

**BOARD OF DIRECTORS 2023**

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## Agenda

### Board of Directors Special Meeting / Board Study Session

**Thursday, November 9, 2023, 9:00 am – 2:00 pm**

### **San Mateo County Transit District**

Foster City Community Center

1000 E. Hillsdale Blvd., Wind Room, Foster City, CA 94404

Members of the public may attend in-person or participate remotely via Zoom at:

<https://us02web.zoom.us/j/89805599615?pwd=NitaMVQxKzByaEJ2dHQvSWFMEQ1UT09>

entering Webinar ID: **898 0559 9615**, Passcode: **R3tre@t** in the Zoom app for audio/visual capability or by calling 1-669-900-9128 (enter webinar ID and press # when prompted for participant ID) for audio only.

***Please Note the following COVID-19 Protocols for in-person attendance:***

1. Visitors experiencing the following symptoms of COVID-19 may not enter the building:

- Cough
- Shortness of Breath
- Fever
- Chills
- Muscle Pain
- Sore Throat
- Loss of Taste or Smell

2. Wearing of masks is recommended but not required.

**Public Comments:** Public comments may be submitted to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.samtrans.com/meetings>.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

Oral public comments will also be accepted during the meeting in person and through Zoom\* or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Participants using Zoom over the Internet should use the Raise Hand feature to request to speak. For participants calling in, dial \*67 if you do not want your telephone number to appear on the live broadcast. Callers may dial \*9 to use the Raise Hand feature for public comment. Each commenter will be recognized to speak and callers should dial \*6 to unmute themselves when recognized to speak.

Each public comment is limited to two minutes or less. The Board and Committee Chairs have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

The video live stream will be available after the meeting at [VIDEO - Board of Directors, CAC, and Measure W COC | SamTrans](#)

**November 9, 2023**

**9:00 am – 2:00 pm**

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1. Call to Order/Roll Call
2. Discuss Purpose of the Workshop Informational
3. District Strategic Plan and Capital Improvement Program: Context Setting Informational
4. District’s Diversity, Equity, Inclusion, and Belonging (DEIB) Focus Informational
5. Adjourn

Check bus routes for accessibility by SamTrans Routes 51, 251 or FCX (TBC). Additional transit information can be obtained by visiting [www.samtrans.com/schedulesmaps](http://www.samtrans.com/schedulesmaps) or by calling 1-800-660-4287 or 511.

## **Information for the Public**

If you have questions on the agenda, please contact the District Secretary at 650-508-6242. Agendas are available on the SamTrans website at: <https://www.samtrans.com/meetings>. Communications to the Board of Directors can be emailed to [board@samtrans.com](mailto:board@samtrans.com).

*Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电1.800.660.4287*

### **Date and Time of Board and Citizens Advisory Committee Meetings**

San Mateo County Transit District Committees and Board: First Wednesday of the month, 2:00 pm;  
SamTrans Citizens Advisory Committee (CAC): Last Wednesday of the month, 6:30 pm. Date, time and location of meetings may be changed as necessary. Meeting schedules for the Board and CAC are available on the website.

### **Location of Meeting**

This meeting will be held in-person at Foster City Community Center, 1000 E. Hillsdale Blvd., Wind Room, Foster City, CA 94404 and Members of the public may attend in-person or participate remotely via Zoom as per the information provided at the top of the agenda.

\*Should Zoom not be operational, please check online at: <https://www.samtrans.com/meetings> for any updates or further instruction.

### **Public Comment**

Members of the public may participate remotely or in person. Public comments may be submitted by comment card in person and given to the District Secretary. Prior to the meeting's call to order, public comments may be submitted to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.samtrans.com/meetings>.

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### **Accessible Public Meetings/Translation**

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### **Availability of Public Records**

All public records relating to an open session item on this agenda that are not exempt from disclosure pursuant to the California Public Records Act and that are distributed to a majority of the legislative body will be available for public inspection at 1250 San Carlos Avenue, San Carlos, CA 94070 at the same time that the public records are distributed or made available to the legislative body.



**STRATEGIC  
PLAN**

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**Board Retreat:  
District Strategic Plan**

11/09/2023



# Welcome Remarks

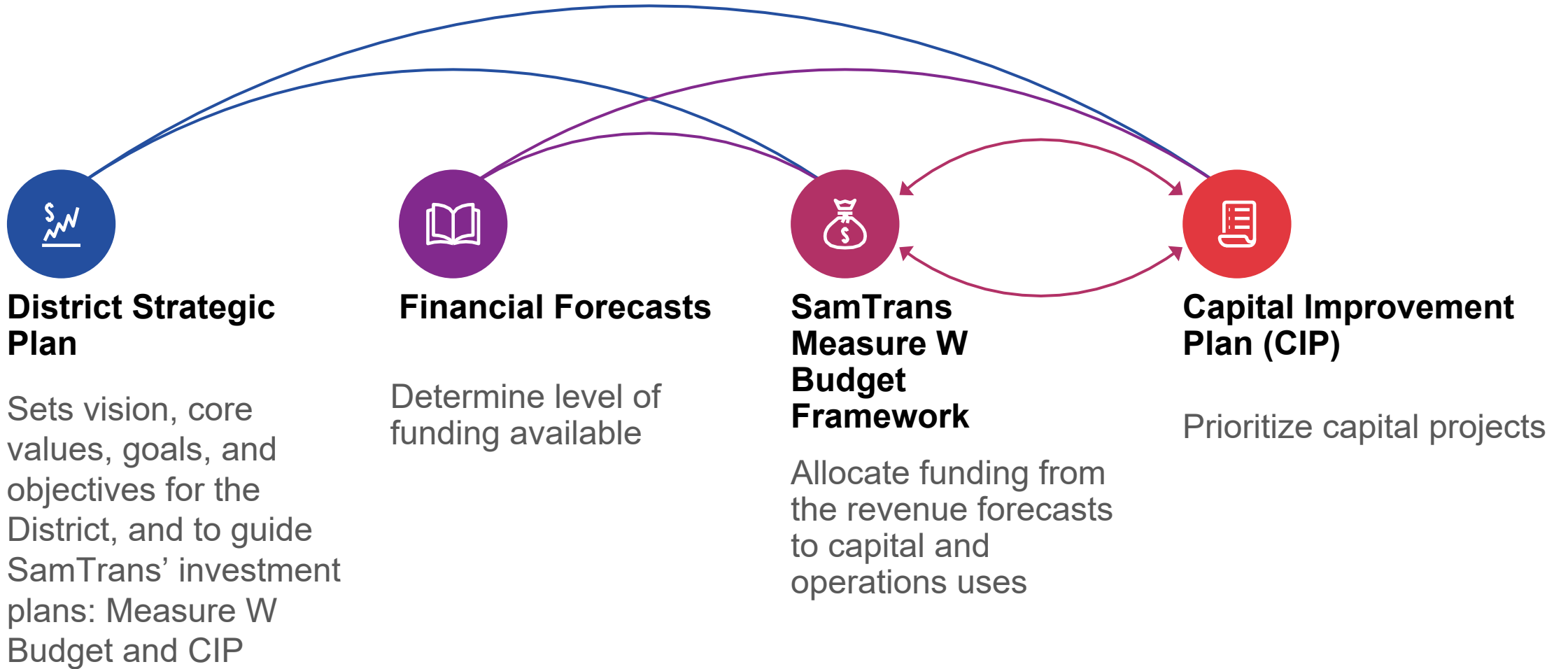
# Introductions

# Strategic Plan Agenda

X	Strategic Plan Project Components
X	Process & Framework
X	Context Setting & Reactions
X	Break
X	Interactive: Strategic Assessment of the District
X	Preview of Capital Improvement Program



