



FINAL REPORT

RACIAL EQUITY

COMMISSIONER WORKSHOP

SAN FRANCISCO BAY CONSERVATION
AND DEVELOPMENT COMMISSION

NOVEMBER 15, 2022



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EXECUTIVE SUMMARY

The San Francisco Bay Conservation and Development Commission (BCDC) launched a concerted effort to develop a Racial Equity Action Plan (REAP) in 2020. BCDC's Racial Equity Team, made up of a group of dedicated staff members, drafted a Racial Equity Action plan in 2022. On October 6, 2022, BCDC held a Workshop on Racial Equity for the Commissioners and members of the public to learn more about the racial equity effort and to provide feedback on the plan. This report describes the process for organizing the workshop and summarizes the feedback that was received.

The workshop—facilitated by Bernardo Ferdman, Maia Ferdman, and Shaphan Roberts—was attended by 21 Commissioners, 47 members of the public, and 20 staff members total (later, during breakout rooms, the workshop had 14 Commissioners, 24 staff members, and 35 members of the public).

Participants first answered a series of survey questions about their demographics and their overall approach to racial equity. There was a range of sentiments about this conversation – participants were both hopeful and energized, as well as nervous or skeptical.

Overall, there was strong support among participants for a focus on racial equity at BCDC, accompanied by a desire to go even further and be even more ambitious than what was contemplated in the draft plan. Input on the plan pointed to the importance and desirability of identifying structural barriers to racial equity and working with higher levels of state government to address those barriers directly as much as possible.

Participants requested that the goals be more specific and time bound and that they include clear metrics of success. One major point of feedback included participants' strong desire for BCDC to better integrate community voices into decision-making processes and to actively create accessible pathways for community participation at all levels of BCDC.

Participants differed regarding what language should be used in the REAP—for example in referring to and/or naming groups—as well as in how they interpreted the existing language.

Participants encouraged BCDC and the Racial Equity Team to take part in and tap into larger networks as well as public “movements” toward racial equity.

Finally, participants hoped that BCDC will focus more fully and intentionally on the impacts of its policies and practices on people and communities, which in some cases may require a broadening of BCDC's understanding of its jurisdiction.

INTRODUCTION & OVERVIEW

Background

The San Francisco Bay Conservation and Development Commission (BCDC) launched a concerted effort to develop a Racial Equity Action Plan (REAP) in 2020. As part of the process, BCDC formed a Racial Equity Team (RET), comprised of a team of dedicated BCDC staff members, which reviewed past racial equity efforts at BCDC (including work completed with the Government Alliance on Racial Equity, GARE, since 2017), surveyed staff about racial equity, and conducted multiple visioning sessions. The RET used its research and input to create the first draft of a Racial Equity Action Plan (REAP) in 2022.

In April 2022 BCDC released a request for proposals from external consultants to facilitate a Commissioner Workshop on Racial Equity designed both to share the RET's work thus far with Commissioners and members of the public, and to gain Commissioner and public input into the plan. Ferdman Consulting, in partnership with Bridges Intergroup Relations Consulting, responded to that request and was selected to design and facilitate the Workshop.

Goals

The goals of the Commissioner Workshop on Racial Equity were as follows:

1. Engage Commissioners and members of the public in learning about and discussing BCDC's Racial Equity Action Plan (REAP).
2. Learn about Commissioner' and the public understanding of and vision for racial equity at BCDC.
3. Get input on the categories and draft actions of the BCDC REAP to help the Racial Equity Team refine and detail the plan:
 - a. What is the Commission and the public looking for in a Racial Equity Action Plan? What are Commission and public priorities and preferences regarding racial equity and ways to achieve it?
 - b. Elicit expertise about the draft strategies and actions. Is anything missing? Are key actions included?
 - c. How might the Commission and the public be engaged in the plan's action items in the future?
4. Gain Commissioner and public confidence in and buy-in for the Racial Equity Action Plan and position the Racial Equity Team to move the plan forward.

About Ferdman Consulting

[Ferdman Consulting](#), led by its founder and principal Bernardo Ferdman, Ph.D., is a boutique consulting practice focused on diversity, equity, and inclusion (DEI); leadership development and leadership excellence; and executive coaching. We approach our work from a systemic, strategic, and dynamic perspective on equity and inclusion, and frame and address

how these are shaped and embedded in interpersonal behavior, group norms and practices, leadership frameworks, and organizational policies, practices, and objectives.

Ferdman Consulting partnered with [Bridges Intergroup Relations Consulting](#) (*Bridges*) on this project. *Bridges* was founded by Maia Ferdman, M.A., and supports organizations and communities to build vibrant spaces of belonging in which participants can explore their differences actively and productively and build resilient relationships.

The consulting team included Bernardo Ferdman, Maia Ferdman, and Shaphan Roberts. Please see [Appendix F](#) for facilitator bios.

Planning Process

In planning the workshop, we were guided by the following principles:

1. Model inclusion and equity in the workshop process itself
2. Maintain transparency
3. Go beyond the interpersonal; examine systemic questions
4. Honor EJ Advisors' values:
 - a. Respect and protect communities whose voices have not been, and still are not included in policy conversations
 - b. Ensure that decision-making processes are robust, meaningful, and equitable
 - c. Prevent harm before it starts
 - d. Honor the work that has been accomplished and learn from previous mistakes

These principles were important for us because we strive to foster experiences of inclusion even as we are moving toward it, and because we have found that organizational change on DEI requires ongoing engagement and partnership with members of the organization. It's a process of co-construction and meaning making, and how that happens provides a foundation for the work that follows. In this context, it was important for us to build on the prior and ongoing work of the EJ Advisors and to continue to provide space for their input and perspectives.

Our team maintained close consultation with the BCDC Racial Equity Team and with Phoenix Armenta, BCDC's Environmental Justice and Community Engagement Manager, throughout the planning of the workshop. To develop the goals of the workshop and its corresponding design, we held meetings with Executive Director Larry Goldzband and BCDC Chair Larry Wasserman, senior BCDC staff, and the Racial Equity Team. We met twice with the BCDC Environmental Justice Working Group and once with the Environmental Justice Advisors to review and gain feedback about the workshop goals, outreach plan, and agenda to ensure alignment with broader BCDC efforts toward environmental justice. (See [Appendix B](#) for a list of preparation meetings.)

Workshop Participation

The workshop was scheduled to take place during a regular BCDC Commission Meeting on **October 6, 2022, from 1pm to 4pm Pacific Time**. After consultation with BCDC leadership, BCDC and Ferdman Consulting jointly agreed to hold the workshop virtually on **Zoom** (rather than in a hybrid or in-person only format) to allow for greater participation of members of the public who would not be able to attend in person, and to avoid the challenge of integrating virtual participants into a meeting held largely in person – which can feel inequitable without appropriate technology and support.

Target Audience

Although the goal for the Workshop was to attract and engage a broad set of participants, and anyone who learned of the meeting and wished to attend was welcome, consultation with the RET and EJ advisors resulted in specifying the target audience as follows:

1. BCDC Commissioners and executive leadership
2. Members of the public, particularly:
 - People who are already familiar with BCDC work, connected to BCDC, and/or impacted in some way by BCDC
 - People who would have a stake in or something to say about racial equity at BCDC
 - Others with expertise on racial equity
3. BCDC staff to provide staff support/presence (e.g., note taking, context, framing, etc.)

Outreach and Participation

Ferdman Consulting and the BCDC Racial Equity Team developed an outreach plan in consultation with the EJ Working Group and EJ Advisors to reach the target audience and to achieve the goals of the workshop, in line with our guiding principles. We developed a targeted outreach list of Commissioners, other environmental and partner government agencies, and community advocates. We developed outreach language to describe the workshop as well as educational materials about BCDC and the REAP, adjusted to each target group (see [Appendix C](#) for the invitation language). Invitations (see appendix X) were sent via email to over 1,000 people, and the consulting team sent the invitation to their networks, particularly groups of DEI experts in the Bay Area. BCDC Staff conducted regular and personalized follow-up with invitees.

There were 162 registrants for the workshop (which required pre-registration). The actual number of participants, including staff and Commissioners, varied throughout the workshop – there were 103 participants who answered at least one of the Slido poll questions and 79 participants who joined the breakout rooms. The results of the initial poll conducted early in

the workshop, shown in the following charts and tables, provide insight into the roles and demographics of the attendees at the meeting.

There were 88 respondents to the first poll, which asked participants to indicate the capacity in which they were joining the meeting; where they were joining from, their gender identity; their age; and their racial/ethnic identity. (An additional 5 participants provided a response to the warm-up poll, but not to this one.)

Almost half (47%) of the 88 poll respondents were either Commissioners or BCDC staff members, with large proportions of the rest joining as representatives of non-profit or community-based organizations (20%) or of other government agencies (18%). (One Commissioner also marked “other” on this item. Three people who indicated that they were joining as individuals also marked another response: “representative of a business,” “representative of a nonprofit or Community -Based organization,” or “In another official BCDC capacity,” respectively. And one person marked both “representative of another California government agency” and “representative of a nonprofit or Community -Based organization.”

<i>In what capacity are you joining us today? (N=88)</i>		
<i>Note: Respondents could make more than one choice. There were 5 participants who marked two choices.</i>		
	N	%
As a commissioner	21	24%
As a BCDC staff member	20	23%
In another official BCDC capacity	2	2%
Representative of a nonprofit or Community-Based organization	18	20%
Representative of a business	2	2%
Representative of another California government agency	16	18%
As an individual	9	10%
Other	6	7%
Prefer not to say	0	0%

There were participants from various parts of the Bay Area, as shown in the following table. Participants were primarily located in Alameda and San Francisco (55%), with most of the rest distributed across seven other Bay Area counties, as well as a few (9) joining from other parts of California and even from outside California. (The latter group included two Commissioners and a BCDC staff member.)

<i>Where are you joining us from? (N=88)</i>		
	N	%
Alameda	26	30%
Contra Costa	10	11%
Marin	6	7%
Napa	1	1%
San Francisco	22	25%
San Mateo	4	5%
Santa Clara	5	6%
Solano	3	3%
Sonoma	2	2%
California, but outside the Bay Area	6	7%
Outside of California	3	3%

Regarding gender identity, 53 (60%) of the 88 respondents to the poll identified as female, 29 (33%) identified as male, 3 (3%) identified as non-binary, 2 (2%) marked “prefer not to say.”, and 1 (1%) left this item blank. (The rightmost columns in the table show the distribution of gender identity for participants who are not BCDC Commissioners or staff members. In that group, there was a higher proportion of women than in the overall set of participants.)

