



SFMTA

# Racial Equity Updates

Progress Report on the Implementation of the  
SFMTA Racial Equity Action Plan

Josephine Ayankoya | Racial Equity Officer  
Office of Racial Equity & Belonging (OREB)  
Board of Supervisors Hearing  
Thursday, March 17, 2022

# Agenda | Racial Equity Updates

- I. Building an SFMTA Racial Equity Ecosystem to Support the Phase I & II Racial Equity Action Plans
- II. Racial Equity in Hiring
- III. Discipline-Related Racial Equity Efforts
- IV. Equity Training (Inclusive of Racial Equity, Mobility Justice & Transit Equity)
- V. Racial Equity Policy
- VI. Staff Belonging & Wellbeing
- VII. Gender Equity Project
- VIII. Office of Racial Equity & Belonging (OREB) Website



# The MTA Racial Equity Ecosystem

Areas of Action (Phase I Racial Equity Action Plan) | Areas of Action (Phase II Racial Equity Action Plan)

Equitable Communications		Equitable Services & Systems	
<ul style="list-style-type: none"> <li>Mobility and Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>Outreach &amp; Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Culture of Inclusion and Belonging</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility &amp; Mobility</li> <li>Climate Justice</li> <li>Planning</li> <li>Project Delivery</li> <li>Service Delivery</li> <li>Security &amp; Safety</li> <li>Vehicle Automation</li> <li>Vehicle Electrification</li> </ul>
Equitable Workforce & Workplace		Policy, Process & Practice Improvement	
<ul style="list-style-type: none"> <li>Diverse and Equitable Leadership</li> <li>Discipline and Separation</li> <li>Hiring and Recruitment</li> <li>Organizational Culture of Inclusion and Belonging</li> <li>Staff Safety &amp; Wellbeing</li> <li>Retention and Promotions</li> </ul>	<ul style="list-style-type: none"> <li>Boards and Commissions</li> </ul>	<ul style="list-style-type: none"> <li>Policy (including Racial Equity Policy)</li> <li>Budgeting</li> </ul>	

# Racial Equity in Hiring | Equity Analyses

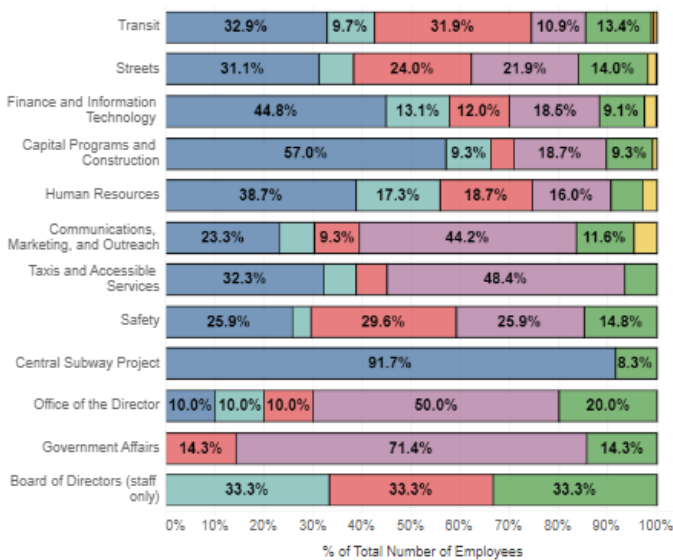
## Equity Data Project | Hiring & Promotion Dashboards

Data-driven approaches to understanding diversity gaps in the MTA workforce.