# Project Components

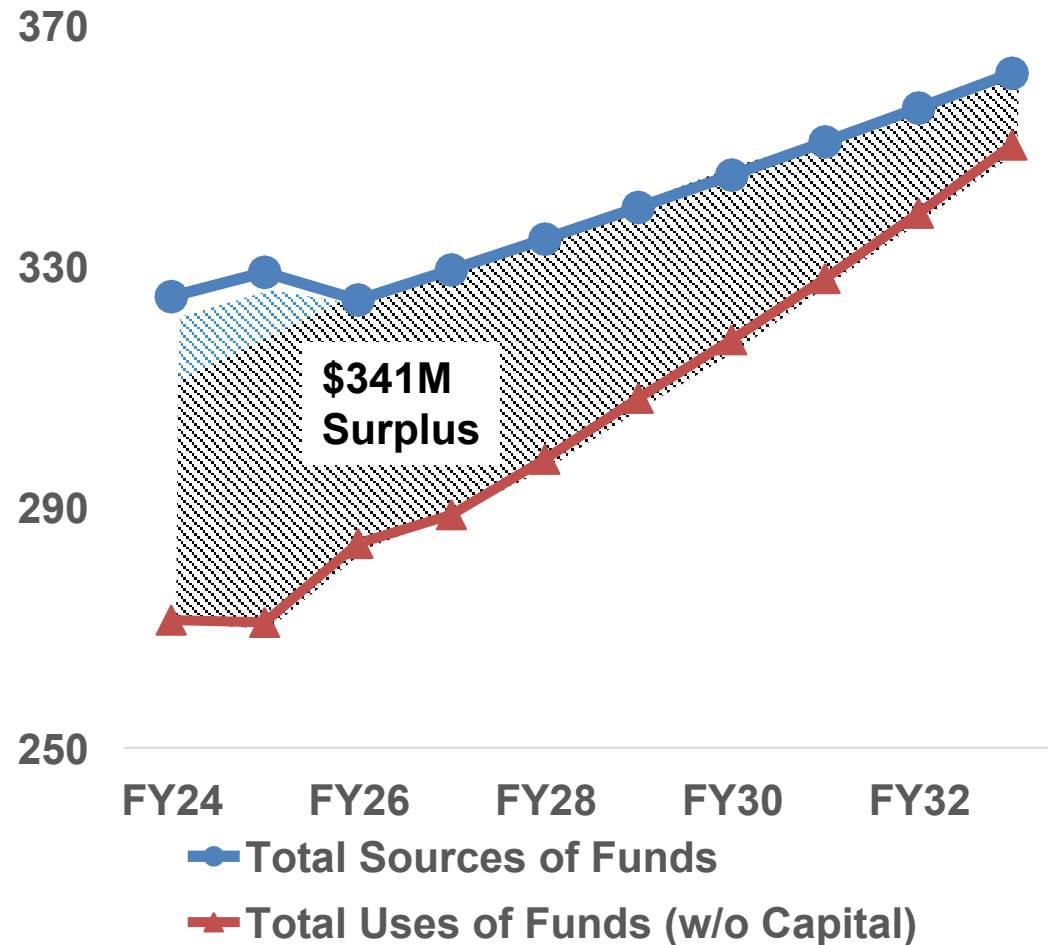


*Sustainability and Resilience woven into all project components*



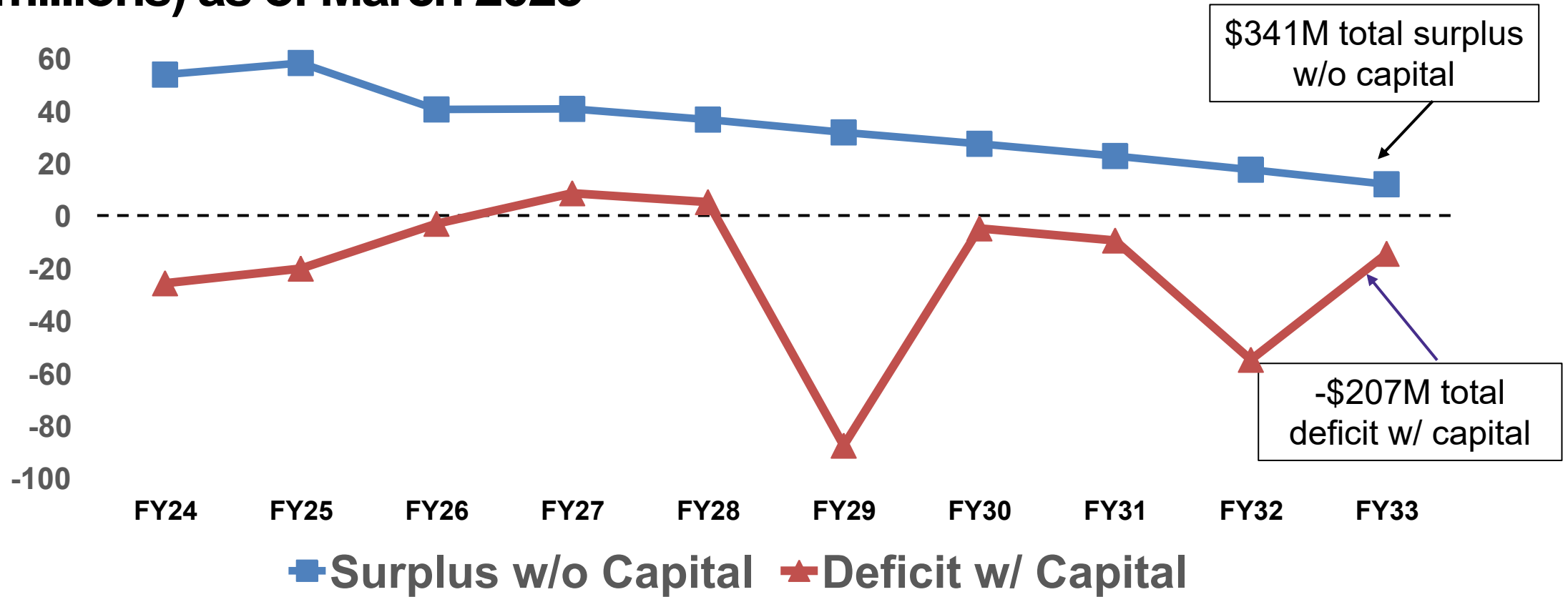
# Financial Overview: 10 Year Base Projections w/o Capital (in \$ millions) as of March 2023

- Without including future capital projections, 10-year cumulative surplus is \$341M (as of March 2023)
- Expenditure growth outpaces revenue growth
- **This is not a complete picture without including significant capital costs**
- **Updated financial forecasts in progress; will share with Board at future retreat in Spring/Summer 2024**



# Financial Overview: Surplus/Deficits Projections

(in \$ millions) as of March 2023



- Without additional outside funding, a cumulative **-\$207M** deficit is projected