What is your gender identity? (N=88)				
	N	%	N w/o Commissioners or staff (46)	%
Female	53	60.2%	32	69.6%
Male	29	33.0%	11	23.9%
Non-binary	3	3.4%	2	4.3%
Other	0	0%	0	0%
Prefer not to say	2	2.3%	1	2.2%
Blank	1	1.1%	--	--

Additionally, there was a good distribution of ages (except for those younger than 25) among participants, as shown in the table below. (The rightmost columns show the age distribution for participants who are not BCDC Commissioners or staff members.)

Age (N=88)				
	N	%	N w/o Commissioners or staff (46)	%
Under 25	4	4.5%	4	8.7%
26-35	19	21.6%	11	23.9%
36-45	22	25.0%	13	28.3%
46-55	11	12.5%	8	17.4%
56-65	15	17.0%	7	15.2%
65+	15	17.0%	3	6.5%
No response	2	2.3%	1	2.2%

Participants were also asked about their racial/ethnic identity (and could mark more than one response). Of the 87 participants who responded to this item, 54 (62%) indicated that they are White (not Hispanic), 17 (19%) Asian, 14 (16%) Black or African American, and 8 (9%) Latinx. Other groups (Middle Eastern or Arab American; Native American; or Pacific Islander or Hawaiian) included one person each. (A total of 7 participants indicated more than one identity: 2 participants identified as both Asian and Black; 2 as both Asian and White, 1 as Asian, Pacific Islander or Hawaiian, and White; 1 as Black and Native American; and 1 as Latinx and White.) (The rightmost columns in the table below show the distribution of racial/ethnic for participants who are not BCDC Commissioners or staff members and indicate that the proportion of workshop participants of color was higher in this group than in the overall set of attendees.)

What is your racial/ethnic identity? (check all that apply) (N=87)

Note: There were 6 participants who marked two identities, and 1 who marked three.

	N	%	N w/o Commissioners or staff (46)	%
Asian/Asian American	17	19.5%	11	23.4%
Black/African American/Afro-Caribbean/African	14	16.1%	12	26.1%
Latino/Latinx/Hispanic/Chicano/Mexican American/Latin American	8	9.2%	6	13.0%
Middle Eastern or Arab American	1	1.1%	1	2.2%
Native American/Alaskan Native/American Indian	1	1.1%	1	2.2%
Pacific Islander or Hawaiian	1	1.1%	1	2.2%
White/European American (not Hispanic/Latino)	54	62.1%	21	45.7%
Other	0	0%	0	0
Prefer not to say	0	0%	0	0

Workshop Design & Agenda

Rationale

The workshop provided an opportunity for the Racial Equity Team (RET) to present its work to the Commission and to members of the public for the first time. The team wanted to have space to provide a full update on their efforts, to hear Commissioner and public perspectives on racial equity in general, and to hear their concrete feedback on the Racial Equity Action Plan (REAP) goals and objectives. EJ Advisors recommended that members of the public be able to speak to the issues that are most relevant to them, and the RET wanted to ensure that all participants would be able to comment on all the strategic areas of the REAP.

We therefore designed the workshop with these various needs and goals in mind, dividing the agenda into three main sections: a) overarching feelings about racial equity, b) reactions to the five REAP strategic goals, and c) feedback about the REAP objectives. We provided various modalities (polling, chat, and breakout rooms) for participation, and reviewed each strategic goal and its objectives with all participants.

Agenda

The agenda for the workshop is included below. (See [Appendix A](#) for a detailed agenda.) The Commission conducted official business during the first portion of the meeting. We then provided overarching framing for the meeting and divided the rest of the workshop into three parts: 1) *A Vision of Racial Equity* (during which participants responded to poll questions about their aspirations for racial equity more broadly); 2) *Examining the BCDC Racial Equity Action Plan* (including poll questions about the set of five strategic goals; and 3) *Examining the BCDC Racial Equity Action Plan* (involving breakout rooms that included facilitated open conversation in smaller groups— each led by one of the facilitators—about the objectives under each goal). We used polling to get broad feedback from as many participants as possible. Volunteer BCDC staff members were present in each breakout room to take detailed notes that captured participant feedback during the conversation.

1:00 -1:30 pm: Official Business

1:30 -1:40 pm: Meeting Welcome and Purpose

1:40 -1:45 pm: Framing & Group Agreements

1:45-1:55 pm: Poll: Who's in the Room?

1:55 -2:20 pm: A Vision of Racial Equity

2:20-2:30 pm: Break

2:30 -2:42 pm: Examining the BCDC Racial Equity Action Plan (Framing & Presentation)

2:42-3:50 pm: Examining the BCDC Racial Equity Action Plan (Breakout Rooms)

3:50-4:00 pm: Debriefing Poll and What's Next

In the second part of the workshop, *A Vision of Racial Equity*, we presented a brief perspective on racial equity as a systemic issue, broadly and for BCDC, and then presented participants with a series of poll questions.

When you hear us frame racial equity in this way, what is a feeling, reaction or word that comes to mind? (65 respondents)

1. 24 participants shared a **positive reaction** to the framing of racial equity, including “relief,” “refreshing,” “proud,” and “legitimized.”
2. 13 participants shared a **cautious, skeptical, or critical reaction** to the framing of racial equity, including “anxious,” “skeptical,” and “overwhelming.”
3. 12 participants shared a desire to **move toward action, or a specific question** about how to reach racial equity.
4. 7 participants shared a feeling that this was “**about time**” or “overdue.”
5. 4 participants focused on this as a **start or beginning** with potential.
6. 1 participant responded, "hard to define."

Why does racial equity at BCDC matter to you specifically? (66 respondents)

1. 34 participants shared that they care about racial equity because it is “**the right thing to do**” – it has to do with their values of fairness, justice, respect, and the desire to right past wrongs.
2. 25 participants shared that they care about racial equity because they see this as **core to BCDC’s public mission** and responsibility to govern well – that to do its job well, address climate change, and properly make decisions about the Bay, BCDC must take racial equity into account.
3. 12 participants shared that they care about racial equity because they belong to - or care about - a **specific community** that is directly impacted by these decisions and policies.
4. 3 participants talked about the need for **diversity and representation** at BCDC.

What does racial equity at BCDC look and feel like? (62 respondents)

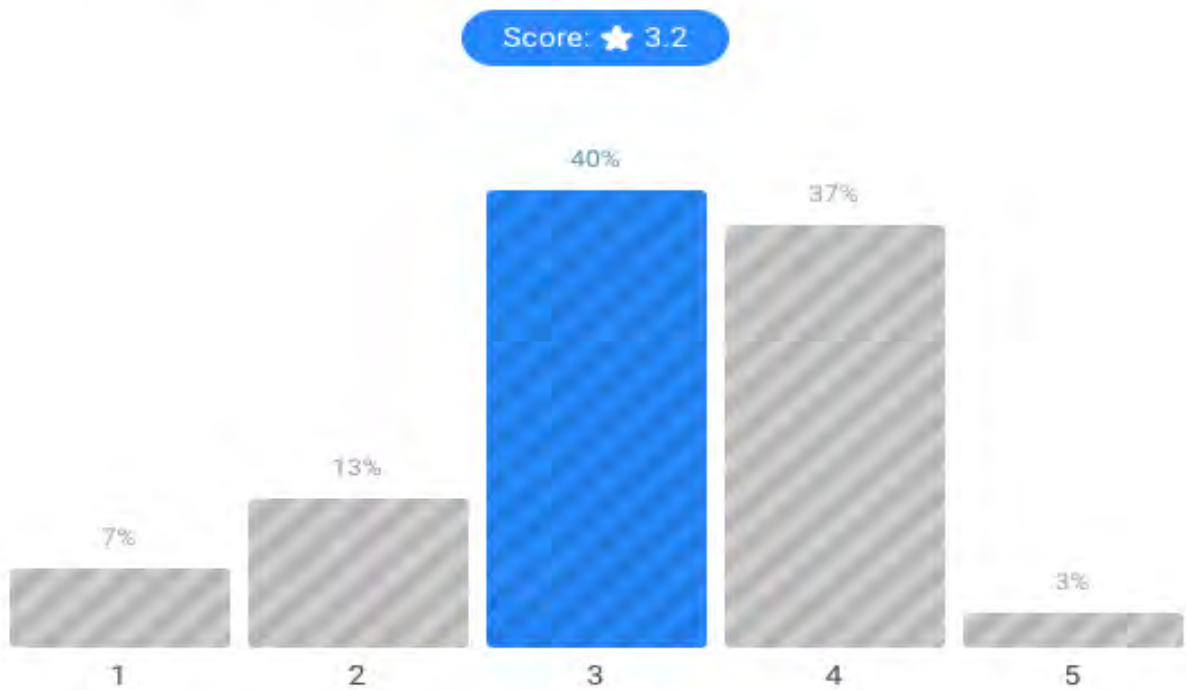
1. 28 participants said that **representation** was key to racial equity at BCDC – that it would have a diverse board, staff, and leadership that include young people, Black people, and other excluded groups.
2. 18 participants shared that they would like to see **tangibly improved processes and outcomes** as a result of a racial equity effort, including healthy families, payment for EJ advisors, flexible permitting, and other quantifiable policies.
3. 16 participants answered that they wanted to see meaningful **community engagement and empowerment**, including access to decision makers, empowerment of community voice and inclusion of community voices in decision making.

- 11 participants shared the desire to see a **culture of respect** at BCDC, in which staff feels valued, inclusion is the norm, and communities are empowered.
- 2 participants provided responses that didn't fit into the themes above: one said the question was "too big to answer," and another indicated that "development" – core to BCDC – benefits "rich white people."

How hopeful are you about the process of racial equity at BCDC? (60 respondents)

When asked to express their degree of hopefulness for this process (after responding to the previous questions), 40% of respondents answered in the middle, perhaps indicating ambivalence, uncertainty, or neutrality about this question; 40% of respondents indicated that they were hopeful or very hopeful; and 20% of respondents were not hopeful or not hopeful at all. (The overall mean score for all 60 respondents to this question was 3.2 on the 5-point scale. The mean score for the 27 respondents who were not Commissioners or BCDC staff members was 2.8, indicating a relative lack of hopefulness in the process. Among these participants, none gave a rating of 5, eight gave a rating of 4, nine gave a rating of 3, 7 gave a rating of 2, and 3 gave a rating of 1.