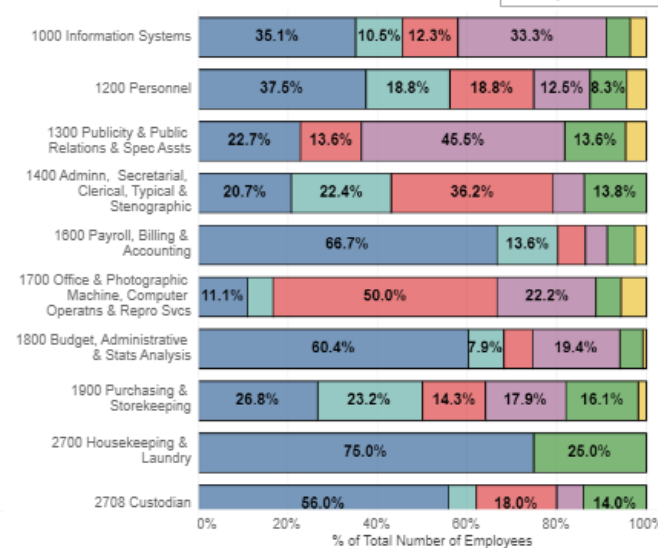
### Employee Race/Ethnicity Overview



### Employee Race/Ethnicity by Division



### Employee Ethnicity by Job Group/Class

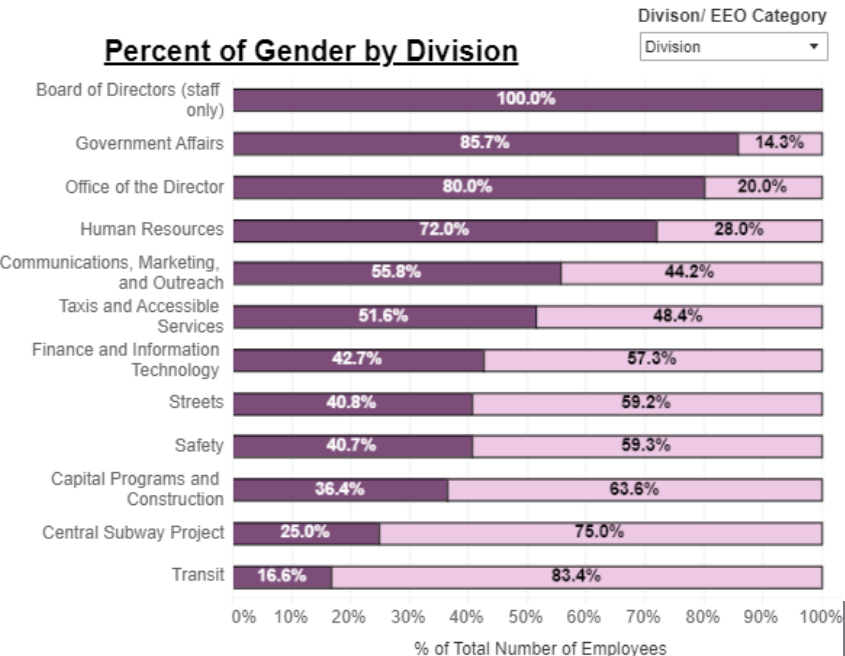
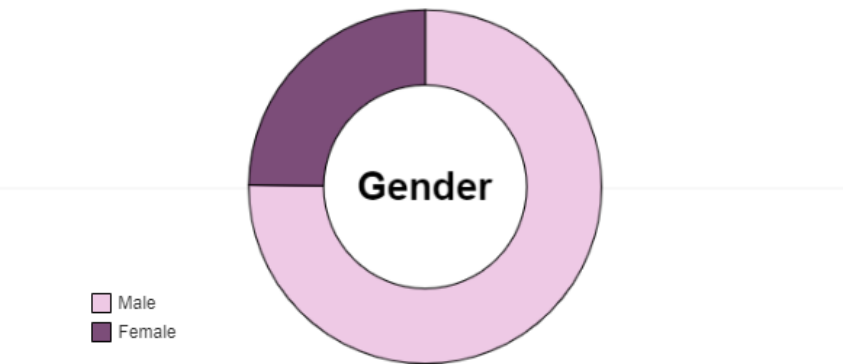
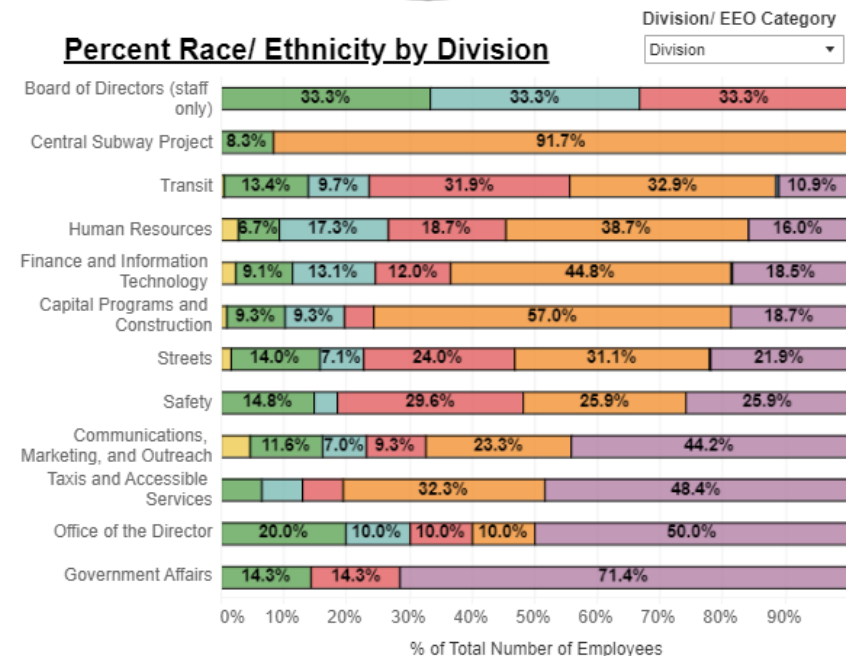
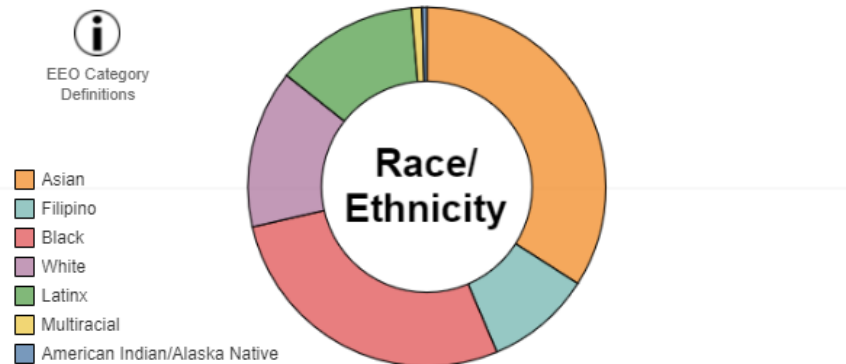


