

Topics to be Addressed in Agency Equity Action Plans

<i>Due Date:</i>	<i>Thursday, January 20th, 2022 (Upload by 5:00 PM)</i>
<i>Method of Submission:</i>	<i>MAX: https://collect.max.gov/x/Ms6gnO</i>
<i>Maximum Length of Report:</i>	<i>See guidance below.</i>
<i>Format:</i>	<i>Microsoft Word Document, 12 pt. font, normal margins</i>
<i>Release:</i>	<i>This document, per Executive Order (EO) 13985, contains an Equity Action Plan (“Plan”) to meaningfully address the barriers and opportunities identified through the agency’s equity assessment. The Plan will be used to help set public expectations and promote accountability, and inform the agency’s longer-term equity planning and implementation strategy. The Plan should be reviewed by the agency’s Office of General Counsel (OGC) prior to submission, and may be used to inform public documents released by the Domestic Policy Council (DPC).</i>

(1) Executive summary

The Presidio Trust mission statement: The Presidio Trust stewards and shares the beauty, history and wonder of the Presidio for everyone to enjoy forever.

The Presidio Trust’s Equity Action Plan focuses on our work to improve equity internally with our staff and externally with our visitors.

Internally, we are building a strong organizational foundation to promote clarity, fairness and consistency. In 2020 we conducted a diversity, equity, and inclusivity assessment to identify where we were successful and where we could improve in these three areas. We heard in our assessment that staff feel that rules are not clear or consistently applied and our management skill level is uneven. Based on the results of this assessment, in 2021, we provided Equal Employment Opportunity (EEO) training for all staff and began to revise and consolidate our policies and procedures so they are easily accessible and understandable by all staff. In 2022, we published our new Staff Member Guidebook and will provide training for staff and managers and separately initiate a management training program for supervisors to ensure they have the information and support they need to be effective managers. Ways in which we will measure the success of our effectiveness of our efforts include, but are not limited to, tracking whether Employee Relations matters and EEO complaints decrease and seeing an increase in staff reporting that they feel the Trust is a fair place to work through our annual employee survey.

Externally, we are actively reaching out to historically underrepresented communities to inform them about the Presidio and its educational, and recreational opportunities. We are preparing to open the Tunnel Tops, a new parkland within the Presidio that will provide new public amenities such as a natural playground, fire circle, food court, gardens, paths and overlooks. We expect nearly 1.8 million people will visit the Tunnel Tops each year. Our goal is to establish the Tunnel Tops (and the Presidio) as a welcoming, inclusive, accessible, and relevant national park site. We have made substantial progress over the last decade to develop the Presidio to be a more inclusive park that welcomes people of all backgrounds, and there is more work to do to ensure the Presidio’s visitors reflect the demographic and socioeconomic diversity of the San Francisco

Bay Area. In 2022, we will address the following barriers: transportation and access, awareness of park offerings, and lack of inclusivity or sense of belonging. As a method of measuring whether we are successfully addressing the equity barriers identified in our plan, we aim to close the 2019 (pre-COVID) diversity gap by 20%, specifically with the LatinX, Asian, and Black populations, so we match the demographic and socioeconomic diversity of the San Francisco Bay Area.

(2) Summary of early accomplishments

Since our assessment in late 2020 and the release of EO13985, the Presidio Trust has become more aware and thoughtful of how we can advance equity in our organization and in the park.

In 2021, we processed the feedback from our staff assessment and committed to addressing the concerns about unfair treatment and a lack of consistent treatment amongst staff. We heard concerns about discrimination, harassment, and retaliation. To address this, we completely revamped our annual Equal Employment Opportunity (EEO) training to include more in-depth learning, discussions about discrimination, harassment, and retaliation, and to focus on getting staff who are bystanders to speak up if they see something wrong. We worked with a diverse group of staff members and supervisors to develop the training and focused on the user experience. Staff reported that the training was effective and they better understood the concepts and best practices that were shared. We also heard that there are inconsistencies around our policies, procedures, and expectations. We updated and recently published an updated Staff Member Guidebook. We committed to training all staff and supervisors on the Guidebook so all understand its content and the requirement that all staff members, managers and line staff alike, comply with the Guidebook. We also heard concerns about inequities around pay amongst staff with similar positions. As we finalized our new pay system last year, we conducted an equity review of every position and made the necessary pay adjustments. Through the hard work of our staff, we delivered on our commitments to equity, which boosted staffs' confidence in our leadership and positioned us to continue our progress towards ensuring that there is equity amongst our staff so all have a positive employee experience.