How hopeful are you about the process of racial equity at BCDC? (1 star - not hopeful at all; 5 stars - very hopeful)



In the next section of the workshop, participants were introduced to the BCDC Racial Equity Action Plan's five draft strategic goals. They were then asked to indicate their degree of agreement or disagreement with a series of statements about the strategic goals as a group,

before going into breakout rooms to discuss each individual goal and its corresponding objectives at length.

There were 57 respondents to this poll, involving three items. Most respondents (67%) agreed that the goals are clearly written and understandable; most (58%) agreed that the goals align well with the vision of racial equity presented at the meeting; but fewer (51%) agreed that they will make a notable difference in advancing racial equity. Over 1/3 were neutral on this question.

<i>These 5 strategic goals are clearly written and easily understandable (N=57)</i>				
Mean = 3.6				
Mean w/o Commissioners or staff = 3.46				
	N	%	N w/o Commissioners or staff (28)	%
1 - strongly disagree	2	3.5%	1	3.6%
2 - disagree	3	5.3%	2	7.1%
3 - neutral/don't know	14	24.6%	10	35.7%
4 - agree	34	59.6%	13	46.4%
5 - strongly agree	4	7.0%	2	7.1%

<i>These 5 strategic goals, when addressed together, will make a notable difference in advancing racial equity (N=57)</i>				
Mean = 3.4				
Mean w/o Commissioners or staff = 3.46				
	N	%	N w/o Commissioners or staff (28)	%
1 - strongly disagree	1	1.8%	1	3.6%
2 - disagree	7	12.3%	6	21.4%
3 - neutral/don't know	20	35.1%	13	46.4%
4 - agree	24	42.1%	8	28.6%
5 - strongly agree	5	8.8%	0	0%

These 5 strategic goals align well with the vision of racial equity discussed earlier (N=57)				
Mean = 3.51				
Mean w/o Commissioners or staff = 3.25				
	N	%	N w/o Commissioners or staff (28)	%
1 - strongly disagree	1	2%	1	3.6%
2 - disagree	5	9%	5	17.9%
3 - neutral/don't know	18	32%	8	28.6%
4 - agree	30	53%	14	50.0%
5 - strongly agree	3	5%	0	0%

After completing the 3-item survey, participants were asked to respond to the following question:

Do you have anything to add to make this set of goals even more complete, far-reaching, and/or impactful? (41 respondents)

- 13 participants named the need for **greater and better community engagement**, including more meetings like this one, more community voice incorporated earlier on, more decision-making power for EJ communities, and more accessible opportunities for engagement (e.g., at convenient times).
- 11 participants named the need for **greater specificity and greater accountability** in the action plan itself. Participants named the need for more precise language, criteria and metrics of success, and identification of specific action steps.
- 9 participants had **specific strategic recommendations**, including the needs to articulate impact, create different goals for internal vs. external equity, identify barriers to success, and focus on resource allocation.
- 4 participants discussed the **role of race** in conversations about equity – one person said to focus on the overrepresentation of white people, while another named the need for more representation of Tribal communities on the Commission. One participant said they wanted less white people leading conversations on racial equity, while another named the need for white people to be active in conversations about equity.
- 3 participants named the need for **policy change at the state level**.
- 1 participant asked whether this was a workshop or a session to gather input from the community.

Themes in Response to the Racial Equity Action Plan

Participants were randomly assigned to one of three breakout "rooms," each facilitated by one of the consultants. Each consultant presented each goal and its corresponding objectives, and asked participants to provide their thoughts about what they liked, what they did not like, what was missing, and what was most important to them about what they read. Participants could comment in the chat or by speaking, and the notetaker noted what was said. The following section includes a summary of themes noted by facilitators. A detailed summary of participant feedback broken down by goal and objectives can be found in [Appendix E](#).

1. There was strong support among participants for racial equity as a principle—and a desire to go further and be even more ambitious.

Both Commissioners and members of the public were strongly supportive of the racial equity initiative as a priority for BCDC. Many noted that this effort is sorely needed, and in many ways, overdue. While some participants were skeptical or uncertain about BCDC's ability to truly achieve racial equity, all who spoke highlighted that achieving racial equity takes time, deep engagement, and focus. Many participants expressed gratitude for the opportunity to share their opinions and hear about the racial equity process at BCDC.

In general, there was a desire among members of the public and Commissioners alike for the RET to think even more systemically, and to create goals and objectives that are even more courageous and far-reaching. Rather than aim for general diversity, for example, participants discussed a desire to aim for more concrete kinds of representation (e.g., having positions for specific groups or communities integrated into the BCDC structure) or similar targeted approaches to create avenues for results, representation, and voice. Rather than focus primarily or solely on behavioral interventions or training, participants expressed a desire to think about broader systems as well as resources BCDC utilizes.

2. There was a general desire to identify the structural barriers to racial equity and to work with higher levels of state government to address those barriers directly.

Many participants also noted the difficulty of achieving racial equity, and the need to clearly identify what roadblocks or impediments constrain or limit true equity, such as processes and systems at the state level. Participants expressed a desire to work with the Governor's office to help achieve many of the REAP objectives, and in some cases were open to advocating for policy changes to address racial equity needs (e.g., creating dedicated EJ positions on the Commission).

3. Participants generally requested that the goals be more specific and time-bound and that they have clear metrics of success.

Participants discussed the need for goals and objectives to be both aspirational and achievable. Many participants raised a desire for goals to be "SMART" (specific, measurable,

actionable, realistic, and timebound), and various shared a desire to draw on work done elsewhere (e.g., by other state entities) and use it as a resource. Participants also shared a desire for ongoing updates about the racial equity process at BCDC, and ways to continue evolving the REAP as it moves forward.

4. Participants expressed a strong desire for BCDC to better integrate community voices into decision-making processes, and to actively create accessible pathways for community participation at all levels of BCDC.

Many participants shared that they would like to see BCDC involve community members, who are the “experts” in their own needs, earlier in decision making processes about racial equity and environmental justice. They want members of the public to have a greater understanding of what BCDC does and how it relates directly to their community.

Participants said they would like to have multiple pathways and opportunities for public participation in these processes, and for BCDC to make a concerted effort to include those who may need childcare or other support to participate. Some participants also shared a desire to meet community members where they are, such as by having meetings in different physical locations and at different times (e.g., focused on specific subject matter concerning that community), and by including specific community reports into BCDC agendas.

Others suggested targeting specific communities and populations such as youth (e.g., through internships). Some participants also shared a desire to create a feedback loop, in which the community and BCDC are in regular and ongoing communication.

Other participants named a desire for community input and involvement to be properly compensated (whether for participation in listening sessions like these, or as better compensation for EJ Advisors).

5. There were differences among participants about what language to use in the REAP, and how they interpreted the existing language.

Some participants raised questions about naming specific communities in the REAP (e.g., tribal communities, Black communities, low-income communities), saying that naming one community over another felt exclusive or unnecessarily hierarchical. On the other hand, various participants pointed out places where they felt specific communities should be named explicitly. In another case, participants shared that there can be confusion between the terms “racial equity,” “environmental justice,” “inclusion,” etc., and they discussed the importance of BCDC defining its terms and efforts clearly.

Many participants also expressed the importance of taking the order of objectives and goals into account. Many participants said that community trust-building and increasing community input, voice, and representation should be a prominent and central objective.

6. Participants described a desire to take part in and tap into larger networks and public “movements” toward racial equity.

Many participants expressed a desire to be part of a larger “movement” for racial equity across public agencies, rather than reinventing the wheel. This may also involve addressing organizational practices, strategic plans, and other work involved in DEIJ initiatives and organizational change.

7. Participants described a desire for BCDC to focus more fully on the impacts of its policies and practices on people and communities, which in some cases require a broadening of BCDC’s understanding of its own jurisdiction.

Many participants named a desire for community health outcomes to be a core consideration during BCDC decision making. They also thought about “health” broadly – not just that BCDC should not do harm to peoples' physical wellbeing, but that they should consider ways to build up and invest in people and community vitality. Some participants discussed the need to invest more deeply in communities and community relationships (e.g., building person-to-person relationships between community leaders and BCDC staff).

OBSERVATIONS & RECOMMENDATIONS

The following are the consultants' observations after working with the BCDC team, together with recommendations for the team to move forward in advancing racial equity at BCDC.

1. BCDC leadership and staff demonstrate strong commitment to and investment in fostering racial equity at BCDC—which are both is critical in building a solid foundation for a strategic and impactful change initiative.

Organizational change toward racial equity requires persistence, engagement, and ongoing commitment and leadership. These are clearly present in the way that BCDC's leaders and staff have approached the racial equity initiative at BCDC. That BCDC's leadership approved 10% of staff time for those on the RET to work on the racial equity initiative is but one notable example. BCDC staff demonstrate great energy and passion for this work, together with dedication to creating and implementing a plan that is inclusive and impactful.

2. The team and organization should more explicitly consider how the racial equity effort and initiative will be sustained, as well as how it will be integrated into the rest of the work of the BCDC, and especially that of the leadership team.

The allocation of dedicated staff time to work on racial equity is admirable and important; however, this by itself is unlikely to achieve the ambitious racial equity goals the team has laid out in the current plan. As the initiative moves forward, BCDC leadership should consider the internal and external support it provides to the racial equity team to both avoid overburdening staff and ensure the initiative's success.

Addressing this will involve considering a range of questions, including the following: Who will guide and coordinate the effort, especially as the racial equity action plan is implemented? How will the work on the goals included in the plan be integrated with the rest of BCDC's goals? How will the agency hold itself accountable? How will the work be funded? What additional expertise—internal and/or external—in diversity, equity, and inclusion (DEI) and in organization development and change may be needed and helpful to ensure movement toward the goals?

Importantly, the process of further developing and implementing the Racial Equity Action Plan and DEI more generally should not be separate from core strategic and decision-making functions. Indeed, it is important for the success of the plan to integrate it as much as possible into BCDC's ongoing strategic planning process and decisions. Doing this includes clarifying how different aspects of the REAP will become the responsibility of specific BCDC departments and staff (and of BCDC senior leadership).