### Core Positions of Interest

9170s/9180s	Management & Executive Leadership
7300s	Journey People
1200s	Labor, Analysts, Clerks
5300s	Engineers & Surveyors
1800s	Administrative Analysts
7410	Automotive Service Workers
1600s	Accountants & Auditors
1000s	Information Technology
1300s	Special Assistants, Employee & Public Relations, Customer Service
8201	School Crossing Guard
9163	Transit Operator

# Racial Equity in Hiring | Outreach

Using data-driven approaches to develop a series of projects to support time-sensitive hiring demands, workforce development & pipeline development needs.



# Racial Equity in Hiring | Outreach

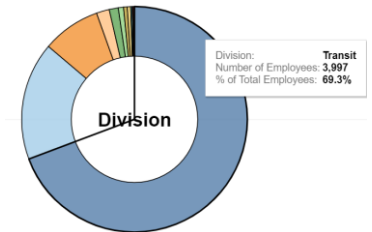
**Next steps data-driven approaches to develop a series of projects to support time-sensitive hiring demands, workforce development & pipeline development needs.**

- Workforce development projects to increase knowledge and skills related to hiring, interviews, promotions & career exploration.
- Multi-method, outreach efforts that pair training on City hiring processes with marketing of MTA as an employer of choice.
- Innovative use of social media & advertising
  - Outreach for 4 Office of Racial Equity & Belonging (OREB) reached over 350,000 people (online and in-person).
  - Resulted in over 280 applicants for 4 OREB positions.