While our equity reporting last year focused on our internal organization, we also worked towards promoting equitable access to the Presidio for the public. To provide some context, today, the Presidio of San Francisco welcomes millions of visitors to the park each year, and we are proud that the Presidio's visitors closely reflect the racial diversity and socioeconomic profile of the San Francisco Bay Area population.

Over the past year and during COVID, access to parks became very important for people's health and wellness. The Presidio offered a place for people in the San Francisco Bay Area to be outdoors in a safe way. We temporarily opened new spaces for the public to enjoy such as allowing the public to picnic and play on the golf course and creating slow streets and saw new and diverse people enjoying the park. Despite the need to close the Presidio Visitor Center and halt our many programs, we remained focused on how to continue to serve diverse populations in a COVID-safe way. Through a partnership with the San Francisco Public Library, Golden Gate National Parks Conservancy ("Parks Conservancy"), and the National Park Service (NPS), we connected with diverse youth and family populations to encourage self-guided reading adventures in Bay Area national parks and trails in the Presidio. Youth were also able to virtually

meet national park rangers and Trust experts to learn more about local plants, animals, and much more. Also, in September 2021, together with our partners at the NPS and the Parks Conservancy, collectively the “Partnership for the Presidio,” we launched the *My Park Moment* photo show. This show celebrates community perspectives about what parks mean to us and is also a lead up to the opening of the Presidio Tunnel Tops (see Action 1). Working with Photoville, a New York -based non-profit that activates public spaces around the world with community-driven photography, we created a public conversation about how and why parks are meaningful to the community. In April 2021, we issued an open call for submissions, ultimately receiving 7,000 photos. Four hundred community images are now on display in the *My Park Moment* photo show located in several outdoor locations in the Presidio and online.

(3) Equity action plan

ACTION 1 – Ensure that park visitors increasingly reflect the ethnic and economic diversity of the San Francisco Bay Area as we welcome approximately 2M new visitors in 2022 via new visitor amenities, including the Tunnel Tops parkland.

A. Barrier to Equitable Outcome(s)

Goal and National Context: In 2022, we are focused on opening the Presidio Tunnel Tops - 14 acres of new parkland. The site sits at the edge of the San Francisco Bay and adds new visitor amenities such as a campfire circle, picnic spaces, trails, a welcome plaza, nature play spaces for kids and overlooks with views of the Golden Gate Bridge and the San Francisco Bay. Nearly two million visitors are expected to visit each year. Our goal is to establish the Tunnel Tops (and the Presidio as a whole) as a welcoming, inclusive, and relevant resource that shares national park experiences and benefits with the San Francisco Bay Area community. Achieving this goal allows us to fulfill our role as one of the nation’s urban national parks, which were created to bring national park experiences and the many benefits they offer closer to where most people live – in cities. Urban national parks were created to remove barriers and promote access with communities that had historically been underrepresented in the country’s national parks including people of low- to middle-income, people of color, and people with disabilities.

Barrier and Success Metric: While substantial progress has been made over the last decade to develop a more inclusive park that welcomes people of all backgrounds, there is more work to do to ensure the Presidio’s visitors reflect the demographic and socioeconomic diversity of the San Francisco Bay Area. Barriers include transportation and access, awareness of park offerings, and lack of inclusivity or sense of belonging and/or feeling welcome. To show that we were successful at addressing these barriers, we will close the 2019 (pre-covid) diversity gap by 20%, specifically with the LatinX, Asian and Black populations, so we match the demographic and socioeconomic diversity of the San Francisco Bay Area.