\*Deficits include \$538M of capital cost +\$10M for additional O&M and energy

# What is the District Strategic Plan?

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## Purpose

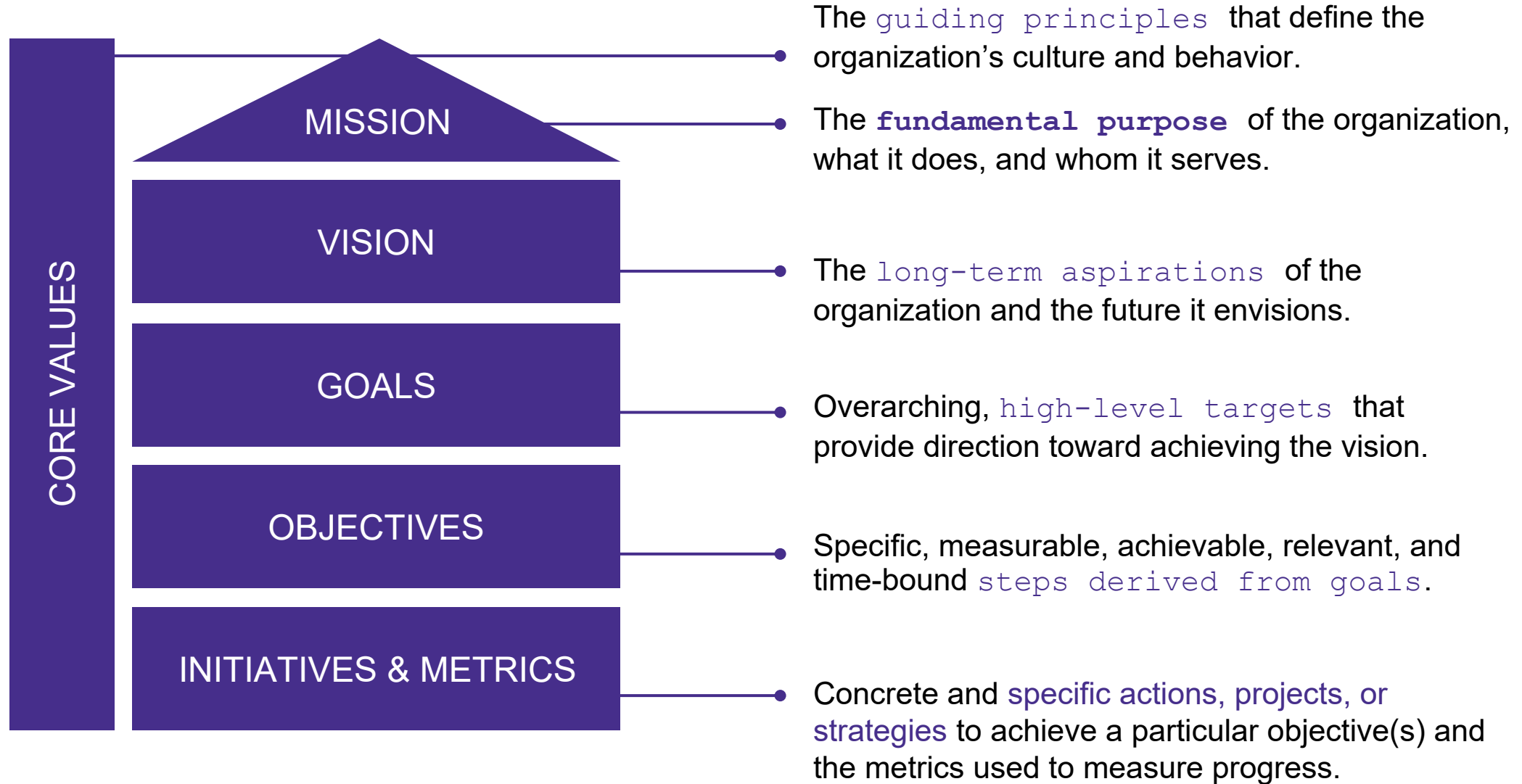
- Provide **strategic direction** organizationally and programmatically
- Align all District's plans, programs, and services to achieve a **common vision**
- Account for **changing travel patterns** and workforce trends
- Help guide Measure W Budget Investments and CIP

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## Scope

- The District as a **workplace and employer**
- The District as a managing agency **overseeing Shared Services**
- The District as a **leader of sustainability in the region**
- SamTrans **service delivery & investments**

# Strategic Plan Framework



# District Strategic Plan Project Milestones

Item #3.  
11/9/2023



## Context Setting:

- Travel Trends
- Customer Expectations
- Key Interviews
- Employee Survey



# Travel Trends

- A greater share of post-pandemic travel occurs at off-peak periods
- Telecommuting remains prevalent post-pandemic for a certain population
- Rents are rising faster than incomes, impacting current and future ridership
- Regionally, bus ridership is recovering more quickly than other transit modes, in alignment with national trends
- SamTrans ridership has steadily recovered since April 2020 but remains below pre-pandemic levels

# SamTrans Customer Profile & Expectations

- Post-pandemic riders are more likely to be youth or Riders of Color, are increasingly low income (making less than \$50,000) and less likely to speak English very well
- Fewer SamTrans riders have access to a vehicle compared to 2019
- 2019 Market Research found that SamTrans riders wanted to see:
  - Improved connections
  - Real-time information
  - Faster service with fewer stops
  - Bus priority infrastructure
  - Improved stop amenities
- MTC's Transit Transformation Action Plan found customer expectations in 2021 were consistent with those expressed in 2019

**Sources:** SamTrans Triennial Survey (2021), MTC On Board Survey (2022), Reimagine SamTrans Market Research (2019), Bay Area Transit Transformation Action Plan, MTC (2021)



# Key Takeaways

## *Interviews with Partner Agencies, Peer Agencies, & Thought Leaders*

- Transit agencies need to clearly articulate their purpose and goals beyond a Covid-19 recovery
- Auto-centricity and other land use patterns (zoning, economic development) are at odds with transit
- Travel patterns in San Mateo County are perceived as not in line with current transit network
- Customer preferences for frequency & reliability, safety/security, and cleanliness remain consistent
- There is inherent tension between regionalism and localism across Bay Area operators, with varying views on how to address funding and governance issues
- The role of transportation in climate change is recognized with an increasing sense of urgency to get more people on transit
- A focus on El Camino Real and Dumbarton corridors was recommended by partners

# Key Takeaways

## Employee Survey

- **326** survey responses
- **Positive responses** are related to job satisfaction and peers
  - 82% of respondents strongly agree or agree that their job is *interesting and challenging*
  - 81% of respondents strongly agree or agree that the people they work with *treat each other with respect*
- **Poorly rated statements** are related to respondents' interactions with the District including:
  - There is open and honest communication throughout the District (25% disagree or strongly disagree)
  - They have received the training they need to do their job well (18% disagree or strongly disagree)
  - The Executive Team values them as their most important resource (18% disagree or strongly disagree)

# Key Takeaways

## *Department Interviews*

- Workforce hiring and retention is the most critical issue
- Facilities are inadequate for current and future needs
- Better clarity on Shared Services is needed
- Processes, including procurement, updating legacy technology systems, need to be streamlined
- Improved collaboration across departments is overwhelmingly desired
- Need for greater safety focus
- Team camaraderie and the people have been described as the most successful and rewarding part of working at the District

# Discussion

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- Does this align with your understanding of the current state of the organization?
- What surprises you?
- What is missing?

