARE conferences, gathering resources to implement throughout the organization.

Beginning in 2014, members of HRS’ Workforce Planning (EWP) team started development of a

competency-based talent management processes. The team continues to implement these processes across the organization to help eliminate implicit bias in hiring and performance appraisals. This competency recognizes the role of diversity in assembling capable teams and building a successful workforce: “Fosters an inclusive and cooperative work environment where diversity and individual differences are valued and capitalized upon to achieve the vision and mission of the organization.” Some SFPUC teams are piloting the “Valuing Diversity” competency as part of performance appraisals as a means of ensuring employees are supporting the SFPUC values of diversity and inclusiveness.

In May 2018, the SFPUC administered its first Employee Engagement Survey (Engagement Survey) to all employees to help drive a culture of listening, feedback, and inclusion. Recognizing that people are our greatest resource, survey data allows our leaders and managers to make data-driven decisions to improve employee experience at the SFPUC. The Engagement Survey is one of several projects that collects and analyzes employee data and trends, disaggregated by race and gender, to understand employee experience and identify inequities throughout the employee lifecycle. Utilizing the results of the Engagement Survey also supports organizational culture, in particular between employees and managers and supervisors. The first Employee Engagement Survey covered the following categories: Engagement Outcomes, Career Growth & Development, Communication & Resources, Future Outlook, Individual

Needs, Manager Effectiveness, Team Dynamics, Trust in Leadership, and SFPUC Core Values.

During the first week of August 2019, the SFPUC’s HRS’ EWP team conducted the 2019 Engagement Pulse Survey to check in on the agency’s progress towards improving engagement since the first Employee Engagement Survey in 2018. Based off of the Pulse survey results, the SFPUC Executive Team made new commitments, including making communications improvements that would directly affect employees working in the field.

Also, in August 2019, the Board of Supervisors passed The Office of Racial Equity Ordinance (No. 188-19), which established the ORE and required all City departments to create REAPs by December 2020.

In January 2020, the first cohort of SFPUC employees (senior managers) began the SFPUC’s Pilot Leadership Development Program (leadership program). This robust and engaging leadership program consists of: individual and group executive coaching, connections to the SFPUC’s Leadership Competency Model, and six distinct workshops all designed to create an inclusive culture of feedback. The leadership program was created by a diverse, cross-functional team of HRS professionals (including Employee and Labor Relations, Learning and Development, and EWP) and consultants following an in-depth needs assessment. It is designed to instill best management practices and to address sentiments raised by employees in the SFPUC Engagement Surveys.



In May 2020, to take steps towards responding, recovering, and reimagining the workplace in the midst of the worldwide COVID-19 pandemic, the SFPUC created the Business Continuity Plan (BCP) committee, a cross-functional and agency-wide team that embarked on developing new programs to support SFPUC employees as the Agency continues to deliver its essential services in completely new and ever-changing circumstances. To understand the needs of its diverse workforce, BCP has representatives from throughout the SFPUC. The BCP established a review process to intentionally consider many factors when making decisions, including equity, finance, facilities, information technology systems, and health and safety. As a result, the BCP is one of the SFPUC's first cross-functional teams to put equity at the forefront to achieve better outcomes for all of its employees. The BCP also aims to build a culture where inclusion and equity are standard considerations.

Also, beginning in May 2020, the EWP team launched a series of COVID-19 Pulse Surveys to collect feedback from employees on the impact of COVID-19 on their professional and personal lives. HRS and BCP use the survey results to respond to the quickly changing circumstances with agility, providing employees with resources and support. With the growth of racial and social justice movements over the past decade, such as Black Lives Matter, and due to events occurring at that time, including protests following the murder of George Floyd and other actions against racial injustice across the country, HRS expanded the scope of the COVID-19 Pulse Survey #2 beyond just the COVID-19 pandemic.

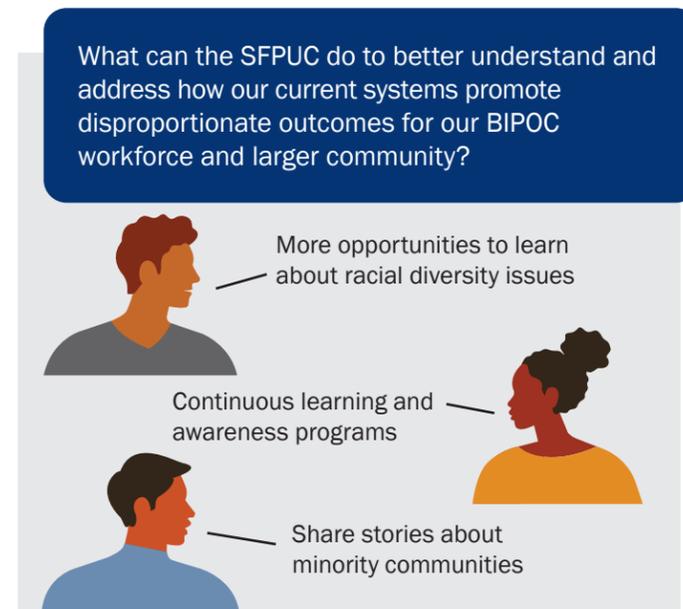
The COVID Pulse Survey #2 was sent to all employees with the goal of collecting real-time feedback on the following categories: Diversity, Equity, Inclusion & Belonging (DEIB); COVID-19 BCP; Overall COVID-19 Response; Well-being and Health; Leader/Manager Support; COVID-19 Communications; and Impact to Employee Role.

In July 2020, the SFPUC Commission discussed the murders of Black people in the United States as a result of police brutality and misconduct, as well as the underlying government and economic structures that foster an environment enabling these events. During this discussion, the Commission adopted the Racial Justice Resolution. This resolution reflects the SFPUC's commitment to advancing racial justice by centering the agency's programs and resource allocations on racial and social equity while carrying out its mission, both as a regional employer and a service provider. The Racial

Justice Resolution directs the SFPUC General Manager to take tangible actions towards racial equity, ranging from hiring and promotion to decisions regarding budgeting and contracting.

Also, in July 2020, the ORE released the Citywide Racial Equity Framework Phase 1: Internal Programs and Policies. Appointed Racial Equity Leads from each enterprise and bureau assembled with an interdepartmental project team to begin prepping each division's REAP. Racial Equity Leads partnered with division managers and formed employee led working groups to develop and refine implementation plans and actions.

In November 2020, the SFPUC launched the Racial Equity Resource Library (RE Library). The RE Library is an online resource hub to support individuals and groups learning and working to achieve racial equity at the SFPUC. It offers toolkits, research, and learning opportunities for staff. The RE Library is divided into two sections: Learn and Action. In the "Learn" section, there are resources for individuals and teams; in the "Action" section, there is information regarding the SFPUC's REAP, ORE, toolkits and action plans from other jurisdictions, presentations, workshops, and training materials related to racial equity at the SFPUC. The RE Library will be updated frequently by the SFPUC Racial Equity Committee and is expected to continuously evolve as work in this important area deepens and expands.



In the COVID-19 Pulse Survey #2, employees were asked to share feedback and ideas on how the SFPUC can advance racial justice. A common request was having more resources and information to learn about racial equity.

## Developing a Racial Equity Action Plan

Between July and December 2020, the SFPUC RE team embarked on a wide ranging, comprehensive agency-wide engagement effort with a specific focus on centering BIPOC staff and frontline workers to inform our REAP. This multipronged outreach strategy included weekly racial equity leader team meetings, workshops, staff all-hands meetings, agency-wide town halls focused on frontline and underrepresented staff, breakout and discussion groups, 1-on-1 employee interviews, surveys, and other means of multi-tiered engagement and outreach.

Agency-wide cross-functional working groups help promote inclusion and ensure broad representation. This REAP is informed by specific work done within the SFPUC's seven enterprises and bureaus. Key data sources include:

### • Business Services Bureau

- Racial Equity Lead facilitated six (6) three (3) hour RE planning meetings with Chief Financial Officer and division managers.
- Two (2) Racial Equity All Hands meetings soliciting division-wide feedback on RE Planning.
- Cross-division BIPOC led discussions via Black Voices engagement platform.

### • External Affairs Bureau

- Racial Equity Lead facilitated three (3) two (2) hour RE planning meetings with EA leadership.
- Five (5) priorities of Racial Equity efforts derived from planning meetings.
- Staff led prioritization of Racial Equity priorities.
- Diverse racial equity working group formed for racial equity implementation efforts

### • Human Resources Bureau

- Transgender 101 training with 70+ staff.
- HRS Racial Equity Workgroup Formed: Eight (8) employees representing different workgroups in HRS
- HRS Racial Equity All Hands Workshops included Group reflection exercises which fostered a discussion of the current state of SFPUC and City data, and five breakout groups; about 70 staff in attendance

- Consultants brought in to help facilitate some DEIB focused activities and group discussions, and lead breakout group that consisted of managers/supervisors.
- 11 meetings held for internal HRS RE planning.

### • Infrastructure Bureau

- Diverse racial equity workgroup formed to develop division specific racial equity action plan.
- Racial Equity Lead presented RE findings to staff during division all-hands meeting.
- Conducted virtual "coffee-chat" with staff on an opt-in basis to discuss racial equity topics provided by staff.
- Racial Equity Lead conducted multiple meetings with Infrastructure leadership, including AGM to identify resources for racial equity plan implementation.

### • Power Enterprise

- Planning phase for completing the initial ORE Racial Equity Framework included lunch and learn sessions to introduce Power Enterprise staff to the framework, which totaled 66 number of hours; and meetings to develop processes
- The engagement phase included racial equity workgroup committee and subcommittee meetings.
- Completion of the racial equity framework through meetings, and synchronous and asynchronous editing.
- The development of deliverables is an ongoing endeavor of collaborative drafting and editing process conducted through meetings, and synchronous and asynchronous reviews

### • Wastewater Enterprise (WWE)

- Racial Equity Lead created opt-in engagement effort via phone and open-door office policy to discuss race issues with BIPOC staff
- Staff-led cross functional Racial Equity workgroup formed and conducted meetings with staff and management
- Racial Equity Workgroup led ten one-hour planning meetings to develop staff-informed REAP
- WWE Racial Equity Lead has standing bi-weekly meetings with WWE Assistant General Manager

to identify areas for executive support

- WWE Racial Equity Lead conducted racial equity discussions across six safety tailgates to include BIPOC field staff.

• **Water Enterprise**

- Engaged with consultant to conduct a confidential survey/interview via phone of all staff with racial equity questions centered around the seven sections of the ORE REAP
- Began onsite “roadshows” conducted to target frontline staff, which consisted of a 30-minute overview of the ORE REAP and its 7 pillars and opportunity for on-site interviewing
- Racial Equity Lead conducted four (4) one (1) hour meetings with Water executive team to review findings from consultant survey and prioritize REAP action items based on findings
- Racial Equity Lead, AGM and division managers have discussed the REAP and racial equity work with staff through various forums

**Findings**

The SFPUC has made progress over the years in creating a more diverse and inclusive agency. However, the Racial Equity program team acknowledges that we must move beyond intentions and statements into decisive action to create an environment where every employee understands their role in advancing racial equity through their work, and every employee is safe, supported, empowered, and accountable.

The SFPUC acknowledges that generational, race-based trauma impacts individual, organizational and community health. Effective systems change therefore requires recognition of the harm done to communities through historical and structural practices. Community leadership, ownership, and respect are the key to transformation. For these reasons, the pillars for our racial equity work are safety, transparency, peer-support, collaboration, empowerment, and cultural and historical resources.

The Racial Equity program team’s review of current conditions in the seven focus areas established by the Citywide Racial Equity Framework brought to light racial disparities among the organization. This work has identified potential structural barriers that the SFPUC plans to address. While diversity is a core

value, SFPUC workforce data demonstrates that the SFPUC workforce is 68.9% male-dominated, Black and Latinx employees are underrepresented in the higher-paying Professional and Managerial classes, and Black employees are overrepresented in employee disciplinary/employment actions. Disciplinary/employment actions include, progressive disciplinary process (written warning to dismissal), non-disciplinary actions relation to probationary period (extension or release), and Performance Improvement Plans. Although Black employees are overrepresented in cases, average severity is lowest. This may indicate that there is supervisor racial bias in initiating a disciplinary case, but checks and balances performed by ELR staff in the process ensure fairness. Additionally, the SFPUC would need to collect about 3 more years of data for more certainty (N = 36 cases total).

**Diversity Equity and Inclusion Survey Results**

At the end of June 2020, the SFPUC’s EWP team conducted the Pulse Survey #2 employee survey that almost half of its 2,300 employees participated in. Two key questions related to racial equity met or exceeded the benchmark of 70% for valuing diversity and belonging:

- 88% of respondents “believe a diverse workforce is important to achieving our organizational goals”
- 70% answered yes to “I feel like I belong here.”

Results show, however, that only 64% of respondents trust the SFPUC to make changes to advance racial justice, below SFPUC’s target of 70%. And while 60% of overall respondents felt that “everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences,” only 28% of Black employee and 54% of Latinx employee respondents agreed with that statement. These responses may reflect consistent concerns that BIPOC employees do not have the same information, opportunities or pathways for jobs, promotions, and raises.

Review of current conditions in the seven focus areas established by the Citywide Racial Equity Framework revealed racial disparities within the agency. Additionally, this work has identified potential structural barriers and patterns the SFPUC plans to address.

These processes have helped SFPUC identify the following opportunities to:



**START**

- Increase recruitment from Latinx, Black, and Women’s organizations
- Increase anti-bias/anti-racist interventions, especially where managers use judgment, including hiring, progressive discipline, performance evaluation (especially probation)
- Targeted leadership & professional development programs and support

**CONTINUE**

- Efforts to improve survey response rates especially from Black and Latinx employees
- Implementation of a competency framework used across the agency to reduce bias
- Workforce development programs
- Increasing people analytics capabilities to draw insights on where interventions may be effective with a focus on hiring
- Increasing the power of employee voice in strategy & decision-making

Additionally, several key approaches arose as central to implementation, including:

- Leaning on the expertise, relationships and lived experiences of SFPUC staff, especially BIPOC staff, and incorporating their voices into development and implementation of planned changes to hiring and

**recruitment**

- Utilizing robust data analysis that captures qualitative and quantitative staff experiences and trends are critical both agency-wide and for each bureau/enterprise
- Strengthening and making more transparent internal communications about work that is happening to address potential barriers BIPOC may face related to mobility and professional development.

Many employees who have felt unheard in the past have been able to be recognized and heard by recently collected data, a strengthening feedback culture, and the focused workgroups over the last few months. The process to create this plan has been highly collaborative. Through united efforts, the SFPUC has assembled an ambitious yet achievable plan that will evolve as this work evolves. The SFPUC welcomes the opportunity to expand its efforts to advance racial equity by focusing on internal programs, and policies and strategies for positive and tangible improvements.

## DEPARTMENT BACKGROUND

**Number of Employees: 2,300**  
**Annual Budget \$1.4 billion**

### Department History

The SFPUC's role in civic life traces back more than a century, when San Francisco was a burgeoning city of predominantly White-European settlers. The tragedy of the April 18, 1906 earthquake changed the course of San Francisco's utility history. The City's private water system failed to curtail the fires that raged for days after the earthquake and more than half of San Francisco burned to the ground. As it recovered, City leaders recognized the need for a more secure, reliable publicly-managed water source.

By an Act of the U.S. Congress, San Francisco secured water rights in the Hetch Hetchy Valley in Yosemite National Park. To successfully and efficiently deliver water across hundreds of miles, the City constructed what would become known as the Hetch Hetchy Project, a series of dams, pipelines, tunnels, watersheds, reservoirs, and powerhouses that, to this day, deliver fresh drinking water and clean electricity from the Sierra mountains to the Bay Area.

In 1932, the Board of Supervisors adopted a new City charter that officially established the SFPUC as a municipal agency. At the time of its formation, the Commission was responsible for the Hetch Hetchy Project, the Water Department, the San Francisco Municipal Railway, and even the Airport. In 1996, the SFPUC took over maintenance and operations of the City's sewer system, which was previously managed by Public Works.

Today, the SFPUC is the third-largest municipal utility in California and provides retail drinking water and wastewater services to the City of San Francisco, wholesale water to three Bay Area counties, clean hydroelectric and solar power to Hetch Hetchy electricity customers, and power to the residents and businesses of San Francisco through CleanPowerSF.

As a City Enterprise agency, we are an organization with financial, institutional, and material power. We are

a property owner, system operator, employer, and a revenue generator. With these multiple identities, roles, and responsibilities, we strive to hold ourselves to the highest standards. This is an ongoing project, as the standards by which we measure ourselves continue to evolve at the urging of the communities we serve and our employees. Our mission is to provide our customers with high quality, efficient and reliable services in a manner that is inclusive of environmental and community interests, and that sustains the resources entrusted to our care. We strive to be a "utility of the future" and an innovative leader that is recognized for excellent results in service, safety, stewardship, and inclusiveness.

But, a utility of the future must contend with the past, starting with a recognition of how centuries of racist laws, policies, and actions have perpetuated social, cultural, and economic disparities for Black, Indigenous, and People of Color (BIPOC). We must recognize our own relationship to this history and the lasting disparities that persist today.

First and foremost, we must acknowledge the land that we manage in the Bay Area is unceded territory of the Ramaytush Ohlone (San Francisco and Peninsula) and Muwekma Ohlone (Southern Alameda County) Indigenous peoples. When the Hetch Hetchy Reservoir and Dam was built to provide water to millions of customers in the Bay Area, it was part of the land of the Miwok (Me-Wuk) people. In fact, the name "Hetch Hetchy" itself is derived from the Miwok word hatchhatchie, which means "edible grasses."<sup>1</sup> Chief Tenaya of the Yosemite Valley's Ahwaneechee tribe claimed that Hetch Hetchy was Miwok for "Valley of the Two Trees", referring to a pair of yellow pine trees that once stood at the head of Hetch Hetchy valley.<sup>2</sup> As an agency utilizing unceded Indigenous lands, we have a responsibility to educate ourselves, our employees, and the public about California's Indigenous peoples, past and present.

<sup>1</sup> Farquhar, Francis P. (1926). "Place Names of the High Sierra"

<sup>2</sup> Jones, Ray (2010). *It Happened In Yosemite National Park: Remarkable Events That Shaped History*

The San Francisco Public Utilities Commission affirms and commits to the goals of environmental justice to prevent, mitigate, and lessen disproportionate environmental impacts of its activities on communities in all SFPUC service areas. Our infrastructure spans eight different counties in California, which means our operations have direct or indirect impacts on communities throughout our entire service territory. We undertake large capital projects throughout our service area. As we make critical investments in our infrastructure, our agency recognizes that we must undertake capital projects in an equitable manner and invest in a sustainable future for the people and places that make our region so special.

While we take great pride in managing our infrastructure and stewarding land and natural resources, we are also stewards of people and places. In San Francisco, we own and manage facilities located directly in a historically Black community, Bayview Hunters Point, that has been disproportionately impacted by environmental pollution, economic disparities, racist housing and zoning policies, discriminatory hiring practices, and insufficient access to healthcare. As an institutional actor and ally, we must play an active role in supporting the Black community's longstanding calls for support and action.

Third, as an employer of over 2,300 people we must recognize our complex relationship with organized labor, our power over the creation and maintenance of middle-class jobs and who has access to them, and the historic and current experiences of BIPOC employees. SFPUC workforce data demonstrates that the SFPUC workforce is 68.9% male, that Black and Latinx employees are underrepresented in the higher-paying Professional and Managerial classes, and that Black employees are overrepresented in employee disciplinary/employment actions. We acknowledge that Black, Indigenous, and People of Color justifiably feel unsafe going about ordinary activities that White people take for granted. We have an obligation to create an environment where every employee understands their role in advancing racial equity through their work, and where every employee is safe, supported, empowered, and accountable.

Throughout history, structural and transformational change has rarely come from the top down. It happens from the bottom up. And throughout the past century, community has, and continues to, hold the City accountable. The SFPUC's story is inextricably linked to

the activists, community organizers, and movements for justice that have shaped civic life in San Francisco.

In the 1950s, Bayview Hunters Point was already home to San Francisco's largest and most polluting industries: the Naval Shipyard, PG&E Power Plant, slaughterhouses, and tanneries. Bayview was also home to San Francisco's most diverse population and was predominately comprised of African Americans who had moved to Hunters Point during World War II to work in the Shipyard. In 1969, when the City released plans to expand the Southeast Water Pollution Control Plant there was public outcry over the plant's impacts on the community, and the lack of community involvement in the planning. The treatment plant, which is adjacent to residential homes, treats the majority of San Francisco's wastewater, yet the negative effects of the plant's operations are isolated in the historically Black neighborhood directly surrounding the plant.

Members of the community pushed back against the proposed expansion of the treatment plant. A Community Coordinating Council led by Shirley Jones, Espanola Jackson, Jim Jefferson, Alex Pitcher, Harrold Maddison, and Ethel Garlington spearheaded the effort to win concessions for the Southeast community, which had already suffered the cumulative effects of a series of government decisions to locate freeways and the existing treatment plant in the neighborhood. Over many community meetings, the idea for a Community Center began to emerge as a benefit that would bring real improvements to the neighborhood.

The City, held accountable by the community, developed a mitigation plan to minimize the adverse social and environmental effects of the plant expansion. Finally, in 1981 the Board of Supervisors approved a plan to construct the Southeast Community Facility (SECF) at 1800 Oakdale Avenue and the adjacent greenhouses at 1150 Phelps Street. The SECF was to focus on skills training, educational opportunities, childcare, and recreation for seniors, and began officially offering programming to the public in 1987. The Southeast Community Facility Commission was also formed to give BIPOC community leaders like Espanola Jackson, Thomas Galant, Harrold Maddison, Ethel Garlington, and Shirley Jones direct supervision over the community center and a voice in decisions being made impacting the community.

In 1996, management of the Southeast Community Facility and the Southeast Water Pollution Control Plant

transitioned from Public Works to the SFPUC. While ownership changed, the responsibility owed by the City to the community continued, and the community continued to push our agency, and the City, to go further.

Southeast neighborhood activists and leaders rose up and organized against Pacific Gas and Electric (PG&E) and the California Public Utilities Commission to successfully shut down two of the oldest and dirtiest natural gas power plants in California located at Potrero and Hunters Point. The closure of these plants was a major environmental justice victory and brought significant improvements to air quality in the community. It also helped clean up the electricity grid and paved the way for San Francisco’s clean electricity future, which included the creation of community choice energy programs like CleanPowerSF, which the SFPUC has managed and operated since 2016.

The Southeast community’s legacy of environmental justice activism is not just a moment in history, it is now SFPUC policy. In 2009, the SFPUC became the first utility in the country to adopt an Environmental Justice Policy, defining environmental justice as the fair treatment of people of all races, cultures, and incomes, and committing to ensuring that no one group of people should bear a disproportionate share of the negative environmental consequences resulting from SFPUC operations, programs, or policies. Two years later, the SFPUC adopted a Community Benefits Policy with the vision of achieving positive social and environmental effects for communities throughout the SFPUC’s service territory. Together, these policies call for the agency to proactively minimize or eliminate negative impacts of the SFPUC’s operations, and to provide benefits to our communities. The SFPUC continues to dedicate staff and resources to work on the Southeast Community Facility as well as a variety of other programs that benefit the Southeast neighborhood.

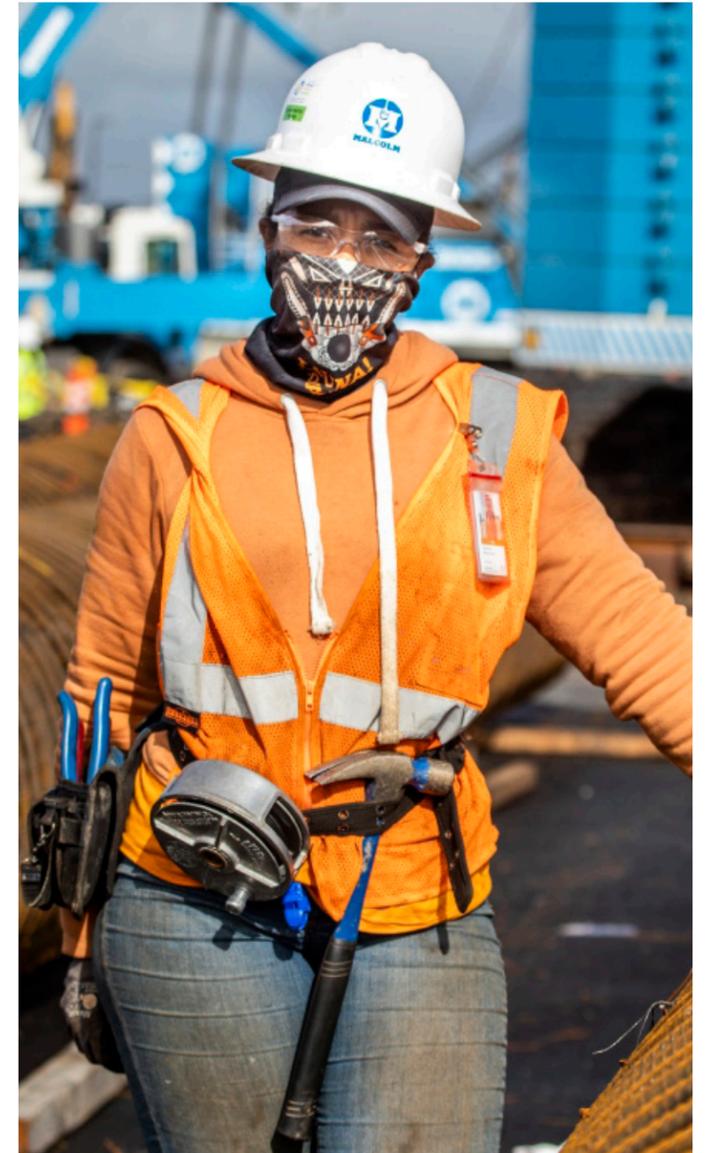
Centering the needs and issues of BIPOC leaders and the Southeast community is an essential part of our role as an institution. Over the last ten years, the SFPUC has conducted over 115 interviews, meetings, focus groups, and surveys with the Southeast community. Throughout that time, we consistently and overwhelmingly heard the need for a new state of the art community center to replace the outdated current facility. Working with community, we identified a potential site at 1550 Evans Avenue. This centering of community intentions will help realize this vision for a large, state-of-the-art special events space and multi-purpose space for meetings,

recreation and day care services as well as workforce development and education for Southeast residents of all ages. Delivering this multi-million dollar project for the Southeast community is a top priority.

To be truly committed to racial justice as a public utility, we must go deeper and examine the full extent of our operations and impacts. We must proactively take on structural racism to change how local government works so that racial equity is a priority in both policy and practice. We must work intentionally to level the playing field for Black, Indigenous, and People of Color. Our Commission memorialized our agency’s commitment to equity by adopting the Racial Justice Resolution, condemning all forms of racism, sexism, homophobia, ableism, and other forms of discrimination which explicitly includes Black, Indigenous and People of Color while also directing the General Manager to dedicate sufficient time and resources.

The SFPUC is committed to implementing structural change within our own agency to ensure that BIPOC communities have access to and enjoy equal benefits from our services, our employment, and SFPUC land. The SFPUC Racial Equity program team recognizes that the responsibility for implementing structural and institutional changes falls upon leadership and all staff, across all levels and functions, and that it should not fall solely or disproportionately upon the BIPOC staff.

The SFPUC REAP will help move us beyond intentions and words into decisive action to create an environment where every employee understands their role in advancing racial equity through their work, and where every employee is safe, supported, empowered, and accountable. Our past shows us that we have a responsibility to the public and to the community to redress the consequences of government sanctioned racial harm. As we look to the future, we commit to changing that story, starting now.



## SFPUC WORKFORCE DEMOGRAPHIC DATA

**7 enterprise/bureaus**

**2,300 employees  
working in 8 counties**

The SFPUC is comprised of seven (7) enterprises/bureaus: Business Services, External Affairs, Human Resource Services (HRS), Infrastructure, Power, Wastewater (WWE), and Water.

Business Services Bureau provides a range of internal and external services to customers, employees, and other stakeholders. The bureau is focused on customer service and satisfaction, impeccable financial stewardship, and technology security and innovation. Services include customer billing and collection, technology help desk management, business applications support, budgeting, accounting, financial planning, capital financing, rate administration, risk management, internal audit, and strategy and change management. Business Services is supported by a dedicated team of 275 employees and is organized into the following major divisions: Customer Services, Financial Services, Information Technology Services, and Strategy, Innovation, and Change.

The External Affairs Bureau is responsible for disseminating the policies and programs of the agency to stakeholder groups including our commissioners, elected officials, the media, local businesses, community organizations, residents, and employees. External Affairs advocates on behalf of the agency by conveying the core messages of the agency clearly and engaging through a timely and transparent process. External Affairs' goal is

to improve awareness and understanding of the agency's mission, build long-term partnerships, and strengthen the common identity of our employees. External Affairs is supported by a dedicated team of 60 employees and is organized into the following major divisions: Community Benefits, Communications, and Policy & Government Affairs.

HRS Bureau provides industry-best practices and services throughout the agency in the areas of personnel policy and procedure, health and safety management and compliance, administration of applicable state and federal employment laws, employee and labor relations, collective bargaining, comprehensive benefits administration, and internal/external recruitment and retention.

The Infrastructure Bureau is responsible for overseeing the administration, planning, design, and construction of our water, wastewater, and power capital programs and projects, including the \$4.6 billion Water System Improvement Program (WSIP), the \$6.9 billion Sewer System Improvement Program (SSIP), the Hetch Hetchy Improvement Program (HCIP), and the annual Water and Wastewater Renewal and Replacement (R&R) Programs.

The Power Enterprise provides clean Hetch Hetchy Power, which energizes San Francisco schools, MUNI, streetlights, City Hall, SFO Airport, the Zoo, and other civic institutions and private facilities. In 2016, the SFPUC launched CleanPowerSF, a community choice aggregation program, to introduce even more renewable energy from sources like wind and solar to the electric grid. Today, CleanPowerSF powers more than 376,000 San Francisco residents and businesses. Together, the SFPUC's Power programs provide more than 70% of the electricity consumed in San Francisco. A major focus is clean power, which reduces our carbon footprint, combats global climate change, and creates a better, brighter future for San Francisco, for California, and for our planet.

The Water Enterprise manages a complex water supply system stretching from the Sierra Nevada to the City, featuring a complex series of reservoirs, tunnels, pipelines, and treatment systems. Two unique features of this system stand out: (i) the drinking water we provide is among the purest in the world; and (ii)

the system for delivering that water is almost entirely gravity-fed, requiring almost no fossil fuel consumption to move water from the mountains to tap. The SFPUC is the third largest municipal water utility in California, serving 2.7 million residential, commercial, and industrial customers in the Bay Area. Approximately one-third of our delivered water goes to retail customers in San Francisco, while wholesale deliveries to 27 suburban agencies in Alameda, Santa Clara, and San Mateo counties comprise the other two-thirds.

WWE operates and maintains the City's water pollution control plants, pumping stations, and collection system in full compliance with our Discharge Permits to protect public health and the environment. The WWE maintains 1,900 miles of sewer mains and lateral, and 27 pump stations that collect sewage and storm water, moving the wastewater to the three treatment plants for treatment and discharge to the San Francisco Bay and Pacific Ocean. San Francisco is the only major coastal city in California that operates a city-wide combined sewer system that collects and treats both sewage and stormwater.

## RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

### Background Information

In May 2018, SFPUC conducted the agency’s first employee engagement survey under the Stakeholder and Community Interest Goal of the 2020 Strategic Plan. The goal was to understand the agency’s current state of employee engagement and identify areas of improvement. This survey would also be among the first strides toward shifting the SFPUC’s feedback culture and environment. Launching regular engagement surveys would also be among the first strides towards shifting the SFPUC’s culture to one that intentionally focuses on meaningful two-way feedback and building an inclusive environment where employees feel seen, heard, valued, and that they belong.

The survey included scaled items (e.g., 6-point agreement scale), multi-choice questions, and open-ended questions. From the results of the survey, the executive team committed to focusing on improving **recognition** and **communication** throughout the SFPUC. These two areas were shown to statistically drive employee engagement and were low in favorability ratings.