# Discipline-Related Racial Equity Efforts

Office of Racial Equity & Belonging directing a series collaborative discipline intervention with HR, EEO, Transit & Safety to ensure

- Consistent Standards in Discipline
- Collection, Monitoring & Evaluation of Discipline Data
- Discipline Data Analysis, Review and Problem-Solving
- Staff/Manager Training on Discipline Standards & Tracking Systems, Findings of Discipline Data Analyses & Racial Equity Topics Related to Discipline & Surveillance



**Our research, analysis and problem solving has focused on discipline among Transit Operators because there is enough data to analyze and because of how corrective action occurs at MTA**

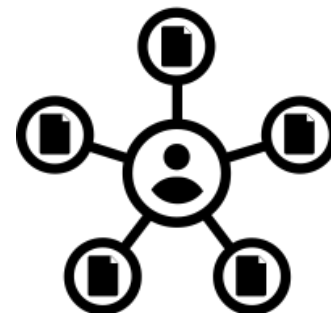
# What We Found

## Over the past two fiscal years:

- 61% of cases among Transit Operators were safety related
- 34% of cases among Transit Operators were in the performance category
- About 5% of cases among Transit Operators were in the conduct category

## Within the performance category, most cases were attendance related. Attendance-related incidents, including

- Calling in less than 45 minutes before shift or arriving late
- No call, no show
- Excessive absenteeism
- Work miss outs and late arrivals





# What We Found

When analyzing data on corrective action among Transit Operators, we found disproportionality among African Americans

- African American, Women, Transit Operators
  - We found that African American female Operators are disproportionately disciplined in attendance-related incidents
- African American, Men, Transit Operators
  - We found that African American male Operators are disproportionately disciplined in safety and attendance-related incidents



# Next Steps | Discipline-Related Actions

- Ongoing workshops led by OREB with EEO, HR, Transit, & Safety to monitor, evaluate and intervene in gaps in disciplinary outcomes.
- Standardize discipline reporting to assess discipline at a systems level & develop follow up accountability actions (as and if needed outside of EEO, MTA HR-Employee Labor Relations & Ombuds Office accountability processes).
- Developed comprehensive database to document discipline standards in Transit-Operations and scaling up efforts for Transit-Maintenance of Way & Transit-Bus/Rail Maintenance Divisions in 2022.
- Publishing *Equity Data Project*: Discipline Dashboard and socializing with MTA staff.
- Exploration of trauma-informed behavioral change practices for corrective action in the context of a complex regulatory framework.

# Equity Training

In one year, the Office of Racial Equity & Belonging (OREB) hosted a series of equity trainings which reached over 1,000 people



**In 2022, the OREB will launch the *Leadership Lab* series**

- Mandatory racial equity training for MTA supervisors, managers, senior officers and directors
- FY 21-22 modules will include, *Modeling Racial Equity, The Intersections of Racism, Hiring & Bias, and The Intersection of Racism, Discipline, Sentencing & Anti-Blackness.*

**In 2022, the OREB will launch *Equity Lab* series**

- A training series on racial equity, mobility justice & transportation equity.
- Open to MTA staff, MTA Boards of Directors and City and County of San Francisco staff.
- Will include an agencywide racial equity and mobility justice training, which will be a prerequisite for developing the Phase Two Racial Equity Action Plan.
- The MTA Board of Directors will participate in racial equity and mobility justice training alongside MTA staff and leadership.

# Racial Equity Policy



## Racial Equity-Driven Public Policy

- The Racial Equity Policy is a bridge action connecting the Phase One and Phase Two Racial Equity Action Plans.
- The Racial Equity Policy will drive equity-centered decision-making, prioritization and evaluation practices for
  - All areas of MTA Operations
  - MTA Board of Directors
- Established a Racial Equity Policy Advisory Team to support the development of the policy.