# 15-minute break

# Interactive: Strategic Assessment

# Strategic Assessment

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>• What attributes, resources, or capabilities are positive or advantageous at the District?</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• What attributes, resources, or deficiencies hinder the District?</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• What factors or circumstances can be leveraged for positive outcomes?</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>• What factors pose a challenge to success?</li></ul>

# Sticky Note Exercise

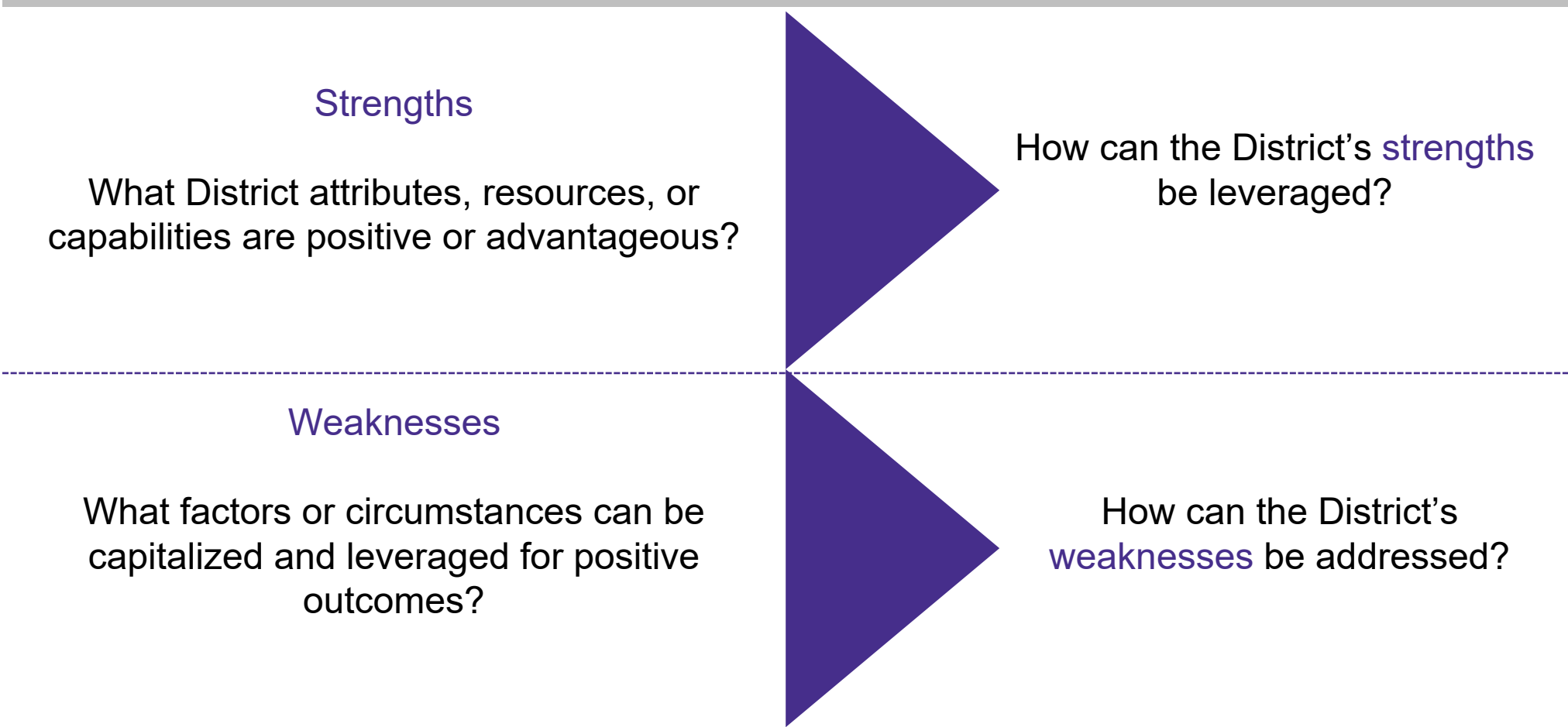
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- 10 minutes to use sticky notes to write down strengths, weaknesses, opportunities, and threats for the District
- Place them under respective categories
- We will regroup, discuss, clarify or expand if needed, and will distill major points in real time



# Regroup

# Cross-Analysis Exercise



# Strategic Plan Development – Next Steps

# District Strategic Plan Project Milestones

Item #3.  
11/9/2023



San Mateo County  
**TRANSIT DISTRICT**



**STRATEGIC  
PLAN**

Project Management Team

Millie Tolleson  
Chelsea Schultz  
Asiya Patel

Consultant Team

Joshua Schank, InfraStrategies  
Emma Huang, InfraStrategies  
Nate Conable, Fehr & Peers  
Molly Sun, Fehr & Peers

**Thank you!**



# Preview of Capital Improvement Program

# CIP Background



- Last CIP developed as part of 2019 Short-Range Transit Plan (SRTP)
- Individual capital projects are submitted and approved as part of each budget cycle
- SamTrans needs an up-to-date, comprehensive capital program to inform Board and staff decision-making

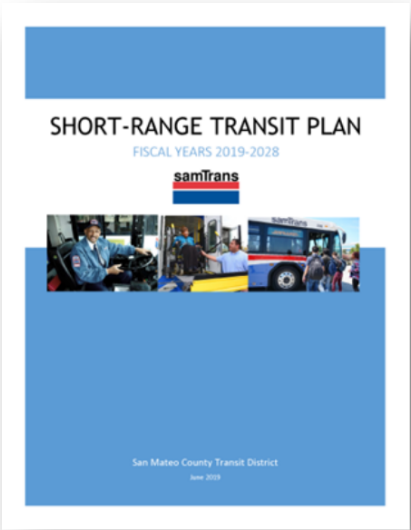
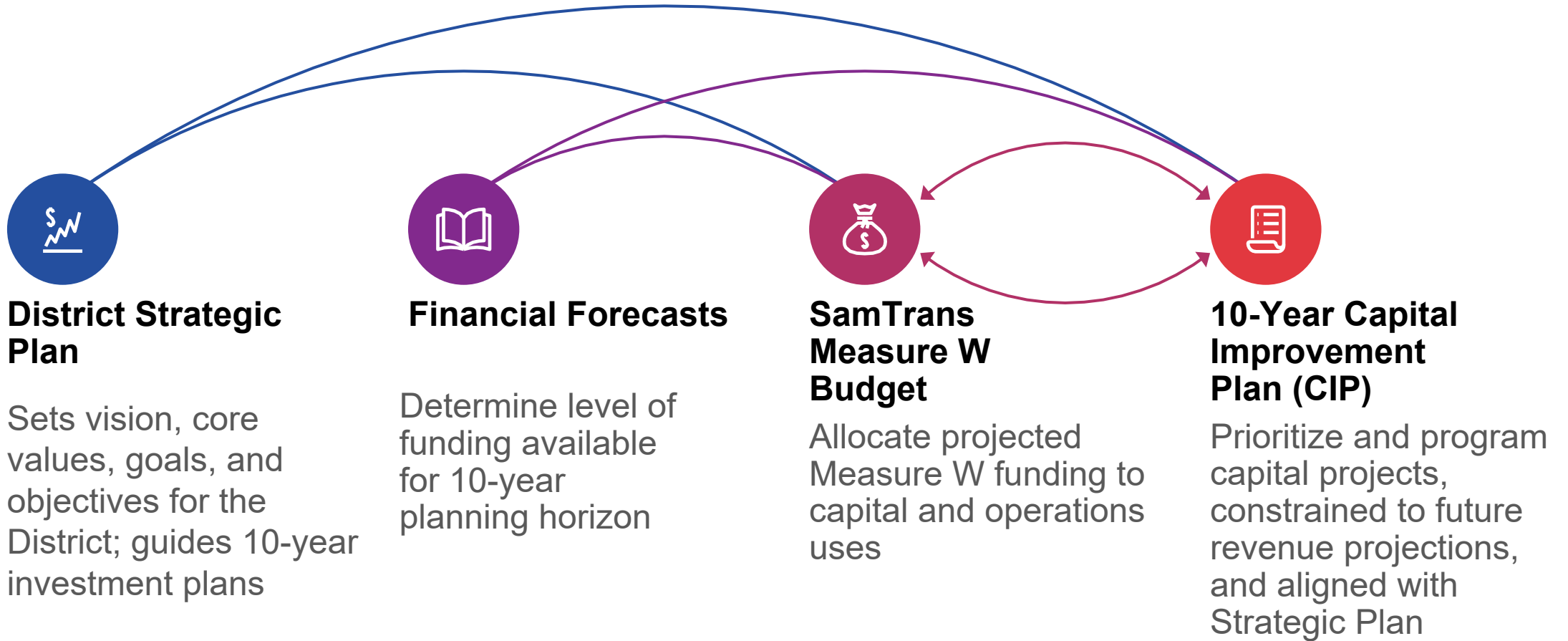