The survey also included comments from SFPUC employees. Enterprise Workforce Planning (EWP) conducted a structured, qualitative analysis to identify top themes that emerged from employee comments. These themes were used to inform four (4) commitments (related to recognition and communication) the executive team agreed to:

1. Launching a new online, **Social Recognition Platform** through Quantum Workplace, our engagement vendor;
2. Creating the culture of **“Thank You Thursdays;”**
3. Communicating more about our **SFPUC values and goals;** and

**Social Recognition Platform**

**Thank You Thursdays**

**Communicate Values/Goals**

**Agency Updates**

4. And providing **more frequency agency updates** to all employees, mainly by making the “Week In Review” publication that is prepared weekly for Commissioners available to all employees

Some efforts to improve on department-wide focus areas included: launching **Weekly Wave**, which is delivered to email; the **Currents 2.0** Intranet Upgrade; and the launch of the **Online, Social Recognition Platform**. However, the executive team recognized that most of these efforts were primarily accessible to employees with regular access to computers. There was also feedback that employees in the field did not feel like the Annual SFPUC Impact Awards program (formerly Golden Pride Awards) was inclusive enough of field employees and their accomplishments. For FY 19-20, the Executive Team committed to addressing the unique complexity of communicating to a dispersed workforce over several locations with many employees who do not have regular access to computers or the internet, as well as identifying new strategies or programs for recognition for field employees.

In August 2019, the 2019 Employee Pulse Survey was launched to follow-up on the 2018 Employee Engagement Survey. While the initial Employee Engagement Survey acted as a comprehensive diagnostic tool for the state of employee engagement at the SFPUC, this pulse survey was meant to be a quick high-level check on employee engagement (focusing on **Communication** and **Recognition**). Through the results of this survey, feedback and initiatives were in the process of being implemented (e.g., survey effectiveness concerns, hiring time concerns/reductions, etc.), but the COVID-19 pandemic forced the SFPUC to shift priorities and raised new concerns.

### SFPUC COVID-19 Pulse Surveys

Every employee contributes to the SFPUC’S mission. It is important that the agency ensures employees are being supported throughout the COVID-19 emergency so we can emerge as a better agency. Building a feedback culture is all about having open ideas and keeping the lines of communication open. Therefore, SFPUC launched two employee Pulse surveys in **May** and **June** 2020 to gather real-time feedback from employees.

The COVID-19 Pulse Survey #2 was launched in June 2020 to specifically draw attention to race discussions and raise employee voices and lived experiences to the forefront of the agency’s REAP. For many employees, this was the first opportunity to explicitly engage with and discuss race and equity at the workplace. As such, the EWP team took careful consideration and did extensive research to draft survey content that produced useful insights while helping to create a safe and inclusive environment for discourse.

### SFPUC COVID-19 Pulse Survey #2 Results

The survey gave us real-time feedback on how the current state of protests surrounding racial inequity impacted employees. The SFPUC’s goal is to take action on areas that most impact employees during the ongoing pandemic. The goal of this pulse survey was to:

- Provide data to inform policy and program development that support SFPUC employees during the transition from pandemic response to recovery (Business Continuity Plan)
- Measure the effectiveness of ongoing efforts to mitigate COVID-19 concerns
- Understand employee feelings towards diversity, equity, inclusion, and belonging at the SFPUC

The survey was open from June 30 to July 7, 2020, and had a 47% response rate (1097 of 2319 employees). This was the second employee survey launched during the COVID-19 pandemic.

Survey questions were divided into the following categories, and consisted of scaled items (i.e., 6-point agreement scale and 10-point anxiety scale), multi-choice items, and open-ended questions:

- Diversity, Equity, Inclusion & Belonging (DEIB)
- COVID-19 Business Continuity Plan; Overall COVID-19

- Well-being and Health
- Leader/Manager Support
- Communication
- Your Role

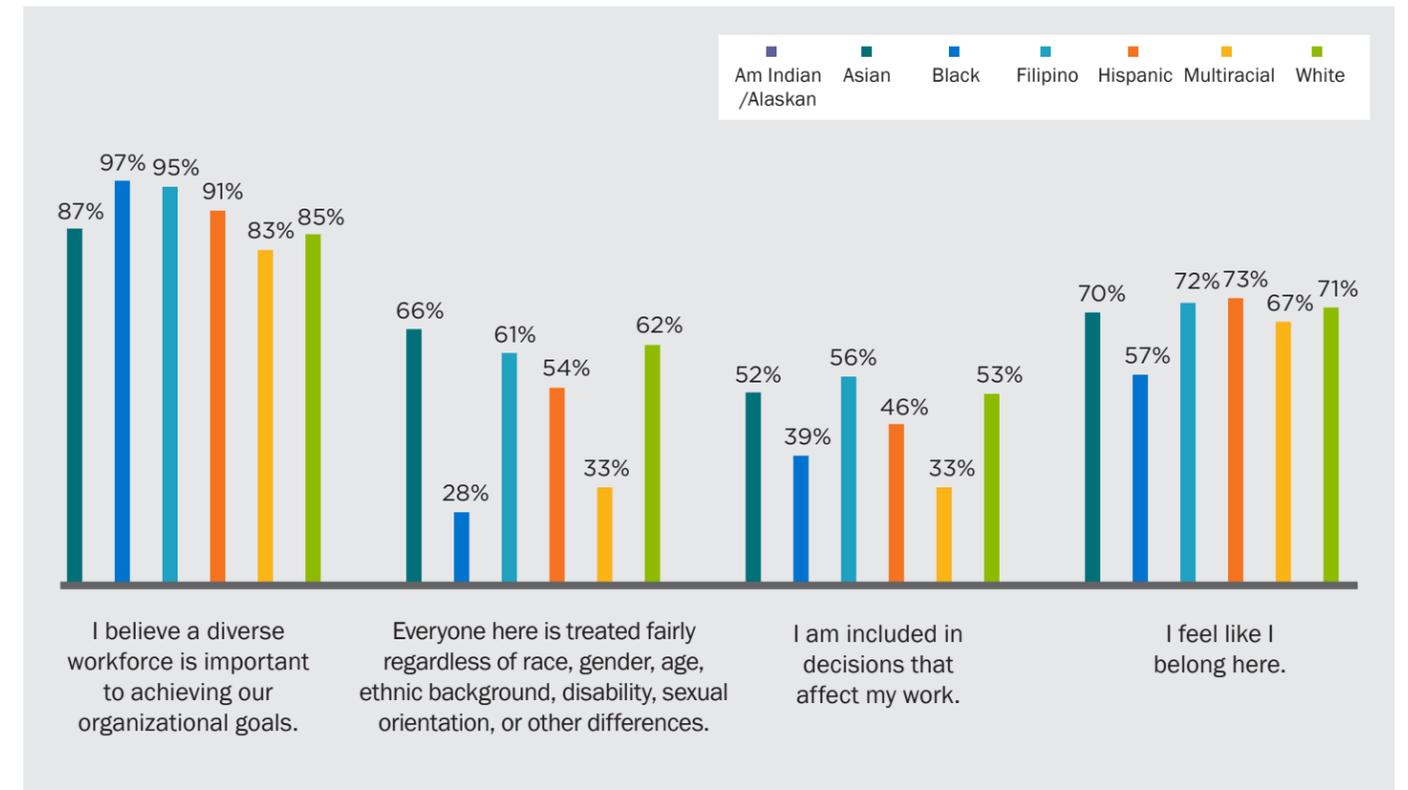
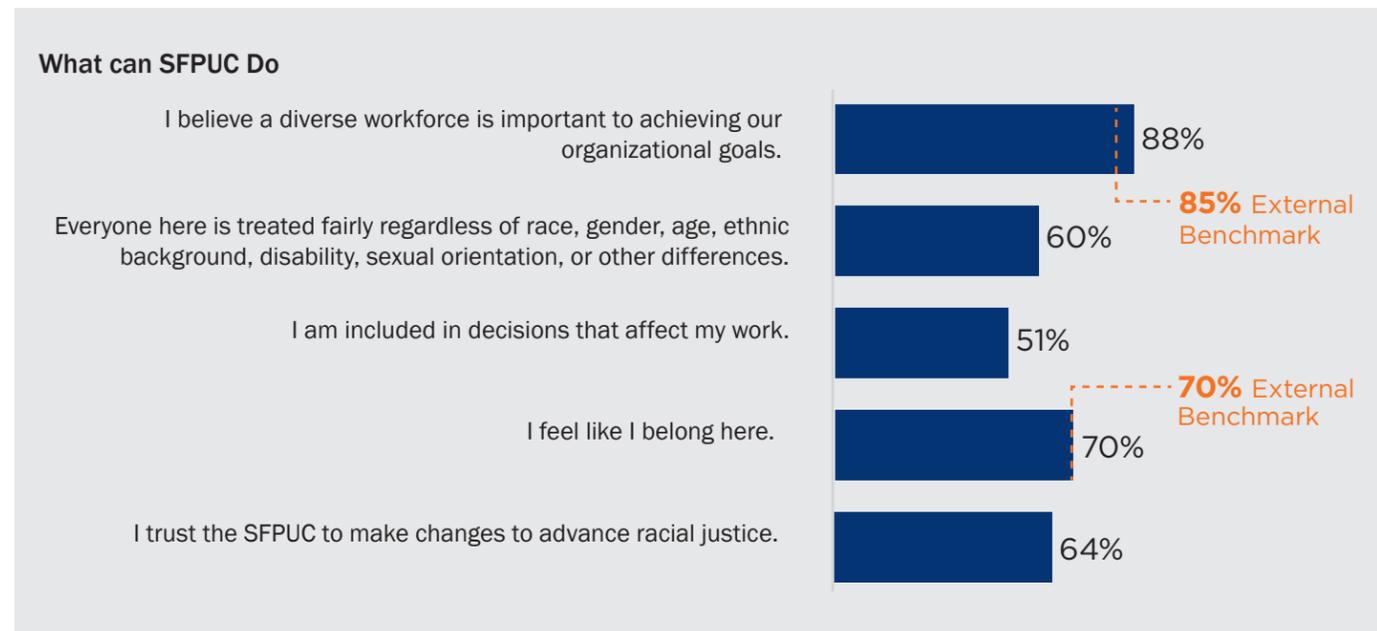
The majority of questions in the COVID-19 Pulse Survey were based on a 6-point agreement scale (1-Strongly Disagree to 6-Strongly Agree). Favorability % shows the percent of responses that were either 6-Strongly Agree or 5-Agree. Favorability was used for survey results because it is inherently goal-oriented and easy to read. An important goal of employee engagement initiatives is to maximize favorable employee experience and perceptions.

A total of five (5) questions were included in the survey, one question to address each: diversity, equity, inclusion, belonging, and trust in SFPUC.

### Diversity, Equity, Inclusion & Belonging Questions

- I trust the SFPUC to make changes to advance racial justice.
- I believe a diverse workforce is important to achieving our organizational goals.
- Everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences.
- I am included in decisions that affect my work.
- I feel like I belong here.

• Results illustrate that SFPUC is either meeting or exceeding the desired 70% benchmarks that are in line with industry benchmarks for valuing diversity and belonging. However, survey responses state that the agency is below our standard target (70%) for equity, inclusion, and training SFPUC to advance racial justice.



It is important to note that Multiracial is a new federal-level ethnicity category, and the City's Department of Human Resources (DHR) began offering Multiracial as an ethnicity category option for new employees in 2014. The City's DHR collects demographic data based on categories developed at the federal level, with the exception of breaking out Filipino from Asian. Additionally, the City's DHR uses federal demographic data terms, which is why the term Hispanic (instead of Latinx) is used to describe this data.

The survey's results illustrate that most SFPUC employees believe a diverse workforce is important. However, Black, Multiracial, and Hispanic employees have a more negative perception of equity/fairness, inclusion, and belonging. The results also show that there is a lower response rate among Black and Hispanic employees overall. Additionally, the results do not include a category including American Indian or Alaskan Native, as there were not enough responses received for this ethnicity category.

## Equity in COVID-19 Business Continuity Plan

The SFPUC included the following proposed definition and approach to equity in the COVID-19 Business Continuity (BCP) plan:

**Proposed Definition:** *The purpose of the Equity pillar in the BCP is to consider race, diversity, and inclusion in all business decisions to promote fair and just outcomes for all employees, particularly those most impacted by COVID-19.*

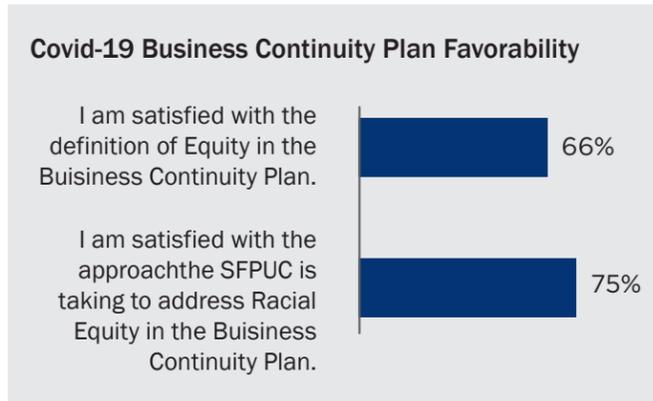
**Proposed Approach:** *The approach we are taking to advance racial equity in the BCP is to first complete a Preliminary Equity Impact Assessment for each of the BCP program areas to identify any potential equity impacts, data needs, and recommendations. From there, we will track and analyze disaggregated data to ensure the fair and equitable implementation of the BCP program areas, doing further equity analyses and making adjustments to the programs as needed. Disaggregated data advances our understanding of how different groups are differently situated. It is therefore essential to inform the Equity pillar. Lastly, but importantly, we will seek diverse and authentic employee input and engagement, such as through employee surveys.*

To ensure employees have an opportunity to provide feedback, the following questions were included in Pulse Survey #2:

- I am satisfied with the definition of Equity in the Business Continuity Plan
- I am satisfied with the approach the SFPUC is taking to address Racial Equity in the Business Continuity Plan
- Do you have any additional comments or suggestions for addressing Racial Equity in the Business Continuity Plan? (open-ended question)

The first two questions were rated on a 6-point agreement scale (1-Strongly Disagree; 2-Disagree; 3-Somewhat Disagree; 4-Somewhat Agree; 5-Agree; and 6-Strongly Agree). The third question was an open-ended question where employees had the opportunity to add their feedback and suggestions.

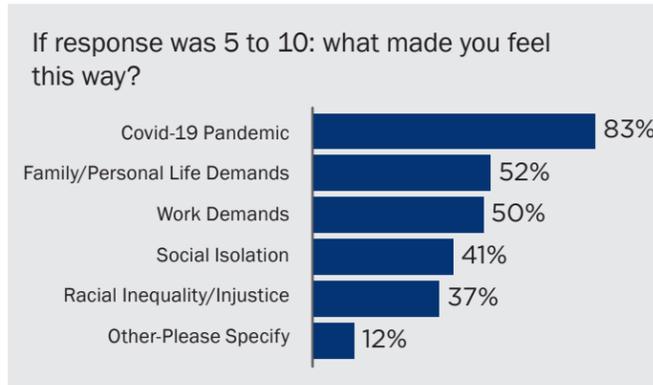
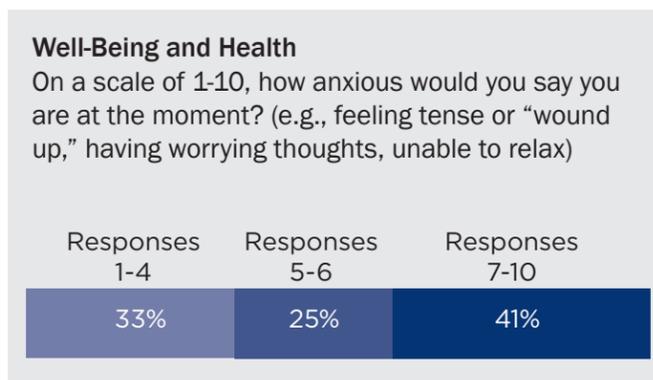
Results from the first two survey questions suggests that majority of the employees are satisfied with the proposed definition and approach to equity in the BCP. Favorability % is the percentage of responses that were either 5-Agree or 6-Strongly Agree.



### Well-being and Health

This question was rated in a 10-point anxiety scale (1-Not at all anxious to 10-Extremely anxious). While 33% of employees responded saying they were experiencing little to no anxiety, 66% of employees responded saying they were either moderately to extremely anxious at the time of the survey.

A follow-up question of “What made you feel this way?” was asked to employees whose responses were between 5 to 10. Employees were allowed to select all choices that applied to them. More than a third (37%) of these employees indicated racial inequity and injustice as being one of the reasons they were experiencing anxiety.



### Comments Analysis

Employees provided more than 2,100 comments from the COVID-19 Pulse Survey #2. To narrow down comments directly related to DEIB and racial equity, the EWP team focused its analysis on ten survey questions that prompted employees to provide feedback in these areas. For the analysis, 454 comments were coded for themes relating to DEIB/racial equity.

2193	Total comments from COVID-19 Pulse Survey #2
1490	Comments from 10 survey questions related to DEIB/racial equity
750	Comments randomly sampled and analyzed (50% of 1490)
454	Actual comments coded for DEIB/racial equity related themes*

\* 296 out of 750 comments were coded as “do not code” for two reasons: 1) comments such as “N/A” were not included in the analysis, and 2) 242 comments directly related to addressing COVID-19 or BCP were sent to BCP committee for them to take action on.

The following ten questions were selected for this analysis:

- **BCP**
  - I am satisfied with the definition of Equity in the Business Continuity Plan (scaled item with comments)
  - I am satisfied with the approach the SFPUC is taking to address Racial Equity in the Business Continuity Plan (scaled item with comments)
  - Do you have any additional comments or suggestions for addressing Racial Equity in the Business Continuity Plan? (open-ended question)
- **DEIB (General)**
  - I believe a diverse workforce is important to achieving our organizational goals (scaled item with comments)
  - Everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences (scaled item with comments)
  - I am included in decisions that affect my work (scaled item with comments)
  - I feel like I belong here (scaled item with comments)
- **Racial Equity at SFPUC**
  - I trust the SFPUC to make changes to advance racial justice (scaled item with comments)

- What can the SFPUC do to better understand and address how our current systems promote disproportionate outcomes for our Black, Indigenous, and People of Color workforce and larger community? (open-ended question)
- **General-SFPUC Support**
  - What would you like the SFPUC to start doing to better support employees during this time? (open-ended question)

Using a sample of 75 comments (10% of sample comments, n=750), EWP developed a codebook to analyze the comments related to DEIB and racial equity. The codebook consists of 35 codes (or themes) grouped together into five (5) broader categories: DEIB Observations & Experience; DEIB Strategies; Employee Lifecycle; Racial Equity Barriers & Resistance; and External Programs. Each comment was coded for theme and sentiment about that theme (neutral, positive, or negative).

The table below summarizes the top themes that were coded from each of the five categories.

Category and Themes	Neutral	Positive	Negative	Total
<b>DEIB Observations/Experience</b>				
Procedural Justice	36	7	35	78
Diversity/ Representation	29	16	28	73
Accessibility	35	2	21	58
<b>DEIB Strategies</b>				
PUC Support	98	22	11	126
Interactive Communication	58	13	3	74
DEIB Development	44	4	1	49
<b>Employee Lifecycle</b>				
Hiring	59	6	17	82
Promotion/ Better Positions	31	1	19	51
Professional Development	30	6	5	41
<b>Racial Equity Barriers/Resistance</b>				
Don't Center Race/ Ignore Race	48	0	2	50
Denial of Problems	27	0	0	27
PUC-wide Barriers	24	1	1	26
<b>External Programs</b>				
Community Benefits/ Engagement	28	10	0	38
Workforce Development/ Pipeline	21	8	0	29
External Partnerships	10	4	0	14

Asian and Filipino employees provided fewer comments in the survey compared to Black, Hispanic, and White employees (when comparing proportion of comments and overall survey response rates). This could inform outreach efforts for future surveys.



**DEIB Observations & Experience**

Example comments have been edited to maintain confidentiality of employees.

Employees have expressed both positive and negative sentiments about their personal experience at the SFPUC.

*“I have coworkers who have been singled out for their [ethnicity], [gender], and [gender identity]. Often [people] are unaware of their own micro-aggressions... It was disgraceful and disheartening.”*

Others see the SFPUC as a diverse workplace that they enjoy.

*“[I] do enjoy being here... the SFPUC has a diverse workforce, which makes the SFPUC unique... I am so proud to work for the SFPUC.”*

**DEIB Strategies**

Some employees provided feedback on suggestions that the SFPUC can take to help advance racial equity and justice. Many have brought up the need for more training, both for professional development and in DEIB topics to advance equity and promote an inclusive work environment.

*“Allocate resources for learning opportunities so employees can improve and gain more experience.”*

*“Provide more training on diversity and culture change... to better educate [employees] about other communities and about our own inherent biases.”*

**Employee Lifecycle**

By far, employees had the most to say regarding hiring practices and ways that the SFPUC can provide support in this area.

*“[Leadership] consistently hire and promote their own... this leaves [women and BIPOC employees] without access to opportunities.”*

**Racial Equity Barriers & Resistance**

While many employees called for more development opportunities and programs to promote diversity at the SFPUC, some have expressed skepticism regarding the potential success of these programs. These employees have suggested that any efforts by the SFPUC must be sincere and measured for effectiveness.

*“We need another plan like we need a leak in [SFPUC dam]... [racial equity action plan] is lip service plain and simple, until we see this address in recruitment, hiring, and retention.”*

*“Share information about specifics of [racial equity approach] to BCP, and educate PUC staff about racial equity within the agency. Be transparent about what’s working and not, about changes or adjustments made based on equity analysis, and what the plan is to continuously improve.”*

Other employees do not see racial equity as an issue that needs to be addressed. Some believe that the SFPUC is already doing a lot of work in this area, whereas others are taking a “colorblind” approach to equity.

*“[Racial equity] is a non-issue and detracts from SFPUC’s goal of providing services to [ratepayers]. There are [policies] already in place to address this... don’t waste time on this! The City does plenty to help [BIPOC communities] and [racial equity]... and has nothing to do with COVID.”*

*“The [SFPUC] is already diverse... and does more in this area compared to private sector. Our workforce is already diverse and I am proud to work here.”*

*“Hire [people] based on qualifications and not race... all positions should be based on merit.”*

**External Programs**

Employees have expressed support for continued outreach to local communities/organizations and for workforce development programs to maintain a pipeline of diverse, BIPOC employees from San Francisco and other communities served by the SFPUC.

*“Compare percentages of underrepresented populations where employees live to PUC employee demographics. Recruit and hire staff from underrepresented groups. Outreach program to local communities that support BIPOC. Report out to employees the track record and what the PUC is doing to continually improve the effectiveness of programs.”*

*“Continue to [support] education, particularly in employment areas relevant to [SFPUC], such as engineering, IT, Plumbing trade-school, etc... make available summer internships and apprenticeship programs, and outreach to [historically black colleges and universities].”*

## ACTION PLAN STRUCTURE

The Citywide Racial Equity Framework Phase 1 has defined the focus areas of the SFPUC’s Racial Equity Action Plan (REAP): Internal Programs and Policies. This report provides a detailed implementation and action plan for specific actions the SFPUC is currently conducting and will be carrying out over the next three years. The SFPUC will use this REAP, the Vulnerable Populations Engagement Assessment Details tool (Appendix H), and the corresponding Vulnerable Populations Survey (Appendix G) to center racial equity within our agency and inform intentional next steps.

The seven (7) strategic focus areas represent different areas SFPUC will be prioritizing to advance racial equity within the workforce, operations, and services:

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

### Legend

Status of the REAP may include Complete for items that are completed, In Progress for items that have started but are not yet complete, Ongoing for items that describe a process that is part of the PUC’s ongoing responsibilities, and Not Started for actions that have not begun, largely due to budgetary and staffing constraints.

ESTIMATED TIMELINE	STATUS
On-going	On-going
Short: 0-6 Months	Completed
Medium: 6-12 Months	In Progress
Long Term: 1-3 years	Not Started

Each section of the REAP includes the following detailed information. Note that this information may change and evolve as priorities are adjusted and the work evolves at the SFPUC.

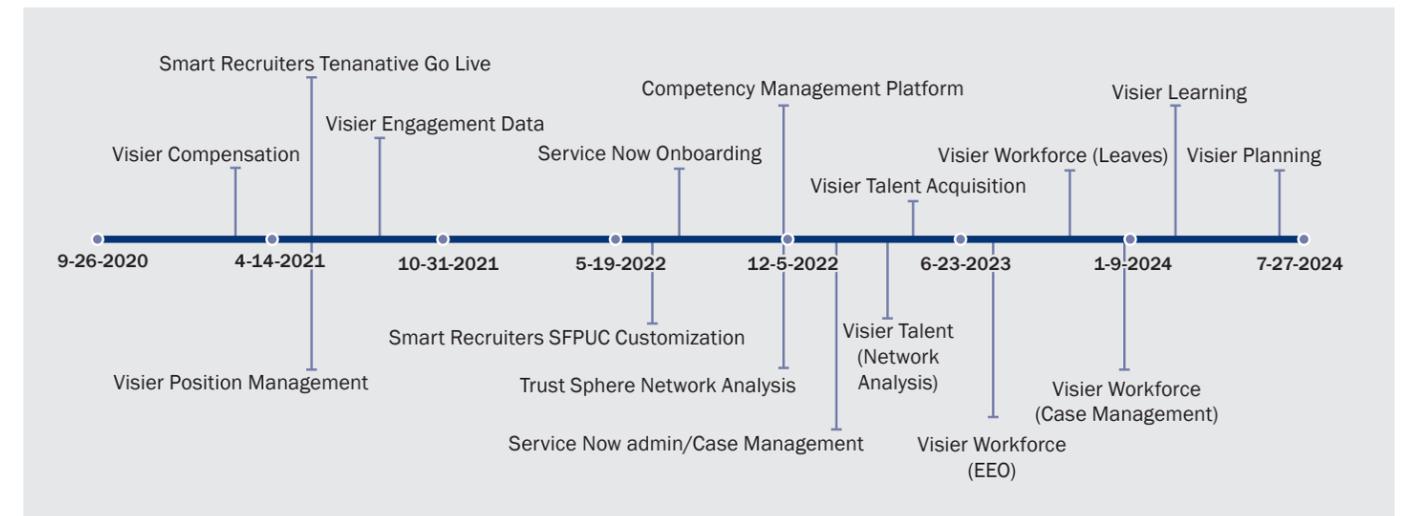
DEPARTMENT GOALS	ACTIONS	PUC ENTERPRISE/ BUREAU	RESOURCES COMMITTED	INDICATORS
The SFPUC’s vision for the section/focus area	Describes the specific act to achieve each objective or action ID	Details which SFPUC enterprise/bureau owns this action item	Resources needed to see action through (e.g. financial/budget, human, and/or material)	Quantifiable measure of progress on objectives and/or actions; how much, how well, or is anyone better off?

### Implementation Plan

A summary of each section of the REAP can be found below. The goals and selection of actions provide an overview from all seven enterprises and bureaus of how the SFPUC will address action items in each focus area over the next three years.

### Timeline

A deep internal assessment of the SFPUC’s current processes, policies, and systems guided the development of the timeline of different system implementations to strengthen analytics and quality of data carry out action items. Below is a timeline visual of different system implementations:



TIMELINE	IMPLEMENTATION	STATUS	LEAD
Denoting the estimated start of the action	Key milestones set for each action item, including estimated dates/timeline; detailed plan on how the action will be accomplished; month, quarter, and/or year	The action’s current status, updated regularly	Staff, committee, or body responsible for the action and/or accountable for its completion

# Section 1

## HIRING AND RECRUITMENT

### DEPARTMENT 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 demonstrates fairness and equity in hiring outcomes to produce a more diverse workforce that reflects the communities we serve.

### SFPUC Staff Voices:

*“Some divisions are overwhelmingly white, and the SFPUC should do more to prevent hiring abuses, nepotism, or preferential treatment at all levels. This leaves [women and BIPOC] without access to the same opportunities. Take a closer look at the ethnic diversity of all SFPUC divisions and see if they reflect the communities they serve.”*

*“The SFPUC should create employment pathways for BIPOC from the local community and do more to recruit People of Color.”*

### Importance to Us:

One key takeaway from SFPUC’s Employee Engagement surveys is that we need to lean on the expertise, relationships, and lived experiences of SFPUC staff—especially BIPOC employees—and incorporate their voices into the development and implementation of planned changes to hiring and recruitment. Staff have repeatedly stressed the need for employment pathways for BIPOC workers to create access to opportunity and ensure that the SFPUC truly reflects the communities that we serve. Moving forward, we must continue to collect qualitative and quantitative data on staff experiences and trends, agency-wide and for each SFPUC enterprise and bureau, while strengthening internal communications about work that is happening to address hiring and recruitment barriers for BIPOC candidates.

As one of the largest City agencies with operations located in eight counties, the SFPUC has a responsibility and an opportunity to recruit and hire a diverse workforce, both in the City and across our large service territory. However, the City’s hiring process can be

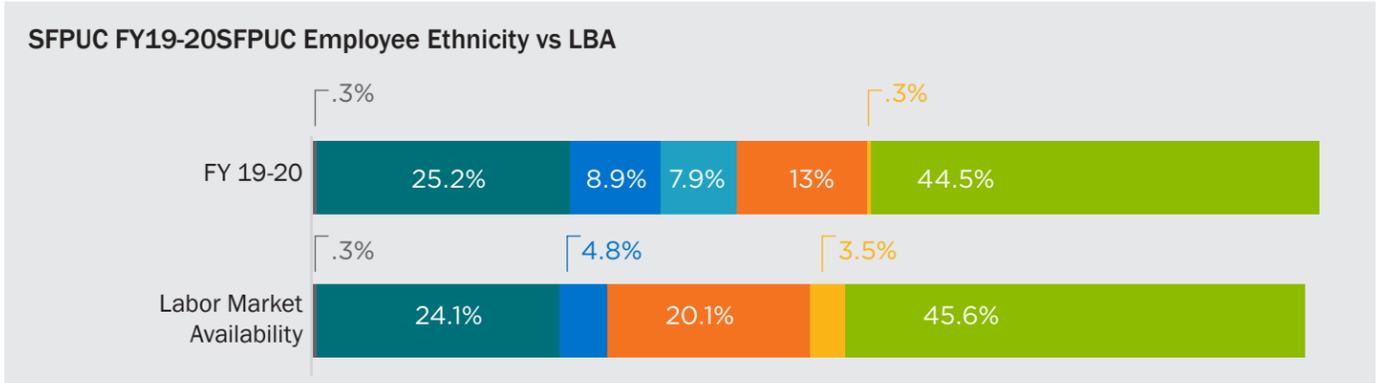
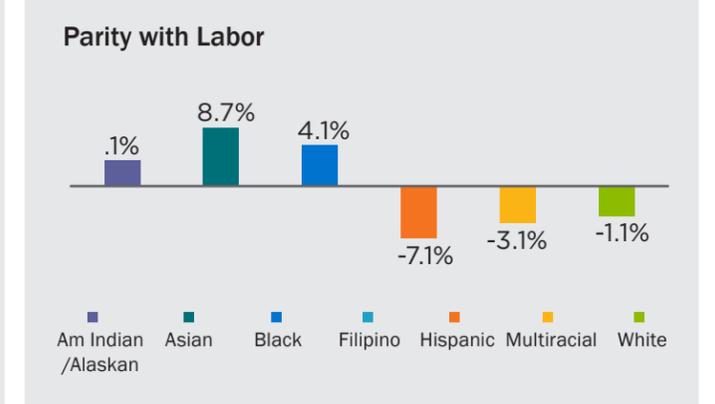
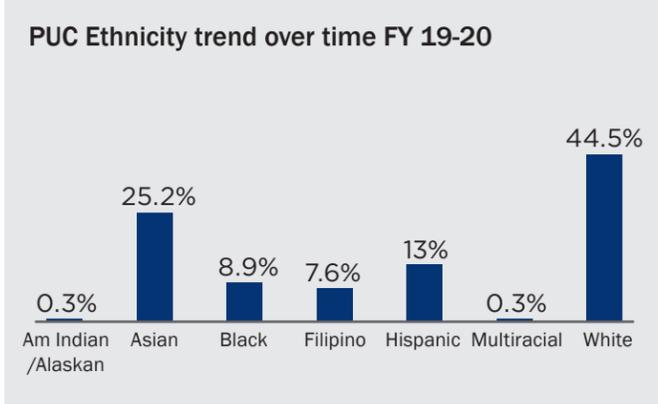
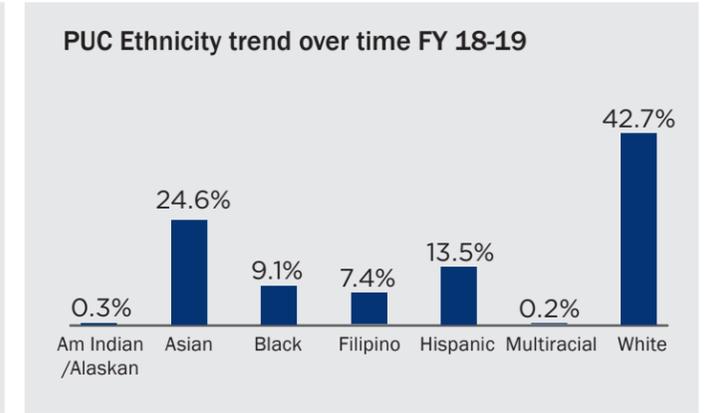
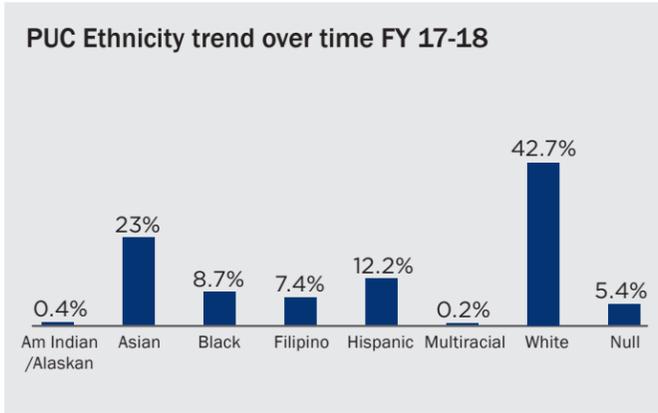
opaque, rigid, and unengaging, which may create barriers to employment for underrepresented candidates.