# Staff Belonging & Wellbeing

Hosted a series of culturally affirming, staff belonging events, including specific to Latinx, Native American/American Indian, Black Asian & Pacific Islander communities.

Engaged over 1,100 people in staff belonging events that often doubled as training. Extended efforts to staff from over a dozen city departments.

Most recently, we hosted staff connection & belonging event commemorated Women's History Month.



**Women's History Month Event: Inaugural Ride of the First-Ever Women's Herstory Month Cable Car**  
Feb 2022

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**Racial Equity All Staff Conference Call: Racism, Xenophobia & Wellness**  
Focus on Black, Asian, Pacific Islander & Latinx Racial Equity & Wellness Needs  
April 2021

brought to you by the  
**Latinx Affinity Group**  
in Partnership with the Office of Race, Equity, and Inclusion (OREI)


*Afro-Latinx Erasure & Colorism Within the Latinx Community*

With *Edith Guillén-Núñez*  
Hosted by SFMTA's David Rojas

**A Teams Virtual Event**

Thursday  
October 13th, 2021  
12pm-1pm

**Look for Your Calendar Invite on Outlook!**



Edith Guillén-Núñez, JD, LMFT, works as an attorney, marriage and family therapist, educator, and community advocate. The inspiration for her work comes from the stories of her clients' strengths and resilience through life's challenges. As a bilingual (English/Spanish) therapist, she works with culturally diverse populations of all ages and backgrounds. She is motivated by people's ability to recover and live their lives with purpose while working through things like grief, life transitions, and examining their identity. She is also faculty and co-directs the Community Mental Health Certificate at City College of San Francisco.

In Association with SFMTA

**Latinx Heritage Month Event**  
Oct 2021



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Lunar New Year Cable Car Ride  
Feb 2022



Native American Heritage Month Event  
Nov 2021



Black History Month Event  
Feb 2022

# Staff Belonging & Wellbeing

Hosted a series of culturally affirming, staff wellbeing events, including specific to Latinx, Black, Native American, Asian American & Pacific Islanders communities. Events reached nearly 600 people, including a citywide webinar to support the mental health needs of City staff during the COVID-19 pandemic.

Brought to you by the  
**Latinx Affinity Group**  
 in Partnership with the Office of Race, Equity, and Inclusion (OREI)

*Culturally Specific Wellness & Self-Care Practices for Latinx Communities*


With *Sal Nuñez*

Hosted by SFMTA's *Rosa Esquivel*

**A Teams Virtual Event**

**Wednesday  
 October 6th, 2021  
 12pm-1pm**

**Look for Your  
 Calendar Invite  
 on Outlook!**



*Sal Nuñez, PhD is a licensed psychologist and marriage family therapist, researcher, educator, and community advocate. He is tenured faculty at City College of San Francisco and founding Director of their Community Mental Health Certificate Program. Sal has been in the field of community behavioral health since 1996, and worked across the life span, cultures, and clinical settings. He is the co-founder of Crossing Edge Consulting and maintains a private practice in community mental health and organizational psychology.*

In Association with **SFMTA**

**Culturally Specific Wellness & Self-Care Practices for Latinx Communities**  
 Latinx Heritage Month Event, Oct 2021


**The Socio-Cultural Context of COVID-19 Vaccines**

Attitudes, beliefs, and behaviors related COVID-19 vaccines are shaped by a variety of social, structural, cultural, and economic factors

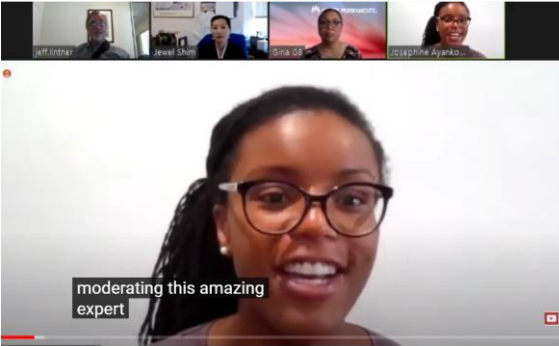
- historical, medical exploitation and racism
- experiences with healthcare systems
- access to healthcare
- experiences with losing loved ones to COVID-19
- community beliefs and norms

Racial disparities in health are similar to disparities in transportation, education, the economy, and more sectors of society.