To the extent that resources are available, we suggest hiring an internal or external DEI expert to help guide and integrate these processes, to reduce the burden on staff, and to bring

in additional expertise on organizational change. As many members of the public and Commissioners suggested, this may also involve advocating for funding support from the state government and/or tapping into statewide networks.

It will also be helpful to continue to support the engagement of staff leaders with external networks of experts and advocates for DEI and racial equity and/or to participate in external learning opportunities. The participation in GARE is a good example. Additional options include the Forum on Workplace Inclusion, the Inclusion Allies Coalition, and the Centre for Global Inclusion.

3. Decisions will need to be made regarding prioritization, resource requirements and allocations, and feasibility.

The current plan is wide-ranging and ambitious. It should remain so—and per the suggestion of the workshop participants, in some cases be made even more far-reaching and ambitious; however, BCDC will also need to prioritize aspects of the plan for implementation. It may consider conducting a SWOT (Strengths/Weaknesses/Opportunities/Threats) and feasibility analysis of its different goals, and not wait to address the “lowest hanging fruit” or easiest opportunities for change.

Incorporating action plans with specifics (e.g., timelines, responsible parties, budget lines) into the overall plan will also help support this process, especially to the degree that these action plans are woven into the other work of the organization.

At a more strategic level, it would be helpful to have an overarching model of change, as well as a statement of racial equity and DEI principles (preferably aligned with BCDC’s overall mission, vision, and values) to guide the effort. (See below.)

Finally, resources such as *Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations Around the World* (see <https://centreforglobalinclusion.org>), together with the GARE models already in use, can be useful to assess progress, to focus efforts, and to foster alignment.

4. This work requires awareness that BCDC continues to operate within structures that perpetuate inequity—even as it works toward equity. Given that reality, there is a need to work toward a more explicit model of organizational change.

Even as BCDC commits to pursuing and promoting racial equity, it continues to operate within historically embedded systems of inequity. This is apparent when examining, for example, who has power, who is appointed to the Commission (and how), who has time to attend a workshop during the day, and where resources are allocated or unavailable. Many of the frustrations expressed by members of the public at the workshop pointed at this reality.

It will be helpful, we believe, for RET members and for BCDC more broadly to explicitly clarify its working model of organizational change toward racial equity. What is the vision of

racial equity toward which the organization is moving, and why? What are key steps along the way, as seen developmentally? What are some of the inherent dilemmas in this process, and how might they be managed and addressed?

Moving forward on racial equity and justice in the context of a system that continues to embed and in many aspects is founded on injustices and inequity makes this complicated, but acknowledging and seeking to address this, over time and intentionally, will be helpful. For example, over two-thirds of workshop participants identified as White (non-Hispanic); although it is important that White people are involved and invested in the racial equity process, this overrepresentation in the workshop may be indicative of larger structural inequities (e.g., who is able to participate in a daytime workshop, who is appointed to the Commission, etc.), and must also be considered and addressed over time.

5. Beyond the content of the plan, attention should continue to be given to who is involved in discussing, reviewing, and implementing it. In other words, pay explicit attention to the alignment of the goals and values reflected in the plan with the way it is brought to life.

As the racial equity team moves forward, it should continue to think about how to practice the values it promotes within the plan, and to work toward alignment between what is done now and the future goals. The team should strive to be explicit about how its current choices align with the plan, and how, to the extent possible, aspects of the vision are brought to life in the present.

That said, there will inevitably be times when the team and the organization cannot yet fully practice the values or goals it has laid out in the plan, because they have not yet been reached or because prior steps are needed. For example, the team wanted to reach out to more community members but was limited in its current ability to provide translation and accessibility services. In the face of these and similar tensions and compromises, BCDC can strive to be explicit about its limitations and choices, about current barriers, and about how it plans to work on addressing those barriers.

Phoenix Armenta was an excellent resource in planning and executing the workshop, using their extensive community engagement experience and relationships serve to identify and address some of these gaps. That said, BCDC might consider deepening its relationships with EJ Advisors in the context of the emergent REAP. BCDC may consider tapping into its various networks with the intention of specifically addressing the issue of increasing representation and input, over time. This will continue to be challenging, especially to the extent that the boundaries of who gets to have input on which decisions continues to get blurred, but an intentional and thoughtful approach should be helpful in benefiting from a broader set of perspectives and bringing the goals and values to life sooner.

6. Efforts to advance racial equity and inclusion inevitably involve tensions and paradoxes. Where possible, make these explicit and find ways to hold all parts of the tension in the work.

As named above, there are inherent tensions and paradoxes in the process for racial equity. This work incorporates a range of challenges, contradictions, and dilemmas. (See “Paradoxes of Inclusion: Understanding and Managing the Tensions of Diversity and Multiculturalism,” by Bernardo Ferdman, available at <https://bit.ly/Ferdman-paradox>, for one detailed analysis of various such paradoxes and ways to address them.)

This challenge is apparent in some of the participant feedback—for example, the differences that arose between participants’ reactions to naming specific communities in the plan. Some participants expressed appreciation for the naming of Tribal communities in the plan, while others said that this explicit naming felt exclusive.

Naming such tensions—and accepting that they are an inherent part of the process—will be important in maintaining momentum, energy, morale, and commitment. It may be helpful for BCDC to look at external resources that address these tensions directly. For example, John Powell’s concept of “[targeted universalism](#)” is a helpful model that addresses the tension between the universal needs of all communities and the particular needs of historically marginalized communities. And Ferdman’s article cited above provides examples of three core paradoxes of inclusion and practical ways to manage them.

Another example of an apparent tension or dilemma has to do with the role and engagement of the EJ Advisors. The current approach, which involves a defined role, compensation, and voice is certainly an improvement over more traditionally exploitative approach. However, there continued to be concern expressed regarding the fairness of the compensation for EJ Advisors and the degree to which BCDC is truly listening to and using their input. BCDC will need to continue to explore and manage this challenge. One possibility may involve redirecting some funds to provide for ongoing support from advisors, to make up for lack of accessibility resources and other limitations. But the challenge of managing the boundary between staff (those on the “inside”) and advisors (those on the “outside”) will nonetheless remain.

7. Consider and explicitly address BCDC’s role as part of a large ecosystem of agencies and change initiatives.

As brought up during the workshop, BCDC cannot by itself address all the challenges it faces regarding racial equity. For example, issues of both external and internal equity emerged at the workshop, and participants—including Commissioners—were very interested in both (although different people and groups emphasized one over the other at various points). In both cases, there appear to be structural and systemic barriers to fostering both internal and external equity that are not fully within BCDC’s control. For example, hiring and contracting

practices must follow guidelines set by the State. By taking account of and working to address these dependencies, BCDC and its leadership (including Commissioners) may be able to actively engage with partner agencies, State leaders, and others to further identify and address such structural challenges, as an integral part of its work toward racial equity.

8. Continue to stay the course!

The work of fostering racial equity requires clear-eyed and steadfast commitment. It will not be a short process, and so will require celebrating successes along the way while keeping a focus on the overall goals and work ahead.

APPENDICES

Appendix A: Detailed Agenda

- 1:00-1:30 pm: Official Business
- 1:30-1:40 pm: Meeting Welcome and Purpose
 - Why racial equity?
 - Land acknowledgement
 - Workshop goals
 - Katharine Pan
 - Brief background
 - Major headlines of work to date
 - What's next and where does this meeting fit in?
 - Why does it matter?
- 1:40-1:45 pm: Framing & Group Agreements
 - Be fully present
 - Share your truth
 - We also ask that you accept other people's reality as true for them
 - Step up, step back
 - Tech Notes/Considerations
- 1:45-1:55 pm: Poll: Who's in the Room
- 1:55-2:20 pm: A Vision of Racial Equity
 - Phoenix Armenta
 - Context on working definition of racial equity in the context of BCDC
 - Poll 1: Your vision of racial equity
- 2:20-2:30 pm: Break
- 2:30-2:42 pm: Examining the BCDC Racial Equity Action Plan
 - Jaclyn Mandoske
 - Background on the work completed thus far at BCDC
- 2:42-3:50 pm: Examining the BCDC Racial Equity Action Plan
 - 3 breakout rooms facilitated by S. Roberts, B. Ferdman, and M. Ferdman
 - Notetakers from the staff present in each room
- 3:50-4:00 pm: Debrief Poll and What's Next
 - Poll 4
 - Thank you & Next Steps

Appendix B: List of Preparation Meetings

1. Preparatory meetings with members of the BCDC Racial Equity Team: July 1, July 8, August 3, September 6
2. Check-in meetings with Phoenix Armenta: July 26, August 26, September 13, September 22, October 4
3. Presentation to and discussion with the BCDC EJ Working Group: July 19, September 15
4. Presentation to and discussion with BCDC EJ Advisors: August 9
5. Meeting with Chair Zack Wasserman and Executive Director Larry Goldzband: August 12
6. Run-throughs for tech and notetakers: September 30, October 3

Appendix C: Racial Equity Workshop Invitation

The following invitation was sent to an outreach list of over 1,000 community and environmental agency leaders.

Subject: Invitation to Conversation on Racial Equity at SF Bay Conservation and Development Commission - Oct. 6, 2022

Please join us!

The San Francisco Bay Conservation and Development Commission (BCDC) invites you to an interactive Workshop on Racial Equity on Thursday, October 6, from 1:00 to 4:00 pm, focusing on the development of BCDC's Racial Equity Action Plan. The workshop will take place on Zoom. Please visit <https://bit.ly/BCDCRacialEquityWorkshop> to register for this event.

About BCDC

BCDC is a California state planning and permitting agency dedicated to the protection, enhancement, and responsible use of the San Francisco Bay. Our work influences the shape and feel of the Bay, its shoreline, and its public spaces through the implementation of policies in the San Francisco Bay Plan and Suisun Marsh Protection Plan, the permits we issue for development and restoration projects in and around the Bay, and our collaborative efforts to plan for sea level rise.

About the Workshop

For the past few years, BCDC staff has been laying the groundwork for a Racial Equity Action Plan for the agency, including an internal learning process and conversations with partners to identify issues and opportunities to address systemic biases and chart a path toward a more racial equitable agency. Our Racial Equity Team is in the process of drafting goals and objectives to guide the plan's actions, and wants to be sure that these reflect the ideas and values of stakeholders in our community. As part of our community, your expertise and opinions are essential to the development of an effective plan. The purpose of this workshop is to help us better understand your views on racial equity, particularly in relation to BCDC's work and your experiences with the agency.