While the San Francisco Department of Human Resources (DHR) is responsible for developing and overseeing recruiting and hiring policies and practices Citywide, the SFPUC’s Human Resource Services is tasked with developing and managing recruitment and hiring practices to meet specific needs given the size and scope of the agency. SFPUC HRS already works closely with DHR, participating on the DHR Hiring Modernization Project Steering Committee and helping to develop a new Citywide applicant tracking system to provide candidates with more transparency and assistance throughout the application process. HRS will need to continue to closely coordinate with DHR to implement the action items below.

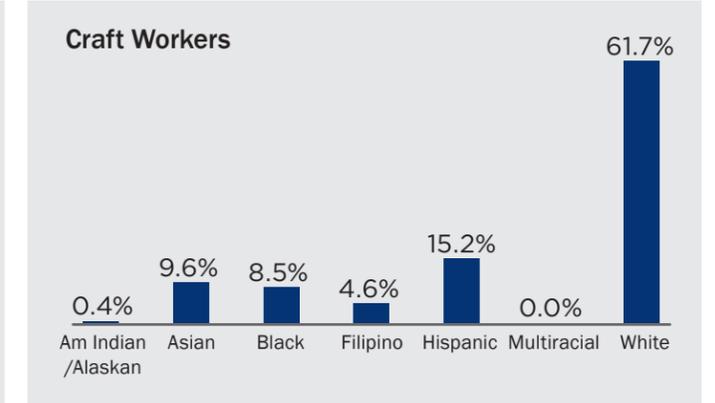
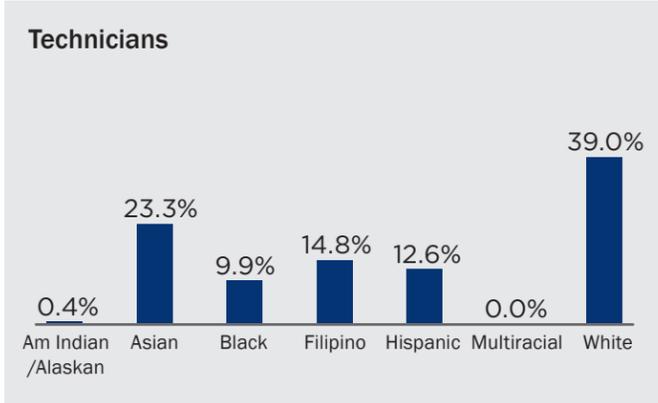
### Our Current Actions:

SFPUC Leadership is deeply committed to recruiting and hiring a diverse workforce. But based on an analysis of hiring data along with staff feedback, there is room for improvement in creating equitable outcomes within our hiring process. In the summer of 2020, SFPUC HRS engaged in a robust workforce equity analysis and found that Black and Latinx employees are underrepresented in managerial and professional roles, while Latinx employees are underrepresented more broadly in the SFPUC workforce overall. Overall, the racial and ethnic makeup of SFPUC’s workforce showed little change over the last three fiscal years, highlighting the need for additional recruitment and hiring strategies.

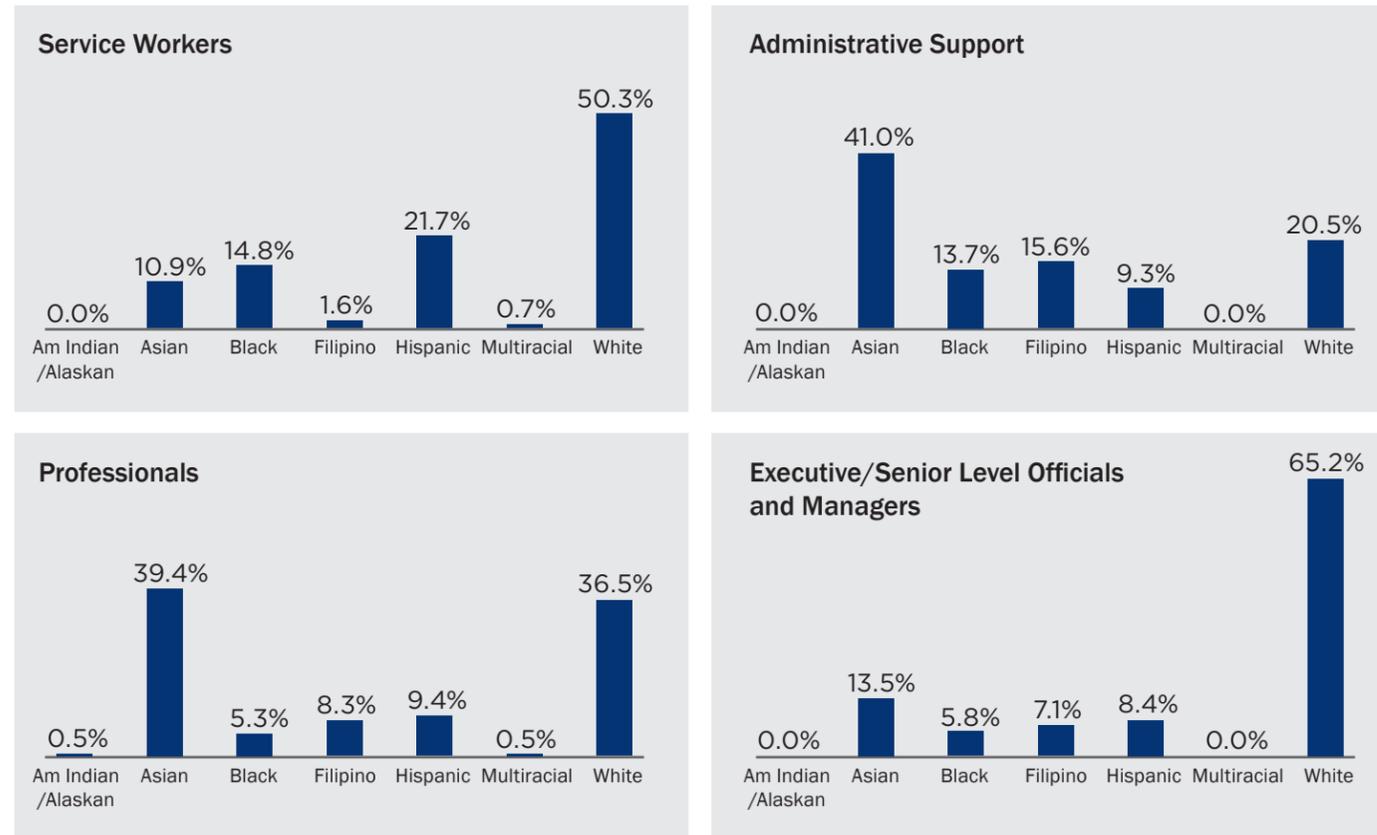
To address these disparities, the SFPUC has launched new efforts to increase recruitment from Latinx, Black and Women’s organizations, increase anti-bias/anti-



### Ethnicity Breakdown by Occupational Categories at SFPUC



### Ethnicity Breakdown by Occupational Categories at SFPUC



racist interventions, and implement targeted leadership and professional development programs and support. The SFPUC will also continue existing efforts to promote more equitable recruitment and hiring outcomes including implementing a competency framework across the agency to reduce bias, investing in workforce development programs, and increasing the power of employee voice in strategy and decision-making. Furthermore, the SFPUC is committed to making future budget decisions to promote equitable outcomes.

**Our Future:**

The SFPUC aims to create an outcomes-based, equitable, inclusive, and engaging recruitment and hiring experience for both candidates and hiring managers. We will develop and use metrics to make data-driven, strategic decisions aimed at removing barriers to employment facing BIPOC employees at all levels of the Agency. These enhanced recruitment efforts will be integrated into our standard recruitment process.

Specifically, the SFPUC will recruit and source underrepresented students from Historically Black

Colleges and Universities (HBCUs) and Hispanic Serving Institution (HSIs). The SFPUC will also develop and foster relationships with diverse local community colleges, and participate in the Community College to Career program involving 19 Bay Area community colleges. The SFPUC will establish standard recruitment and outreach practices on platforms dedicated to diverse professional memberships to increase outreach to BIPOC and other underrepresented groups. We will conduct a Hiring Diversity Analysis to identify potential roadblocks and bottlenecks to achieving equitable hiring outcomes. Finally, the SFPUC also plans to update the existing interview toolkit to ensure racial equity goals are incorporated into the agency’s selection processes.



# Section 1

## HIRING AND RECRUITMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Systems</li> <li> Staff</li> </ul>	<p>Barriers assessment is completed</p>
<p>1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.</p>	<ul style="list-style-type: none"> <li> Systems</li> <li> Staff</li> </ul>	<p>Survey is administered annually</p> <p>Survey results are included in the department annual review</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<p>Assess barriers to application to employment across all bureaus and enterprises by:</p> <ul style="list-style-type: none"> <li>• Short term: Committing to greater transparency around hiring processes and expanded outreach for open positions with a goal of greater racial and ethnic diversity.</li> <li>• Medium term: Getting feedback from current employees and applicants via surveys and other means regarding barriers.</li> <li>• Medium term: Distinguishing between SFPUC or enterprise-specific barriers vs systemic Citywide ones.</li> <li>• Medium term: Reevaluating existing hiring policies.</li> <li>• Long term: HRS conducting needs assessment and gap analysis for internal and external recruiting needs, and career conversations looking at trends in hiring by race and ethnicity and classification.</li> <li>• Long term: Assessing barriers during Job Analysis stage, and formalizing plan for how to mitigate affects for SFPUC only classifications.</li> </ul>	<p>In Progress</p>	<p>Human Resource Services (HRS): Talent Acquisitions (TA), Employee Life Cycle (ELC), Learning and Development (L&amp;D), Enterprise Workforce Planning (EWP)</p>
<p>Short</p>	<p>Led by HRS, continue to:</p> <ul style="list-style-type: none"> <li>• Short term: Engage employees by asking for feedback on the survey/method itself and sharing survey results /next steps so that all staff build confidence in agency transparency and responsiveness.</li> <li>• Short term/Ongoing: Administer annual Employee Engagement Survey and Pulse Survey(s) each year to employees across all bureaus and enterprises while adding diversity, equity, inclusion and belonging questions to each survey.</li> <li>• Ongoing: Ensure more engagement in surveys through promotion in each bureau and enterprise and specific strategies to reach employees in the field.</li> <li>• Ongoing: Collect any enterprise-specific survey tools and incorporate into agency-wide strategy.</li> </ul>	<p>In Progress</p>	<p>HRS EWP</p>

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

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.</p>	<p> Systems  Staff</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Medium</p>	<p>Led by HRS:</p> <ul style="list-style-type: none"> <li>• Short term: Begin by reviewing and assessing the SFPUC Racial Justice Resolution, Equal Employee Opportunity statement, quantitative and qualitative data from employee surveys.</li> <li>• Medium term: Engage each bureau and enterprise in the development of the policy.</li> <li>• Medium term: SFPUC Racial Equity Leads to review and provide input prior to implementation.</li> <li>• Medium term: Engage outside consultants as needed for development and implementation of hiring policy.</li> <li>• Medium term: Ensure transparency about the process and final policy for all SFPUC employees.</li> </ul>	<p>In Progress</p>	<p>HRS: TA, ELC, L&amp;D, EWP</p>

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

# Section 1

## HIRING AND RECRUITMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Staff</li> </ul>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<p>Led by HRS:</p> <ul style="list-style-type: none"> <li>• Medium term: Conduct a gap analysis to identify obstacles (linked to 1.1.1.) and potential changes to recruitment/job posting process; engage each enterprise and bureau in analyzing diversity data across classifications, and when hiring, exploring multiple classifications that could be appropriate for the role.</li> <li>• Medium term: Develop a new standard recruitment / job posting process designed to increase outreach to diverse communities, networks, organizations and platforms, including compiling a list of non-traditional recruitment outlets and strategies for distributing job announcements to a broader and more diverse audience.</li> <li>• Medium term: HRS and External Affairs partner on career panels and job shadowing events.</li> <li>• Medium term: Leverage new ATS to collect and analyze sourcing and candidate demographic data and a process to track recruitment and outreach efforts and methods.</li> <li>• Long term: Enterprises engage in an assessment to identify which classifications are most utilized and develop outreach plans to track strategies that work for diversifying candidate pool</li> </ul>	<p>In Progress</p>	<p>HRS TA, External Affairs (EA) Communications</p>

Section 1

HIRING AND RECRUITMENT

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	<p> Staff</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>
<p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p>	<p> Staff</p>	<p>Job descriptions display consistent and inclusive language  Candidate pool is increasingly more diverse</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>• Medium term: Identify community-based organizations, BIPOC professional networks, SFUSD and community colleges, HBCUs (historically black colleges and universities), HSIs (Hispanic serving institutions) and other non-traditional outlets to begin networking with and developing a recruitment and outreach plan in partnership with these institutions.</li> <li>• Medium term: Develop relationships with rural and BIPOC leaders and community based organizations to facilitate understanding and improve community access.</li> <li>• Medium term: HRS work with External Affairs to leverage existing local community networks and connections.</li> <li>• Medium term: Explore the expansion and strengthening of employment pipeline programs such as training programs and internships.</li> <li>• Long term: Enterprises collaborate on analysis for specific classification and identification of outlets to support with outreach and recruitment</li> </ul>	<p>In Progress</p>	<p>HRS TA, EA Community Benefits</p>
<p>Long</p>	<ul style="list-style-type: none"> <li>• Medium term: HRS support enterprises and bureaus in developing equitable hiring checklists with consistency across the agency.</li> <li>• Medium term: Plan for re-writing and re-structuring job descriptions where applicable, in alignment with equitable hiring checklists, with a focus on concise and accessible language, gender-neutral and non-binary language, an emphasis on competencies.</li> <li>• Medium term: Incorporate diverse employee photos and names (with consent) to use in recruitment campaigns.</li> <li>• Medium term: Reach out to Civil Service Commission to identify ways to add important and required language to announcements.</li> <li>• Long term: Reassess minimum qualifications with the goal of removing unnecessary barriers to application and increasing diversity in the candidate pool.</li> </ul>	<p>In Progress</p>	<p>HRS TA, Department of Human Resources (DHR), Civil Service Commission (CSC), Labor Unions</p>

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.</p>	<p> Staff</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>• Long term: Led by HRS, engage in a robust process with each Enterprise and Bureau to review minimum qualifications and explore the removal of barriers that potentially contribute to racial inequities.</li> <li>• Long term: Put together research and argument to present to the Department of Human Resources (DHR)/CSC to count structured internship experience and acceptable performance as qualifying and waive exam (similar to ACE program, 1249, apprenticeships).</li> <li>• Long term: Identify a team of analysts at SFPUC to review all SFPUC classification specifications for outdated MQs, and a job class series that do not have a natural progression past the top step.</li> <li>• Long term: Analysts and subject matter experts to partner and review MQ's to identify alternative pathways to success in job class, including experience and non-traditional training.</li> <li>• Long term: Review MQs for 09xx classifications, and begin removing the phrase 'related degree' or specifying degree(s) if left unclear in previous recruitments; review the relevancy, effectiveness, and validity of the required Management-Test Battery (MTB) for 09xx classifications; explore making available on-the-job training for some desired qualifications that can occur post-hire.</li> </ul>	<p>In Progress</p>	<p>HRS TA, DHR, CSC, Labor Unions</p>

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**  Funding  
 Systems  
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ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.<sup>4</sup></p>	<p> Staff</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>
<p>1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.</p>	<p> Staff</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>• Short term: Roll out plan to exams team (Talent Acquisitions) that written test components should only be used if writing KSA/competency is identified as critical and necessary</li> <li>• Short term: Revise all job analysis documents to include explicit language regarding the use of written test components, and distribute revised documents to all exam analysts.</li> <li>• Medium term: Provide writing skill development as a central professional development opportunity to expand access to promotive pathways for SFPUC staff.</li> <li>• Ongoing: Some supplemental questions may be necessary for key classifications or where there is a very large applicant pool; identify staff who can help respond to candidate inquiries.</li> <li>• Long term: Explore removing supplemental questions if not required for the position; similar to effort established at the Contractor’s Assistance Center, look at providing a site with computers, internet access and support in the completion of applications to remove internet connectivity as a barrier to hiring.</li> </ul>	<p>In Progress</p>	<p>HRS TA</p>
<p>Long</p>	<p>This effort should be included as part of the process laid out in 1.2.4 above:</p> <ul style="list-style-type: none"> <li>• Medium term: Develop a transparent policy for assessing alternatives to education requirements and reviewing Citywide classification requirements.</li> <li>• Medium term: Reevaluate how years of experience, particularly at the SFPUC, are considered as part of hiring and promotive opportunities.</li> <li>• Long term: Explore more entry-level pipeline positions to reduce hiring barriers and create a more diverse employee pool available for promotive opportunities.</li> </ul>	<p>In Progress</p>	<p>HRS TA</p>

<sup>4</sup>From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	 Funding  Staff	Candidate pool is increasingly more diverse and referred from a variety of sources

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>• Long term: Led by Human Resource Services (HRS), include diversity, equity and inclusion-based questions when soliciting outside recruiters and include in the proposal scoring rubric.</li> </ul>	In Progress	HRS

<sup>4</sup>From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

# Section 1

## HIRING AND RECRUITMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Systems</li> <li> Staff</li> </ul>	<p># of paid interns/fellows, increase annually or meets department needs/capacity</p>
<p>1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Systems</li> <li> Staff</li> </ul>	<p># of Opportunities for All placements and mentors</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<p>Fund Internship/Professional Development Program positions that:</p> <ul style="list-style-type: none"> <li>• Short term: Assist workgroups in creating effective internship programs as entries to target positions.</li> <li>• Short term: Create formalized mentorship program where current SFPUC employees receive support, resources, and work time for mentoring interns.</li> <li>• Short term: Hire diverse/representative coaches for all interns</li> <li>• Short term: HRS and External Affairs- Community Benefits will work together to leverage existing internship and fellowship programs (both internal and external programs) to further develop or partner with.</li> <li>• Long term: Engage each enterprise and bureau in identifying new or expanded opportunities for internships and fellowships.</li> </ul>	<p>In Progress</p>	<p>HRS, DHR, EA Community Benefits, Labor Unions</p>
<p>Long</p>	<ul style="list-style-type: none"> <li>• Short-term: In connection with 1.3.1 above, determine which group at SFPUC will lead and manage internships which would include working with the Mayor’s Office &amp; Opportunities for All program.</li> <li>• Long term: Engage each enterprise and bureau in identifying new or expanded opportunities for internships and fellowships.</li> </ul>	<p>In Progress</p>	<p>HRS, DHR, Labor Unions</p>

Section 1

HIRING AND RECRUITMENT

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.</p> <p>e.g. SF Unified School District's Career Pathways Program.</p>	<p> Staff</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p> Funding  Staff</p>	<p># of opportunities during internship/fellowship</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>Long term: Develop partnerships with BIPOC leaders to improve knowledge about employment pathways.</li> <li>Long term: Through External Affairs (given existing relationship), work with SFUSD to develop career pathway classes and programs at the High School level and bring awareness to careers at the SFPUC at the K-8 level.</li> <li>Long term: Coordinate with local community colleges and CBO on training programs to modify curriculum to meet standards for entry-level positions.</li> <li>Long term: Work with DHR to further develop apprenticeship programs, specifically for the trade classifications.</li> <li>Long term: Track and report data on these employment pathway efforts.</li> </ul>	<p>In Progress</p>	<p>HRS, EA Community Benefits, DHR, Labor Unions</p>
<p>Long</p>	<p>Led by HRS:</p> <ul style="list-style-type: none"> <li>Short term: Promote Racial Equity Resource Library (webpage) created with resources to encourage further independent learning and action.</li> <li>Long term: Implement mandatory training for all employees on implicit bias (currently mandatory training is for subject matter experts involved in a recruitment - Fairness in Hiring training)</li> <li>Long term: Professional development program central coordination to ensure consistent and high-quality development, including Diversity, Equity, Inclusion, and Belonging (DEIB) knowledge.</li> <li>Long term: Required training for supervisors/mentors of interns.</li> <li>Long term: Ensure that all employees have access to the above resources through bureaus and enterprises.</li> </ul>	<p>In Progress</p>	<p>HRS: EWP, TA, ELC, L&amp;D, Information Technology Services (ITS), Racial Equity (RE) Leads</p>

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.</p>	<p> Systems   Staff</p>	<p>Tracking system implemented                      % of evaluations completed                      Internship/fellowship program updated before next cycle</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<p>Led by HRS:</p> <ul style="list-style-type: none"> <li>• Long term: Create and launch meaningful exit survey that is conducted consistently, with racial equity assessment for former employees as well as a separate one for interns/fellows.</li> <li>• Long term: Coordinate with external internship programs to gather survey responses.</li> <li>• Long term: Professional development program central coordination of surveys, data and analyses.</li> <li>• Long term: Conduct a demographic recruitment/hiring analysis or case study on job classes that have been identified historically as not diverse and examine how applicant hiring outcomes varied across race and ethnicity, and identify factors that may have contributed to racial disparities in applicants' outcomes, identifying when they occur at key stages throughout the hiring process, and identifying key demographic trends</li> <li>• Long term: Explore the difference in permanent versus exempt recruitment and hiring processes that lead to a more diverse pool for exempt positions.</li> </ul>	<p>In Progress</p>	<p>HRS: TA, ELC, EWP</p>

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**  Funding  
 Systems  
 Staff

**1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.**

ACTIONS	RESOURCES COMMITTED	INDICATORS
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	 Staff	Standardized interview process with a set of inclusive interview questions

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Short term: Research and add to HRS interview toolkit for managers, supervisors and hiring divisions best practices and research-based techniques related to interviewing and the selection process that are in alignment with equity and inclusion goals and the Equitable Hiring checklist.</li> <li>Short term: Creating and implementing clear guidelines for reviewing interview Q&amp;As and panel members to ensure appropriateness and job relevancy of the questions.</li> <li>Short term: Communicating guidelines and requirements to ensure diverse hiring panels.</li> <li>Short term: Applying deidentification process of redacting applications during app review stage to help reduce implicit bias for recruitments for both exempt and permanent civil service positions.</li> <li>Short term: Ensure inclusion of underrepresented staff voices in assessment of interview process.</li> <li>Long term: HRS work closely with enterprises/bureaus and work with DEI professionals to consider specific policies to address potential bias.</li> </ul>	In Progress	HRS TA

Section 1

HIRING AND RECRUITMENT

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
1.4.2. Ensure a diverse hiring panel for each interview.	 Systems  Staff	Demographic composition of panels Increase in diverse interview panels
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	 Funding  Staff	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	In alignment with Equitable Hiring Checklist, the agency led by HRS will take the following actions: <ul style="list-style-type: none"> <li>• Medium term: Talent Acquisitions Exam Analysts will continue to review and approve composition of hiring panel to ensure diversity.</li> <li>• Medium term: Research best practices for evaluating the composition of a candidate/ interview pool to match panel diversity, and best practices related to having larger panels (more than 3 subject matter experts).</li> <li>• Medium term: Evaluate current tools and options to determine if we have the ability to see candidate pool demographics to help the SFPUC inform the demographic compositions of the interview panels.</li> <li>• Long term: Review panel requirements including classification.</li> <li>• Long term: Create database of outside panelists to avoid over tapping or tokenizing BIPOC employees.</li> </ul>	In Progress	HRS TA
Long	<ul style="list-style-type: none"> <li>• Medium term: In alignment with 1.4.1 above, HRS will support ensuring that hiring panels are trained to give a realistic job preview in interviews, and follow defined protocols for final selection to ensure interview process consistency, and ensure that Talent Acquisitions works with Learning and Development to produce class or curriculum on proper interviewing practices.</li> <li>• Medium term: Managers will take the implicit bias training, and should be required to attend racial equity trainings, which will include a section on hiring, interviewing and the development of interview questions to eliminate potential implicit bias.</li> <li>• Long term: Ensure enterprises and bureaus incorporate the interview protocols and training into guidance for supervisors and managers</li> </ul>	In Progress	HRS: TA, L&D

Section 1

HIRING AND RECRUITMENT

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>	<p> Systems</p>	<p>Tool created and implemented # of applicants increased Increased assistance to job seekers</p>
<p>1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.</p>	<p> Funding  Staff</p>	<p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Short</p>	<p>Through HRS' Hiring Modernization Initiatives:</p> <ul style="list-style-type: none"> <li>• Short term: Continue using existing hiring tracker to track days to hire measures and other relevant data points related to the selection and hiring process.</li> <li>• Short term: HRS &amp; IT to work on Power BI dashboards and reports to illustrate and report on data collected on the applications and hiring process and implement a Permanent Civil Service tracker. HRS will also work with DHR on a new Applicant Tracking System, and work with enterprises and bureaus to implement all of the above.</li> </ul>	<p>In Progress</p>	<p>DHR, HRS, ITS</p>
<p>Medium</p>	<ul style="list-style-type: none"> <li>• Short term: Increase transparency and access to information internally about open positions through targeted communications, including from Managers and with a focus on field staff.</li> <li>• Medium term: Create a job alert newsletter that lists all current job openings at the SFPUC and is distributed weekly via email using the Emma platform to track engagement, i.e., percentage of employees that open emails/ click on the links.</li> <li>• Medium term: Survey promotive paths and highlight skills to progress through career paths.</li> <li>• Medium term: Create a resource guide that details internal progression through job family - include information for trainings that provide skills needed for job progression.</li> <li>• Medium term: Utilize new Applicant Tracking System through DHR.</li> </ul>	<p>In Progress</p>	<p>HRS: TA, ELC, EWP</p>

# Section 1

## HIRING AND RECRUITMENT

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.</p>	<p> Systems  Staff</p>	<p>Hiring, interviewing, and onboarding processes standardized Lag times/wait times</p>
<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p> Systems  Staff</p>	<p>All new hires are processed similarly regardless of position</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<p>With leadership from HRS, SFPUC has instituted a Hiring Strategy Plan to streamline the hiring and selection process, including ensuring certifications/referrals are not requested until interview questions and interview panel have been approved by HRS, and the division is ready to hire/conduct interviews. Other next steps include:</p> <ul style="list-style-type: none"> <li>• Medium term: Continuing to review potential systems, KPI expansion, hiring tracker data management and analytics.</li> <li>• Medium term: Continuously opening and offering remote exams, and communicate opportunities for remote testing in job announcements.</li> <li>• Medium term: Continuing the vendor search for a system that will offer expanded capacity and onboarding capabilities for all SFPUC employment transitions, not just hires that are new to SFPUC.</li> <li>• Medium term: Reviewing established compliance and consistency in onboarding framework to determine if employee onboarding could be shortened and improved</li> <li>• Long term: Ensure all enterprises and bureaus are also looking internally at what might cause delays in hiring, interviewing and onboarding.</li> </ul>	<p>In Progress</p>	<p>HRS: ELC, Employee and Labor Relations (ELR), DHR</p>
<p>Long</p>	<p>HRS in partnership with enterprises and bureaus to:</p> <ul style="list-style-type: none"> <li>• Long term: Research needs and gaps in current systems/platforms.</li> <li>• Long term: Launch a New Hire survey to collect input on onboarding processes with an eye towards racial equity and the experience of staff disaggregated by demographic data.</li> <li>• Long term: Evaluate effectiveness of onboarding by looking at qualitative and quantitative data from Quantum Workplace New Hire surveys, ServiceNow onboarding platform, and Visier Talent/Organization, and Visier Engagement/Experience.</li> <li>• Long term: Provide recommendations for improvement from the qualitative and quantitative data.</li> <li>• Ongoing: Best practices should be sustained beyond onboarding and extend through the employment lifecycle, including creating a peer support system.</li> </ul>	<p>In Progress</p>	<p>HRS: ELC, EWP, DHR</p>

**Section 1**

**HIRING AND RECRUITMENT**

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</p>	<p> Funding   Systems   Staff</p>	<p>Increase in number of diverse candidate pools Overall faster hiring times</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Short</p>	<ul style="list-style-type: none"> <li>Short term: Talent Acquisitions Exam Analysts currently submit requests for expanded rule of the lists from applicable Union representatives on a case by case basis using data from previous recruitments.</li> <li>Short term: Explore putting in place requirements to keep names redacted, but include demographics when assessing cut score for Eligible List, e.g. interview at least 2 women and 2 BIPOC candidates or possibly require cut score/reachable candidates to include BIPOC.</li> <li>Ongoing: Engage with DHR to advocate for increasing the default rule.</li> </ul>	<p>In Progress</p>	<p>HRS: TA, DHR, CSC, Labor Unions</p>

**1.5.**

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>1.5.1. Agencywide Coordination</p>	<p> Funding   Staff</p>	<p>Increase in number of diverse candidate pools Overall faster hiring times</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Short</p>	<ul style="list-style-type: none"> <li>Short term: Enterprises and bureaus coordinate cross-functionally and with HRS and External Affairs to develop strategies, assess potential barriers, gather creative ideas grounded in the experience of employees, and ultimately work in coordination to increase racial equity in hiring and recruitment.</li> </ul>	<p>Not Started</p>	<p>HRS, EA</p>

## Section 2 RETENTION AND PROMOTION

### DEPARTMENT 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.

### SFPUC Staff Voices:

*“We’ve lost several BIPOC employees because there was not upward mobility. Promotive opportunities in some divisions are not frequent even before COVID-19... even then, process for promotional opportunities in the City is ambiguous. More information and education is needed for staff and managers on what options there are for extending employees or for them to be able to advance.”*

*“There should be more BIPOC in management positions, especially those who exceed work expectations. Stop making it difficult for BIPOC to advance and make it an equal field! Not just more responsibilities but proper compensation. Start making real change!”*

*“Create pathways and in-house support systems that allow BIPOC to be qualified for SFPUC and City jobs.”*

especially Black, Latinx, and American Indian/Alaskan Native employees.