Table 20: FY 2019 - FY 2028 Capital Improvements Program (Year of Expenditure \$, in millions)

City	Year	Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
<b>Facility &amp; Equipment Upgrade &amp; System Rehabilitation</b>													
		Maintenance Software	-	\$0.2	-	\$0.2	-	-	-	-	-	-	\$0.4
		200 Infrastructure	-	-	-	-	\$18.0	-	-	-	-	-	\$18.0
		200 Chargers	-	-	\$1.7	-	\$4.9	-	-	-	-	-	\$6.6
		<b>Total</b>	\$1.7	\$1.7	\$16.9	\$1.9	\$18.9	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7	\$37.4
<b>VEHICLE &amp; EQUIPMENT</b>													
		Mechanical Equipment & Tools	\$0.5	\$0.5	\$0.2	\$0.4	\$0.2	\$0.1	\$0.2	\$0.7	\$0.3	\$0.1	\$3.0
		Revenue Vehicle Component Replacements*	\$1.7	\$0.6	\$1.2	\$1.3	\$1.3	\$1.3	\$1.4	\$1.4	\$1.4	\$1.4	\$13.0
		<b>Total</b>	\$1.8	\$0.7	\$1.4	\$1.6	\$1.5	\$1.4	\$1.5	\$2.1	\$1.6	\$1.5	\$16.5
<b>SOURCE VEHICLES</b>													
		Busp Services	-	-	-	-	\$0.1	-	-	-	-	-	\$0.1
		Express Services	\$0.5	\$0.2	\$0.3	\$0.2	\$0.6	-	-	-	-	-	\$1.6
		<b>Total</b>	\$0.5	\$0.2	\$0.3	\$0.2	\$0.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1.7
<b>SAFETY FACILITIES</b>													
		Public Safety Systems	-	\$0.2	\$0.9	\$0.9	\$0.2	\$0.2	\$0.1	\$0.2	\$0.2	\$0.2	\$2.1
		Access Control System Improvements	-	-	\$0.7	\$0.2	\$0.2	\$0.2	\$0.1	\$0.2	\$0.2	\$0.2	\$1.8
		Threat and Vulnerability Studies	-	-	-	\$0.1	-	-	-	-	\$0.1	-	\$0.2
		<b>Total</b>	\$0.0	\$0.2	\$1.5	\$1.1	\$0.4	\$0.3	\$0.2	\$0.4	\$0.3	\$0.3	\$3.9
<b>PROPOSED FUNDING SOURCES</b>													
		FEDERAL (FAST)	\$1.0	\$1.7	\$0.8	\$0.5	\$0.2	\$1.1	\$1.0	\$1.5	\$0.7	\$0.7	\$10.9
		STATE	\$1.2	\$1.0	\$0.5	\$1.2	\$1.3	\$1.0	\$1.0	\$1.4	\$1.4	\$1.4	\$13.5
		OTHER	\$0.5	-	\$0.0	-	-	-	-	-	-	-	\$0.5
		LOCAL DISTRICT SALES TAX	\$0.0	\$10.0	\$0.7	\$0.2	\$0.9	\$1.2	\$1.5	\$1.8	\$1.9	\$0.8	\$19.2
		<b>TOTAL FUNDING</b>	\$2.7	\$13.2	\$2.0	\$2.4	\$3.4	\$3.7	\$3.8	\$4.1	\$3.1	\$2.8	\$36.9
		<b>TOTAL CIP COST</b>	\$1.7	\$2.2	\$16.3	\$2.1	\$21.4	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7	\$37.4



# Relationship to other Project Components



*Sustainability and Resilience woven into all project components*



# CIP Scope and Approach

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- The CIP process will include:
  - Review of peer agency best practices
  - Development of a comprehensive, fiscally unconstrained list of capital projects and needs for FY25-35
  - Prioritization process based on projected available capital funding and aligned with Strategic Plan goals, Updated Innovative Clean Transit Plan, SOGR, and other adopted plans/programs or mandates, and Strategic Plan goals
  - A resulting prioritized project list that is fiscally constrained
  - Ongoing engagement with key internal stakeholders and Executive Team and Board input



# Examples of Major Capital Projects to be included in CIP



- Emission Zero Program
- No. Base Building 200 Replacement Project
- North Base Sea Level Rise and Erosion Mitigation
- North Base and South Base Facility Assessment
- IT Technology Modernization
- Central HQ Building
- Bus Stop Improvement Plan
- Operator Restroom Improvements
- El Camino Real Transit Priority Projects
- Dumbarton Corridor Projects





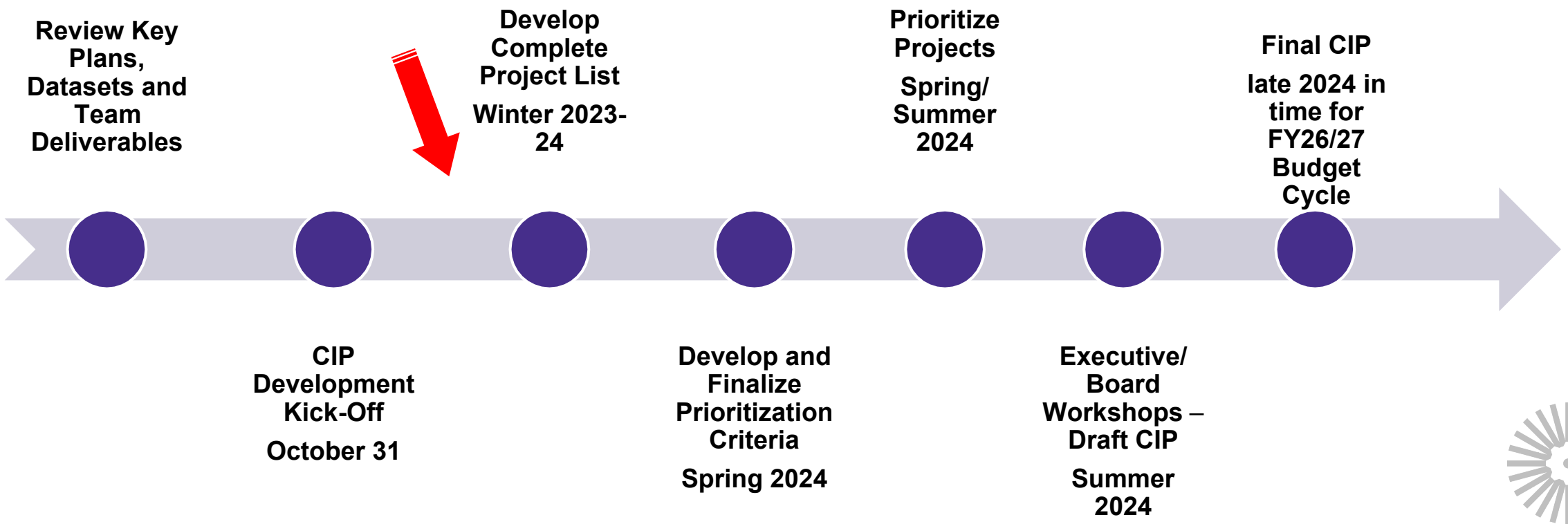
# CIP Final Deliverable

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- 10-Year Capital Improvement Program (FY25-35)
  - Narrative of capital priorities
  - Alignment with agency goals/objectives and capital funding sources
  - Matrix of prioritized capital projects and needs, including program/budget of each capital project expenditure by year, phase, and funding source.
  - User friendly and easy to apply and understand
  - Process established for future CIPs
- Completed in time for the FY26-27 call for capital budgets (Late 2024)