B. Action and Intended Impact on Barrier

1. *Transportation & Access:* Last year, the Trust partnered with the San Francisco Municipal Transportation Authority on a 6-month pilot to extend a new city bus line into the park from key underrepresented neighborhoods. In 2022, this extension will become permanent increasing the public’s access to the Presidio. Additionally, we will double the capacity of the Presidio Community Shuttle Program (“Shuttle Program”) to support the expanded

community outreach and demand related to the opening of the Tunnel Tops. The Shuttle Program uses a special charter service comprised of our own natural gas (and soon to be electric) fleet of shuttles that directly connects with key underrepresented communities and neighborhoods across San Francisco and beyond. The Shuttle Program, created in partnership with community partners, is an important gateway for introducing new communities to the park by removing the barrier of access and developing familiarity, comfort, and interest in the park which has promoted repeat visitation via our regular shuttle service, city bus lines, and other forms of access.

2. *Awareness:* Awareness of park offerings is consistently noted as a barrier. In 2022, the Trust and our partners will substantially expand marketing efforts and community outreach and engagement. On the marketing front, we will partner with major media outlets, who have a strong reach within the Bay Area's diverse community: NBC Bay Area, Telemundo48, Sing Tao Daily, and San Francisco Chronicle. Our marketing efforts will include announcements at San Francisco Giants game broadcasts, dedicated radio and television segments, and television, radio, newspaper and digital ads. Our community engagement efforts to boost awareness include outreach to more than 300 community leaders to introduce them to the Tunnel Tops and engage them in how to make the best use of Tunnel Tops (and the Presidio) in relevant ways for their stakeholders. We plan to expand our network of community partners by more than 20% with a focus on community-based organizations who serve underrepresented audiences.
3. *Co-Curating an Inclusive Place:* Deep listening and learning about what is most important to communities and working with those communities to translate those insights into action is fundamental to successfully creating and curating an inclusive place. When we were creating Tunnel Tops, we invited the community to help us design the site and its amenities. We received more than 10,000 public comments that shaped the site's final design, amenities, and services. In 2022, we will invite the community to co-curate opening activities to activate the Tunnel Tops. We will work with ethnic media partners, community partners, and the newly created Presidio Activators Council, a diverse group of 13 leaders and professionals from the arts, education, healthcare, community development, recreation, and other backgrounds, to co-curate an opening season of events for the Tunnel Tops that invite a sense of belonging, especially for populations who have historically not visited the park, not felt welcomed, or not felt safe. Our calendar of opening events includes VIP tours, facilitated and self-guided experiences, monthly events co-created with community groups who serve our target populations, and a series of community-led activities and events. Programs and self-guided resources specifically for youth and families to explore and learn about the park's habitat and history will also be created. These programs begin at the Tunnel Tops' Field Station and Outpost and lead to adventures all around the Presidio.

C. Tracking Progress

We will track our progress on our goal by collecting data from program participants, through community focus groups and other feedback loops, as well as the park's regular visitation studies. The Partnership for the Presidio staff will collect, review, and evaluate participant data throughout the year and make necessary adjustments to outreach or programming as necessary. The Presidio Activators Council will also review and evaluate the data and provide input and feedback to the Partnership for the Presidio staff. We will consider near-term success by achieving the following metrics: 1) 75% of visitors indicate they will be likely to refer a friend to

the park; 2) 75% of visitors report a sense of belonging/feel welcome; and 3) by the end of 2022, we will close the 2019 (pre-covid) diversity gap by 20%, specifically with the LatinX, Asian and Black visitors.

D. Accountability

The Partnership for the Presidio staff will meet quarterly to review and evaluate data. Adjustments to outreach, activities, and programs will be made as needed – with input from the Presidio Activators Council. Specifically for the Presidio Trust, this goal and success metric is included our Annual Operating Plan that is reported by staff and reviewed monthly by the Trust’s Chief Park Officer and CEO. The progress of this work will be shared with all Trust staff via our internal newsletter and staff forums. We will also report progress to our Board of Directors and the public, as appropriate.