The workshop will be held online and will be highly interactive. It will be led by three experienced facilitators from Ferdman Consulting and Bridges Intergroup Relations (see bios attached). At the workshop you will learn about our racial equity work to date and engage in facilitated conversations with BCDC Commissioners and other members of the community about what racial equity looks like for our agency.

We hope you can join us! Register [here](#) to receive an email with the link to the Zoom meeting, and please look forward to additional information on the workshop and the Racial Equity Action Plan in the next few weeks. Please feel free to reach out to me at phoenix.armenta@bcdc.ca.gov at any time with any questions or other thoughts.

Accessibility: We will strive to make the workshop accessible to persons with disabilities using Zoom's accessibility functions. If you require special assistance or have technical questions, please use the "Questions & Comments" section of the Zoom registration form or contact staff at least three days prior to the meeting via email at rachel.cohen@bcdc.ca.gov.

Appendix D: Detailed Poll Results

Before the polls listed below, participants were first given “warm-up” poll questions asking them about their favorite baseball teams and their favorite aspect of the Bay.

What is one word to describe how you feel about participating in a conversation about racial equity? (83 respondents)

65 participants shared an optimistic, hopeful, or appreciative sentiment.

- Hopeful (x15)
- Excited (x4)
- Curious (x4)
- Appreciative (x2)
- cautiously optimistic (x2)
- Eager (x2)
- Honored (x2)
- Interested (x2)
- Intrigued (x2)
- Ready (x2)
- Relieved (x2)
- Anticipatory
- Appreciation
- awareness and openness
- Committed
- Confident
- courageous
- Energized
- excited. glad.
- Finally!
- Forward looking
- happy
- humble
- Important
- learn
- Ok
- Open
- Positive, hopeful
- Receptive
- relaxed

<p>22 participants shared fear, frustration, anxiety, or uncertainty.</p>	<ul style="list-style-type: none"> ● Nervous (x7) ● Anxious (x3) ● Skeptical (x2) ● Anxious but hopeful ● bystander ● Conflicted ● Dubious ● Frustrated ● Imposter syndrome ● Queasy ● Ready and skeptical of Zoom ● scared ● uncertain ● Unsure ● Wary
<p>8 participants shared a sense of vulnerability or sense of overwhelm.</p>	<ul style="list-style-type: none"> ● Vulnerable (x3) ● Ancestral ● emotional ● Finally ● moved ● Overwhelmed
<p>4 participants shared a feeling of fatigue or exhaustion.</p>	<ul style="list-style-type: none"> ● Drained ● Exhausted ● fatigue ● Never-ending

Why does racial equity at BCDC matter to you specifically? (75 respondents)

34 participants shared that they care about racial equity because it is “the right thing to do”—it has to do with their values of fairness, justice, respect, and the desire to right past wrongs.

- Allocation of resources
- As the Chair and a longtime supporter of racial equity - it is important - I feel responsible
- Because it is respectful and values everyone
- better future for our children
- community
- correcting past wrongs
- Diversity is strength
- Do the right thing!
- Empowering communities
- Ensure fairness
- Fairness
- Fairness
- Fix past injustices
- How it’s implemented is important
- I want a better world for my son
- I want to work somewhere that makes the world more equitable.
- Increased credibility
- It is imperative for all organizations to be fair
- It is part of achieving equity throughout society
- It’s the right thing to do
- justice
- Justice
- Justice, essential for community resilience
- level playing field
- Long term sustainable hinges on our ability to do this work the right way
- Move forward with justice
- Need to address injustices of the past and create healthy communities everywhere.
- Righting the Wrongs
- Set example
- The more racial equity there is the more there will be now and in the future
- To post equity
- want the Bay Area to be a more equitable place
- We have the power to make change
- Without it we will keep messing up, keep getting it wrong

25 participants shared that they care about racial equity because they see this as core to BCDC's public mission and responsibility to govern well – that to do BCDC's job well, address climate change, and properly make decisions about the Bay, it must take racial equity into account.

- Allows everyone to have an equal voice
- Amplify importance of building connections between public agencies and communities
- BCDC has a lot of power - will influence other agencies
- BCDC will have a big impact on how the region responds to Sea Level Rise. This is a generational change that we have to get right. It's a chance to fix past wrongs.
- because we call it the Public Trust Doctrine for a reason; we have to support the entire public and earn their trust
- connected to environmental justice
- Critical to achieve BCDC's mission in an equitable way
- EJ Reparations
- Empower minorities, address harmful past
- Fully realize our responsibilities to people in the Bay
- I hope BCDC can protect historically excluded communities with better practices (permitting, policy, etc.)
- Influences access to the Bay through policies and decisions, especially for people of color and low-income families
- It can change outcomes for the community—make the maps Phoenix showed look different in the future.
- It makes for better democratic government
- It's critical for me to do my job well
- It affects decisions with the public and different voices need to be heard and serviced
- It's the right thing and will help save our environment
- Justice work is climate work
- Makes BCDC better represent communities in bay
- Makes our work effective
- Shoreline management is directly linked to most vulnerable communities
- The coast is for everyone. Without addressing racial equity, it won't be for everyone.
- They are a huge regional player, and we can't achieve equity in the Bay Area without all agencies participating in advancing equity with communities leading.
- We can't save the planet without it
- We cannot achieve climate justice without racial justice. the health of our planet depends on how much equity we can ensure in our societies.

<p><i>12 participants shared that they care about racial equity because they belong to - or care about - a specific community that is directly impacted by these decisions and policies.</i></p>	<ul style="list-style-type: none">● I want my community to be healthy (x2)● Better quality of life for BIPOC● Black low-income communities continue to be left out of discussions and policies that directly impact us!● Cannot continue to have communities of color bear the burdens—stop sacrifice zones● I want to improve my community’s health outcomes● I work there● I’m a resident of a fence line, low-income community● Important to represent those who haven’t been in decision-making at highest levels● It impacts communities I care about● Racial Inequality affect my community directly and the most● This isn't just a topic to me, it’s my life as a POC
<p><i>3 participants talked about the need for diversity and representation at BCDC.</i></p>	<ul style="list-style-type: none">● Sorry but I feel “BCDC so White””● Staff or commissioners’ diversity?● The bay is a diverse place. Management of the bay should reflect that.

What does racial equity at BCDC look and feel like? (62 respondents)

28 participants said that representation was key to racial equity at BCDC – that it would have a diverse board, staff, and leadership that includes young people, Black people, and other excluded groups in leadership.

- A more diverse commission, one where developers have less influence, one where meetings are more accessible to working people (exemplified by this meeting)
- A more diverse staff and commission that better serves all in the Bay Area.
- A workforce that reflects frontline communities
- Better minority participation along the shoreline
- Commission and staff represent all bay area communities. open communication with underrepresented communities
- Diverse agency, thriving communities where historic wrongs are being addressed and more justice is present
- Frontline Community Advocates on the BCDC Board
- Hard—so much is affected by external factors. Most simply much more diverse staff and Commission
- Historically excluded groups in leadership positions, accountability when people/groups of people are harmed, reducing barriers toward inclusion
- Inclusive, greater diversity
- It looks like the communities all around the bay, joined to protect our natural environment
- More diverse leadership
- More diverse staff and commission resulting in racially equal policies and access to the shoreline
- More diverse staff and commissioners. Listening to and acting for community.
- More EJ Advocates added to the Advisory Committee
- More people of color as Commissioners and on staff
- Racial diversity on the commission
- Representation
- Representation on commission and staff and healthy low-income communities.
- Representative commission and staff
- Seeing more Black people at the table, involved in the processes, and leading these discussions
- Sensitivity to equity issues in decision making. More diversity on staff and especially Commission
- Staff and Com that represent the diversity of the Bay Area. Making our policies and procedures lift all people up, and not using anyone down.
- Staff and commission reflect community, there is environmental justice in decisions

	<ul style="list-style-type: none"> ● Staff demographics Reflect the diversity of the Bay Area ● Staff diversity to reflect community ● Yes, lots of representation and also equity showing up in policies and also recognizing that historical housing exclusion from home ownership can be mitigated by floating communities that also foster public trust purposes ● Younger Commissioners
<p><i>18 participants shared that they would like to see tangibly improved processes and outcomes as a result of a racial equity effort, including healthy families, payment for EJ advisors, flexible permitting, and other quantifiable policies.</i></p>	<ul style="list-style-type: none"> ● A process for removing polluting industries from EJ communities ● Anti-displacement policy for shoreline development ● Better health outcomes for low-income black communities ● Clear guidance to permittees on aligning projects with equity goals ● Controls at the end of the permit pipeline, impacts everything upstream ● Healthy families and shared prosperity without barriers ● Increased flexibility in permit requirements in underserved communities ● Innovative solutions to so many complex challenges by bringing all ideas and perspectives together. ● Maps and data that address needs of communities and can empower communities ● More housing ● More than words on paper—actual implementation of needed actions ● Outcomes are based on what resources are needed which varies for different people and communities ● Pay EJ Advisors base \$25k for their participation and expertise like they pay consultants ● Real, tangible benefits to historically excluded communities. ● Shoreline recreation that better reflects communities in bay ● Specific, quantifiable policies that prioritizes access to a healthy Bay for EJ communities and reduces harm of industrial activities ● Streamline permitting for EJ good outcome projects ● Strong, effective protections against adding more pollution burdens to historically excluded communities (e.g., West Oakland)

16 participants answered that they wanted to see meaningful community engagement and empowerment, including access to decision makers, empowerment of community voice and inclusion of community voices in decision making.