# CIP Schedule





**STRATEGIC  
PLAN**

**Thank you!**  
**Questions?**

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**Preview of Capital Improvement Program**



# Peer, Partner, and Thought Leader Interviews

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## PARTNER AGENCIES

- San Francisco Municipal Transportation Agency (SFMTA), Jeff Tumlin, Director of Transportation
- Valley Transportation Authority (VTA), Carolyn Gonot, CEO
- Caltrain, Michelle Bouchard, Executive Director
- BART, Robert Powers, General Manager
- AC Transit / Dumbarton Express, Michael Hursh, General Manager
- Metropolitan Transportation Commission (MTC), Andrew Fremier, Executive Director
- Commute.org, John Ford, Executive Director

## PEER AGENCIES

- Pinellas Suncoast Transit Authority, Brad Miller, CEO
- Sacramento Regional Transit District, Henri Li, GM/CEO
- Central Ohio Transit Agency, Joanna M. Pinkerton, President/CEO

## THOUGHT LEADER

- School of Geographic Science & Urban Planning, Arizona State University, David King, Associate Professor

# Department/Team Interviews

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Executive Office

SamTrans Planning &  
Development

Bus Transportation and  
Operations

Bus Maintenance, Fleet and  
Facilities

North and South Base Managers

Communications

People and Culture

Finance and Grants

Transportation Authority

IT

Safety and Security

Caltrain



# District Board Retreat DEIB Update

November 9, 2023



**San Mateo County  
TRANSIT DISTRICT**



# Presentation Outline

- A. Overview and Timeline of DEIB
- B. Feedback from Employee Focus Groups
- C. Key Takeaways for the District + Next Steps

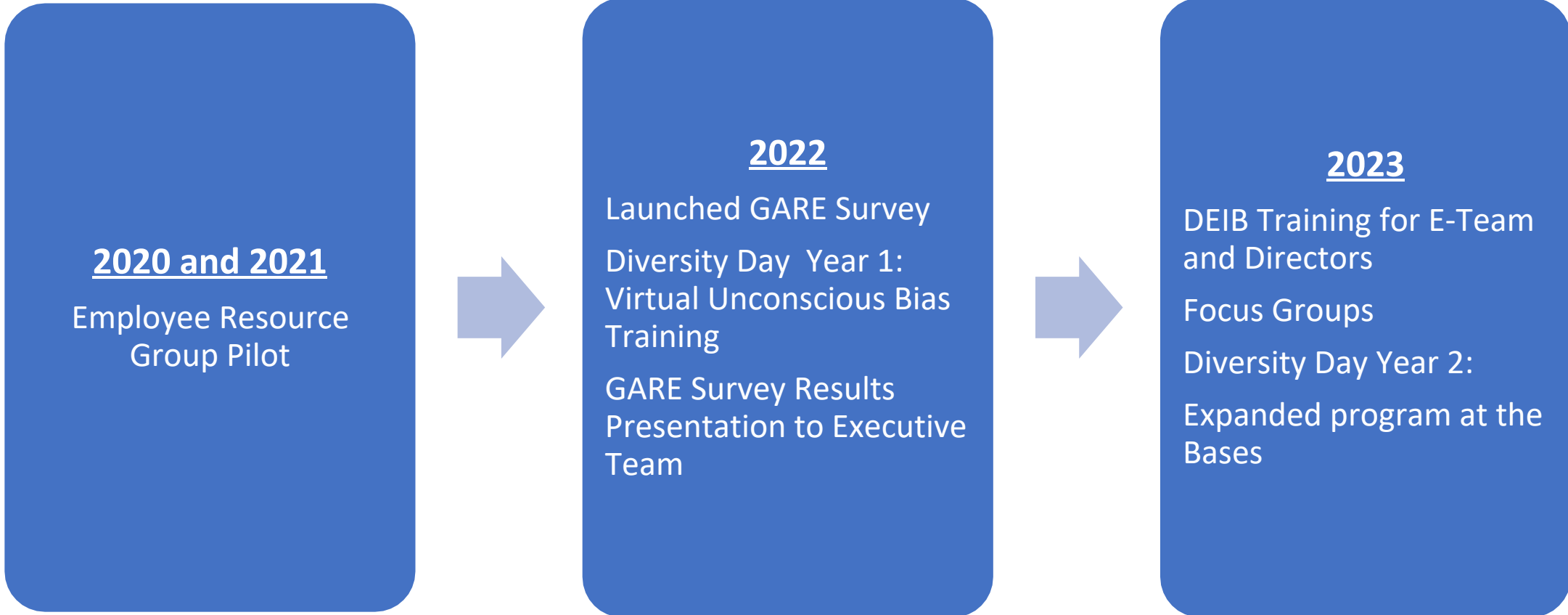
# A. Overview and Timeline of DEIB

Item #4.  
11/9/2023



- The San Mateo District is increasing its Diversity, Equity, Inclusion, and Belonging (DEIB) efforts to improve workplace culture and retention.
- Efforts began in 2020 with the participation in GARE (Government Accountability on Race and Equity), creation of the Employee Resource Group Program, and annual Diversity days.

# Timeline – History of Events



## B. Facilitated Training/ Consultant

Dr. Sacha Joseph Mathews is the Vice President of Diversity, Equity, and Inclusion (DEI) at Stanislaus State University. She provides training and consultation on DEI to help transit agencies adapt to a changing world.

Dr. Joseph-Mathews conducted four trainings in 2023 for chiefs, executives, and directors on the basics of DEI, the necessity of DEI and incorporating DEI into the workplace. Her team helped to facilitate ten focus groups with District staff.