### Our Current Actions:

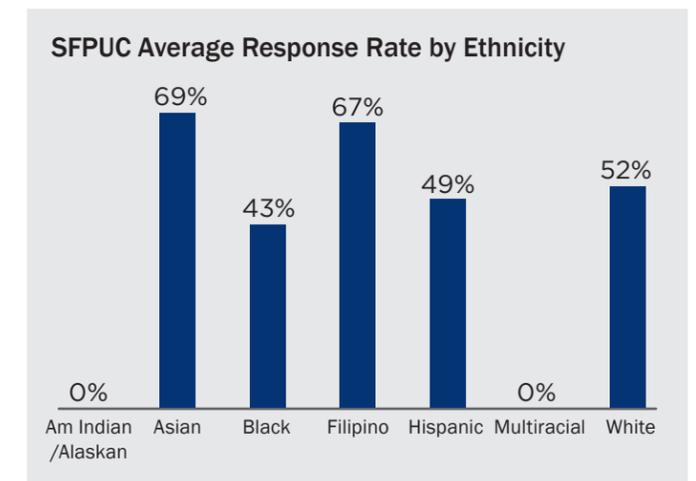
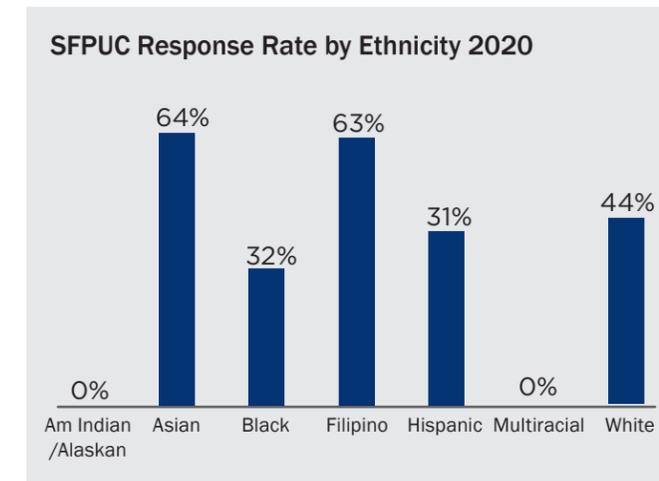
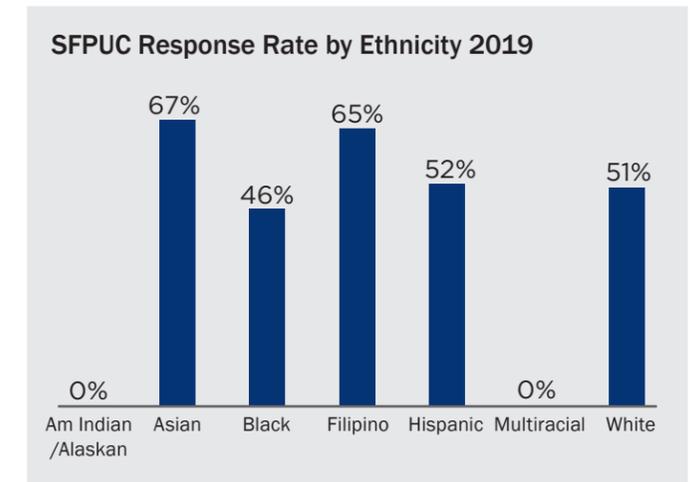
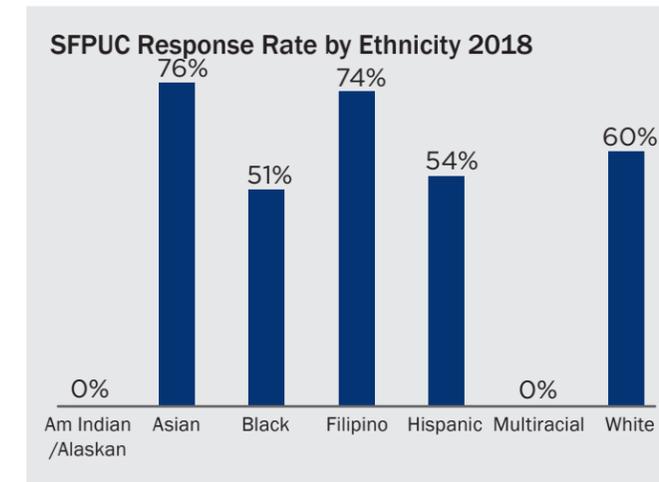
Employees who are more engaged are more likely to have higher performance and retention. The Employee Engagement Initiative measures both how engaged employees are at the SFPUC, as well as factors that are contributing to their engagement (or lack thereof). By measuring employee experience, we know how to better increase engagement and experience, and ultimately retention.

Results from the 2018 Employee Engagement Survey showed most employees viewed the benefits and flexibility of their jobs favorably. When slicing this data by ethnicity, all BIPOC ethnic groups, except for the American Indian/Alaskan Native group, had higher favorability in these items and the “Career Growth and Development” category items than employees in the White ethnic group. Overall favorability differences between ethnic groups were minimal for each survey over time. Note, there was a low number of responses received for the group Indian/Alaskan Native. This can be a result of there being a low population of that group, or possibly incorrectly labeled demographics. Black and Hispanic employees, however have historically had the lowest response rates. Additionally, American Indian/Alaskan Native employees’ engagement/survey favorability scores are consistently lower across surveys; although there were only five responses from this group (out of only around seven employees from 2018-2020), but regardless of the low number of responses, the SFPUC needs to do more to support American Indian/Alaskan Native employees in the workplace. Employees with low engagement are more likely to leave the organization than those with high engagement.

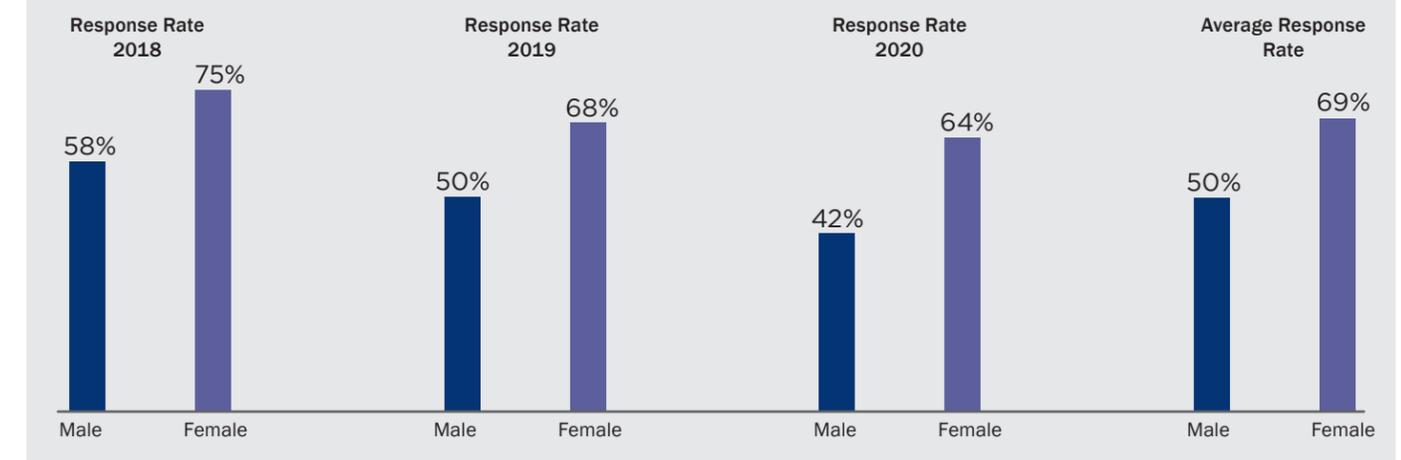
### Importance to Us:

SFPUC staff are the cornerstone to delivering essential 24/7 utility service. Reliable water, power, and sewer services require a highly trained workforce in a variety of specialized technical fields. Over the last few decades, it has been common for staff to have worked at the SFPUC for long tenures. With many of these people retiring or eligible to retire in the next few years, the SFPUC must ensure knowledge preservation and succession planning especially for positions that are hard to fill. This challenge can be addressed, in part, with a focus on retaining and promoting underrepresented employees, creating frameworks to promote equitable outcomes in salaries and benefits, removing systemic barriers to career progression, and implementing programs and policies to protect their health and well-being. The SFPUC will work to ensure that employees are paid fairly,

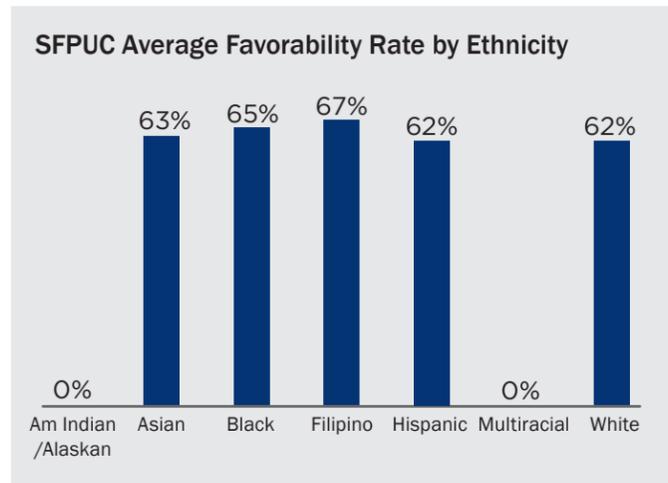
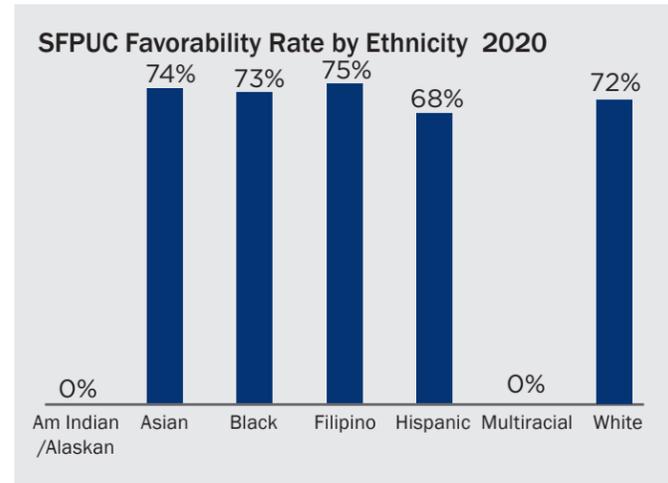
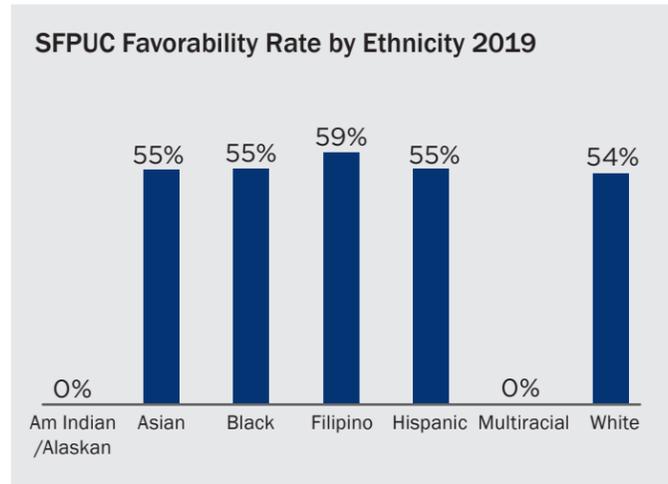
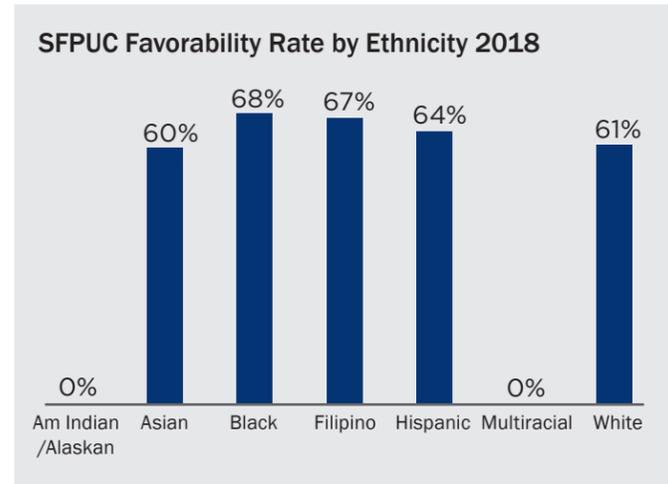
### SFPUC Survey Response Rate by Ethnicity



### SFPUC Survey Response Rate by Gender Over Time



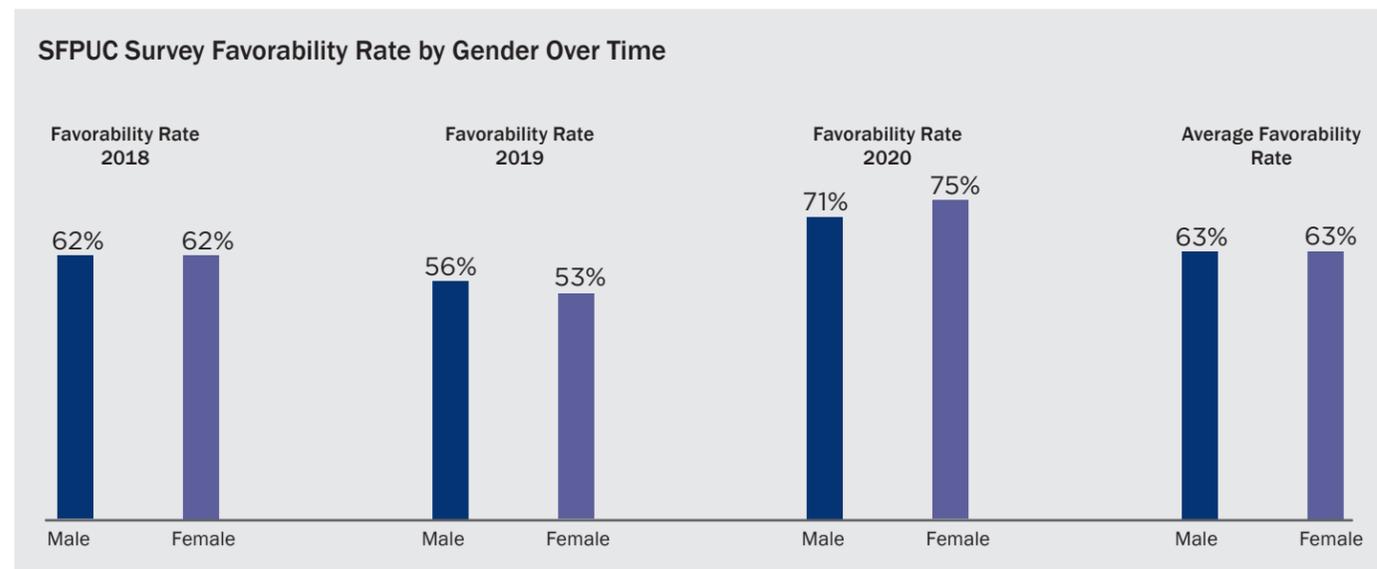
**SFPUC Survey Favorability Rate by Ethnicity over Time**



The SFPUC has prioritized ensuring protections for BIPOC workers given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs. Additionally, the agency has a goal of ensuring salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color. The SFPUC is actively creating paths to promotion that are transparent and work to advance equity.

**Our Future:**

The SFPUC has developed action items and goals to strengthen, support, and develop transparent pathways by developing a formal and transparent process and standard factors for raises and promotions. The SFPUC is also developing a Professional Career Lattice to encourage and assist employees at all levels to help them learn about and apply for jobs across SFPUC's four enterprise businesses and three support bureaus. Finally, SFPUC staff are developing a more comprehensive In-Reach Communications plan that ensures employees are aware of new and upcoming opportunities within the agency.



## Section 2 RETENTION AND PROMOTION

**LEGEND**  Funding  
 Systems  
 Staff

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

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

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

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Medium</p>	<ul style="list-style-type: none"> <li>Short term: Educate employees about the various leave options and ensure that the Executive Team communicates to managers/supervisors about support for flexibility in work schedules where possible.</li> <li>Short term: Retroactively analyze internal DSW data (manual) against agency-wide demographic data to ensure DSW deployments are not over burdening any demographic group.</li> <li>Short term: Assess information currently tracked through Department Operations Center (DOC) and COVID Command Center (CCC) to identify and execute improvements to ensure data accuracy;</li> <li>Medium term: Develop CCC DSW Strategy with DOC &amp; Exec Team to ensure consistency, including solidifying procedure &amp; coordination with CCC/Department of Human Resources (DHR) re City's DSW needs and how requests are made;</li> <li>Medium term: Advocate for Citywide, centralized strategy and procedure to handle DSW related data needs including governance and sensitivities.</li> <li>Medium term: Explore expansion of DSW frontline worker definition to include critical SFPUC staff.</li> </ul>	<p>In Progress</p>	<p>Emergency Planning and Security (EPS), Emergency Operating Center (EOC), Disaster Operating Center (DOC), HRS</p>

## Section 2 RETENTION AND PROMOTION

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.</p>	<ul style="list-style-type: none"> <li> Systems</li> <li> Staff</li> </ul>	<p>Budget analysis completed Strategies developed and published</p>
<p>2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Staff</li> </ul>	<p>PPE access protocol established DSW workers have an increased awareness of PPE access protocol</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Medium</p>	<p>Budget analysis:</p> <ul style="list-style-type: none"> <li>• Short term: Budget team and Racial Equity team to develop initial framework to analyze potential racial equity impacts of proposed budget (Fiscal Year or FY 21-22).</li> <li>• Medium term: Budget team to analyze potential racial equity impacts of proposed FY 21-22 staffing changes.</li> <li>• Medium term: Budget team to work with HRS and senior leadership to develop a resourcing proposal for SFPUC's racial equity initiatives for the FY21-22 budget, that will allow for implementation of the Racial Equity Action Plan.</li> <li>• Medium term: Budget team to develop a refined racial equity framework that will inform the next 2-year budget development process in fall of 2021, which will include an assessment of current budgetary resources that support racial equity.</li> <li>• Medium term: Gather demographic data for our Enterprise/Bureau from HRS to inform budget decisions; coordinate across all Enterprises and Bureaus on hiring policy to address staffing needs and layoffs/furloughs (dictated by Civil Service rules)</li> </ul>	<p>Not Started</p>	<p>HRS</p>
<p>Medium</p>	<p>Coordinate within each enterprise and bureau as well as agency wide and with SFPUC DOC to:</p> <ul style="list-style-type: none"> <li>• Short term: Assess Personal Protective Equipment (PPE) needs for DSW and frontline workers and any gaps, with quantitative and qualitative data.</li> <li>• Short term: Ensure all stakeholders are aware of protocols.</li> <li>• Medium term: Coordinate with SFPUC DOC and COVID Command Center to ensure adequate and timely access to PPE for DSW and frontline employees.</li> </ul>	<p>In Progress</p>	<p>EPS, HRS Health &amp; Safety, DOC</p>

## Section 2 RETENTION AND PROMOTION

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	 Staff	Compensation, paid sick leave, and flex time benefits assessed and easily accessed  Increased employee awareness of additional benefits
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.  e.g. graveyard shifts	 Staff	Caretaking and safe transportation sections included in DSW deployment protocol

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Medium	Currently DHR has established leave time protocols and updates HRS through biweekly meetings, and PUC HRS collates/updates leave information and disseminates through HRS Digest series, hands outs, flyers, and “coffee breaks”. Next steps: <ul style="list-style-type: none"> <li>• Short term: HRS will continue to monitor the HRS Leaves email inbox (and is looking to expand capacity for this).</li> <li>• Short term: Evaluate agency wide options for essential workers (e.g. flex time, etc.).</li> <li>• Short term: Develop a Workflow that is customized to receive and process leave requests.</li> <li>• Medium term: Strengthen communication with enterprises and bureaus about updates on benefits for deployed and frontline workers, and ensure resources made available to all SFPUC frontline workers, not only “deployed” workers.</li> </ul>	In Progress	DHR: Leaves/Class and Compensation, ITS, Labor Unions
Medium	Currently, DHR has established a DSW resource guide on their website including the following topics: <ul style="list-style-type: none"> <li>• Caring for SF Caregivers, Childcare for DSW’s and Essential Workers, Front Line Worker Housing, and City Test SF. In addition, Department of the Environment offers transportation resources for DSW’s.</li> </ul> Next steps: <ul style="list-style-type: none"> <li>• Short/Medium term: Enterprises work with HRS on a policy regarding regular communication from Managers to DSWs to ensure appropriate caretaking and safe transportation and address any gaps, and coordinate with SFPOC DOC and COVID Command Center as needed.</li> </ul>	In Progress	DHR, HRS

## Section 2 RETENTION AND PROMOTION

**LEGEND**  Funding  
 Systems  
 Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	 Systems  Staff	Pay inequities are reduced and aligned annually after salary data is reviewed
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	 Systems  Staff	Benefits provided are annually improved
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	 Systems  Staff	PTO policy is annually improved # of staff taking PTO increases

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	Enterprises/Bureaus to coordinate with HRS to: <ul style="list-style-type: none"> <li>• Medium term: Obtain salary data, with an eye toward parity and equity, and compare data against industry standards</li> <li>• Long term: Ensure enterprises and bureaus understand available tools to ensure parity e.g. setting initial pay at point of hire, bonuses depending on union representation; analyze potential inequities and establish processes for improvement.</li> </ul>	In Progress	HRS: TA, ELR, ELC, DHR
Long	Long term: In alignment with the process for 2.2.1 above, enterprises/bureaus will partner with HRS to review SFPUC's benefits, and gather feedback from women and BIPOC employees on the benefits to share with HRS and DHR.	In Progress	HRS: TA, ELR, ELC, DHR
Long	With leadership from HRS: <ul style="list-style-type: none"> <li>• Long term: Conduct a gap analysis for the current system in place to track time off requests.</li> <li>• Long term: Identify whether there are differences in who is taking PTO.</li> <li>• Long term: Understand and remove potential barriers to taking PTO.</li> <li>• Ongoing: Identify different areas where SFPUC can highlight all religious and cultural holidays (e.g. banner on SFPUC's intranet).</li> </ul>	In Progress	DHR, Mayor's Office, Labor Unions

## Section 2

# RETENTION AND PROMOTION

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	 Staff	Increase in knowledge about raises and promotions
2.3.2. Develop a formal and transparent process for raises and promotions.	 Systems  Staff	Increase in staff feedback about promotion and raise process

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>• Short term: Distribute and communicate to all managers and supervisors the revised appointment above entrance form and guide for current and new employees.</li> <li>• Short term: Continue to provide education to our employees about how to apply for Permanent Civil Service jobs and how to apply/get promotions.</li> <li>• Short term: Update employee handbook to include transparent and relevant information on policies and civil service rules for promotive points.</li> <li>• Short term: Provide a full leadership and management development curriculum.</li> <li>• Short term: Create a role in HRS for a lead to act as project manager and provide subject matter expertise on different training that will be developed for professional development and promotions.</li> <li>• Short term: Assess current positions and roles that are providing and conducting training opportunities to SFPUC employees and whether increased capacity/staffing is needed.</li> <li>• Long term: HRS work with enterprises to document policies and make available to staff.</li> </ul>	In Progress	HRS: TA, ELR, ELC, DHR
Long	<ul style="list-style-type: none"> <li>• Short term: Conduct assessment on current process for raises/salary step increase.</li> <li>• Short term: Communicate to all managers and supervisors the process, best practices, and responsibility to insure a transparent and consistent process.</li> <li>• Short term: Develop clear competency standards that define performance expectations aligned to class specifications.</li> <li>• Long term: Coordinate with enterprises and bureaus in developing a formal, transparent and inclusive process that prioritizes equity, and ensure transparency in the skills and abilities required for each class.</li> </ul>	In Progress	HRS TA, DHR

## Section 2 RETENTION AND PROMOTION

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	 Systems  Staff	Acting/interim staff process included in internal policies and processes  Increased awareness of process for acting/interim staff
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	 Systems  Staff	Reversal of diversity drop-offs in 182x classifications
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	 Systems  Staff	Identify classifications that do not have clear promotive paths after the top step and work to revise

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Short term: Conduct analysis on current process and plan in place based on union/Memoranda of Understanding (MOUs) requirements.</li> <li>Short term: Use Visier data/analysis for classifications to track diversity demographics.</li> <li>Short term: Conduct survey of current job classes to determine perceived barriers to advancement, City application training for internal and external employees, and MQ review to determine required skills.</li> <li>Long term: Work to ensure that there is a clear, equitable, and transparent policy regarding acting/interim roles agency wide.</li> </ul>	In Progress	HRS: TA, ELR, ELC, DHR, Labor Unions
Long	<ul style="list-style-type: none"> <li>Medium term: With leadership from HRS, utilize Visier data/analysis for classifications to track diversity and “drop-offs”.</li> <li>Medium term: Survey of current classes to determine perceived barriers to advancement.</li> <li>Medium term: Develop a CCSF application training session and/or guide for internal and external employees.</li> <li>Long term: Enterprises and bureaus with data from HRS (and City Controller in some instances) will explore where drop-offs occur and strategies to provide advancement opportunities with a focus on racial and gender equity.</li> </ul>	In Progress	HRS L&D, DHR, CSC, Labor Unions
Long	<ul style="list-style-type: none"> <li>Medium term: Identify and assess classifications that do not have designated promotion paths after the top step.</li> <li>Medium term: Use competency framework to illuminate career paths.</li> <li>Long term: Identify potential future vacancies in the next five years and develop succession plans for recruitment and retention that includes development of current staff to fill those future roles.</li> <li>Ongoing: Ensure that strategies here are in alignment with those listed elsewhere in Section 2.</li> </ul>	In Progress	HRS: TA, ELR, ELC, DHR, Labor Unions

## Section 2 RETENTION AND PROMOTION

**LEGEND**

-  Funding
-  Systems
-  Staff

**2.4.**

ACTIONS	RESOURCES COMMITTED	INDICATORS
2.4.1. Increase employee engagement in retention	 Systems  Staff	

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	<ul style="list-style-type: none"> <li>Short term: Expand employee workgroups to address racial inequities in retention and promotion.</li> <li>Short term: Create and implement exit surveys to understand BIPOC retention and separation rates and operationalize strategies to address findings.</li> </ul>	In Progress	HRS: EWP, ELC, Data Analytics Team

## Section 3 DISCIPLINE AND SEPARATION

### DEPARTMENT 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.

#### SFPUC Staff Voices:

*“I see BIPOC staff who are not being recognized in their divisions and are discriminated against based upon their age, race, and disabilities. There’s also favoritism from managers who favor employees of a different race because they don’t want to be seen negatively. I suggest recognizing high-performers and disciplining under-performers whomever they are.”*

#### Importance to Us:

Consistency and fairness in discipline and separation are fundamental to racial equity in the workplace. The SFPUC does not undertake any disciplinary action or separation lightly; we understand that these decisions have an impact on not just our employees, but their families as well. Discipline last resort of performance management. The SFPUC must allocate resources to ensure that there is an equitable, robust, and resourced performance management system that is designed with racial equity in mind. It is critical that staff at all levels understand their job expectations and accountability and receive support and training to help them meet those expectations. Thereafter, disciplinary actions must be implemented in a fair and consistent manner free from bias.

The SFPUC tracks discipline and employment actions, including probationary extensions, probationary releases, performance improvement plans, written warnings, suspensions, and terminations in the City’s Human Resources Information System. Although more data is needed to make statistically significant conclusions, a review of the data available for Fiscal Year (FY) 2019/2020 shows: Black employees experienced discipline and employment actions at a higher rate than their colleagues and Latinx employees

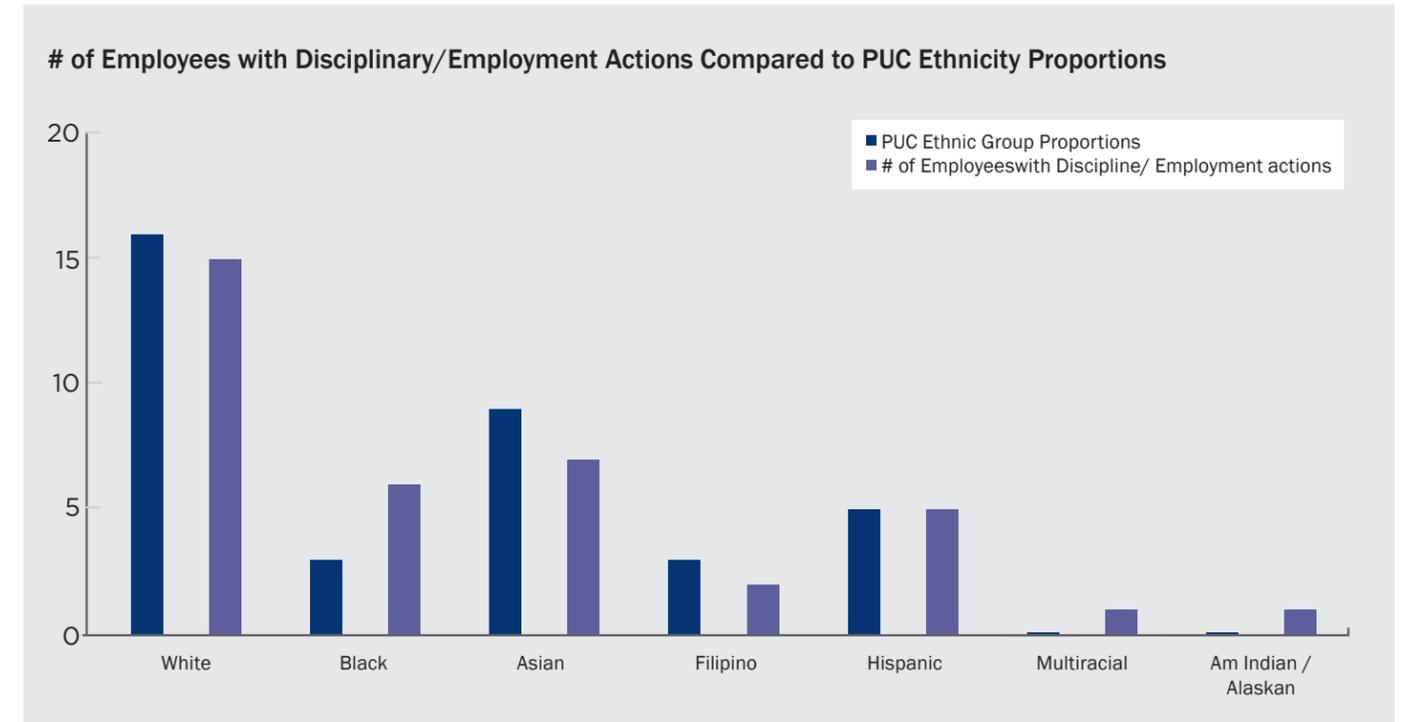
experienced more severe consequences during the disciplinary process than other colleagues.

#### Our Current Actions:

Recognizing that implicit bias can play a role in disciplinary actions, the SFPUC Employee and Labor Relations Division (ELR) works directly with senior leadership to support and align work units, managers, and employees with organizational goals in a culturally competent manner. With a thorough understanding of human resources principles, implicit bias, and workforce rules, the ELR Team also regularly provides advice and guidance to management, oversees the corrective action process, handles bargaining and labor matters, assists with change management, and works to resolve personnel-related matters to ensure a fair and positive work environment that is consistent with workplace policies and rules, labor contracts, and employment laws.

If ELR determines that job expectations have not been clearly communicated to an employee (or the workgroup as a whole) or expectations have not been applied consistently, ELR provides guidance to management about setting workplace expectations and coaching the employee(s) to support them to meet those expectations. This REAP requires that this be done with a racial equity lens.