- Active outreach to historically discriminated communities
- All people feel comfortable to say what they feel
- Community engagement & Self-empowerment
- Directly impacted communities are leading decision-making processes and funding priorities
- Elevating voices from underrepresented communities
- Empowerment
- Funding CBO's to be partners in this work. Nothing about them without them
- Giving EJ communities meaningful and real voice into BCDC decisions
- Having genuine and authentic relationships that provide open channels for communications with diverse communities
- Inclusion of all voices
- Minorities seating at the table, being part of decision making
- More space for African Americans to have their voices heard and not having other groups speak for us
- Much better opportunities for communities to influence decisions and be comfortable participating in BCDC activities
- Poor and communities of color has access and inclusion to decision makers and decisions made, zoning boards, permitting boards and bodies, but also to information that educate and protect them from policies that adversely impact their communities
- Racial Equity at BCDC and any commission MUST include a developed LANGUAGE JUSTICE Platform and framework. Bilingual folks have been systematically excluded for far too long
- Real decision-making power for communities

<p><i>11 participants shared the desire to see a culture of respect at BCDC, in which staff feels valued, inclusion is the norm, and communities are empowered.</i></p>	<ul style="list-style-type: none">● Being open to all communities, making them all feel welcome● Communities will feel their priorities are being heard, their visions are being realized, and it will feel like the new normal.● Doing the right thing● Inclusive and welcoming● Inclusive in process and outcome; critical conversations around capitalism, and how race and class are perpetuated by systemic challenges that are also intrinsic to the design of BCDC policies and processes● Institutional codification of inclusion● It feels healthy, respectful, and not persecuting● It will feel empowering● Less distrust of BCDC● More consistent consideration of the impacts on communities who are most impacted● Staff in the office feel valued, diverse voices are heard and included in decision making, outcomes of our projects and program provides good outcomes for all communities, including the natural community
<p><i>2 participants provided responses that didn't fit into the themes above</i></p>	<ul style="list-style-type: none">● the word development in the agency's name implies that it will continue to perpetuate development which ultimately benefits the interests of rich white people● too big to answer

When you hear us frame racial equity in this way, what is a feeling, reaction or word that comes to mind? (65 respondents)

24 participants shared a positive reaction to the framing of racial equity, including “relief,” “refreshing,” “proud,” and “legitimized.”

- a real priority
- acknowledged
- Critical
- Emotional
- Fairness
- grateful
- hope
- hopeful
- impactful
- Imperative
- Important
- Inclusion
- Invigorating
- Learning
- legitimized
- Meaningful
- Necessary
- priority
- Proud
- Refreshing
- Relief
- Sounds right
- True
- Yes!

13 participants shared a cautious, skeptical, or critical reaction to the framing of racial equity, including “anxious,” “skeptical,” and “overwhelming.”

- Anxiety
- Anxious
- cautious optimism
- challenge
- Challenging
- concerned for implementation
- Eurocentric perspective
- familiar
- Gonna take a while...
- Obvious
- Overwhelming
- Skeptical
- Unmet need

<p><i>12 participants shared a desire to move toward action, or a specific question about how to reach racial equity.</i></p>	<ul style="list-style-type: none"> ● Address zoning ● BCDC jurisdiction? ● build trust ● call to action ● Change ● Commitment ● Diversity of Commissioners? ● Execution ● How are we "addressing" it ● implementation ● outreach? ● responsible
<p><i>7 participants shared a feeling that this was “about time” or “overdue.”</i></p>	<ul style="list-style-type: none"> ● 400 Years ● About time ● About time! ● Finally ● Overdue ● Sincere and overdue ● Urgent
<p><i>4 participants focused on this as a start or beginning with potential.</i></p>	<ul style="list-style-type: none"> ● Beginning ● New ● Potential ● Starting point
<p><i>One participant answered that this is hard to define.</i></p>	<ul style="list-style-type: none"> ● Hard to define

Do you have anything to add to make this set of goals even more complete, far-reaching, and/or impactful? (41 respondents)

13 participants named the need for greater and better community engagement.

- address the inconvenient timing of meeting times for most working people
- Better outreach. The overwhelming majority in this room are not people of color. And I venture to say that many are probably already a part of the EJ movement. How can we center the needs of those most impacted, in any system, with a racial equity lens, when those folks are not in the room? Aren't we just shooting in the dark?
- Ensure there will be active engagement with the Native American tribes and community.
- Everyone needs to think about the people who will be impacted by our decisions and is it fair.
- Give EJ communities a real voice into BCDC decision making
- Greater involvement from community and other stakeholders in draft
- incorporate more ongoing workshops like this as the process moves forward
- Input from missing communities.
- Involve communities most impacted upfront. Need focus on data, goals, and objectives to hold BCDC accountable.
- More on the how this will be done with input from disenfranchised communities
- Paying community members to be involved
- Resources to communities to participate
- More community voice

11 participants named the need for greater specificity and greater accountability in the action plan itself.

- Agree goals 3, 4 and 5 are too vague.
- What does environmental reparations look like? How do we apply Equity and center Equity at BCDC with metrics and land use.
- The objective and the most critical goals (3, 4, and 5, which impact the public) are too vague to measure success. What is a "fair outcome" from a BCDC permitting perspective? How do you know if achieved success?
- action language needed
- More specificity in the language and address issues related to developer-capture of the Commission and their outsized voice at hearings
- What does 'improve our capacity' mean?

	<ul style="list-style-type: none"> ● Specific action steps for each goal, right now language is vague. ● Indicators - eg how dollars and staff time allocated ● The goals may be addressing the issues but measuring and defining criteria of success will be critical ● Specifically articulate how work will be implemented differently in measurable ways to track progress ● accountability on how these are being implemented, timing, competition, creating staff capacity to do this additional important work
<p><i>9 participants had specific strategic recommendations, including the needs to articulate impact, create different goals for internal vs. external equity, identify barriers to success, and focus on resource allocation.</i></p>	<ul style="list-style-type: none"> ● Make sure funding is available to integrate EJ with rest of BCDC's efforts ● Distinct/different goals for external impacts and internal diversity ● Focus on resource allocation ● I think it should be a goal to identify impediments to meeting the other goals ● Understanding specifically what's missing... ● Permitting process to projects with prioritize equitable outcomes ● discussion to stop harm and remove barriers ● Articulate impact ● Policies and Procedures to lift everyone up.
<p><i>4 participants discussed the role of race in conversations about equity.</i></p>	<ul style="list-style-type: none"> ● More White people need to understand their role, be active and not sit back and ask people of color to carry the conversation - with lots of humility ● Tribal representation on commission ● Focus on reducing the overrepresentation of White people ● Fewer white people leading convos on POC and racial equity
<p><i>3 participants named the need for policy change at the state level.</i></p>	<ul style="list-style-type: none"> ● Make Governor appoint POC to gubernatorial commission seats ● Stronger policy language to prevent bad shoreline development projects which will negatively impact the existing communities' health and economic well-being. ● changes in government outside of BCDC's control
<p><i>1 participant asked whether this was a workshop or a session to gather input from the community.</i></p>	<ul style="list-style-type: none"> ● Is this a workshop or a session for BCDC to gather input from stakeholders?

<i>What is one word to describe how you feel after participating in this conversation?</i> (44 respondents)	
<i>27 participants shared positive or grateful sentiments.</i>	<ul style="list-style-type: none"> ● Encouraged (x6) ● Hopeful (x4) ● Informed (x4) ● Appreciative (x2) ● Connected ● Fine ● Full ● grateful ● Gratitude and appreciation ● inspired ● Recharged ● thankful ● thankful and energized ● thoughtful and hopeful ● 不错不错 ["good, good" in Chinese]
<i>8 participants shared disappointment, fatigue, or skepticism.</i>	<ul style="list-style-type: none"> ● Tired (x2) ● Concerned ● depressed ● Disappointed ● just another plan? ● Polled Out! ● worried it
<i>6 participants said that there is more work to do.</i>	<ul style="list-style-type: none"> ● a lot of work to do ● Incomplete ● lots of work ● needs work ● Ongoing work ● work in process
<i>4 participants shared that they are energized or ready to get started.</i>	<ul style="list-style-type: none"> ● Committed ● Determined ● Energized ● READY
<i>4 participants shared overwhelm.</i>	<ul style="list-style-type: none"> ● Overwhelmed (x2) ● A little overwhelmed ● Underwater
<i>3 participants shared other sentiments.</i>	<ul style="list-style-type: none"> ● Challenged ● Reflective ● Same

One thing you learned from, appreciated about, or are taking away from this session? (35 respondents)

18 participants said that they appreciated having the conversation about racial equity, hearing and learning from each other, or having public participation.

Of those participants, 5 said they would like more conversations and/or more public participation and voices in the future.

- Appreciated [participant's name] shared stories
- Comments from the Commissioners in my break-out group were very encouraging - they seem to get the issues.
- Dialogue
- Everyone has great ideas
- From someone on the RET, appreciate new ideas and inspiration
- Graciously facilitated
- grateful for public input and time
- Hearing from others.
- Humility in knowing there are common understandings
- I appreciate the discussion in my breakout group about including consideration of human health implications of the work of BCDC. It's health AND the environment!
- I appreciate the public participation.
- I appreciated hearing from [participant's name] in our breakout group, supportive commissioners, engaged commissioners and staff.
- listen, learn, digest issues WITH those impacted and WITHIN the place they live

More:

- Bring in the voices, stories, and experiences of the EJ community, including youth
- New voices at the table. Looking forward to more of them.
- our community members need to be included from the beginning of these processes
- That more community involvement is key
- We need to have more conversations of this type and this process will need many more details.

8 participants focused on implementation of the plan, naming that there is plenty of work to do, and that this workshop was a good start.

- Focus on implementation.
- Folks have realistic expectations, desire for this to be realistic, want to be engaged
- Good plan draft of objectives
- Implementation is the key, as always - and this is a helpful step on the journey
- it's a start
- Lots of long- term work to do
- This work is so hard and so important. Thanks for everyone leaning in.
- We All benefit when we reach these goals

<p><i>4 participants referenced an appreciation for BCDC leadership’s support, and/or the importance of keeping leadership engaged.</i></p>	<ul style="list-style-type: none">● Keep upper management and commissioners engaged to continue this work● Leadership giving space● Supportive leadership● That BCDC is trying to change and listen to us
<p><i>3 participants said that more resources are needed.</i></p>	<ul style="list-style-type: none">● More resources needed.● Resource needs to make a difference● Resources needed
<p><i>1 participant said that we “need to agree on facts,” and another said we “need a list of concrete regulations or lack thereof that perpetuate racial and environmental injustice.”</i></p>	<ul style="list-style-type: none">● Need for a list of concrete regulations or lack thereof that perpetuate racial and environmental injustice.● Need to agree on facts

Appendix E: REAP Detailed Feedback

Detailed Feedback for Goal 1: Be a Diverse Agency

- There is a Citizens Advisory Committee in BCDC regulations that is currently not in use.
 - The CAC's name could be more welcoming by replacing "citizens" with "community."
- The regulatory division staffing is sorely deficient. I hope the racial equity actions can help address the staffing and salary issues so that we can meaningfully move these actions forward.
- Lessen the influence of the Governor's office on decision making and assignments that currently do not factor diversity or honor the voices of impacted communities.