The COVID epidemic highlighted and exacerbated racial disparities, as seen in re...  
 mentioned this is a racial equity  
 conference call



**The Socio-Cultural Context of COVID-19 Vaccines**  
 SFMTA All Staff Conference Call, May 2021



moderating this amazing expert

**Mental Health Awareness Month Panel Discussion**  
 Department of Human Resources & Health Service System Webinar, May 2021



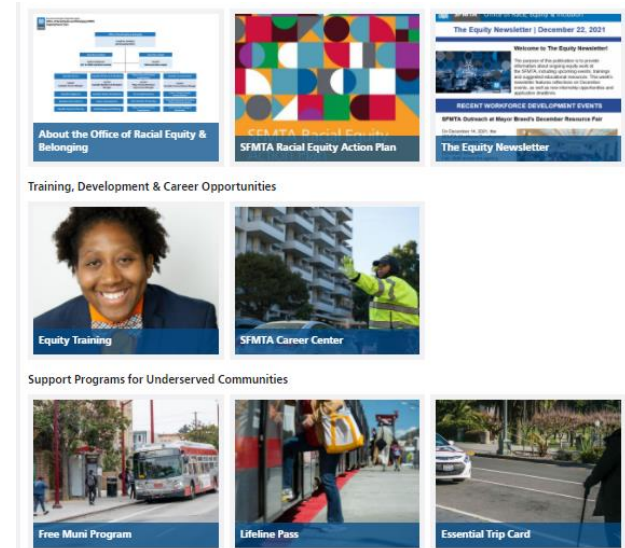
# Upcoming: Gender & Racial Equity Project

- The Office of Racial Equity and Belonging will partner with the Streets Security and Investigations Division for a Gender Equity Project.
- The forthcoming program aims to advance racial and gender equity in MTA transit and mobility systems by prioritizing gender safety throughout SFMTA security systems.
- The cross-division effort will use culturally affirming prevention and intervention strategies that center the needs of **Indigenous, Black, Latina, Asian and Pacific Islander women and girls** in defining necessary gender violence prevention strategies.
- The project will take multi-disciplinary and data-driven approaches to eliminating violence experienced by women and girls in transportation systems.

# The Office of Racial Equity & Belonging (OREB) Website

Launched the SFMTA Office of Racial Equity & Belonging (OREB) website which will include:

- Updates of the SFMTA Racial Equity Action Plan
- The *Equity Newsletter* will be a staple publication to learn about racial equity and mobility justice resources, as well as ongoing progress of MTA racial equity commitments
- Access to equity training resources and archives
- Career development and exploration resources
- Linkage to support programs for underserved communities (ex. Free Muni & Essential Trip Card)



[SFMTA.com/Equity](https://www.sfmta.com/Equity)  
[SFMTA.com/equity-newsletter](https://www.sfmta.com/equity-newsletter)

# Questions & Discussion with the Board of Supervisors



**Thank You!**

# Next Steps | Racial Equity in Hiring

**Equity Analyses of Minimum & Desired Qualifications:** To eliminate unnecessary barriers to employment, starting with MTA-controlled positions.

**Racial Equity Standards:** Required for hiring exams, job analysis (through Knowledge, Skills, Abilities and Tasks), desired qualifications and interview questions.

**Outreach & In-Reach Campaigns:** Social media, paid posts, billboards & advertisement, informational sessions with MTA staff and mass emails to City and community stakeholders.

**Community Connections:** Multiple-level resource fairs for community members, MTA staff and City and County of San Francisco staff.

**How to Get Hired:** Educational video series on navigating MTA and City processes.

**Roadmaps:** Educational guidebooks on promotional pathways at MTA.

***A Day in the Life:*** Career exploration series to expose the public and current staff to the diversity of jobs at MTA.