When possible, the SFPUC uses a diverse set of supervisors and managers from other work groups within the Department to serve as Skelly Officers. Permanent Civil Service employees are entitled to due process rights, including the opportunity to respond to the disciplinary charges at a Skelly meeting before a diverse and inclusive group of reasonably impartial persons, uninformed in the underlying investigation. This



practice is consistent with best practices of other public entities. The SFPUC will ensure that Skelly Officers come from diverse backgrounds, have received bias and anti-racism training, and have the cultural competencies needed to serve in such an important role.

Earlier this year, the SFPUC launched its newly developed Leadership Development Program (LDP), a scalable and inclusive leadership development program that prepares supervisors and managers to effectively lead their teams. The LDP was developed by a diverse team of employees from various groups within the SFPUC’s HRS, incorporating their wide-ranging expertise and experiences. A key goal of the group was to develop the LDP to best fit the needs of our staff and to meet them where they are at with the resources they need for success. The LDP is mapped to the SFPUC’s Leadership Development Competency Model and is the result of an agency-wide needs assessment. The LDP was custom created for the SFPUC, recognizing the demographic inequities that exist within the agency, to create a common framework and vocabulary.

#### Our Future:

The LDP will be offered to employees as they are applying for promotive assignments or moving into acting assignments. To be successful in their application process and, if selected, their new roles, SFPUC managers must learn to recognize implicit bias, provide

culturally competent leadership, and, when needed, enact disciplinary actions in an equitable manner. Managers must model a culture of feedback through which they give and receive continuous feedback in partnership with their diverse staff. Managers and their staff must also strive for continued performance improvement. The SFPUC will continue to be intentional and inclusive in developing, expanding, and implementing the LDP for different levels of supervision. The SFPUC will also continue to require managers and supervisors to take annual fairness and implicit bias trainings, while the agency reevaluates current trainings and support programs for employees with a racial equity lens.

The SFPUC will continue to identify ways that performance management and discipline can be improved to ensure equitable treatment of BIPOC employees. To better track trends, we look forward to a more robust and ongoing data collection process for discipline and separations. This will be supported by obtaining a performance management system that can manage continuous and ongoing feedback and performance data. We will invest in performance management training for supervisors and managers, in addition to the other forms of anti-racist trainings.

Finally, the SFPUC will research ways of implementing Alternative Dispute Resolution opportunities to avoid traditional discipline processes.

## Section 3 DISCIPLINE AND SEPARATION

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Systems</li> <li> Staff</li> </ul>	<p>Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions</p>
<p>3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.</p>	<ul style="list-style-type: none"> <li> Funding</li> <li> Systems</li> <li> Staff</li> </ul>	<p>Create tracking mechanism Analyze data annually</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>• Medium term: Ensure that HRS is sharing this data by demographics with enterprises/bureaus for assessment and addressing.</li> <li>• Long term: Purchase a case and document management system to manage ELR and Equal Employment Opportunity (EEO) cases, allowing SFPUC to actively identify and manage data or trends in ways not possible currently with the Department of Human Resources (DHR) database does not provide enough detail for us to sufficiently analyze discipline/personnel action data including the ability to track complaints, who is getting acting assignment pay, etc.</li> <li>• Ongoing: SFPUC continue to track disciplinary actions including probationary extensions, written warning, terminations, etc.</li> </ul>	<p>In Progress</p>	<p>HRS: ELR, EEO, L&amp;D, ITS</p>
<p>Long</p>	<p>Long term: In alignment with 3.1.1 above, secure a new data system and identify which separations are tracked and implement exit interview/survey process.</p>	<p>Not Started</p>	<p>HRS: ELR, EEO, ITS</p>

## Section 3 DISCIPLINE AND SEPARATION

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.</p>	<p> Systems  Staff</p>	<p># of trainings completed annually</p>
<p>3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.</p>	<p> Systems  Staff</p>	<p>Human resources trained on alternative dispute resolution</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>• Ongoing: Continue mandate that SFPUC managers and supervisors are required to take and complete an annual Fairness in Hiring Training online, and implicit bias training if participating as a subject matter expert on interview panels.</li> <li>• Ongoing: Continue delivery of LDP for newly hired or developing senior managers, including trainings on coaching, team development, inclusive workplace, etc.</li> <li>• Long term: Evaluate LDP with regards to discipline and separation policies and practices.</li> <li>• Long term: Develop, design and deliver a similar LDP program and competencies with a specific diversity, equity and inclusion focus to front-line supervisors and mid-level managers.</li> <li>• Long term: Provide LDP training to all employees in alignment with the leadership competency model.</li> <li>• Long term: Require employee self-evaluation or 360 evaluations as part of Performance Plan and Appraisal Report (PPAR) process for Executive Leadership Team and senior management that have gone through the LDP, and roll this out to all SFPUC employees as they receive LDP training.</li> <li>• Long term: Provide support to staff that receive a PPAR score of less than 2.</li> </ul>	<p>In Progress</p>	<p>HRS: ELR, TA, L&amp;D, DHR</p>
<p>Long</p>	<ul style="list-style-type: none"> <li>• Ongoing: Continue to roll out LDP which includes a guide to ensure expectations, policies, and requirements of the job are well-documented during supervisor training within 6 months of entering/promoting to a supervisory position.</li> <li>• Ongoing: Continue needs assessment to reevaluate the current training, resources and curriculum for current and emerging supervisors/managers.</li> <li>• Long term: Partner with DHR for all HRS to be trained in alternative dispute resolution and mediation to resolve more employment issues at the division level (Citywide peer mediation program), which should have input and engagement from staff.</li> </ul>	<p>In Progress</p>	<p>HRS: ELR, EEO, DHR</p>

## Section 3 DISCIPLINE AND SEPARATION

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	 Systems  Staff	Reduction of racial disparities in disciplinary actions

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Medium	<ul style="list-style-type: none"> <li>Currently SFPUC looks at analogous past discipline and considers mitigating and exacerbating factors in the current matter to determine appropriate and consistent levels of discipline.</li> <li>Short term: In alignment with the steps listed elsewhere in Section 3, next steps include assessing current communications and information available to all employees regarding the discipline process, developing procedural controls to ensure that similar issues of misconduct without a work group are addressed similarly.</li> <li>Short term: Develop a diverse Skelly officer training/pool of supervisors and managers to act as Skelly officers for discipline with a City oversight board.</li> <li>Medium term: Develop a feedback loop to ensure uniformity and allow for feedback from employees.</li> </ul>	In Progress	HRS: ELR, DHR

### 3.2.

ACTIONS	RESOURCES COMMITTED	INDICATORS
3.2.1. Developing Process for Employee Engagement	 Staff	

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	Short term: Racial Equity Working Groups for enterprises and bureaus ensure a space for employees to give feedback and generate ideas for address disciplinary issues and compassionate separation.	Not Started	HRS, EA

## Section 4 DIVERSE AND EQUITABLE LEADERSHIP

### DEPARTMENT 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.

#### SFPUC Staff Voices:

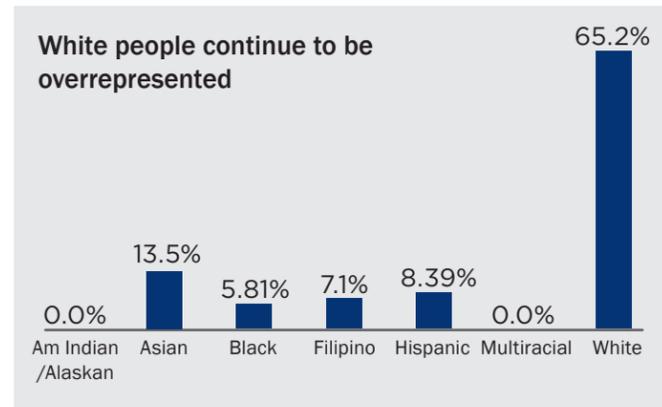
*“Display more action and make change within SFPUC culture... Management does not listen, and even if they do I’ve seen no changes. Bullying by management and then forcing people to complete a meaningless survey... will not change anything.”*

*“Review each group and question why [the ethnic demographics] leans heavy towards one group or another. Why are female Latinx Americans rarely hired or promoted?”*

#### Importance to Us:

Diverse and equitable leadership is essential for fostering a culture of inclusion and belonging. Having People of Color, women, and LGBTQ people represented in leadership and management roles is a reflection not only of an organization’s culture, but also its hiring, promotive, and retention policies. It demonstrates that institutional barriers preventing upwards mobility have been mitigated or eliminated, creating a more equal playing field for women, LGBTQ, and BIPOC employees to be promoted, hired, and retained.

Historically, BIPOC employees have been underrepresented in executive and manager roles at the SFPUC. According to the SFPUC’s Human Resource Services (HRS), this trend continues. White people continue to be overrepresented and comprise almost two-thirds (65.2%) of executive and manager roles at the agency. People of Color are significantly underrepresented, with Black employees comprising fewer than 6% of all management seats at the table.



#### Our Current Actions:

Robust data analysis that captures qualitative and quantitative staff experiences and trends is necessary for assessing areas for improvement and measuring progress. This work, being led by the SFPUC’s HRS, is already underway and has helped make current racial disparities in management more transparent to leadership and employees throughout the agency. The SFPUC has revised its Business Services Strategic Plan to align with the hiring and recruitment policy outlined in the REAP. Individual enterprises and bureaus have also been engaged in meaningful analysis and planning to help address barriers in hiring and promotion, which directly impact the diversity of leadership and management.

Staff training, development, and resources are also key to addressing leadership equity. In November, the SFPUC piloted a new racial equity training, “Creating an Equitable and Inclusive Workplace,” with a group of senior staff. A Leadership Development Program (LDP) will also be developed for frontline supervisors and midlevel managers that includes a focus on diversity,

equity, and inclusion and creating a culture of feedback. Additional leadership development offerings are in the process of being rolled out to all SFPUC staff, and the SFPUC has already launched a Racial Equity (Virtual) Resource Library that includes access to virtual trainings, external courses, and Diversity, Equity, Inclusion, and Belonging (DEIB) learnings for staff and managers.

#### Our Future:

Effective leadership ensures accountability systems are in place and operationalized, and must understand how to share power and build power for communities of color. Equitable leadership should know how to use power in a way that influences and supports others to proactively pursue racial equity. Senior leadership must all be trained and aware of the importance of DEIB and the agency’s goals for advancing a racially diverse and equitable supervisory workforce.

To increase diversity in leadership at the agency, the SFPUC must rely on the expertise, relationships, and lived experiences of SFPUC staff, particularly BIPOC staff, and incorporate their voices into development and implementation of planned changes to hiring, recruitment, and professional development/promotive opportunities. To successfully center staff voices, the SFPUC will also assess current ways that input and feedback is provided and identify more ways for staff to submit input to senior leadership, including the option to submit anonymously.

Communications to employees must be transparent, particularly when communicating about the availability of trainings, mentorship opportunities, and the process for hiring for leadership positions. In addition to continuing to analyze data related to leadership demographics and making this data more transparent to managers and employees, the SFPUC will create new opportunities to develop the leadership of women and BIPOC at the agency.

## Section 4 DIVERSE AND EQUITABLE LEADERSHIP

**LEGEND**  Funding  
 Systems  
 Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	 Staff	% increase in diverse leadership
4.1.2. Commit to ongoing racial equity training and development for leadership.	 Systems  Staff	# of training & development completed by leadership per quarter

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Short term: Develop data analysis of leadership demographic data and share with each enterprise/bureau annually to assess progress made in diversifying leadership.</li> <li>Long term: Ensure alignment of hiring and recruitment policy with the Racial Justice Resolution and the REAP.</li> <li>Long term: Implement mentorship program for all employees with focus on mentors for women and BIPOC to encourage inclusion/belonging and provide guidance for career advancement.</li> <li>Long term: Conduct Lunch and Learn panel series to highlight women and BIPOC and their career journey and pathway.</li> </ul>	In progress	HRS: TA, L&D
Long	<ul style="list-style-type: none"> <li>Ongoing: Continue roll out of “Creating an Equity and Inclusive Workplace” training for senior staff with a focus on frontline supervision.</li> <li>Ongoing: Continue to update and expand the newly created Racial Equity Resource Library for SFPUC employees with resources for training, external courses and independent DEIB learning.</li> <li>Long term: Develop 360-degree feedback process starting with ELT and Senior Management as they have gone through the LDP and continue delivery of LDP for newly hired or developing senior managers with focus on coaching, team development and inclusive workplaces.</li> <li>Long term: Develop, design, and deliver Leadership Development Program for front-line supervisors and mid-level managers including a diversity, equity, and inclusion focus and cycle of feedback.</li> <li>Long term: Roll out racial equity LDP training to all employees.</li> <li>Ongoing: Ensure that there is transparent communication about this implementation plan with enterprises/bureaus and employees.</li> </ul>	In progress	HRS: ELR, L&D, EWP, ITS, RE Leads

## Section 4 DIVERSE AND EQUITABLE LEADERSHIP

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	 Systems  Staff	Senior leadership demographic included in the department annual report
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup>	 Systems  Staff	% of staff is aware of the process
4.2.1. Inclusion of DEIB questions during the selection process (e.g., interviews) for all management classifications	 Systems  Staff	
4.2.2. Analyze barriers and impact that required assessment tools for management positions have on BIPOC (e.g., required MTB or STB exam)	 Systems  Staff	
4.2.3. Include DEIB assessment / review into all performance reviews for managers / supervisors.	 Systems  Staff	

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	Short term: Assess current internal data to identify gaps or trends in senior leadership where diversity is lacking and include in annual reporting.	In progress	HRS: Data Analytics Team, EWP, ITS
Medium	<ul style="list-style-type: none"> <li>Short term: Assess current ways input and feedback is received.</li> <li>Short term: Continue to communicate that feedback is confidential through Quantum Workplace surveys (engagement survey and pulse surveys).</li> <li>Short term: Set up the use of ServiceNow (or Microsoft Forms in the short term) to submit anonymous input to senior leadership.</li> <li>Medium term: Engage DEI consultants as needed, and utilize enterprise/bureau specific racial equity working groups to generate other ideas and aid in implementation.</li> <li>Ongoing: Clarify expectations about how such input is reviewed, considered, responded to and incorporated.</li> </ul>	In progress	HRS EWP, ITS
Short	Short term: Make DEIB questions a requirement in all MEA management selection tools.		TA
Short	Short term: Include DEIB assessment / review as part of the annual performance review.		HRS: Data Analytics Team, TA, EWP
Short	Short term: Include DEIB assessment / review as part of the annual performance review.		HRS

<sup>4</sup>Department management will need to review all responses to see whether any of them qualify as EEO complaints.

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

### DEPARTMENT 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.

#### SFPUC Staff Voices:

*“Managers... are unwilling to accommodate new ways of thinking about structures... like allowing staff to realign themselves to projects that better suit their interests, skills, or strengths.”*

*“We give lip service to training—there are like 12 platforms at this point—but we never give anyone time for training. Training budget is always cut or spent on high-level managers for conferences... Create budgets for learning opportunities... without having to pay upfront through [employee development funds]. It’s very expensive [to pay] thousands of dollars upfront for courses when we’re unable to earn promotions... this fans the flame to an unfortunate cycle. We’re forced to live in lesser affluent neighborhoods... with more crime and lower school districts.”*

#### Importance to Us

Building equitable pathways for employee growth results in better outcomes for individuals and the Agency. Black and Latinx employees are underrepresented in executive, manager, and professional roles at the agency, which generally net higher salaries. Our 2018 Employee Engagement Survey results indicate gaps in our career growth and development goals. While most employees feel their job aligns with their career goals (69%), many do not feel they have professional development opportunities (46%), and they want to be able to better utilize their strengths (60%). Compared to employees of other races, Native American employees have a more negative perception of career development at the SFPUC. We must incorporate their voices in the development of new pathways for equitable career

growth that address their unique needs. Addressing all of these concerns is a priority in our 2020 Strategic Plan, and remains a priority in our ongoing racial equity work. A supporting value in our 2020 Strategic Plan is “equal opportunity,” or providing opportunities for all staff to contribute and reach their potential.

#### Current Actions:

Removing potential barriers to career mobility is critical to our Agency’s success. In 2014, the SFPUC began implementing competency-based talent management to help eliminate bias in hiring and performance appraisals. In December 2020, we launched an online performance appraisal collection process with goal setting templates and questions around manager support of employees’ professional development. The SFPUC also launched a weekly employee newsletter with SFPUC job opportunities and career development resources to improve our internal communications.

We recognize that many professional development opportunities are primarily accessible to employees with regular access to computers and that our field employees without such access are more likely to be Black or Hispanic/Latinx. More research is needed to track current funding sources, communication streams, and utilization of professional development opportunities at the SFPUC. This data collection must be disaggregated by race and ethnicity to illuminate patterns of inequities. Throughout this process, we must strengthen transparent internal communications around this work and lean on the expertise, relationships, and lived experiences of all SFPUC staff-- including BIPOC staff.

### Mobility and Professional Development Career Growth & Development by Ethnicity

San Francisco Public Utilities Commission		Sliced By: Ethnic Group						
	San Francisco Publ...	Am. Indian	Asian	Black	Filipino	Hispanic	White	
<b>Career Growth &amp; Development</b>	60.9%	20.0%	60.6%	62.5%	65.2%	62.7%	59.6%	
This job is in alignment with my career goals.	69.0%	20.0%	67.1%	67.3%	73.9%	68.2%	70.0%	
I find my job interesting and challenging.	69.0%	20.0%	68.0%	70.3%	70.7%	70.3%	69.1%	
My job allows me to utilize my strengths.	59.9%	40.0%	61.9%	61.4%	63.6%	62.3%	57.1%	
I see professional growth and career development opportunities for myself at the SFPUC.	45.5%	0.0%	45.5%	51.0%	52.3%	50.0%	42.1%	

#### Our Future

The SFPUC workforce should reflect the communities we serve, and enable all employees to enjoy equitable outcomes. Our Racial Justice Resolution directs our Agency to invest in programs to retain and develop diverse talent into leadership positions. The next phase of SFPUC’s Leadership Development Program will include the provision of dynamic training for front-line supervisors and mid-level managers tied to the SFPUC Leadership Competency Model and SFPUC diversity values. We also plan to conduct a needs assessment to identify employee desires for mentorship programs and expand accessibility to career development by creating standalone workstations for employees without regular computer access. The SFPUC is committed to fostering a work culture that embodies the SFPUC values of diversity and inclusiveness and improves transparency in mobility and professional development opportunities. In a complex agency with 2,300 employees, the SFPUC’s Human Resource Services will be leading much of this work in coordination and alignment with, and building on the expertise of, each of the many SFPUC enterprises and bureaus.

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	 Staff	# of available professional development opportunity # of completed training

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	<ul style="list-style-type: none"> <li>• Short term: Continue delivery of Leadership Development Program (LDP) for newly hired or developing senior managers, including coaching, respectful and inclusive workplace, team development, etc.</li> <li>• Short term: Assess current training(s) offered that is focused on building key managerial skills.</li> <li>• Short term: Clearly communicate which training courses are required and which are optional to all employees.</li> <li>• Short term: Develop a pre-test and post-test for current trainings to evaluate the course starting level to ensure that everyone gets the necessary instruction.</li> <li>• Short term: Develop, design, and deliver Leadership Development Program for front-line supervisors and mid-level managers tied to the SFPUC Leadership Competency Model and SFPUC values, with a focus on diversity, equity, and inclusion and creating a culture of feedback.</li> <li>• Ongoing: HRS to work with enterprises/bureaus on identifying particular needs that emerge, including organizing trainings, certification opportunities and career competencies by career 'stream'.</li> </ul>	In progress	L&D

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

ACTIONS	RESOURCES COMMITTED	INDICATORS
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	 Staff	# of attended, external conferences
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	 Funding  Staff	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Medium	<ul style="list-style-type: none"> <li>• Medium term: HRS with enterprises/bureaus assess the information currently available to SFPUC employees related to tuition reimbursement or other opportunities for attending conferences/trainings and identify what information is not clear or is missing.</li> <li>• Medium term: Ensure Agency-wide formal and transparent process for attending conferences.</li> <li>• Medium term: Develop a communications campaign with Learning and Development to drive the Tuition Reimbursement Program (TRP) and process with the Department of Human Resources (DHR), and use testimonials from those that have utilized the TRP included in the communications; address barriers to TRP, including MOU requirements like remaining with the City for one year after receiving training.</li> </ul>	In progress	HRS L&D
Long	<ul style="list-style-type: none"> <li>• Short term: Provide information and research to support modifications to the annual budget to include funding for more opportunities for continual and extended learning.</li> <li>• Short term: Assess current communications and where information is available to SFPUC employees regarding professional development opportunities.</li> <li>• Short term: Develop communications campaign to promote opportunities for extended learning - e.g. DataSF courses.</li> <li>• Long term: Set Agency-wide expectations about how enterprises / bureaus are informing employees about these opportunities.</li> </ul>	In progress	HRS L&D, Executive Team

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.</p>	<p> Staff</p>	<p># of staff participating in outside events or opportunities</p>
<p>5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p> Funding   Systems   Staff</p>	<p>Adopt a tracking system, analyze annually                      # of staff of color utilizing professional development</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>• Short term: In alignment with 5.1.3 above, include a resource on SharePoint site with a list of vendors that are City approved and who provide applicable training and development that supports our mission.</li> <li>• Short term: Work on developing internal training based off of best practices and research to ensure that the SFPUC has a strong curriculum, common framework and vocabulary.</li> <li>• Short term: In alignment with 2.3.1, utilize the "How to Get A City Job" training to empower employees with resources and tools before they become affected by medical separation.</li> <li>• Short term: Offer job training and career services for employees on long-term medical leave.</li> <li>• Short term: Provide managers/supervisors with tools to initiate discussions with employees at all levels of the organization, i.e., career counseling, resume / LinkedIn building courses, etc.</li> <li>• Long term: Develop a professional development catalogue for enterprise-specific classifications and disseminate to employees.</li> </ul>	<p>in progress</p>	<p>HRS L&amp;D, EA Communications</p>
<p>Long</p>	<ul style="list-style-type: none"> <li>• Ongoing: Continue to roll out competency model framework to work groups across Agency.</li> <li>• Medium term: Develop or purchase a software or assessment to determine knowledge, skills and/or abilities and track the results for individual/organizational use.</li> <li>• Long term: Ensure such data tracking includes demographic information to determine whether disparities exist within professional and skill development opportunities, and that Performance Plan and Appraisal Reports include development and training opportunities.</li> </ul>	<p>In progress</p>	<p>HRS: L&amp;D, EWP</p>

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	 Systems  Staff	Bi-annual performance evaluation program to all staff

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	To ensure annual performance evaluations for all staff (and updated workplans): <ul style="list-style-type: none"> <li>• Short term: Launch paperless performance appraisal collection process in QW using 1:1 module - template will prompt performance planning/goal setting.</li> <li>• Short term: Align managers and supervisors with their employees' performance before, during and after training by including goals based upon the training objectives and expectations.</li> <li>• Short term: Include training goals available to managers and supervisors available as a measurable part of the Performance Plan and Appraisal Report (PPAR).</li> <li>• Short term: Include in the communications and employee engagement plan continuous encouragement around performance management activities, i.e., feedback, coaching, 1-on-1s, etc.</li> <li>• Short term: Tie this into the Leadership and Management Development program, specifically the Senior Management LDP module on Coaching for Performance.</li> <li>• Long term: Ensure that enterprises and bureaus coordinate with HRS to operationalize these expectations.</li> </ul>	In progress	HRS: L&D, EWP

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
5.2.2. Create a mentorship program between senior and junior level staff.	<ul style="list-style-type: none"> <li> Funding</li> <li> Systems</li> <li> Staff</li> </ul>	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>• Medium term: Conduct needs assessment to clearly identify what the SFPUC wants in a mentorship programs, including parameters and requirements for participation.</li> <li>• Medium term: Secure/develop and customize the mentorship training program.</li> <li>• Medium term: Explore models like the buddy system for all new employees and cross-division relationships.</li> <li>• Medium term: Ensure BIPOC staff are provided equitable access to program.</li> <li>• Long term: Implement mentor training program and create events to match mentors with mentees.</li> </ul>	In progress	HRS L&D

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

**LEGEND**

-  Funding
-  Systems
-  Staff

### 5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	 Systems  Staff	Process developed % of staff aware of accommodation process # of accommodations made increased
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	 Systems  Staff	Accommodations discussed and recorded during bi-annual performance evaluation process
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another  (e.g., department celebration, affinity groups).	 Funding  Systems  Staff	Improvement in overall staff mental health, increase in staff feedback

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>• Short term: Assess and update current information available to employees on how the reasonable accommodation and EEO processes work.</li> <li>• Short term: Update the information related to reasonable accommodations and ensure it is easily accessible to employees via Intranet and Remote Worksite, uses layperson terminology, and is in multiple formats.</li> <li>• Short term: Identify and create a process for staff to submit accommodation requests.</li> <li>• Short term: Create tool to track requests and collect data.</li> <li>• Long term: Ensure all supervisors are educated about accommodations.</li> </ul>	In progress	HRS: L&D, EEO, EA Communications, ITS
Long	<ul style="list-style-type: none"> <li>• Short term: Include in the paperless Performance Plan and Appraisal Report (in the 1:1 QW template) a question to assess what employees need from their manager/supervisor related to professional development and performance planning.</li> <li>• Long term: Managers/supervisors to incorporate this into supervision check ins.</li> </ul>	In progress	HRS EWP
Long	<ul style="list-style-type: none"> <li>• Medium term: Create stand-alone workstations where employees who do not have workstations can check email and do online training and other necessary functions. This requires funding for the workstations and providing email and network logins for all field employees.</li> <li>• Medium term: Small conference rooms/office space dedicated for breaks, and/or religious and cultural practices, to include a reservation system to ensure social distancing and safety/sanitizing protocols.</li> <li>• Medium term: Culture and Inclusion workgroup to partner with building management to evaluate spaces for breaks and cultural and religious practices.</li> <li>• Long term: Enterprises and bureaus review facilities to make accommodations for more staff space.</li> </ul>	In progress	HRS L&D, ITS

## Section 5 MOBILITY AND PROFESSIONAL DEVELOPMENT

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals.  e.g. transportation stipends, exercise stipends, childcare, etc.</p>	<p> Systems   Staff</p>	<p>\$ set aside for accommodations  Increase in staff awareness of accommodations</p>
<p>5.3.5. Respect religious and cultural practices of employees.</p>	<p> Systems   Staff</p>	<p>Improvement in overall staff mental health</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Medium</p>	<ul style="list-style-type: none"> <li>Completed: Included questions in the Pulse Survey #1 and #2 to assess employees' needs during the pandemic, the transition to remote work/telecommuting, and national discussions about racial inequity.</li> <li>Ongoing: Continue to create an environment of belonging and inclusion, and encourage feedback culture by working with employees to understand outside of the workplace needs by reminding employees, supervisors/managers of the 1-on-1 resources and other discussion tools.</li> <li>Ongoing: Continue to assess the current communications and information available to employees on SFPUC's intranet (Currents) and Remote Worksite.</li> <li>Short term: Clear communication for programs for employees such as WageWorks and other programs offered to City employees.</li> <li>Medium: Consider the impact of these survey results on recruitment, hiring and retention of staff, with a focus on equity, and identify possible solutions.</li> </ul>	<p>In progress</p>	<p>HRS EWP, BCP Committee, EA Communications</p>
<p>Short</p>	<ul style="list-style-type: none"> <li>Short term: Promote and communicate that staff are encouraged to join in on SFPUC/ agency wide events on City time as deemed appropriate.</li> <li>Short term: Revise any policies that may exist to ensure language to protect and celebrate the right of staff to wear religious and culturally specific clothing consistent with Agency health and safety requirements.</li> <li>Short term: Continue to create employee resource or affinity groups to build community and a space for mutual support and encouragement.</li> </ul>	<p>In progress</p>	<p>HRS</p>

## Section 6

# ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

### DEPARTMENT 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.

#### SFPUC Staff Voices:

*“I... feel like I am ignored, bullied because of my race...”*

*“My [BIPOC] colleagues’ opinions aren’t taken seriously especially when management makes decisions that affect their work... and they aren’t given the opportunity to try other responsibilities.”*

*“Stop using African Americans as window dressing... during Black History Month or recruiting Black staff to serve on hiring panels for diversity statistics.”*

*“Start a discussion to listen to individuals [from minority groups] sharing their story. There needs to be more open discussions on culture and race... and be respectful of each other’s cultures and aware of racial prejudice. Anonymously sharing stories of personal discrimination because of their racial identity may be a way for people to become aware of their [bad] behavior that is seen as discriminatory by others.”*

#### Importance to Us:

The SFPUC has a vast workforce comprised of approximately 2,300 employees, and each of us come from different backgrounds, have our own personal and professional experiences, and make unique contributions to the Agency. It is important that we honor the strength of everyone’s individuality and avoid a one-size-fits-all approach to how we engage with our staff. It starts with empowering all of our employees to share their voices and feel confident that they will be heard and respected. In July 2020, we conducted an organization-wide survey to understand employee feelings about diversity, equity, inclusion, and belonging at the SFPUC. The results show that across the workforce, staff value diversity. Approximately 88% of staff agreed that a diverse workforce is important to

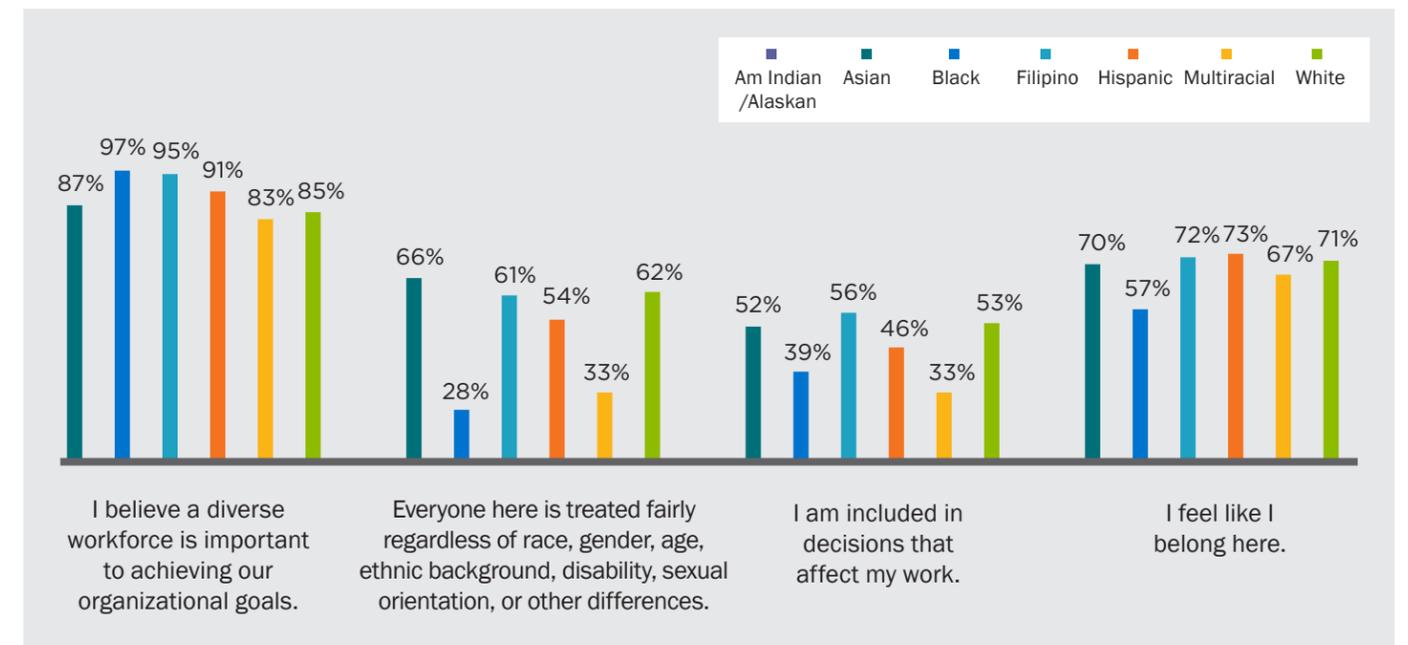
achieving our organizational goals, which is above the 85% external benchmark and above our target of 70%. It is affirming to see, through these results, that we share common values and are working towards shared goals. But valuing diversity is just one piece in creating an environment where all staff feel included and belonging. The SFPUC will provide resources to develop and roll out initiatives to ensure that all staff feel a sense of inclusion and belonging.