# Focus Groups

- **Purpose:** The GARE survey asked questions on employee experiences and attitudes toward racial equity. It survey provided baseline data, but also highlighted the needs for employees to vocalize concerns in safe space.
- **Goals:**
  - Assess employee understanding of DEIB and their perceptions of DEIB climate at the District
  - Assess perceptions of how DEI is operationalized at the District
  - Explore DEI Goal setting and accountability at the District
  - Explore employee driven options to create a more inclusionary work environment

# Topics Explored with Focus Group Employees



**Topic 1:** What does DEI Mean

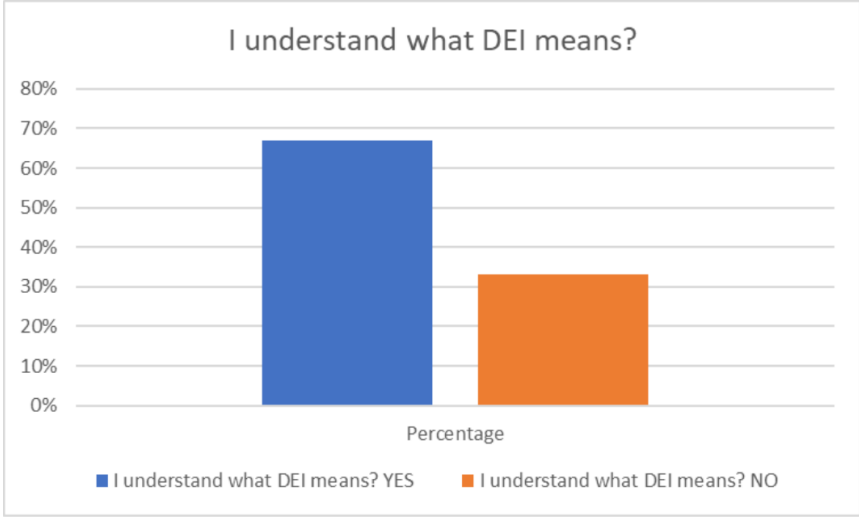
**Topic 2:** DEI and the Workplace

**Topic 3:** DEI and Organization Accountability

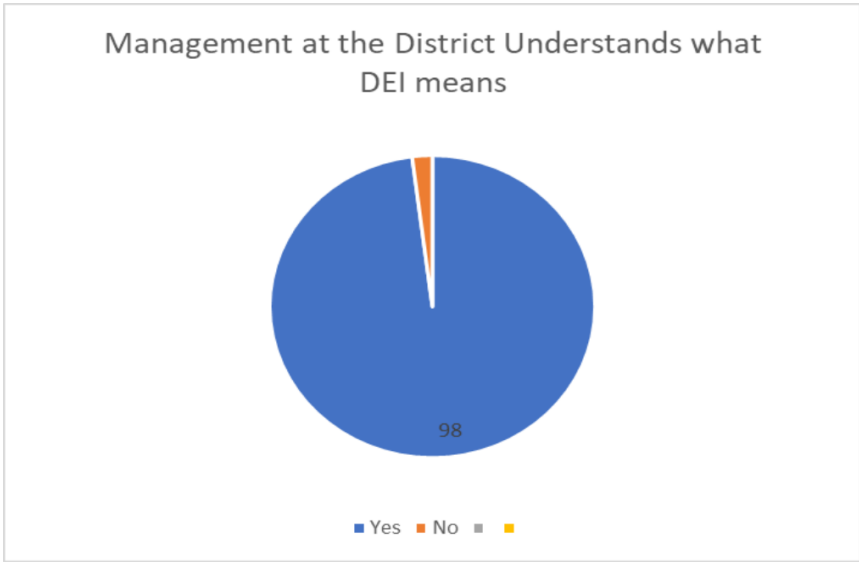
**Topic 4:** Inclusion and Belonging at SamTrans

**Topic 5:** Employee Empowerment

# Topic I: What Does DEIB Mean



In general, most employees have some understanding of what DEI means. However, the District can improve collective understanding when using terms such as Diversity, Equity, Inclusion and Belonging.



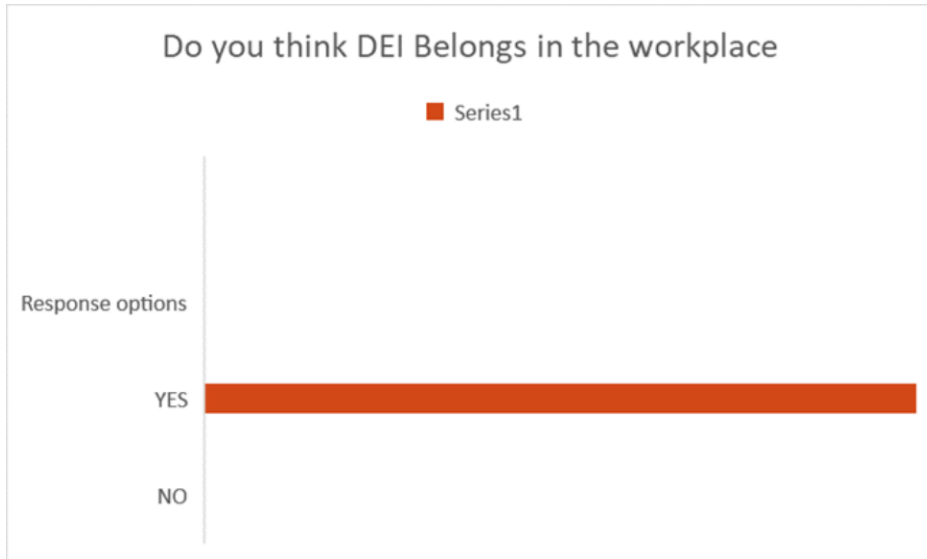
There is a general consensus that DEIB is not just a trend at the District, however, there were concerns that this was performative action.

# Next Steps – What Does DEIB Mean?

- Collect, assess, and develop definitions for diversity, equity, inclusion, and belonging.
- Obtain Employee Feedback.
- Communicate, message, and provide training beginning December 2023 with “Equality vs. Equity.”
- Continue to participate and highlight the District’s participation in San Mateo County’s Equity Consortium and APTA.



# Topic 2: DEI and the Workplace

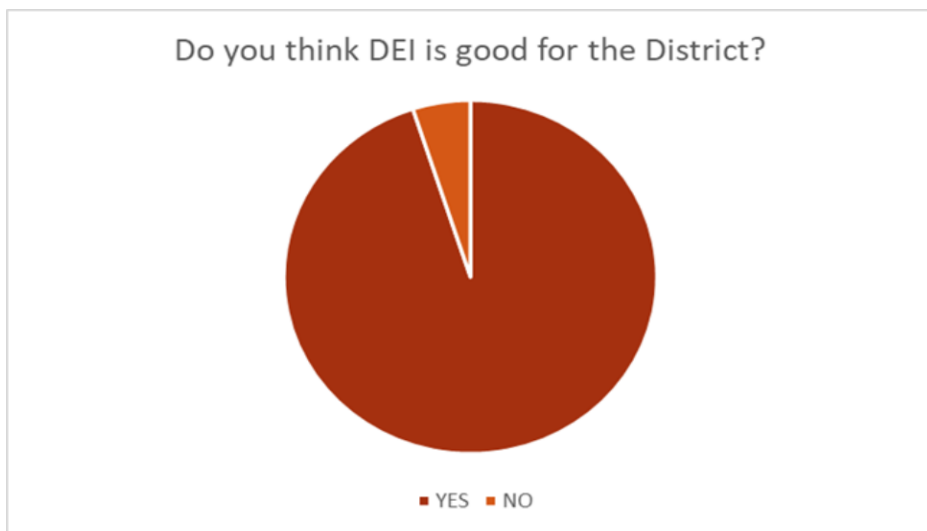


In general, participants felt that DEIB belongs in the workplace and that it was good for the District.