ACTION 2 - Ensure that the organization has a strong foundation of fair and equitable treatment by creating clear standards for staff and management responsibilities and training all internal stakeholders on these standards to ensure an equitable experience for all staff.

A. Barrier to Equitable Outcome(s)

In the Fall of 2020, the Trust conducted an internal diversity, equity, and inclusion assessment of our staff through an external consultant. Based on the feedback from staff, our consultant recommended that we focus on our organizational foundations to address staff feedback regarding differences in how staff are treated across the organization. We heard that there is a lack of policies and procedures in many areas and that management was inconsistent with regards to rights, roles, and responsibilities resulting in staff feeling there were inequitable experiences within the organization. The absence of a consistent manager training program created differences around the understanding of management responsibilities and expectations. The greatest impact of these barriers is felt by the individual contributors, particularly those in our trades positions.

B. Action and Intended Impact on Barrier

Throughout 2021 and continuing in 2022, the Trust has focused on developing a strong foundation of policies and training to begin to tackle any actual or perceived internal inequities.

1. *Updated training on discrimination, harassment and retaliation:* In 2021, we addressed the issue of discrimination, harassment, and retaliation by revamping our Equal Employment Opportunity (EEO) program to educate employees on these topics and focus on positive actions in an effort to prevent discrimination, harassment, and retaliation from occurring. This program refresh will be completed in January 2022. We will evaluate the program and make improvements, as necessary, for our future EEO learning.
2. *Updated Staff Member Guidebook and training:* In January 2022, we published the Staff Member Guidebook to create consistent policies, rules, and expectations. The first draft was published in January 2022. During the first quarter of 2022, we will focus on the Guidebook rollout to make certain all managers are trained on its content, how to manage to the Guidebook, and the importance of maintaining consistency to create an equitable

experience for all staff. Staff will also be trained on the Guidebook and will understand the resources available to them for addressing inconsistencies or inequitable treatment.

3. *Initiate a management training program:* In the second half of 2022, we will roll out our first management training program. This program will teach our management the foundations of their roles, how to manage fairly and consistently, and how they will be held accountable.
4. *Updating our Performance Program:* The Employee Support Services Department will develop and finalize our Performance Program in 2022 for launch at the end of 2022/start of 2023. This will create a clear process for addressing any performance and behavior concerns that could lead to inequitable treatment.

All of these actions have been prioritized as they strengthen our foundation and allow the organization to mature. By creating clear policies and procedures, training on their application, and setting expectations of consistency and fairness, we are laying the foundation that we expect will result in equitable outcomes and a higher level of accountability for the application of equitable practices.

C. Tracking Progress

As we believe these actions will have a positive impact on internal equity, we expect to see a decrease in Employee Relations issues as well as EEO complaints. We also expect to see an increase in staff reporting that they feel the Trust is a fair place to work through our annual employee survey. We will collect baseline data this year and will update this metric annually, expecting to see a positive trend year over year.

D. Accountability

In order to stay on target and hold ourselves accountable, we incorporated this effort into our Annual Operating Plan (AOP). We will measure progress of development and implementation based on project milestones aligned with our AOP. Goals around equitable treatment will also be embedded into our updated Performance Program. Our leadership and managers will continue to engage staff through individual conversations, open forums, and surveys to gauge popular perceptions on our progress. We will also establish a communications plan to provide updates on data to keep our staff apprised on progress and hold ourselves accountable.

ACTION 3 – Ensuring our contracting and procurement opportunities are available on an equal basis to all eligible providers of goods and services.

The Trust recognizes the importance of ensuring that our contracting and procurement opportunities are equally available to all providers. We plan to do a full review of how we can improve equity in our contracting and procurement efforts after we reorganize and grow our Contracting and Procurement department's resources.