#### Our Current Actions:

Although we are exceeding the external benchmark when it comes to our staff valuing diversity and feeling like they belong at the SFPUC, we are below our target of 70% favorability in survey items related to equity, inclusion, and racial justice. Overall, 70% of our staff feel like they belong at our organization, but when we disaggregate the data by race, belonging is much lower for Black employees (57%) and the perception of fairness is also much lower for Black (28%), Multiracial (33%), and Hispanic/Latinx (54%) employees.

A number of comments provided from staff through the Employee Engagement survey highlighted the negative experiences from our BIPOC colleagues, and emphasized the amount of work our organization needs to do to make every employee feel valued and included.

To achieve equitable outcomes, our Racial Equity Team is strategizing tangible actions to address inequities and injustice through a large-scale, concerted effort. One of our first steps was integrating racial equity questions into our COVID-19 Employee Pulse Survey to gather more targeted feedback from our workforce and to ensure every staff person’s voice is heard and BIPOC voices are uplifted. To help inform our agency’s Racial Equity Action Plan we have designated racial equity leads across the enterprises to thoroughly analyze different data sources and identify specific issues



related to workforce equity. We’ve also outlined actions we can take to see improvement in these metrics and outcomes. Additionally, we added an equity pillar in our Business Continuity Plan to promote equitable outcomes for all employees, particularly those most impacted by COVID-19.

We are actively looking for different ways to strengthen our internal communication process and have more feedback loops for staff to share their voices. We have implemented all-agency meetings, implemented a process to regularly update our email directory to ensure

staff have the latest information, and expanded the use of our communication channels such as SharePoint and Microsoft Teams to encourage peer-to-peer collaboration and make information more accessible.

#### Our Future:

Our organization is committed to improving equity across the organization. Creating a culture of belonging in the workplace goes beyond our policies, plans, and resolutions. We must create an environment where employees believe themselves responsible for promoting and sustaining a culture of inclusion, have

access to ways of self-organizing to educate and support each other, participate in employee resource groups, and feel they are supported financially by the organization. The SFPUC is striving to create a future where equity is no longer a siloed topic but integrated into our business operations such as budgeting, hiring, and programming. In this process, our agency will ensure that we have adequate staff, resources, and consultant support to build a culture of belonging and promote racial equity.

Ensuring diversity, equity, and inclusion is at the foundation of our operations. We plan to incorporate these concepts in our onboarding processes so that all staff have a baseline understanding of these concepts and values. We will continue to look into creative ways to train staff in strengthening equity skills and learning from one another. For example, we have launched the SFPUC's Racial Equity Resource Learning Library, where staff can share helpful readings, resources, and training opportunities on a shared platform. We will also continue to listen to our employees and evaluate lifecycle trends to create opportunities for all of us to flourish. We all bring something valuable to this organization, and it is important that the SFPUC acknowledges each employee's unique contributions and invests directly in our work force.

Section 6

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	 Staff	Department mission, policies, and procedures are updated and available
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	 Staff	Regular scheduled meetings with RE Team to implement RE Action Plan
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	 Staff	RE Action Plan is published on department website

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Short term: Introduce DEI policies and procedures to current onboarding processes.</li> <li>Short term: Evaluate a more accessible and flexible platform for employment life cycle transactions.</li> <li>Short term: Implement policy and procedure review Human Resource Services (HRS)-wide.</li> <li>Short term: Ensure mission, policies, and procedures are available digitally on SFPUC’s intranet.</li> <li>Medium term: Ensure racial equity specific language is reflected in strategic plans and key communications.</li> </ul>	In progress	HRS, EA, City Leadership
Long	<ul style="list-style-type: none"> <li>Completed: Racial Equity Leads have been appointed by SFPUC’s enterprises/bureaus and are working together to direct work on REAP to meet City and Office of Racial Equity (ORE) guidelines and deadlines.</li> <li>Ongoing: Several Agency-wide cross-functional working groups have been created to analyze and develop strategies to promote racial equity in multiple areas of the agency’s work.</li> </ul>	In progress	RE Leads
Short	<ul style="list-style-type: none"> <li>Completed: Space has already been designated on the SFPUC’s intranet on the Racial Equity Resource Library to upload the Racial Equity Action Plan after it has been reviewed by ORE.</li> <li>Ongoing: Racial Equity Leads direct ongoing work on the Action Plan to meet City and ORE guidelines and deadlines.</li> </ul>	In progress	RE Leads, RE Team

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ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	 Staff	Ongoing reporting
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	 Staff	

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	<ul style="list-style-type: none"> <li>• Ongoing: Updates are being posted on the Racial Equity Resource Library, e.g., slide decks from racial equity related meetings, workshops, coffee breaks, lunch and learns, etc.</li> <li>• Ongoing: Racial Equity team is currently reporting information to staff, board, and commissioners on REAP updates for specific bureaus and enterprises, with a goal to maintain consistent communications for timely updates.</li> <li>• Ongoing: Information is currently reported out on via electronic communications via email, posted on the SFPUC's intranet, and posted on the SFPUC's remote worksite.</li> </ul>	In progress	RE Team
Medium	<ul style="list-style-type: none"> <li>• Short term: Include affinity group details in regular HRS Digests, highlighting cultural traditions and celebration and a "BIPOC Celebration" section on the Weekly Wave and SFPUC Home Page.</li> <li>• Short term: Promote and provide space for affinity group meetings.</li> <li>• Short term: Assign an executive sponsor and HRS "liaison" to each affinity group.</li> <li>• Short term: Provide resources to educational programs about racial and cultural differences.</li> <li>• Medium term: HRS to partner with External Affairs for comprehensive list of affinity groups (some, like the Black Phoenix Alliance, have already been created).</li> <li>• Medium term: Affinity groups workstream under Business Continuity Plan (BCP).</li> <li>• Medium term: Create employee content videos for new hires to get more information and add to onboarding resource links.</li> <li>• Medium: Create a dedicated Currents site or MS Teams Channel for affinity groups.</li> <li>• Long term: Provide leadership support, sponsorship, and funding to affinity groups.</li> </ul>	In progress	HRS: ELC, L&D, BCP Committee, RE Team, EA

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ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	 Staff	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	 Systems  Staff	Annual survey with disaggregated data and feedback

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Short term: Plan and create a space to include racial equity discussions in All-Hands meetings among enterprises/bureaus.</li> <li>Short term: Implement HRS training for racial equity topics.</li> <li>Short term: Promote opportunities through the Government Alliance for Racial Equity (GARE).</li> <li>Long term: Identify additional resources to promote Diversity, Equity, Inclusion and Belonging (DEIB) throughout the SFPUC, including resources beyond online implicit bias trainings</li> <li>Ongoing: Post and share DEIB resources on the SFPUC's Racial Equity Library.</li> </ul>	In progress	HRS, RE Team
Medium	<ul style="list-style-type: none"> <li>Short term: Expand the current questions in the SFPUC's Engagement Survey and SFPUC's Pulse Survey to assess and collect employee feedback on organizational culture of inclusion and belonging.</li> <li>Short term: Report out on this information to ensure open communication regarding how the SFPUC is addressing employee feedback and concerns.</li> <li>Medium: Address distrust of surveys, and work to increase response rate for all SFPUC employees.</li> </ul>	In progress	HRS, EWP, EA

Section 6

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.</p>	<p> Funding Staff</p>	<p>Increase in staff engagement</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>Completed: Re-calibrated the numeric scoring system by which artists are selected for artwork commissions to allow the selection committee to select artists with a “meaningful connection to the neighborhood”.</li> <li>Completed: For the first time in the history of San Francisco incorporated youth internship opportunities into the fabrication of artworks commissioned by the SFPUC.</li> </ul> <p>To ensure that the SFPUC’s approach to art enrichment is in alignment with the agency’s Community Benefits policy,</p> <ul style="list-style-type: none"> <li>Completed: Environmental Justice Policy, Racial Justice Resolution, and section 6.1.8 of the Racial Equity Plan, the SFPUC, in partnership with the SF Arts Commission, drafted a masterplan for the SFPUC’s approach to art enrichment in the Bayview Hunters Point following extensive research and outreach.</li> <li>Completed: The SFPUC and SF Arts Commission established an artist registry specifically for the recruitment of artists for art enrichment opportunities in the Bayview Hunters Point neighborhood.</li> <li>Medium term: Engage employees and culture and inclusion working groups in opportunities to expand representative art and décor opportunities.</li> <li>Long term: Commitment to supporting local artists is illustrated by our choice to include artworks from local artists on each of the 13 floors of our office and headquarters at 525 Golden Gate Ave in San Francisco.</li> <li>Long term: Continued support for art at the future Southeast Community Center in San Francisco’s Bayview Hunters Point neighborhood</li> <li>Long term: Continuing partnerships and networking with the San Francisco Arts Commission to commission new works of public art and purchase existing artworks in alignment with the City’s 2% for the arts ordinance.</li> </ul>	<p>In progress</p>	<p>Office of the General Manager (GM), EA, San Francisco (SF) Arts Commission</p>

Section 6

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	 Staff	Increase in staff feedback, participation, and response to communications
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	 Staff	Ongoing staff participation and feedback

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	<ul style="list-style-type: none"> <li>Short term: IT to update email directory and ensure accuracy of information pulled from SFPUC's Position Control System .</li> <li>Short term: SFPUC's Information Technology Services (ITS) and HRS partner to ensure newly onboarded or offboarded employees are entered into our system, including agency mailing lists.</li> <li>Short term: Identify what is required to ensure that email accounts do not get deleted after no use of 6 months (specifically field staff).</li> <li>Short term: Consider non-email communications such as, talking points to managers, electronic bulletin boards and posters on work-sites.</li> <li>Short term: Work with managers/supervisors on the field to encourage field staff to check emails for updates.</li> <li>Ongoing: Ensure new hires are systemically being added to mailing lists.</li> </ul>	In progress	HRS: Data Analytics Teams, EWP, ITS
Short	<ul style="list-style-type: none"> <li>Completed: SFPUC launched its first-ever all-agency staff meeting in May 2020 to share updates on our agency's response to the COVID-19 pandemic, and from May to November, four Agency-wide meetings have taken place.</li> <li>Completed: Live polls and Q&amp;A were integrated into the presentation to encourage questions and drive engagement throughout the staff meetings.</li> <li>Completed: Recordings of the staff meeting, and a summary of the Q&amp;A were made available to any employees who were unable to attend live or wanted to watch again on the Racial Equity Resource Library site.</li> <li>Short term: Continue the practice of regular all-hands meeting on an Agency level and individual team level as well, using employee feedback during polls and Q&amp;A to better serve employees both remote and on-site.</li> <li>Short term: Ensure that all bureaus and enterprises are also incorporating this practice.</li> </ul>	In progress	SFPUC Executive Team

Section 6

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	 Systems	Ongoing staff participation and feedback

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	<ul style="list-style-type: none"> <li>Completed: In February 2020, SFPUC launched the team collaboration platform Microsoft Teams to provide opportunities to share information and work together from across sites and regions in real-time.</li> <li>Short term: Continue to utilize SFPUC's refreshed intranet system using the cloud-based SharePoint Online which allows for increased accessibility, and user-friendly navigation (from January to November 2020, more than 235 articles were published peer-to-peer around organizational and operational topics ranging from capital project updates to racial equity at SFPUC).</li> <li>Short term: Develop a submission process for employees to provide input, share thoughts and have conversations on the SFPUC's Racial Equity Resource Library related to racial equity topics.</li> <li>Short term: Continue to develop virtual space for staff to share information on Racial Equity Resource Library.</li> </ul>	In progress	HRS, ITS, EA, RE Leads

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	 Staff	Protocol distributed internally and with any outward-facing interactions
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	 Staff	A plan for physical space improvement \$ funding secured Successful implementation

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Medium	<ul style="list-style-type: none"> <li>Short term: Assess current protocols in place and identify what needs modifying.</li> <li>Short term: Establish training for staff on building access for people that require accessibility assistance.</li> <li>Medium term: Identify which sites needs updates to be accessibility compliant.</li> </ul>	Not started	HRS: Health & Safety, EEO, Building Management, EA
Medium	<ul style="list-style-type: none"> <li>Short term: Review building to ensure accessibility standards are compliant.</li> <li>Short term: Establish training for staff on building access for people with special needs or disabilities.</li> <li>Medium term: Explore contracting with a subject matter expert that addresses accessibility across SFPUC facilities.</li> </ul>	In progress	HRS: Health & Safety, EEO, Building Management, EA

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**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p>	 Staff	<p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>
<p>6.3.4. Invest in translation services.</p>	 Staff	<p># Increase in translated materials</p>
<p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	 Staff	<p>Increase in staff using inclusive identity expression, second nature</p>
<p>6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>	 Staff	<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default</p> <p>Increased digital equity (e.g., access) for all employees</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Short term: Establish training for staff on building access for people with special needs or disabilities.</li> <li>Short term: Review communication to ensure accessibility standards are compliant.</li> <li>Long term: Explore contracting with a subject matter expert that addresses accessibility across SFPUC services and communications.</li> </ul>	Not started	HRS: Health & Safety, EEO, Building Management, EA, Customer Service Bureau (CSB)
Short	<ul style="list-style-type: none"> <li>Completed: The SFPUC currently invests in translation services and has an annual Language Access Ordinance report that supports translation services throughout the agency.</li> <li>Completed: The SFPUC currently has a pay/salary premium attached to bilingual certification.</li> <li>Short term: Assess where gaps may still remain with regards to translation and develop strategies to address.</li> </ul>	In progress	HRS, DHR, ITS/DTIS, EA
Medium	<ul style="list-style-type: none"> <li>Completed: Human Resource Services (HRS) participated in Transgender 101 training 9/2020.</li> <li>Short term: Implement the Transgender 101 training in all SFPUC enterprises and bureaus.</li> <li>Short term: Explore affinity group development.</li> <li>Medium term: Develop and standardize common practices across the Agency, including promoting the use of gender pronouns, evaluating dress code to ensure staff can appropriately express gender and cultural identity.</li> </ul>	In progress	HRS ELC, DHR
Long	<ul style="list-style-type: none"> <li>Short term: Review current protocols and where the information is posted.</li> <li>Short term: Add accessibility information and accommodations to PUC's intranet site in a space that is intuitive and easily accessible to employees and the public.</li> </ul>	Not started	HRS: TA, ELC, Health & Safety

Section 6

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.</p>	<p> Staff</p>	<p>Community will have an impact on all department projects</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Long</p>	<ul style="list-style-type: none"> <li>Short term: The SFPUC’s Equitable Engagement Guidelines serve as a tool for project teams across the agency to meaningfully engage community at every step of our projects, providing a host of suggested tactics to help project teams achieve these goals, including recommendations for making engagement efforts accessible, instructions for mapping community stakeholders, and tactical advice for getting information out to diverse communities.</li> <li>Short term: Reassess the Equitable Engagement Guidelines in 2021 with a goal to reevaluate current equitable engagement guideline document that the SFPUC uses to update as needed.</li> <li>Long term: Continue work to develop an Equitable Engagement tool based on the Guidelines and share with all enterprises and bureaus.</li> </ul>	<p>In progress</p>	<p>EA</p>

Section 6

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.4.2. Find opportunities to invest into and support the communities the department serves.	 Staff	

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Long	<ul style="list-style-type: none"> <li>Long term: The SFPUC's External Affairs Community Benefits Team and Social Impact Partnership program both are responsible for finding opportunities to invest into and support the communities that the SFPUC serves.</li> <li>Long term: Ratepayer-Funded Initiatives: SFPUC partners with service area residents and local leaders to build strong, sustainable and vibrant communities (interactive dashboard here <a href="https://sfwater.org/index.aspx?page=644">https://sfwater.org/index.aspx?page=644</a>)</li> <li>Long term: Social Impact Partnership-Funded Initiatives invite private sector partners to be a good neighbor to the communities directly affected by the operation of our water, wastewater, and power services by including community benefits criteria in our Request for Proposals (RFPs) with anticipated contracts of \$5 million or more. This provides an opportunity for our contracting community to demonstrate commitment to community benefits and environmental justice during the bidding process. To date, our social impact partners have supported nonprofits and schools throughout our service territory with things like internships, scholarships, laptops for students, professional development for teachers, mentorship and support for small businesses, pre-job barrier removal like providing childcare, food delivery, social and mental health services, etc.</li> </ul>	In progress	EA

6.5.

ACTIONS	RESOURCES COMMITTED	INDICATORS
6.5.1. Explore creative ideas to promote an organizational culture of inclusion and belonging.	 Funding Staff	Employee Engagement survey results report an increase in inclusion and belonging

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	Short term: Ground planning in the voices and experiences of SFPUC employees and external stakeholders.	Not started	HRS, EA

## Section 7 BOARDS AND COMMISSIONS

### DEPARTMENT 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.

#### SFPUC Commission Resolution 20-0149:

*“FURTHER RESOLVED, That this Commission asserts that the responsibility for implementing these structural and institutional changes falls upon leadership and all staff, across all levels and functions, and that it should not fall solely or disproportionately upon the Black, Indigenous or People of Color staff who are already burdened with their lived experiences of racism.”*

#### Importance to Us:

As the decision-making body at the highest level of leadership within the organization, the SFPUC’s Commission plays a critical role in creating an organization that prioritizes, supports, and invests in diversity, inclusion, and equity. The SFPUC’s Commission memorialized the Agency’s commitment to racial equity by adopting SFPUC Racial Justice Resolution 20-0149 on July 14, 2020. By doing so, the Commission provided clear policy direction that addressing racial equity would be a priority for the Agency going forward. Additionally, the SFPUC’s other oversight bodies, including our Southeast Community Facility Commission, Citizens Advisory Committee, Rate Fairness Board, and Revenue Bond Oversight Committee have a vital role to play in addressing racial equity. The oversight bodies of SFPUC represent the diverse communities our agency serves and they help SFPUC staff understand the racial context in which our Agency works and how to best prioritize resources and strategies based on that reality.

#### Our Current Actions:

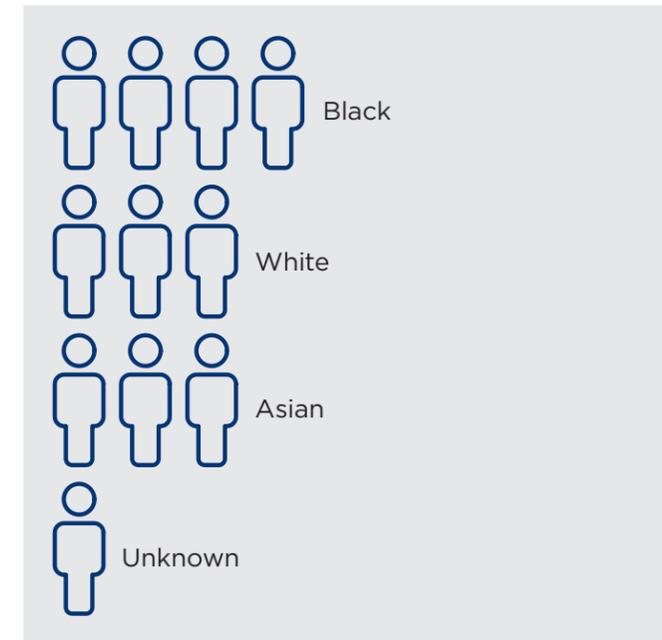
The SFPUC will continue scheduling items related to racial equity at Commission Meetings. The Racial Justice Resolution also directs the General Manager to report racial equity-related items to the Commission on a quarterly basis, and the SFPUC’s Citizen’s Advisory

Committee, Southeast Community Facility Commission, Rate Fairness Board, and Revenue Bond Oversight Committee have also prioritized racial equity by adopting formal resolutions and/or requesting recurring presentations and action items related to racial equity from SFPUC staff.

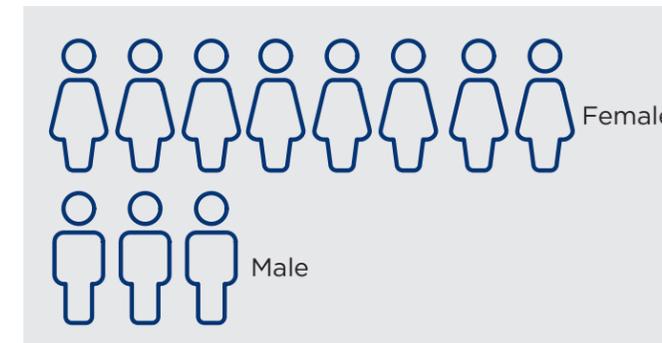
The SFPUC’s oversight bodies inform the next 2-year budget development process, which must include participatory budgeting processes and an assessment of current budgetary resources that support racial equity.

Finally, the SFPUC will continue to track and report demographic data of our Commissions and oversight bodies using the City’s Department of Status of Women’s Commission/Board survey to uniformly collect race, gender, disability status, and veteran’s status as required by the Charter. We will report this data on an annual basis in our Popular Annual Financial Report and Comprehensive Annual Financial Report. The passage of Proposition C in November 2020, which removes the requirement of U.S. citizenship and voter registration for individuals serving on commissions and oversight bodies, has led the SFPUC to immediately update all of our documents, Rules of Order, and recruitment efforts to ensure the Agency meets this voter approved change by January 1, 2021.

### Ethnicity Breakdown of Boards/Commissioners



### Gender Breakdown of Boards/Commissioners



#### Our Future:

The SFPUC Commission, Citizen’s Advisory Committee, Rate Fairness Board, Revenue Bond Oversight Committee, as well as the Southeast Community Facility Commission are committed to ensuring diverse and equitable commissions, committees, and boards. The Commission will revise its Rules of Order and collaborate with the Office of Racial Equity (ORE) and other City agencies to develop racial equity assessment tools to uniformly and consistently assess policy and budget issues through a racial equity lens. The SFPUC will hold certain meetings in the communities most directly impacted by specific agenda items, e.g., projects occurring in certain neighborhoods, and consider holding special meetings at times when as diverse a

range of voices as possible can participate from a place of influence.

The SFPUC will also revamp our commissioner orientation process to include the SFPUC’s Racial Equity Action Plan. The SFPUC will implement racial equity training via the following modalities: a) New commissioners will participate in a racial equity training during orientation; b) Commissioners will continue their current practice of completing required online racial equity training modules; and c) Commissioners will be notified of and invited to participate in relevant SFPUC or vendor-provided equity trainings. The SFPUC will develop a mentorship program for the SFPUC’s Commission, Citizen’s Advisory Committee, Rate Fairness Board, Revenue Bond Oversight Committee, and the Southeast Community Facility Commission to ensure that our commissions, committees, and boards accurately represent our diverse stakeholders, especially those most impacted by our operations.

Finally, the SFPUC will introduce and adopt a regional land resolution acknowledging the original Indigenous inhabitants of the land throughout the SFPUC’s regional service territory, including the Ramaytush Ohlone as the indigenous stewards of the land in the San Francisco Peninsula. The resolution will acknowledge the ancestors, elders, and relatives of the Indigenous Communities throughout our Service Territory and affirm their rights as First Peoples. This is a critical first step by SFPUC leadership in formally acknowledging the land that we manage in the Bay Area is unceded territory of the Ramaytush Ohlone (San Francisco and Peninsula) and Muwekma Ohlone (Southern Alameda County) Indigenous peoples.

## Section 7 BOARDS AND COMMISSIONS

**LEGEND**  Funding  
 Systems  
 Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	 Staff	Bylaws, rules of order or other procedures successfully amended
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	 Staff	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members
7.1.3. Have board/commission adopt a resolution around racial equity.	 Staff	Resolution adopted

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	The San Francisco Public Utilities Commission operates under "Rules of Order" which serve as its by-laws. The Rules of Order will be reviewed and revised as necessary to utilize opportunities to align language with the SFPUC Racial Equity Action Plan and SFPUC's Resolution 20-0149 Condemning Systemic Racism and Promoting Racial Justice.	Not started	Commission Secretary, City Attorney's Office, SFPUC Commission, and SFPUC Executive Team
Ongoing	SFPUC will continue to utilize the Department of Status of Women's Commission/Board survey to uniformly collect race, gender, LGBTQ Identity, disability status, veterans status as currently required by the Charter. Will continue to include data from the Public Utilities Commission, Citizen's Advisory Committee, Rate Fairness Board, and Revenue Bond Oversight Committee. SFPUC will include this data on an annual basis in our Popular Annual Financial Report and Comprehensive Annual Financial Report.	In progress	Commission Secretary, other Committee and Board points of contact/leads for collecting demographic data, Business Services, and EA for reporting
Short	SFPUC's Resolution 20-0149 Condemning Systemic Racism and Promoting Racial Justice was adopted on July 14, 2020.	Completed	SFPUC Commission and SFPUC Staff

**Section 7**

**BOARDS AND COMMISSIONS**

**LEGEND**  Funding  
 Systems  
 Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
7.1.4. Racial equity-related items are regularly agendized.	 Staff	# of policies and issues related to racial equity that are heard, reviewed and/or implemented
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	 Staff	Participatory budgeting processes Community advisory working groups Issue-specific task forces
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>	 Staff	Resolution adopted

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Ongoing	SFPUC has a history of agendizing racial equity-related items. During 2020, racial equity-related items have been agendized on the Commission agenda at least monthly, if not bi-weekly. In addition, SFPUC’s Resolution Condemning Systemic Racism and Promotion Racial Justice directs the General Manager to report racial equity-related items to the Commission on a quarterly basis.	In progress	SFPUC Commission, SFPUC Executive Team, SFPUC Staff, SFPUC Commission Secretary
Medium	SFPUC’s budget team will develop a racial equity framework that will inform the next two-year budget development process, which will include participatory budgeting processes and an assessment of current budgetary resources that support racial equity (FY 2021-22).  SFPUC’s Citizen’s Advisory Committee, Southeast Community Facility Commission, Rate Fairness Board, Revenue Bond Oversight Committee, and several other community advisory working groups and issue-specific task forces already established.  SFPUC Commission will hold some meetings in the communities where the agenda’s major items are located (i.e., projects in specific neighborhoods). The Commission will consider holding certain special meetings at times when a larger majority of community residents may be able to participate (for example, evening meetings).	Not started	SFPUC’s Budget Team, SFPUC Citizen Advisory Committee, Southeast Community Facility Commission, Rate Fairness Board, Revenue Bond Oversight Committee, and SFPUC Commission Secretary
Short	SFPUC will introduce and adopt a regional land resolution acknowledging the original Indigenous inhabitants of the land throughout SFPUC’s regional Service Territory, including the Ramaytush Ohlone as the indigenous stewards of the land in the San Francisco Peninsula. The Resolution will pay the SFPUC’s respects by acknowledging the Ancestors, Elders and Relatives of the Indigenous Communities throughout our Service Territory and affirm their rights as First Peoples.	Not started	SFPUC Commission, SFPUC Staff, and Executive Management

# Section 7

## BOARDS AND COMMISSIONS

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	 Funding Staff	Greater racial and gender equity in board and/or commission members
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	 Funding Staff	# of policies passed with racial equity lens Budget equity completed

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Short	SFPUC recognizes and will comply with the passage of Proposition C removing the requirement of U.S. citizenship and voter registration for individuals serving on the SFPUC Commission, Southeast Community Facility Commission, Citizen's Advisory Committee, Rate Fairness Board, and Revenue Bond Oversight Committee.	In progress	SFPUC Commission, Southeast Community Facility Commission, Citizen's Advisory Committee, Rate Fairness Board, and Revenue Bond Oversight Committee
Short	SFPUC staff will participate and contribute in the collaborative process announced by ORE to develop a Citywide racial equity assessment tool to consistently and uniformly inform the decision-making of all City boards and commissions, including assessing policies and budgets through a racial equity lens. The Commission will review the usefulness of the tool to ascertain if revisions are necessary to maximize effectiveness.	Not started	SFPUC Staff, Commission Secretary, SFPUC Commission, ORE Staff, and Other City Agencies

<sup>5</sup> <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.  e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	 Funding  Staff	# of Commission members % of Commission retention Implementation of inclusive protocols

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
On-going	New Commissioners are required to participate in an orientation process intended to educate them about the complex work of the San Francisco Public Utilities Commission. Under direction of the Commission President, the Commission Executive Secretary serves as the guide through this process and provides additional education and support, in conjunction with the General Manger and Executive Staff, so that new Commissioners understand their role and are prepared to effectively perform their Commission duties.  This orientation process will include accommodation requests. Additionally, the process will include informing new Commissioners about the SFPUC's Racial Equity Action Plan. After the onboarding process is complete, the Commission Executive Secretary will continue to check-in with Commissioners regarding any needs or requests they may have.	In Progress	Commission Secretary

## Section 7 BOARDS AND COMMISSIONS

**LEGEND**

-  Funding
-  Systems
-  Staff

ACTIONS	RESOURCES COMMITTED	INDICATORS
<p>7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>	<p> Funding  Staff</p>	<p># of completed training per quarter Increased participation rate</p>
<p>7.2.3. Develop a mentorship program between newer and more experienced board/commission members</p>	<p> Funding Staff</p>	<p>Increased board/commission retention Member experience satisfaction survey</p>

TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>Short</p>	<p>The San Francisco Public Utilities Commission will implement racial equity training via the following modalities: a) New Commissioners will participate in a racial equity training during orientation; b) Commissioners will continue their current practice of completing required on-line racial equity training modules; and c) Commissioners will be notified of relevant SFPUC or vendor-provided equity trainings.</p>	<p>In Progress</p>	<p>SFPUC Commissioners, Commission Secretary, and HRS</p>
<p>Short</p>	<p>The Commission Executive Secretary, under the guidance of the Commission President, will develop and implement a Commissioner satisfaction survey. Results will be shared with the Commission and the General Manager.</p> <p>SFPUC Commission President and General Manager will meet with new Commissioners to provide an overview of the Commission and to gain an understanding of their specific areas of interest.</p> <p>The President will assign an existing Commission member as a mentor based on shared interest and other commonalities.</p> <p>The Commission Secretary, as part of orientation process, will provide new Commissioners with information regarding SFPUC on-boarding, familiarity with the terms, procedures, structure, operations, and functions of the Commission, and will provide all necessary support.</p>	<p>Not started</p>	<p>Commission Secretary, SFPUC Commission, and Southeast Community Facility Commission</p>

## APPENDIX A (COVID-19 Pulse Survey #2)

### SFPUC COVID-19 Pulse Survey #2 Results

Report prepared on July 16, 2020 by Enterprise Workforce Planning

#### About the Survey

The purpose of this survey was to collect feedback on the impact of COVID-19 on SFPUC employees. We partnered with Quantum Workplace, our employee engagement survey partner, to collect real-time feedback while ensuring confidentiality of individual survey responses. We are using this information to:

- Help develop policies and programs to support SFPUC employees as we move from pandemic response to recovery (Business Continuity Plan)
- Measure the effectiveness of our current efforts to mitigate COVID-19 concerns
- Understand employee feelings towards diversity, equity, inclusion, and belonging at the SFPUC

The survey was open from June 30, 2020 – July 7, 2020. We had a response rate of 47% (1097 of 2319 employees). This is the second employee survey launched during the COVID-19 pandemic.

This report shows the SFPUC-level survey results for all quantitative responses in COVID-19 Pulse Survey #2. Qualitative responses, or comments, will continue to be analyzed by the Enterprise Workforce Planning (EWP) team to supplement the quantitative results and better pinpoint specific issues.

Please see the end of the report for more information on “How to Interpret Results.” Contact [ewp@sfgwater.org](mailto:ewp@sfgwater.org) with any questions.