Objective A: Recruit from a more diverse candidate pool.

- This goal is critical, but there are a lot of steps packed into it. This objective involves building a pipeline, extra recruiting, and different types of outreach.
- To be effective, we need to increase staff salaries (e.g., by working with the Governor's office) to make them competitive and attractive for candidates.
- Consider revising job descriptions and flyers to incorporate equitable language in welcoming applicants who may feel intimidated in submitting their interests.

Objective B: Remove barriers to hiring staff from underrepresented backgrounds and eliminate biases in the hiring process.

- Removing barriers and biases also applies to retaining staff, not just hiring staff. We need to focus on relationship building with communities of color.

Objective C: Promote the appointment of Commissioners with diverse backgrounds reflective of the Bay Area community.

- Our ability to do this is limited. Outreach to the Governor's office would be helpful.
- This won't happen without dedicated EJ positions on the Commission, created through the statute for environmental justice. This won't happen by itself, since BCDC doesn't appoint its own commissioners.
 - BCDC should track this process in the legislature and push for dedicated EJ positions with the governor (e.g., AB 2108 attempted to create this for the Water Boards but ultimately passed without this piece).
 - These barriers to commission representation are structural. Our goal should be to amend the McAteer-Petris Act to ensure more representation (e.g., mandate commissioners from different communities), transparency (e.g., list who appointed which commissioner on the BCDC website), and other processes (e.g., create self-election of BCDC president, rather than appointment).
 - In 2016, the Coastal Commission added an "EJ Commissioner" to its Commission to be appointed by the Governor, via statute.

- We might need to consider the compensation provided to Commissioners. I think it varies, and in some instances it may not be high enough to allow all people to consider serving as a Commissioner. If McAteer Petris was amended to formally include EJ representation those members should receive a stipend.

Objective D: Retain employees and encourage advancement into senior positions.

Objective E: Create an agency culture where all staff members feel welcome and valued.

- These objectives might be combined to read “Recruit, retain, and promote a diverse workforce.”
- Tracking numbers of retained staff members is important, but this objective, which highlights staff culture (knowing voices are being valued) is particularly important.

Detailed Feedback for Goal 2: Grow Our Capacity to Do This Work

- We should create channels for deep, regular, and real-time community feedback about how BCDC can grow its capacity.
- We can build community participation into our agendas. We can create time for specific reports, comments, and information gathering from community groups and those who are most impacted by our decisions.
- Seems like this goal and associated objectives could be a place to recognize the input from the EJ Advisor group, to formalize that group, and to allocate resources to sustain it. That group should be free to report on and critique the agency on whether objectives and metrics are being met.
- Additional potential objective: Lessen the burden of engaging in stakeholder processes and hearings by holding meetings at times and places suiting the EJ communities of interest to particular policies and programs.

Objective A: Develop and maintain training materials and for new hires, ongoing staff, and Commissioners.

- There should be something in this objective about tapping into existing resources, particularly those training materials developed by the state.
- This objective (and objective D) should be culturally inclusive, specific, intentional, and not performative.

Objective B: Expand BCDC’s Environmental Justice program and improve staff understanding of racial equity work and progress at BCDC.

- N/A

Objective C: Identify funding mechanisms and opportunities to ensure financial resources are available for REAP implementation and community participation.

- We need to ensure we provide funding mechanisms that are accessible to and meet the needs of the groups we are trying to reach. For example, state contracting can be very time consuming and resource intensive for tribal groups.

Objective D: Develop data, tools, and research that supports equitable BCDC decision-making.

- The Commission should get input on a regular/quarterly basis about our progress on these objectives so we can get a sense of our success (e.g. Are we actually recruiting from more diverse groups?).
- This objective is pretty broad (e.g., what does “develop tools and data” mean?). It would be helpful to see a subset of examples that illustrate equitable decision making and an outline of the steps it took to achieve that success.
- These tools should also be available to the public (not just to staff) in order to promote transparency. Data should be available for public use.
- There should be clarity about the types of data that will be collected, as well as metrics for success. There should also be a way to ensure this data is not misused, misinterpreted, or misdirected.

Detailed Feedback for Goal 3: Justly Implement Programs and Policies

- Many BCDC policies and programs are conceived and implemented through hearings and stakeholder processes that are burdensome on working people. Meetings should be held in more convenient locations and times (e.g., near project locations). If properly funded, community members can provide expertise on the issues and problems in their local communities.
- These objectives need to be SMART – they need to be clearly measured. Those metrics should be shared with the community and used to ensure accountability.
- What do we mean by “equitable outcomes”? We should define the human outcomes, the environmental outcomes that affect people’s health. We need to use more specific, people-centered language, especially as it relates to outcomes. What are equitable outcomes that are specific for BCDC?
- There was an exchange about the word “resolve” in the description. On the one hand, participants said that these inequities, some of which are long-standing throughout history, cannot be resolved or changed, but they can be acknowledged. Others said that “resolve” has a finality to it that does not apply to racial equity, which requires ongoing work and conversations. Some other suggestions included “acknowledge and recognize,” “remedy,” “strive,” “ensure,” and other more action-oriented words.
- We should empower community members to be a core part of the decision-making processes to achieve equitable policies and programs. Should add “community-led” to

this goal or write something like “give greater power and voice to communities to change policies and address inequities.” E.g., Reaching out to members of the Black community and integrating them into decision-making processes.

- People need to know what BCDC does in order to participate fully. This information should be clear, simple, and accessible (e.g., reaching elderly folks who don’t use the internet). Consider reordering the goals, to put community leadership and engagement at the top.
- We are missing the implementation of projects and contracts. Should add something to the objectives about empowering businesses owned by minorities operating in local communities.
- The health impacts of pollution must be a priority for BCDC. When considering practices like dredging, BCDC must also consider its health impacts on surrounding communities. The role of BCDC, the local government, and the federal government in these kinds of activities needs to be clarified.
- This kind of care for health needs to be part of the BCDC charter. It currently looks like BCDC cares more about fish and birds than people. BCDC should create linkages with other public agencies in order to do this properly.
 - Here is an extract from Section 66605 of the McAteer-Petris Act as it relates to our authority over health: ... (d) That the nature, location, and extent of any fill should be such that it will minimize harmful effects to the bay area, such as, the reduction or impairment of the volume surface area or circulation of water, water quality, fertility of marshes or fish or wildlife resources, or other conditions impacting the environment, as defined in Section 21060.5 of the Public Resources Code; (e) That public health, safety, and welfare require that fill be constructed in accordance with sound safety standards which will afford reasonable protection to persons and property against the hazards of unstable geologic or soil conditions or of flood or storm waters;...
 - Maybe there is room within the Bay Plan to make the link between the health of the Bay and humans that would be valuable to explore.

Objective A: Promote the development of public spaces that speak to the needs of the Bay Area’s racially and culturally diverse population.

- What kind of public access do communities want? This question should be integrated into the application process.
- Add “engagement with” in addition to “the development of.”
- Change the words “speak to” to “meets” the needs.
- To expand BCDC's goals for public access along the shoreline, could this objective be expanded to include “trails and bikeways”?

Objective B: Reduce environmental burdens on environmental justice communities through improved permit application processes.

- This objective needs to be clearer. Not sure what this means.
- There should be more enforcement (e.g., checking whether permits are being followed) in privileged communities rather than vulnerable communities.
- It is unclear how permitting processes are linked to environmental burdens. Does this relate to the permit application process?

Objective C: Apply a racial equity lens to the permitting process and permit application review and mitigate environmental health and equity impacts of development through permitting activities.

- What does “racial equity lens” mean here?
- BCDC’s authority does not address health. For example, we can address contaminants, and we have authority over dredging projects. We need an objective to draw a clear line from this authority to health outcomes. It may be worth tying community health outcomes to key performance indicators.

Objective D: Develop a racial equity lens to support the review of legal issues.

- It would be helpful to reword this objective to say “develop and articulate” a racial equity lens. We should pull evidence together (e.g., anecdotal evidence from communities) to support legal case reviews and amicus briefs for appellate courts (as appropriate for a public agency).

Objective E: Ensure enforcement is conducted in a manner considerate of potential racial biases and vulnerabilities and ensure equitable access to enforcement services.

- N/A

Objective F: Create shoreline and climate plans and policies that give voice to underrepresented perspectives and eliminate potential disproportionate impacts to low-income communities of color.

- This objective should be implemented in partnership with local governments to ensure cohesion and consistency (e.g., BCDC should develop projects hand in hand with communities and with those responsible for land use, flood protection, etc.).
- Permit applicants should demonstrate that they understand how to deal with racial equity in the application process.
- If we were to prioritize these objectives, this one should be at the top – make this Objective A. These communities will bear the brunt of sea level rise and climate change. This objective is the most important to advancing society. Adaptation planning is important.
- Please include access to nature and natural areas in and around vulnerable and disadvantaged communities as well.

Detailed Feedback for Goal 4: Communicate Accessibly

- We frame community access as “participation,” but we should be talking about community “representation.” We should change this language of the goal to talk about actual representation on the commission. We should also meet communities where they are at.
- We could understand this goal as communicate “excessively,” not “accessibly.” People don’t complain about too much communication.
- BCDC should meet in local communities and schedule agenda items that are important to those communities. (Example: the CA Coastal Commission met in communities 11 months out of the year). Include translators at these meetings when needed.
- Ask communities about the best way to communicate (e.g., going to churches, community centers, etc.).
- What were the BCDC actions that led to inequities and inequalities detailed here (e.g., BCDC was not a redlining organization)? It would be helpful to see a good summary of how BCDC landed on these actions based on its history.
- What does success in this goal look like or mean?
- Communicate accessibly isn’t a goal – we need to identify the community we’re reaching out to, identify those who need to participate, etc. People who are impacted by BCDC need to have the ability to join meaningfully (e.g., meet after working hours, work with cities and counties to identify folks who need to participate)

Objective A: Provide language translation services for BCDC communications materials and meetings that are culturally inclusive.