# Racial Equity in Pipeline Programs

## Racial Equity Analysis & Standards

- Support MTA Human Resources, Workforce Development in conducting equity analyses to identify diversity gaps in pipeline programs.
- Strategic planning and partnership to expand pipeline programs to more divisions.

## Collaboration in Outreach, Development & Training

- Ongoing engagement & collaboration to support the professional development of pipeline program participants.
- Will be engaged, along with Youth Transportation Advisory Group, in Phase Two Racial Equity Action planning.



**Cindy Rodriguez** (she, her, hers)  
*Technology Division*

Cindy Rodriguez graduated from San Francisco State University with a degree in Political Science. She is currently placed in the Technology Division where she is serving as a Project Coordinator for the Next Generation Customer Information System project. In this role, Cindy does a variety



**Edward Lampkin** (he, him, his)  
*Livable Streets (Streets Division)*

Edward graduated from Chico State University with a BA in Communication Studies and a minor in Journalism Public Relations.

Born and raised in San Francisco, he feels extremely



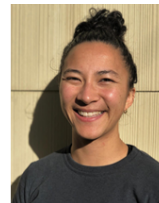
**Michael Brown** (he, him, his)  
*Office of Race, Equity & Inclusion*

Michael was born and raised in San Francisco. He graduated from City College of San Francisco and moved on to graduate from San Francisco State University with a BA in Political Science and a minor in International Relations. Michael has also done a lot of advocacy work in his community. He comes from the nonprofit world where he worked to advance racial



**Jeremy Brooks** (he, him, his)  
*Office of Race, Equity & Inclusion*

Jeremy is a recent graduate of UC Berkeley, where he obtained a BA in Social Welfare and minors in Dance Performance Studies and Public Policy. Born in Berkeley and raised in Deep East Oakland, Jeremy is critically aware of inequitable systems persistent within his community. Jeremy has worked in his community to increase access to



**Olivia Bernadel-Huey** (she, her, hers)  
*Office of Race, Equity & Inclusion*

Olivia holds a BA in Human Biology from Stanford University and a minor in Comparative Studies in Race and Ethnicity. She grew up Oakland, an experience that has inspired her to seek a deeper understanding of systemic inequities.

Member of the Equity & Inclusion Fellows with the Office of



# Equity Newsletter

Launched the *Equity Newsletter* to provide information about ongoing equity work at the SFMTA, including upcoming events, trainings and suggested educational resources.

Circulated 10 publications to date to all MTA staff, as well as City and community stakeholders.

In 2022, the *Equity Newsletter* will be a staple publication to learn about racial equity and mobility justice resource, as well as ongoing progress of MTA racial equity commitments.

## CELEBRATING BLACK STAFF AT THE SFMTA

### What does it mean to be a Black professional in transportation?

It's no secret that being Black comes with challenges but being a Black woman, working in the transportation industry comes with many other obstacles. Each day is an opportunity for me to change the narrative. I take pride in that! I am a Black woman. I am kind and respectful. I am not rude, I am not ghetto. We all have biases but the diversity of the transportation industry gives us contact with people from all walks of life. Having said that, you can choose to be open-minded and intentional when making contact with others who may look different than you!



LaCora Benard  
Transit Operator, Muni  
Woods Division



Michael Henry  
Superintendent, Potrero  
Maintenance  
Transit Division

### What does it mean to be a Black professional in transportation?

Being a Black professional means I have a lot of responsibility to stand out in a positive way. I also have the responsibility of being a role model to generations under me, to pursue career and be successful. I have worked extremely hard to be seen, heard, and credited for many of my contributions. Being where I am today in the position of a superintendent, gives me the opportunity to treat employees equally and with dignity regardless of their background. Lastly, I am a professional Black man because of the endless and consistent support and contributions of Black women. I cannot be who I am today, without them.

### What does Racial Equity mean to you?

Racial Equity means affording people equal opportunity, and providing platforms and spaces for their voice to be heard and listened to.

### What do you love about being Black?

I wouldn't want to be anything but Black. I have a powerful presence.