### Results

#### Diversity, Equity, Inclusion & Belonging (DEIB)

Questions	Favorability %	Change in % (vs. Survey 1)
I trust the SFPUC to make changes to advance racial justice.	64%	N/A
I believe a diverse workforce is important to achieving our organizational goals.	88%	N/A
Everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences.	60%	N/A
I am included in decisions that affect my work.	51%	N/A
I feel like I belong here.	70%	N/A

#### COVID-19 Business Continuity Plan

We included the following to gather feedback on how equity is incorporated into the Business Continuity Plan:

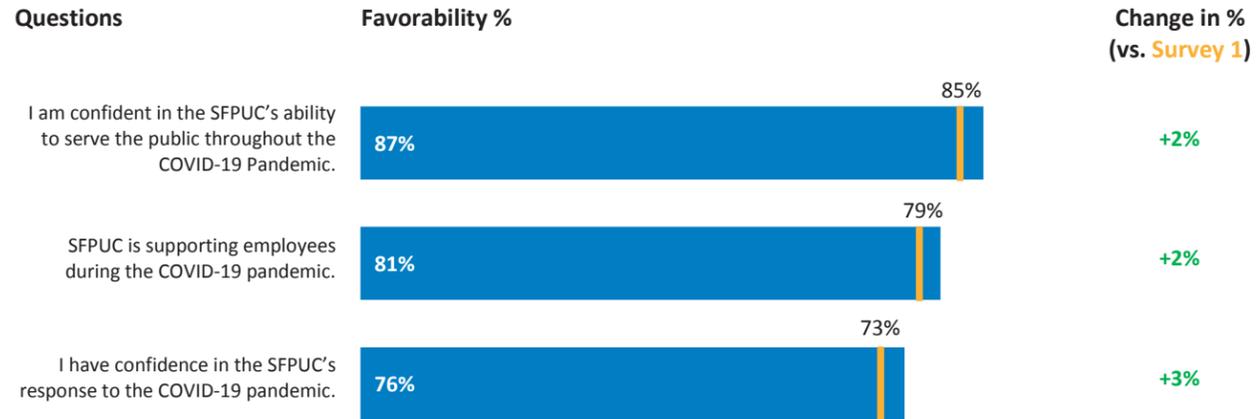
**Proposed Definition:** The purpose of the Equity pillar in the Business Continuity Plan is to consider race, diversity, and inclusion in all business decisions to root out structural racism and promote fair and just outcomes for all employees, particularly those most impacted by COVID-19.

**Proposed Approach:** The approach we are taking to advance racial equity in the Business Continuity Plan (BCP) is to first complete a [Preliminary Equity Impact Assessment](#) for each of the BCP program areas to identify any potential equity impacts, data needs, and recommendations. From there, we will track and analyze disaggregated data to ensure the fair and equitable implementation of the BCP program areas, doing further equity analyses and making adjustments to the programs as needed. Disaggregated data advances our understanding of how different groups are differently situated and therefore is essential to inform the Equity pillar. Lastly, but importantly, we will seek diverse and authentic employee input and engagement, such as with this employee survey.

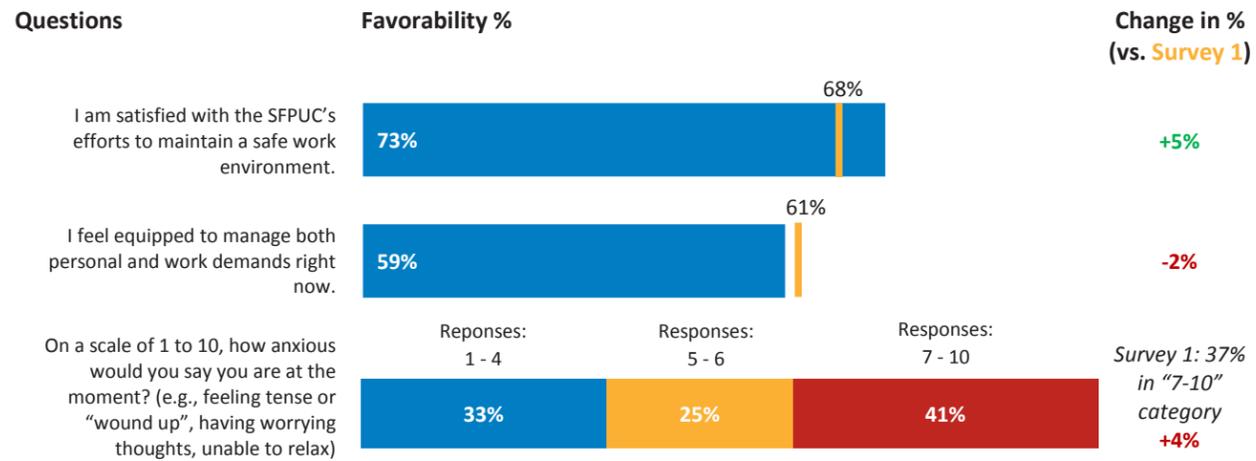
Questions	Favorability %	Change in % (vs. Survey 1)
I am satisfied with the definition of Equity in the Business Continuity Plan.	67%	N/A
I am satisfied with the approach the SFPUC is taking to address Racial Equity in the Business Continuity Plan.	66%	N/A
I trust SFPUC to take appropriate safety measures before allowing employees to return to the workplace.	75%	+ 10%



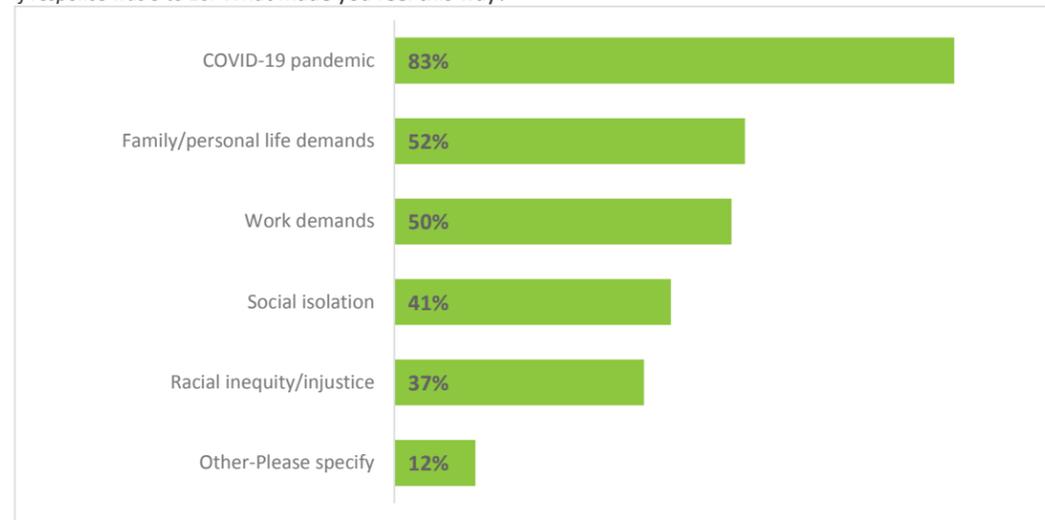
**Overall COVID-19**



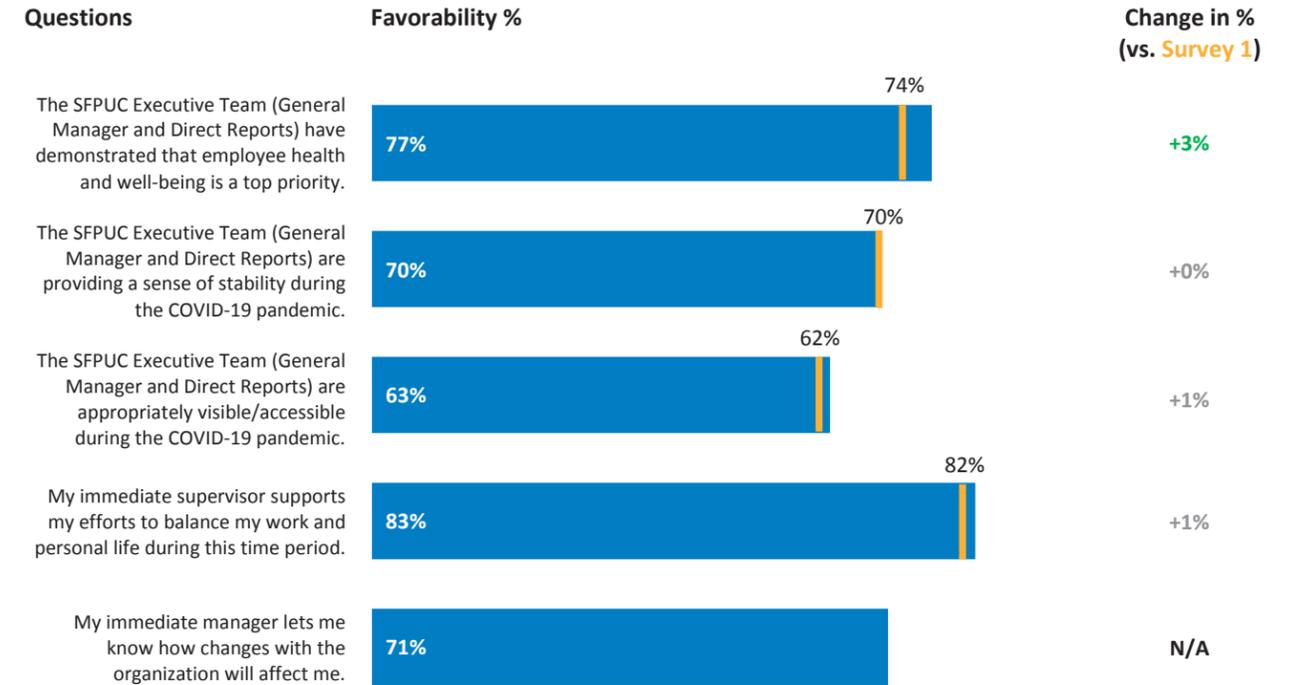
**Well-being and Health**



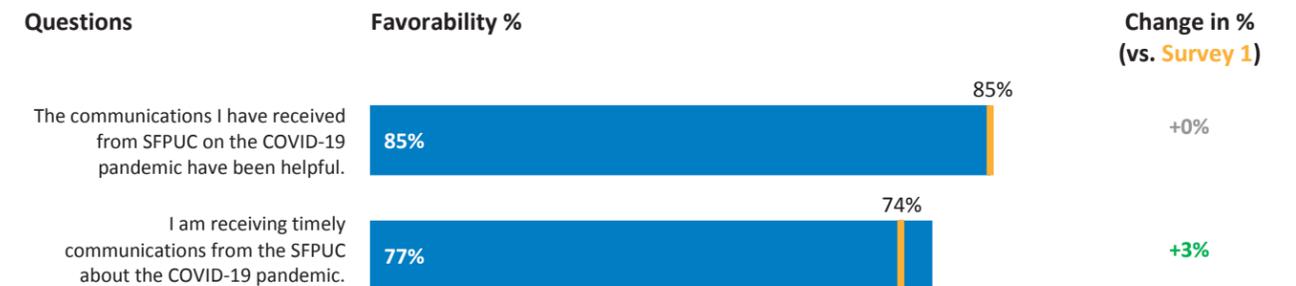
If response was 5 to 10: What made you feel this way?



**Leader/Manager Support**



**Communication**

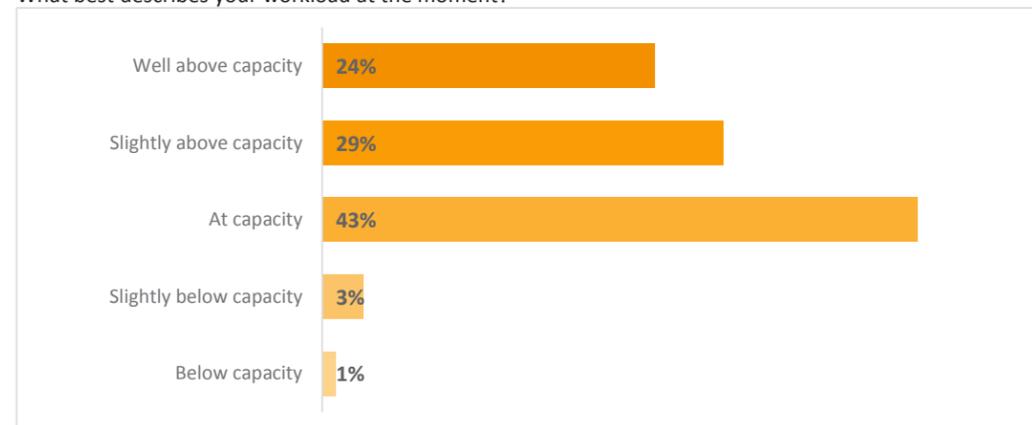


How do you prefer to receive important information related to COVID-19 (e.g., how SFPUC is recovering from the pandemic, telecommuting policy updates, on-site safety protocols)? (Select up to 3)



**Your Role**

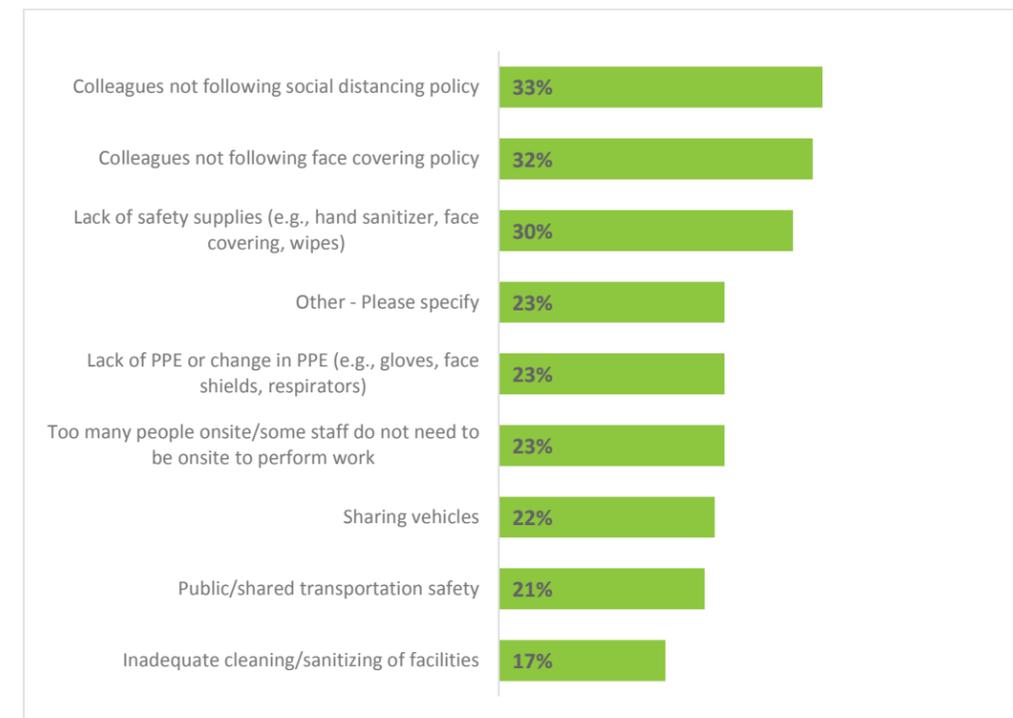
What best describes your workload at the moment?



**Your Role – Onsite Workers**

Questions	Favorability %	Change in % (vs. Survey 1)
I feel safe carrying out my role during the COVID-19 Pandemic.	65%	+0%
My colleagues are doing their part to maintain a safe work environment during the COVID-19 pandemic.	71%	N/A

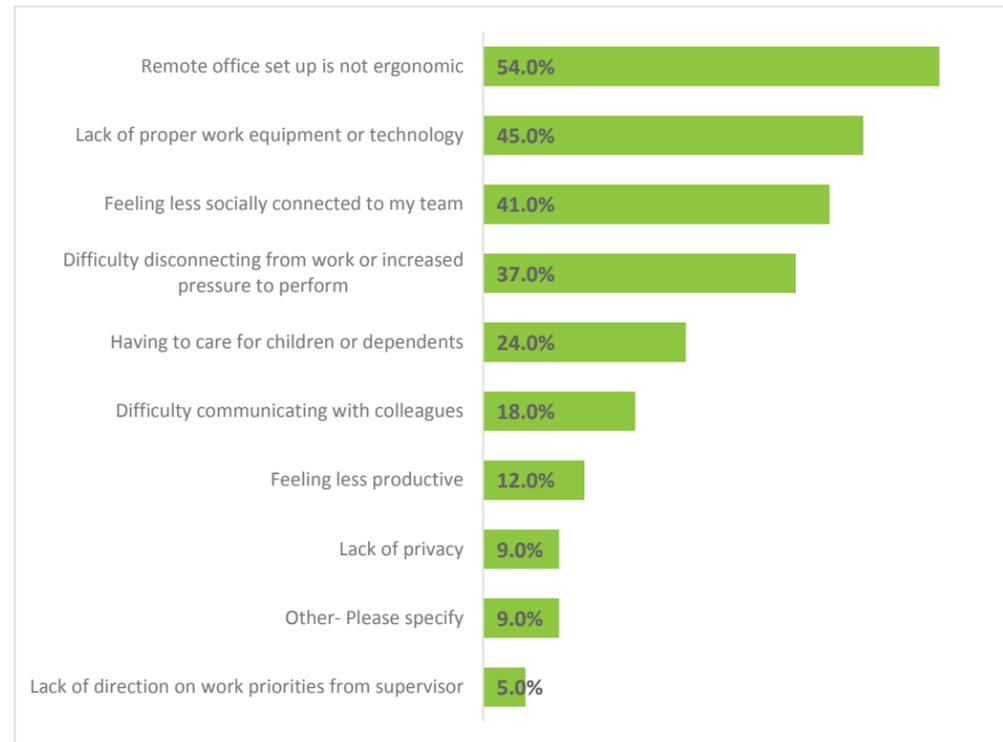
What are your key challenges in working onsite during the COVID-19 pandemic? (Select all that apply)



**Your Role – Remote Workers**

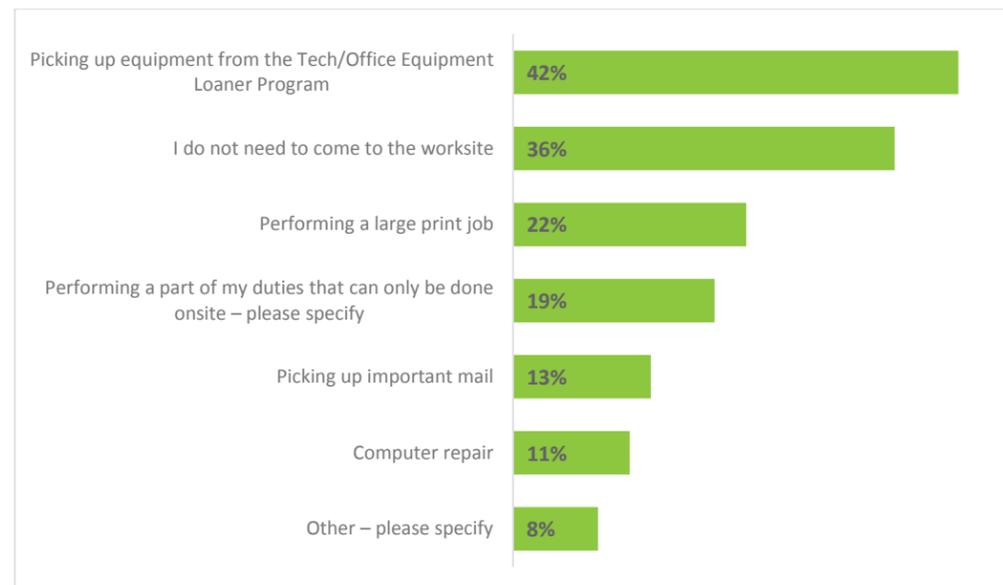
Questions	Favorability %	Change in % (vs. Survey 1)
When working remotely, my manager is regularly checking in with me.	81%	N/A
I have a clear understanding of what is expected of me when working remotely.	91%	N/A
I believe I can do my work as effectively remote as in the workplace.	77%	N/A
I believe my team (i.e., direct reports) can do their work as effectively remote as in the workplace. (Supervisors only)	68%	N/A

What are your key challenges in working remotely? (Select all that apply)



As part of the Business Continuity Plan, our goal is to limit the number of employees physically present at the worksite.

While telecommuting, I may need to come to the worksite for: (Select all that apply)

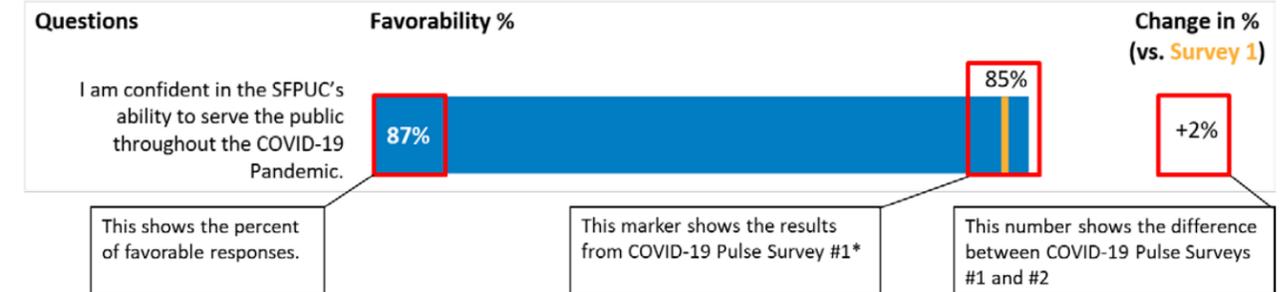


How to Interpret Results

Categories

Survey questions were divided into the following categories: Diversity, Equity, Inclusion & Belonging (DEIB); COVID-19 Business Continuity Plan; Overall COVID-19; Well-being and Health; Leader/Manager Support; Communication; and Your Role.

Favorability % for Agreement Questions



The majority of questions in the COVID-19 Pulse Survey were based on a 6-point agreement scale (1-Strongly Disagree to 6-Strongly Agree). Favorability % shows the percent of responses that were either 6-Strongly Agree or 5-Agree.

We use favorability for our survey results because it is inherently goal-oriented and easy to read. An important goal of employee engagement initiatives is to maximize favorable employee experiences and perceptions, so we focus on the metric that is tied to this goal. A good goal to strive for is 70% favorability for each survey question.

Health & Well-being: Anxiety Question



The question "On a scale of 1 to 10, how anxious would you say you are at the moment? (e.g., feeling tense or "wound up," having worrying thoughts, unable to relax)" was included to measure the well-being of our employees during this crisis. Responses in the 1-4 range can generally be interpreted as not anxious, and responses in the 7-10 range can generally be interpreted as anxious. The chart in this report shows the responses divided into these categories.

COVID-19 Pulse Survey #1 Results\*

There were 14 survey questions that were asked in both COVID-19 Pulse Survey #1 and #2. For these questions, you will see a marker (|) that shows the favorability results of COVID-19 Pulse Survey #1. The remaining survey questions were new for COVID-19 Pulse Survey #2.

Note: the anxiety question was asked in both surveys, but you will not see a marker (|) that shows the comparison. Instead, please see the "Change in %" to see the change in "anxious" category (i.e., the percent of responses that ranged from 7 to 10).

Change in % (vs. Survey 1)

For the questions asked in both COVID-19 Pulse Survey #1 and #2, you will see the difference in favorability between the two survey results. As a rule of thumb, we consider a 2-3% change in favorability to be meaningful.

A green percentage shows a positive increase in favorability, gray percentage showing little to no change in favorability, and red percentage a decrease in favorability. Questions that were only asked in survey #2 will show "N/A."

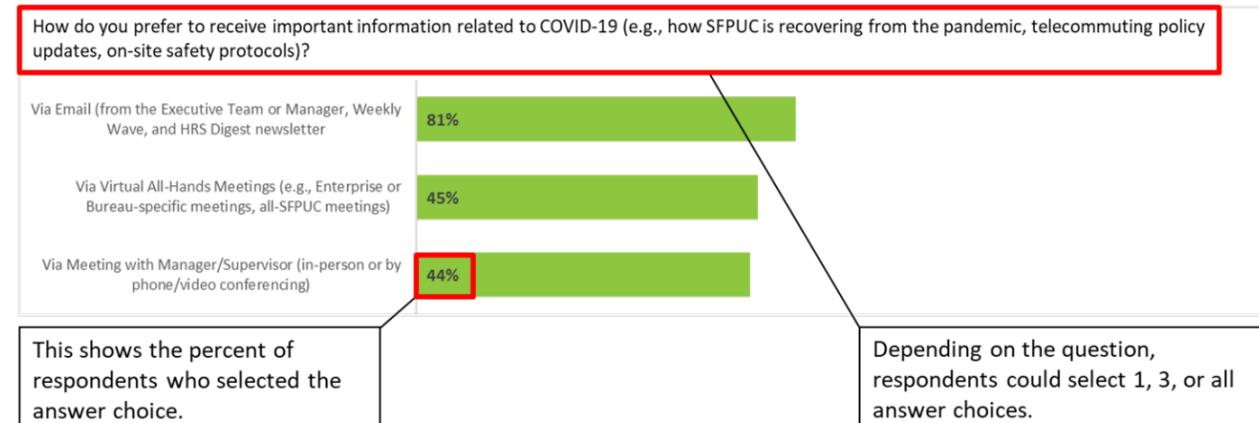
### Multi-Choice Questions

The survey also included questions that allowed multiple choices. You'll notice that some questions allowed only 1 choice, up to 3 answer choices, or select all that apply. Allowing multiple answer choices in a question helps provide a greater accuracy to the respondent's experience. However, limiting the number of choices helps to prioritize the top answer choices for each question.

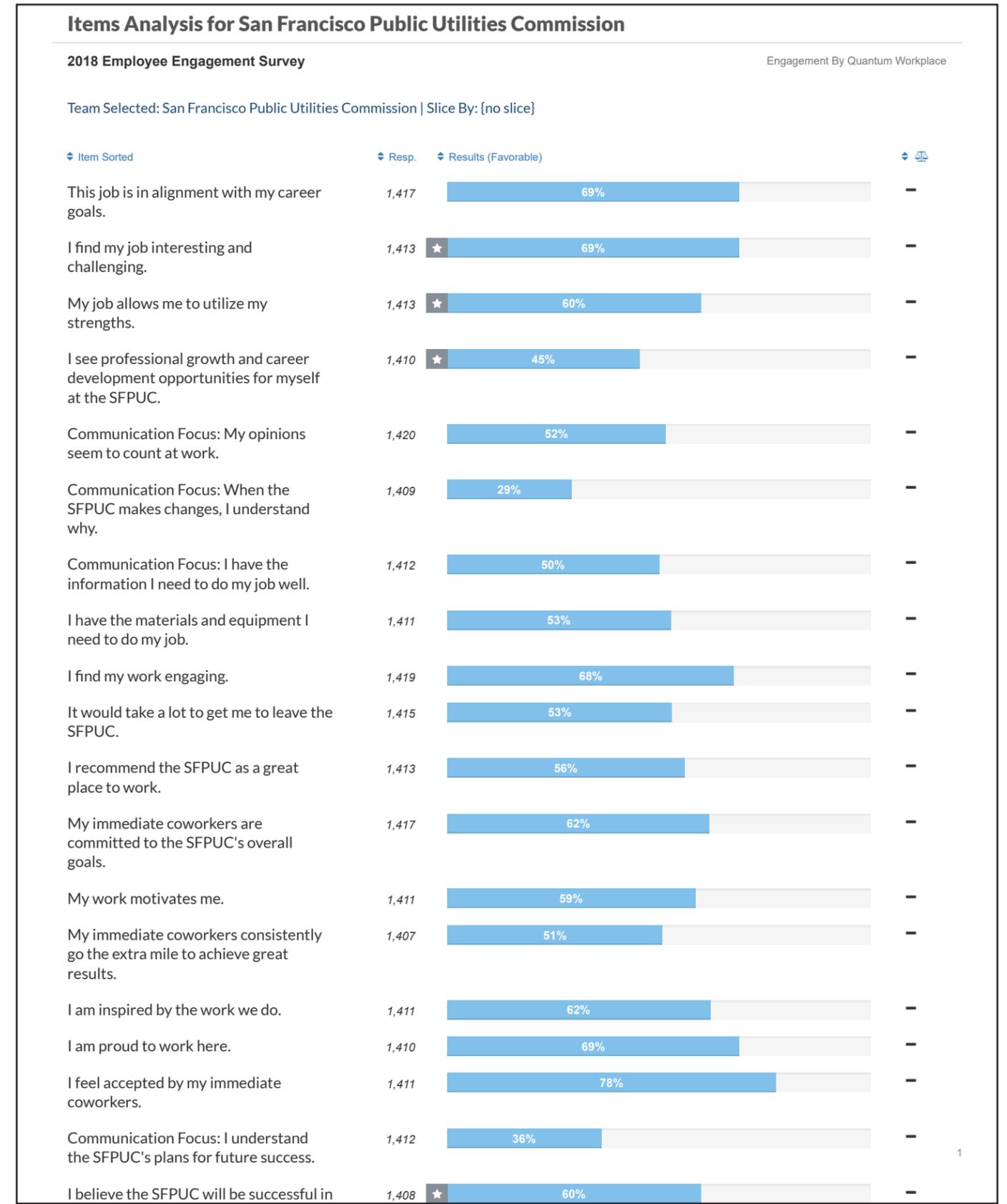
The question "What made you feel this way?" was only asked to respondents who responded 5 to 10 in the anxiety question, "On a scale of 1 to 10, how anxious would you say you are at the moment?" Respondents were allowed to select as many choices that applied to them.

The question "What best describes your workload at the moment?" is the only multi-choice question that allowed for one answer choice. This was done to gauge the respondents' workload at the current moment.

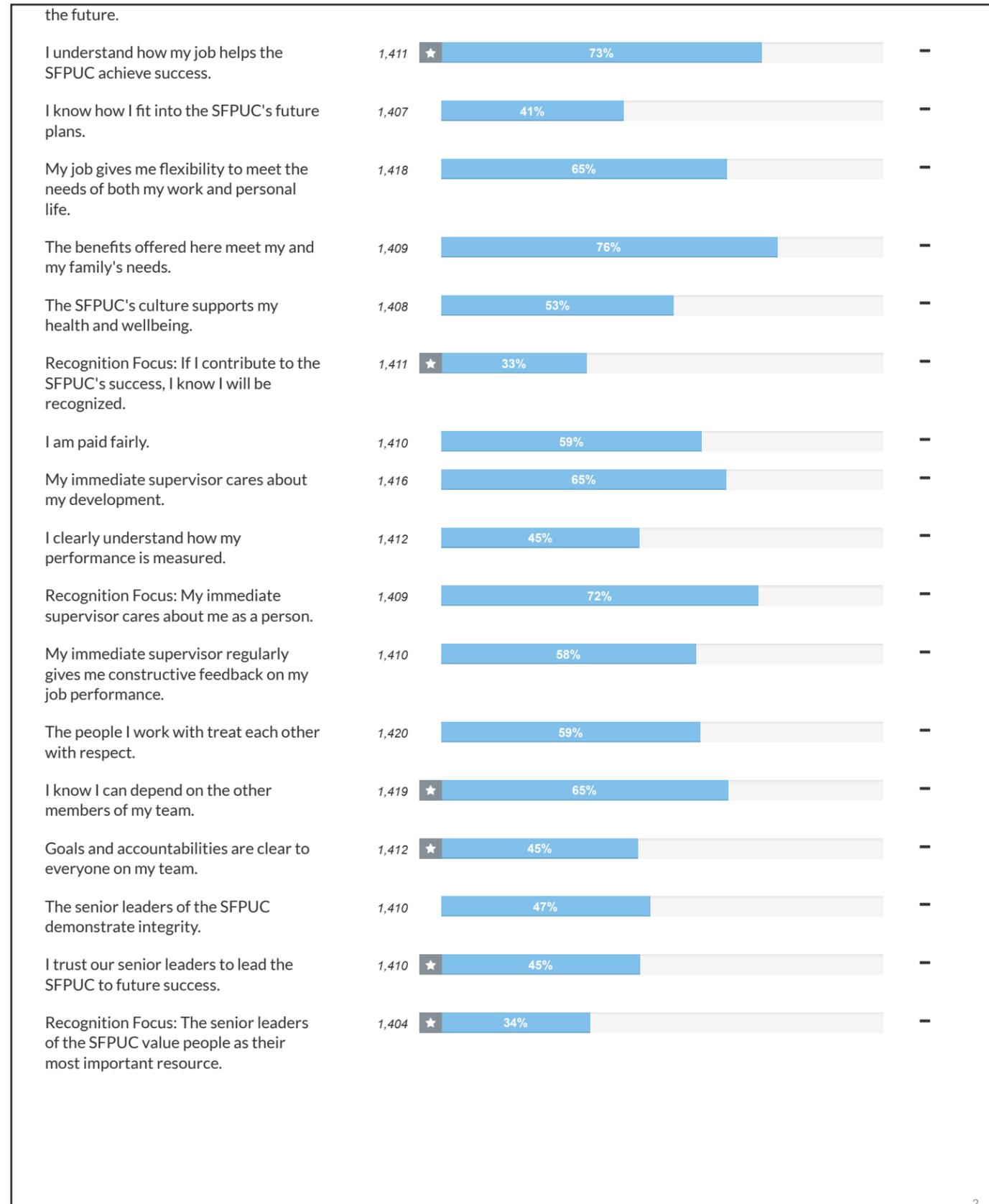
The other multi-choice questions allowed for up to three answer choices. Because of this, the sum of all responses for each question will not equal 100%.