- Glad to see language translation and creating engaging communications materials in the objectives. To achieve these objectives, BCDC should use plain language, avoid jargon, and simplify language.

Objective B: Develop engaging communications materials and tools that increase access and understanding of BCDC’s role and functions in the region.

- There is a lack of understanding of BCDC’s work among all communities (not just underrepresented communities) – this is an issue to address broadly. BCDC has an opportunity to educate the public about BCDC through the specific projects that impact them (e.g., Bay plan policies can/should encourage outreach/education to permittees in underrepresented communities)
- Better and more publicly available educational materials (that describe the role of BCDC, the state hiring process, etc.) would vastly improve engagement with the public.

Objective C: Increase diversity of participation at all BCDC’s meetings and create inclusive meeting environments.

- This plan should include the pursuit of funding for participation from underrepresented communities.

- These objectives are largely reflective of “one way” communication. This plan should also be about “talking less and listening more,” including finding funding for two-way participation, public input, and accountability to the public.
- Suggest wording like more diversity of voices are “involved” in decision-making.
- This is a scattershot approach. We need to see broader participation and engagement with communities who are directly impacted by BCDC decisions. The language here should specifically name communities who are directly impacted.
- Recognize that community members are balancing essential work and life needs such as childcare, eldercare, and school activities during public meetings that are scheduled in the evenings. Consider providing food, refreshments, childcare, and transportation, so that working parents and families can participate in evening meetings.

Objective D: Improve transparency around BCDC’s work, especially related to permitting applications, planning processes, and progress on the Racial Equity Action Plan.

- Should add a section in the plan where communities can continue to provide feedback on the plan itself, and a process for how the goals and objectives can be updated.

Detailed Feedback for Goal 5: Building Community Trust and Partnerships

- BCDC should make a commitment to inclusion and serving all underrepresented communities (without a hierarchy or prioritization of those communities).
- Prioritization is missing – why are tribes at the bottom? Should also clearly define low-income communities and communities of color.
- This idea is succinct, but it’s too big to be realistic. This goal needs action items, a clear roadmap, and metrics of success.
- We do need to listen better and make people more comfortable to participate. Trust needs to be gained on all sides.
- This is repetitive and redundant. We are losing the art of speaking and connecting with each other. To build trust we need voices in the room and discussions at the table, not managed by facilitators.
- We need historically disadvantaged communities not just in an advisory role. We need outreach to communities through different types of invitations; potentially informing Commissioners and the public who are being invited in order to identify missing parties and increase transparency.
- Reordering the goals with community leadership and engagement at the top.

Objective A: Establish formal processes to fund and strengthen our community engagement efforts and processes.

- Diversify community engagement efforts in order to meet people where and when they are (not in government offices).

- Clarification that this objective addresses funding specifically for community participation (e.g., co-development of engagement events, funding for community leaders).
- EJ Advisors should be included here.

Objective B: Strengthen BCDC's Environmental Justice Advisors Program and share its successes and challenges with partners.

- N/A

Objective C: Participate in community events and increase the presence and visibility of BCDC across the region.

- This objective is very important. BCDC needs to participate well in the community, and see first-hand how the community suffers from environmental effects.
- We need to partner with local, Black, nonprofit, grassroots groups.
- Who are we building trust with? We need to center the voices of those who are most impacted by BCDC's work. (For example, Highway 37 is utilized by many lower income and marginalized racial groups. A toll road would price them out from using it. Another option would be to widen the road instead. These directly affected communities should be consulted.)
- BCDC shouldn't rely on others (like cities, counties, and consultants) to listen to the community. Rather than outsourcing these efforts, they should listen to communities firsthand.
 - Community members put in time and resources to provide input. But they then keep hitting the same racist brick walls, inability or unwillingness to change. The willingness to listen is there, but the commitment and follow-through isn't there.
 - The prioritization of community engagement should be reflected in the budget. For example, EJ advisors receive \$6k, but consultants receive \$20-25k. Community experts should not be underfunded.

Objective D: Develop a tribal engagement policy and build relationships with tribal communities.

- It is disappointing that this point is last.
- I see this and I think - what about the Black community? What about low-income communities? By calling out one community but not any others, I feel like those others are excluded. BCDC should be here for everyone.

Appendix F: Facilitator Biographies

Bernardo M. Ferdman, Ph.D. is principal of [Ferdman Consulting](#), and distinguished professor emeritus at Alliant International University. He is a leadership and OD consultant, executive coach, and renowned expert on inclusion, diversity, and leadership with 36 years of experience working with organizations around the world years to foster inclusion, to implement effective ways of using everyone's talents and contributions, and to build multicultural and cross-cultural competencies on the part of individuals, teams, and the whole organization, as well as to inspire individuals to find their own voice and make their full contribution. Bernardo focuses on supporting leaders and organizations to bring inclusion to life, and he is passionate about helping to create a more inclusive and just world where more of us can be fully ourselves and make a difference that matters. He is the creator of [Inclusion@Work®](#), a digital coaching platform for learning about inclusion, and the [Workplace Inclusion Inventory™](#), a pioneering research-based measure to assess the experience of inclusion and inclusive behavior in organizations.

Bernardo has written numerous [articles and chapters](#), has made 300+ presentations, and has conducted research on various aspects of inclusion, identity, leadership, Latino/Latina/Latinx experience, and multicultural issues. Bernardo's recent book, [Inclusive Leadership: Transforming Diverse Lives, Workplaces, and Societies](#) (Routledge, 2021, co-edited with Jeanine Prime and Ronald Riggio), provides a comprehensive view of inclusive leadership. His prior book, [Diversity at Work: The Practice of Inclusion](#) (Wiley, 2014, co-edited with Barbara Deane), provides a state-of-the-art, research-based understanding of inclusion and how to systematically create it, foster it, and navigate its challenges.

Bernardo is a Fellow of the American Psychological Association and five of its divisions, including the Society for Industrial and Organizational Psychology and the Society of Consulting Psychology. He serves as an expert panelist for the [Global Diversity, Equity, & Inclusion Benchmarks](#), and he served as president of the Diversity Collegium, president of the Interamerican Society of Psychology, H. Smith Richardson Jr. Visiting Fellow at the Center for Creative Leadership (in 2020), and chair of the Academy of Management's Diversity and Inclusion Theme Committee as well as its Gender and Diversity in Organizations Division. Bernardo was also the creator and first faculty director of the Inclusive Leadership Program at UCLA Anderson Executive Education, and he has conducted dozens of executive education and leadership workshops, including 16 years as a faculty member for Wells Fargo's Latino Leadership Program. In 2019, he received the Society of Consulting Psychology's Award for Excellence in Diversity and Inclusion Consulting. Bernardo, who immigrated to the U.S. from Argentina as a child, earned a Ph.D. in Psychology at Yale University and an A.B. degree at Princeton University.

Maia Ferdman is the founder and principal of Bridges, an intergroup relations consultancy that supports organizations and communities to build vibrant spaces of belonging — spaces where we celebrate our complex identities, explore our differences productively, and build resilient

relationships between groups. She is a skilled facilitator and educator who brings energy, nuance, and heart to all her work.

Maia provides facilitation, training, and grant-writing services to organizations interested in promoting positive intergroup relations. For example, she has developed programming for interfaith organizations such as Abrahamic House and NewGround: A Muslim-Jewish Partnership for Change. She is a facilitator with Resetting the Table, a national nonprofit dedicated to facilitating productive conversations across difference, and with Museum of Tolerance, leading Combat Hate media literacy workshops for high school students.

Maia is also the project manager for the [UCLA Initiative to Study Hate](#), and formerly the Assistant Director of the [UCLA Luskin Center for History and Policy](#), a center dedicated to elevating the role of historical analysis in policy making. She supports the center's research and programming and produces the bi-weekly podcast [Then & Now](#).

Maia previously staffed The City of Los Angeles Human Relations Commission, a mayor-appointed advisory board tasked with fighting discrimination and promoting positive intergroup relations in Los Angeles. In this position Maia led numerous intentionally designed community engagement initiatives, including large-scale interfaith convenings and facilitated conversations about police-community relations and racial equity. She was also trained as a mediator with the City Attorney's Dispute Resolution Program.

Prior to her role with the City, Maia worked with The Jewish Federation of Greater Los Angeles and with the American Jewish Joint Distribution Committee developing programming about global Jewish religious and cultural diversity. A native Southern Californian, Maia has lived in Bulgaria and spent extensive time in India and Israel, and her family hails from Argentina. She holds a B.A. in Global Studies and an M.A. in Latin American Studies from UCLA. She is a native Spanish speaker.

Shaphan Roberts is the Director for Los Angeles City Attorney's Dispute Resolution Program (DRP) and an Adjunct Professor at Pepperdine University, where he earned his MBA in their PKE program. Shaphan manages the coordination of all programmatic aspects of the Dispute Resolution Program, including community mediation, the Community Police Unification (CPU) Program, and growth of the program, in line with the goals of the City Attorney's Community Justice Initiative.

Shaphan also serves as the head liaison with public and private alternative dispute resolution programs: with federal, state, and local agencies as well as colleges, universities, and other community-based organizations. Additionally, he manages the recruitment, training, and certification of the DRP's volunteer mediator workforce. He is often requested to train city departments and community organizations on conflict management, de-escalation, and cross-cultural communication. In mid-2020, the City Attorney selected Shaphan to serve as a part of a team that organized and convened citywide conversations with protesters and police officers after the death of George Floyd.

Prior to this work, Shaphan led an inter-agency collaboration between the Los Angeles City Attorney's Office and the Los Angeles Police Department to develop and implement a 36-

month pilot program currently known as the CPU Program, the city's award-winning community-police mediation program. The CPU aims to cultivate a better understanding between the police department and the community it serves by creating an opportunity to bring community members and law enforcement together to mediate selected complaints of biased policing or discourtesy. As part of his efforts in this area, he spearheaded the design of the program's Responsivity Tool which aids in an informed matching of mediators with mediation participants.

After successfully completing the pilot program, the Los Angeles Police Commission unanimously passed a resolution recommending the permanent adoption of the Community Police Unification (CPU) Program. Shaphan is routinely asked to speak to law enforcement departments nation-wide about the CPU model and process.