## APPENDIX B (Engagement Survey Items)



## APPENDIX C (Preliminary Equity Impact Assessment)



### SFPUC Business Continuity Plan Preliminary Equity Impact Assessment

This **preliminary Equity Impact Assessment** worksheet is a practical assessment tool to identify and address potential unintended equity impacts (positive or negative) of a policy, program, or initiative of the Business Continuity Plan.

**CONTEXT:** We at the SFPUC recognize that people of color are disproportionately affected by COVID-19 and its economic fallout. Racial equity means the systematic fair treatment of people of all races that results in equal outcomes, while recognizing the historical context and systemic harm done to specific racial groups. We at the SFPUC are committed to advancing racial equity through the development and implementation of our Business Continuity Plan.

**Draft DEFINITION:** The purpose of the Equity pillar in the Business Continuity Plan is to consider race, diversity and inclusion in all business decisions to root out structural racism and promote fair and just outcomes for all employees, particularly those most impacted by COVID-19.

**NOTE:** We want to track disaggregated data alongside all other business factors throughout all BCP programs and decision-making. Disaggregated data advances an understanding of how different groups are differently situated and therefore is essential to inform the equity pillar of the BCP.

<b>Completed By:</b>	<b>Date:</b>
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<b>Business Continuity Plan Program:</b>
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<b>Program SME Name:</b>
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<p><b>Program Goal:</b></p> <ol style="list-style-type: none"> <li>Please define the specific program goal or outcome(s):</li> <li>Who will this program apply to?</li> </ol>
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<p><b>Considering Potential for Unintended Impacts:</b></p> <ol style="list-style-type: none"> <li>Who will benefit from this program?</li> <li>Will anyone be burdened and/or disproportionately affected?</li> </ol>
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<p><b>Advancing Equitable Impacts:</b></p> <ol style="list-style-type: none"> <li>What positive impacts on equity and inclusion, if any, could result from this proposal?</li> <li>How will this work be implemented and/or prioritized?</li> </ol>
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<b>Analysis:</b>
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<b>Recommendations:</b>
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<p align="center"><b><i>Preliminary Equity Impact Assessment Results:</i></b></p> <p><input type="checkbox"/> Potential Equity Impacts flagged, proceed to second phase of the Equity Analysis</p> <p><input type="checkbox"/> Potential Equity Impacts already been addressed [If yes, state how/where]</p> <p><input type="checkbox"/> No significant Equity Impacts Identified</p> <p><b><i>Data Needs to Complete Next Steps (if any):</i></b></p>
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## APPENDIX D (Racial Equity Resource Library)



**Racial Equity Library**  
Archuleta, Tiffany T

**The SFPUC's Racial Equity Resource Library**  
Welcome! We are so glad you stopped by! This is a resource hub for all who are seeking information on the Racial Equity Action Plans and other resources aimed at addressing institutional racism. Whether you're here to "work" or "learn", this space is designed to give you accessible, informative and real content. We are committed to updating the resources often.

*How do our differences help each other and allow us to learn from each other?*

**How to Navigate this Site**

The **Learn** section of this site is for you, if you:

- are looking for answers to questions like, "what does BIPOC mean?"
- want to learn how to be an ally to BIPOC
- are looking for book, film or podcast recommendations
- are just getting started learning about racial equity

The **Action** section of this site is for you, if you:

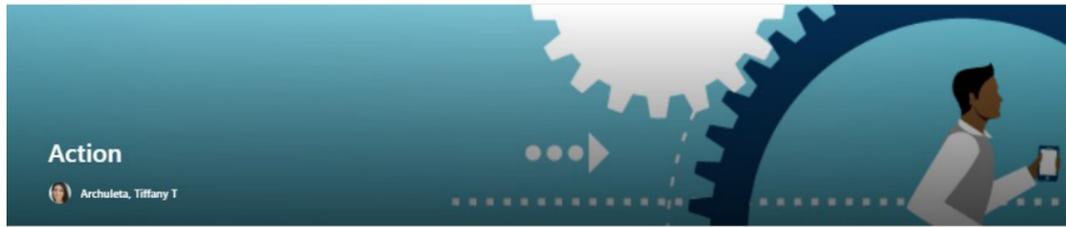
- are interested in learning about the SFPUC's plan
- want to know how to get involved
- are curious about what other agencies are doing
- are ready to dive deeper into racial equity work

**LEARN**  
Click the tile below to start your educational journey on racial equity. This section offers information on:

- Relevant core concepts, theories and histories
- Sources for key books, articles, films, and podcasts
- Resources for further learning, including free courses, webinars and virtual trainings
- Local Bay Area BIPOC owned businesses

**ACTION**  
Clicking the below tile will take you to tools, resources, and actionable items, including:

- Materials from our events, including All Hands meetings at the SFPUC and the Office of Racial Equity
- Tools for racial equity from other jurisdictions and agencies at the forefront of racial equity
- The SFPUC's Action Plan



**Action**  
Archuleta, Tiffany T

**The SFPUC on Racial Equity**

The SFPUC is committed to advancing racial justice by centering the agency's programs and resource allocations on racial and social equity while carrying out its mission, both as a regional employer as well as a service provider. This work cannot be done alone, therefore it is so important that the process is transparent, and that we're hearing a diverse and inclusive group of staff members with various backgrounds and positions at various levels within the agency.

The SFPUC's Action Plan | Racial Equity Toolkits | Other Jurisdictions & Agencies | Past Events



**Learn**  
Archuleta, Tiffany T

**Where do I get started on my learning path?**  
Welcome! You're here because you're ready to start or continue your education journey on racial equity. No matter where you are on this path, we invite you to explore the resources below.

If you have any questions please contact [RacialEquity@sfpwater.org](mailto:RacialEquity@sfpwater.org).

Read | Listen | Watch | Look and Learn

History | Training & Events | Further Learning | Support Local

**SFPUC COVID-19 Pulse Survey Insight:** **88% of employees** believe a diverse workforce is important to achieving our organizational goals.

**Let's Talk About It**  
Diversity and Inclusiveness are two of SFPUC's Core Values. These values are the guiding principles that help the SFPUC achieve its mission and vision. Commit to advancing racial equity by taking the time to discuss important diversity, equity, inclusion, and belonging (DEIB) topics among your work team, with colleagues, and in your network. Advancing racial and social equity will take combined, concerted effort across the organization. Creating an inclusive work culture starts with conversations about DEIB. Here you will find information to help you start the conversation on this topic.

**Commit to improving DEIB**

- **Identify at least one DEIB item to improve on to be more inclusive** and communicate on the progress! 51% of employees feel that they are included in decisions that affect their work, therefore it is critical to ensure their feedback is considered.
- **Use gender neutral language** in emails, during meetings or other settings when communicating. With 70% of employees stating they "feel like they belong at the SFPUC," it is critical that we continue to embrace differences and ensure all employees feel they are a part of a collective whole.
- **Make time for diversity and inclusion training, workshops, or sessions** to educate yourself and others on DEIB.

**Set the Stage for Discussion**

1. **Create a "safe space" or a "brave space"** – this ensures that everyone feels welcome, safe and confident to share their thoughts openly, even on a sensitive topic.
2. **Start the meeting by establishing ground rules** – you can do things like asking for preferred names and personal gender pronouns as well.
3. **Be kind, respectful, and mindful** – embrace how emotions in the workplace can arise and be welcoming of all viewpoints.
4. **Make a genuine effort to start somewhere** – this sends a powerful message and tells others that they have allies that are taking steps to drive these efforts forward.
5. **Anticipate Issues** – When discussing DEIB, feelings of discomfort, negative emotions are inevitable.

**Discussion Topics**

- **Define DEIB** as a team – seek to understand and learn about [what DEIB is, why it matters, and how to make it a priority](#).
- **Share information** about the [SFPUC's Resolution](#) to Condemn Systemic Racism and Action to Promote Racial Justice and the City's Office of Racial Equity to learn more about plans to advance racial equity.
- **Encourage others to continue to share their feedback** in your meetings, and in agency-wide engagement and pulse surveys. This helps their voices and opinions to be heard, and informs decisions that impact the SFPUC, such as in the [SFPUC's Business Continuity Plan](#) and the upcoming SFPUC Racial Equity Action Plan.
- **Fuel your DEIB conversations** by asking:
  - Do you feel that your unique attributes, traits, characteristics, skills, experience, and background are valued at work?
  - What could the SFPUC do to better support you?
  - What are the biggest barriers to your success and what role can I play in helping to remove them?
  - How can I help amplify your voice and that of other underrepresented voices?



## APPENDIX E (Valuing Diversity Competency)

Recognizes the role of diversity in assembling capable teams and building a successful workforce. Fosters an inclusive and cooperative work environment where diversity and individual differences are valued and capitalized upon to achieve the vision and mission of the organization

Proficiency Level	Example Behaviors
<p><b>Level 5 – Expert</b> Focus is on strategically leveraging expertise for long-term success of organization.</p>	<p>Fosters a culture of inclusiveness within organization and champions diversity with internal and external stakeholders</p> <p>Creates a vision and strategy for the SFPUC that connects diversity and inclusion practices to employee and organization success</p> <p>Partners with the community and other City departments to develop and implement equity strategies that may even reach beyond the SFPUC</p> <p>Prioritizes and provides resources for SFPUC initiatives that support equity, diversity, and inclusion</p> <p>Develops teams or steering committees, supported by leadership, to create strategic plans that continually advance diversity and inclusion at the SFPUC</p>
<p><b>Level 4 – Advanced</b> Focus is on using mastered knowledge or skill across multiple contexts or in assisting peers.</p>	<p>Models and promotes a culture across the SFPUC where staff value the diversity their colleagues bring to the workplace both through actions and attitudes</p> <p>Develops policies, procedures, and practices that are consistent and fair to members of all backgrounds and implements a culture of inclusion through processes and systems</p> <p>Oversees execution of strategic programs, practices, and policies that integrate diversity and inclusiveness practices to enhance organization success</p> <p>Understands the variety of management styles and managerial needs that employees have, and creates matches between styles and needs</p> <p>Practices results-based accountability, using data to evaluate the success of diversity initiatives and equity practices</p> <p>Supports innovative solutions to better meet the SFPUC's mission towards diversity and inclusion</p> <p>Designs introductory and ongoing programs to create a shared understanding and vision of diversity and inclusion at the SFPUC</p> <p>Creates or leverages tools to evaluate project impacts on different groups or communities, ensuring equitable results</p>

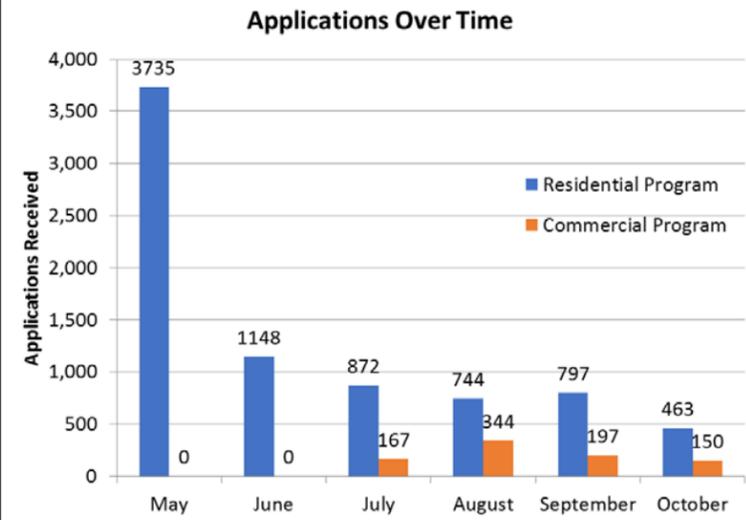
Proficiency Level	Example Behaviors
<p><b>Level 3 – Proficient</b> Focus is on independent application and enhancement of knowledge or skill.</p>	<p>Leverages a mix of different backgrounds, experiences, and skills to create well-rounded teams that can tackle difficult issues from a variety of viewpoints and paradigms</p> <p>Serves as a role model and holds others accountable for demonstrating inclusive and culturally sensitive behaviors</p> <p>Creates opportunities for safe dialogue to help staff understand official procedures and best practices surrounding inclusive and fair workplace behavior</p> <p>Follows supervisory requirements on immediately reporting any incidents of harassment and takes appropriate corrective action (e.g., counseling employees), ensuring a positive work environment</p> <p>Helps staff understand the value of their team's unique skills and perspectives</p> <p>Tailors work products and programs to the unique and diverse needs of different areas of the organization and stakeholders</p> <p>Highlights the SFPUC's values toward diversity and inclusion in communication materials (such as for customers or job candidates)</p>
<p><b>Level 2 - Basic</b> Focus is on expanding basic knowledge or skill through supervised job experience.</p>	<p>Possesses general knowledge and awareness of SF and regional diversity and cultural issues, and embodies the organization's policy and philosophy toward diversity and inclusiveness</p> <p>Applies knowledge of cultural norms to practice cultural sensitivity in communicating with all staff, customers, and stakeholders</p> <p>Attends diversity programs to increase personal awareness</p> <p>Learns about SFPUC policies (e.g., Community Benefits and Environmental Justice policies) or City-wide practices (e.g., for hiring or contracting) that address equity and inclusion</p> <p>Builds diverse and inclusive relationships and partnerships, understanding the value of diverse skills, values, and backgrounds for a high functioning team or project</p> <p>Calls out instances of inappropriate behavior, harassment, or discrimination, even when it is not required</p>
<p><b>Level 1 – Aware</b> Focus is on gaining awareness of or exposure to the competency and its applications.</p>	<p>Demonstrates willingness to develop and grow understanding of cultural diversity within the organization, City, and region</p> <p>Notifies supervisor of instances of harassing, discriminatory, and retaliatory behavior</p> <p>Engages in courteous and respectful behavior at all times, regardless of differences in backgrounds, that contributes to building an inclusive community at SFPUC</p> <p>Understands that there are different forms of diversity, including diversity of thought, experience, or job functions</p> <p>Follows official policies and procedures regarding harassment, discrimination, and retaliation</p>

## APPENDIX F (Vulnerable Populations Served)

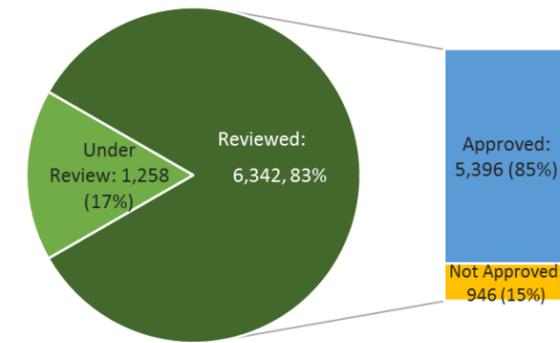
San Francisco Response to COVID-19  
 Early on, San Francisco responded quickly to contain the spread of COVID-19 and to provide immediate economic relief. Since that time, departments have been hard at work and your efforts, both large and small, have been critical for local business, workers and our most vulnerable. Help us compile your recovery efforts by filling out the spreadsheet below. We will include this information in the Economic Recovery Task Force's final report. Please submit your information with us by Friday Sept 23, 2020. Contact Holly at Holly.Lung@sfgov.org if you have any questions.  
[Click here for the online survey.](#)

Your department name	Program name	Program description (1-2 sentences)	Applicable metrics	Web address for more information about the program	Your contact email	Comments
Example: DCYF & Recreation and Parks	Emergency child and youth care program	Provided care for children (K-7th grade) of hospital workers, frontline staff and essential workers.	On average, 200-250 children served between mid-March and June; 30K meals served	n/a - program completed	name@sfgov.org	
PUC	Emergency Residential Utility Rate Discount	Temporary discount on utility bills for residential customers who self-certify they have lost income due to COVID. Provides discounts of 15% on water bill, 35% on sewer bill, and 30% on Hetch Hetchy power bills. Applicants before September 4 received discounts retroactive to March (beginning of shelter-in-place). No retroactive discounts after September 4, but still accepting applications. Discounts scheduled to end December 31 but may be extended depending on funding availability and continued need.	4,200 customers enrolled as of Sept 2020. Average monthly discount of \$30.	https://sfwater.org/index.aspx?page=1326	efranks@sfwater.org	
PUC	Emergency Small Business & Nonprofit Utility Rate Discount	Temporary discount on utility bills for non-residential customers with fewer than 50 employees who self-certify they have lost income due to COVID. Provides discounts of 20% on water and sewer bill. Applicants receive 6 months of discounts, beginning from when they apply. Accepting applications until December 31. Program may be extended depending on funding availability and continued need.	400 customers enrolled as of Sept 2020. Average monthly discount of \$180.	https://sfwater.org/index.aspx?page=1331	efranks@sfwater.org	
PUC	CleanPowerSF Low-Income Bill Credit	CleanPowerSF customers already enrolled in PG&E low-income discount programs will receive a one-time bill credit equal to the average monthly bill - \$50. Credits will be issued in October, and customers must enroll with PG&E by the end of September.	Estimated 47,500 customers will receive credits totalling \$2.6M	https://www.cleanpowersf.org/credit	efranks@sfwater.org	
PUC	Moratorium on Water and Power Shutoffs, Penalties for Delinquencies	Suspended all shutoffs of water and power service for unpaid bills. Also suspended late payment fees, and assessment of liens on past due balances. Moratorium currently in place through January 25, 2021.	As of Sept 2020, 1,500 customers who would otherwise have their water shut off for nonpayment are not being shut off.	https://sfwater.org/index.aspx?page=1330	efranks@sfwater.org	
PUC	Rent Deferral	For tenants on SFPUC property, deferred April-May rent collection. Tenants have up to a year to pay deferred rent.	N/A	N/A	efranks@sfwater.org	
PUC	Emergency Drinking Water Manifold Deployment	9 temporary water manifolds connected to fire hydrants in Mission, Bayview and Tenderloin. Provides accessible drinking water to unsheltered population and residents who can't access thorough conventional services.	Currently working on estimated water use from manifolds since beginning of program (May 2020)	N/A	jgale@sfwater.org	
PUC	Re-usable water container distribution	To accompany water manifold deployment, SFPUC has purchased and distributed (through community partners), over 6,000 re-usable water containers for people to fill up at manifolds.	Worked with SFPW and community partners to distribute over 6,000 re-usable water containers.	N/A	jgale@sfwater.org	
PUC	Respite Center, Southeast Community Facility	In coordination with COVID Command Center, SFPUC SECF staff has ensured the site is available and activated as a respite center for heat and air quality events.	Activated at each request of CCC (3 occasions, 9 days total)	N/A	jgale@sfwater.org	

### SFPUC Emergency Assistance Program and Delinquency Report: October 2020



As of the end of October 31st, 2020, 7,600 residential and 864 commercial total applications had been received. The residential program, which was launched on May 12<sup>th</sup>, received the highest number of applications in the month of May (3,735) while the commercial program, which was launched on July 14<sup>th</sup>, received the highest number of applications in the month of commercial August (344). October applications for both programs declined since September. Of the total applicants, 83 (1%) are solely Hetch Hetchy Customers.

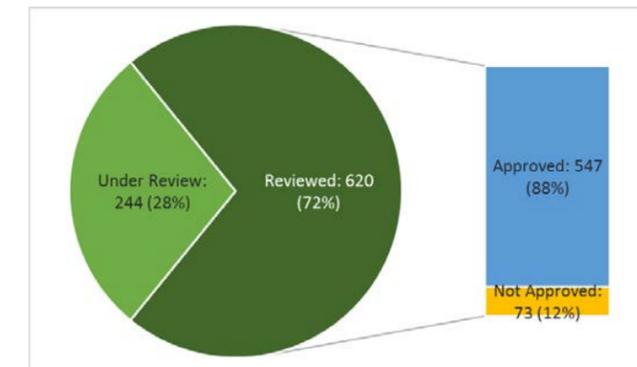


#### Residential Program Avg App.

Household Size	5
Pre-COVID Monthly Income	\$7,567 (60% AMI)
Post-COVID Monthly Income	\$4,042 (30% AMI)
Income Loss	\$3,525
Average Monthly Discount	\$52
Most Common Race/Ethnicity	"Asian"
Most Common Zip Code	94112

#### Small Business & Nonprofit Program Avg App.

Number of Employees	6
Pre-COVID Monthly Revenues	\$110,573
Post-COVID Monthly Revenues	\$49,526
Income Loss	\$61,047
Average Monthly Discount	\$183
Most Common Race/Ethnicity	"Asian"
Most Common Zip Code	94133



#### Program Total Discount Costs

Program	Discounts To-Date (A)	Forecasted Discounts Through Current Program (Dec 2020) (B)	Forecasted Discounts Through Proposed Extension (June 2021) (C)	Total Program Cost (A+B+C)
Residential Water/Sewer	\$1,865,331	\$484,982	\$2,736,247	\$5,086,560
Small Business & Nonprofit Water/Sewer	\$180,736	\$482,002	\$659,662	\$1,322,400
Residential Hetchy Power	\$42,305	\$28,203	\$42,305	\$112,814

## SFPUC Emergency Assistance Program and Delinquency Report: October 2020

### Water and Wastewater Delinquencies

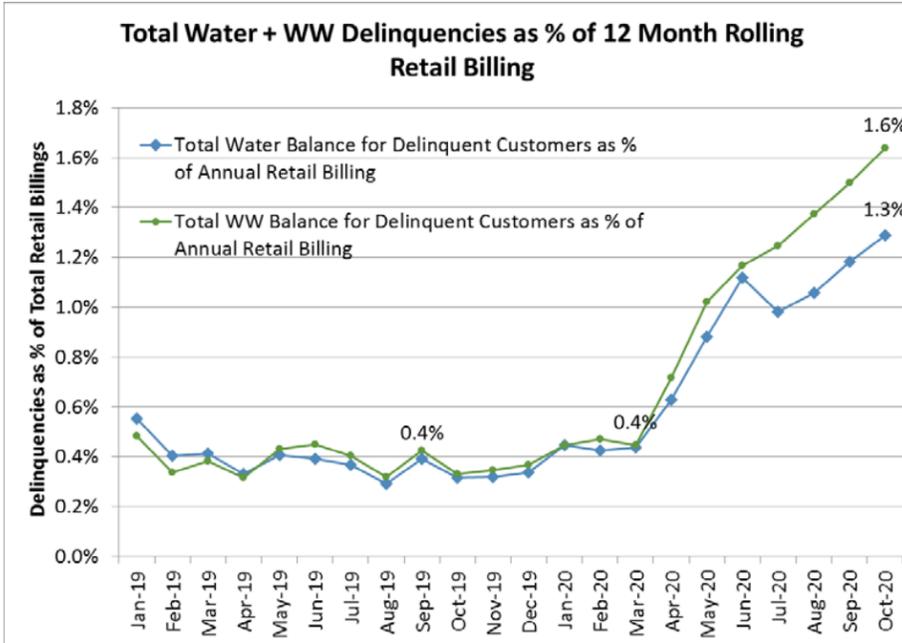
Water and wastewater delinquent accounts are defined as customers with balances 90+ days due, and the total delinquent amount is the bill amount 90+ days due. For a full picture of what customers are facing, we also present the total and average balance for delinquent accounts, which includes balances that are not yet technically delinquent, but better captures the full amount these customers need to pay up to become current on their account.

#### Pre-COVID Delinquency Data (March 2019-February 2020 Average)

Customer Type	Number of Delinquent Accts (A)	Total Delinquent Amount (B)	Total Balance for Delinquent Accts (C)	Average Balance Per Delinquent Acct (C/A)
Single Family Res.	1,363	\$270,764	\$765,024	\$563
Multi-Family Res.	389	\$278,820	\$643,886	\$1,696
Commercial	564	\$421,602	\$850,620	\$1,520
Municipal	25	\$138,190	\$224,472	\$8,820

#### Current Delinquency Data (October 2020)

Customer Type	Number of Delinquent Accts (A)	Total Delinquent Amount (B)	Total Balance for Delinquent Accts (C)	Average Balance Per Delinquent Acct (C/A)
Single Family Res.	3,679	\$2,165,073	\$3,502,864	\$869 (+54%)
Multi-Family Res.	913	\$1,406,621	\$2,289,090	\$2,272 (+34%)
Commercial	1,177	\$2,640,793	\$3,875,718	\$3,242 (+113%)
Municipal	604	\$88,943	\$314,562	\$237 (-97%)



Delinquencies across all customer types have increased substantially since March 2020. Most notably, the number of single-family residential accounts grew from 1,712 in March to 3,487 in September. The delinquent amount (90+ days due) owed has grown the most among commercial customers, who had a total of \$662,614 due in March compared to \$2,132,726 in September.

Despite the rising number of delinquencies, these numbers remain a relatively small portion of the total water and wastewater retail billings, as can be seen in the

chart. In October, water delinquencies alone made up only 1.3% of total water charges while wastewater delinquencies made up 1.6% of total wastewater charges.

## SFPUC Emergency Assistance Program and Delinquency Report: October 2020

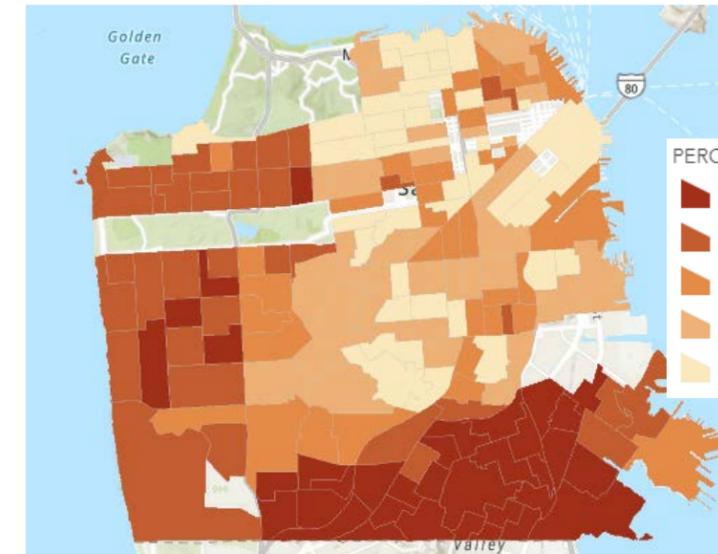
### Power Delinquencies (October 2020)

	Number of Delinquent Accts	Total \$ Amount Delinquent
CleanPowerSF	29,254	\$4,868,941
Hetch Hetchy Power	383	\$963,345

Power delinquent accounts are defined as customers with balances 60+ days due, and the total delinquent amount is the bill amount 60+ days due.

#### Spatial Analysis

The maps below display Emergency CAP application data for both the residential and small business programs overlaid with the total number of commercial and single family residential SFPUC accounts in each census tract. The dark red tracts represent areas with the highest percentage of applicants out of total commercial and single-family residential accounts, while the light yellow represents the lowest percentage of applications out of accounts.

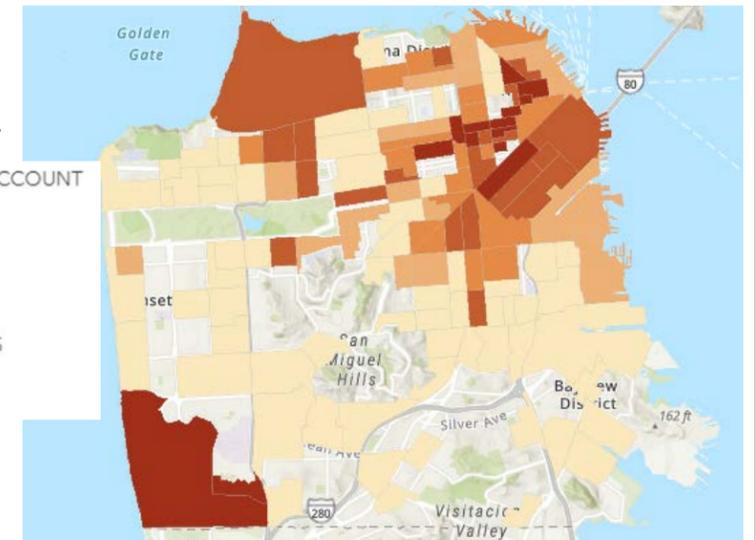


#### Residential Emergency Program

On the residential map, areas with the highest concentration of residential applicants to single-family residential accounts are the Southeast and Western parts of the city. The three tracts with the highest percentages of applicants to accounts are located in the Inner Richmond (25 applications), Visitacion Valley (86 applications), and the Bayview Hunter's Point (194 applications). The three tracts with the highest total number of applicants are located in the Bayview Hunter's Point (194 applications) and in Visitacion Valley (one tract with 191 applications and one with 162 applications).

#### Small Business & Nonprofit Program

On the commercial map, areas with the highest concentration of applicants to commercial accounts are the Northeast and Southwest parts of the city. For the commercial map, the saturation rate of census tracts was lower than that of the residential program. The three tracts with the highest percentages of applicants to accounts are located in Chinatown (41 applications) and the Tenderloin (one tract with 9 applications and one with 8 applications). The three tracts with the highest number of applicants are located in Chinatown (two census tracts with 44 and 41 applicants) and South of Market (22 applicants).



## APPENDIX G (Vulnerable Populations Engagement Survey Questions)

### Vulnerable Populations Engagement Survey

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

This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current Fy20/21 budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low level budget allocations advance equity and support those most in need.

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

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

Please complete BOTH:

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

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

\* Required

 Email address \*

[https://docs.google.com/forms/d/e/1FAIpQLSfrE\\_BKkXU2zyzdKsCS3j0L70lx-yXt1bk8-22\\_-B75fqV7Zw/viewform](https://docs.google.com/forms/d/e/1FAIpQLSfrE_BKkXU2zyzdKsCS3j0L70lx-yXt1bk8-22_-B75fqV7Zw/viewform)
1/5

12/30/2020
Vulnerable Populations Engagement Survey

Your email

Full Department Name \*

Your answer

First and Last Name \*

Your answer

Email \*

Your answer

Division

Your answer

Position \*

Your answer



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2/5

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

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

1. Which communities of color do you serve? (Select all that apply) \*

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

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

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

Next

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### Overview of Engagement Activities

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

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

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

Your answer

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

Your answer

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

Your answer

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations: \*

Your answer

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

Your answer

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

Yes

No

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

Your answer

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

Your answer

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

Your answer

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

Your answer

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

Your answer

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

Your answer

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

Your answer

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

Your answer

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

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

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

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

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

Your answer

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19. Does your spending address specific equity needs?

Please refer to your previous responses about expenditures.

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

Arts and Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Justice and Sovereignty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LGBTQIA+ and Gender Justice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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



A copy of your responses will be emailed to the address you provided.

[https://docs.google.com/forms/d/e/1FAIpQLSfrE\\_BKkXU2zyzdKsCS3j0L70lx-yXt1bk8-22\\_-B75fqV7Zw/formResponse](https://docs.google.com/forms/d/e/1FAIpQLSfrE_BKkXU2zyzdKsCS3j0L70lx-yXt1bk8-22_-B75fqV7Zw/formResponse)