**Positive Aspects of DEI:** Fairness, Equal Treatment by Managers, equal access to promotions and upward mobility

**Negative Aspects of DEI:** Access for only some groups and undeserved/unearned treatment

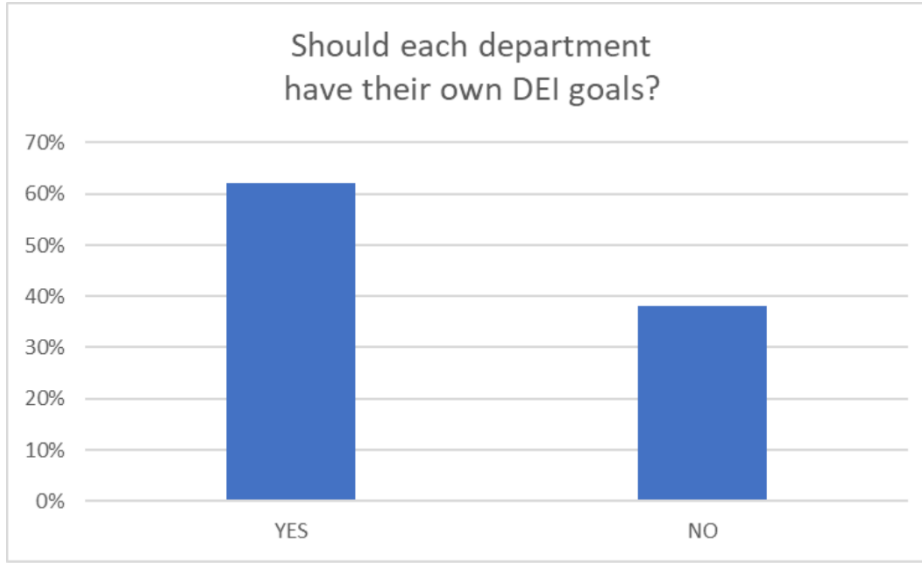
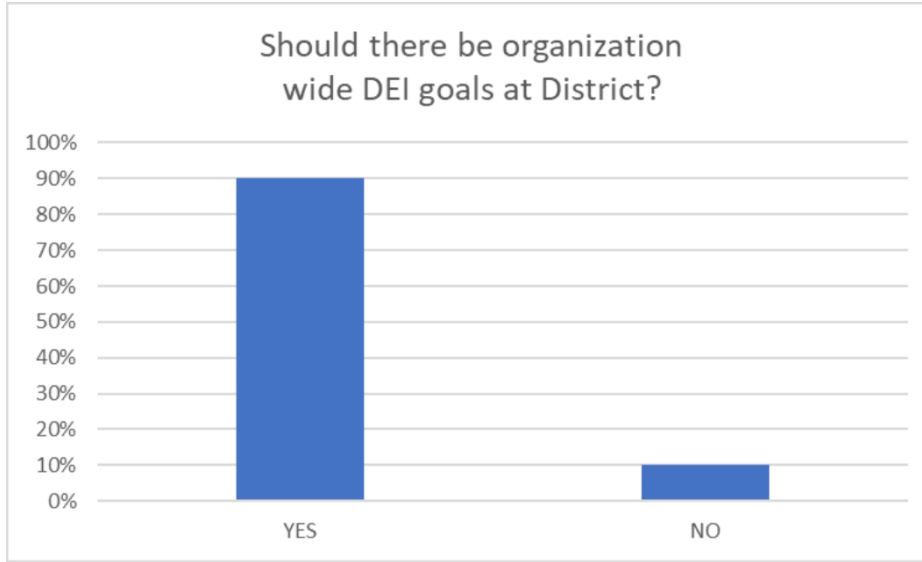
**Fairness:** Feeling of “othering” in Central vs. non-Central, SamTrans vs. Caltrain, and minority vs. majority dynamics.



# Next Steps – DEIB in the Workplace

- Educate and communicate the wide scope of DEIB beyond race.
- Review policies on hiring and recruiting for women in technical fields, persons with disabilities, and veterans.
- Provide training on managing teams and communication to individuals in supervisory positions.

# Topic 3: Organizational Accountability



Focus group attendees expressed needs for the following:

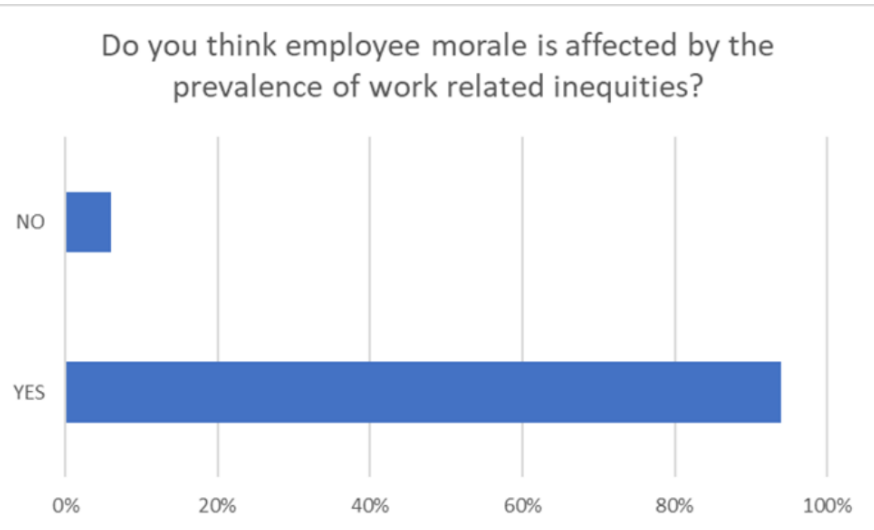
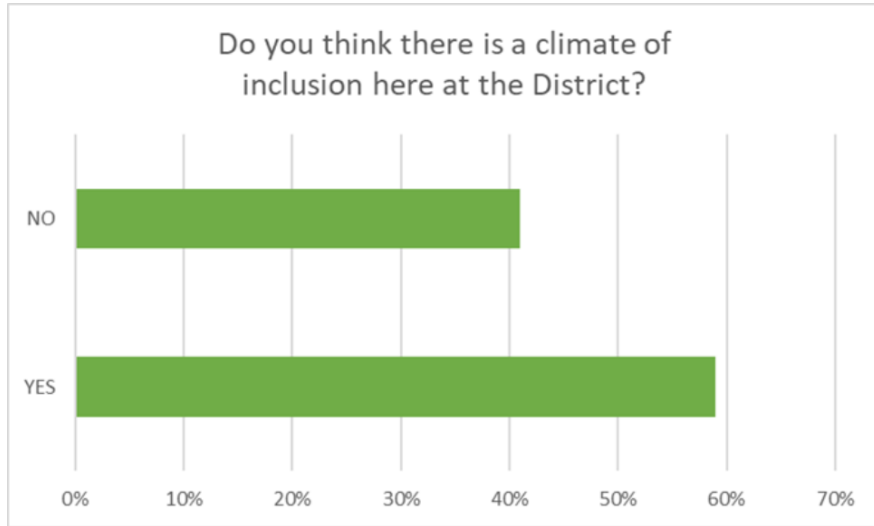
- Identifiable DEI Goals
- Improved Communication on DEI Goals
- Accountability to achieve Goals
- Executive Team to “set the tone”
- Consistent messaging

# Next Steps – Organizational Accountability



- Include DEIB component into upcoming performance review plans.
- Strategize and improve internal communication on DEIB goals and initiatives.
- Provide opportunities for feedback, participation, and suggestions for DEIB through surveys and feedback groups.
- Retain a Manager for Social Equity
- Create a DEIB committee to help drive initiatives and measure accountability.

# Topic 4: Inclusion and Belonging



While the majority of participants felt that there is a climate of inclusion, half of the participants felt that they were not valued at the District.

Three groups were identified as potentially marginalized:

- **Age:** both younger and older employees felt they were treated worse than outside their age group
- **Persons with Disabilities:** “The District has actively become anti-people with disabilities.”
- **Educational attainment:** Those without a degree felt they are barred from promotions regardless of time, experience, work ethic or job performance.

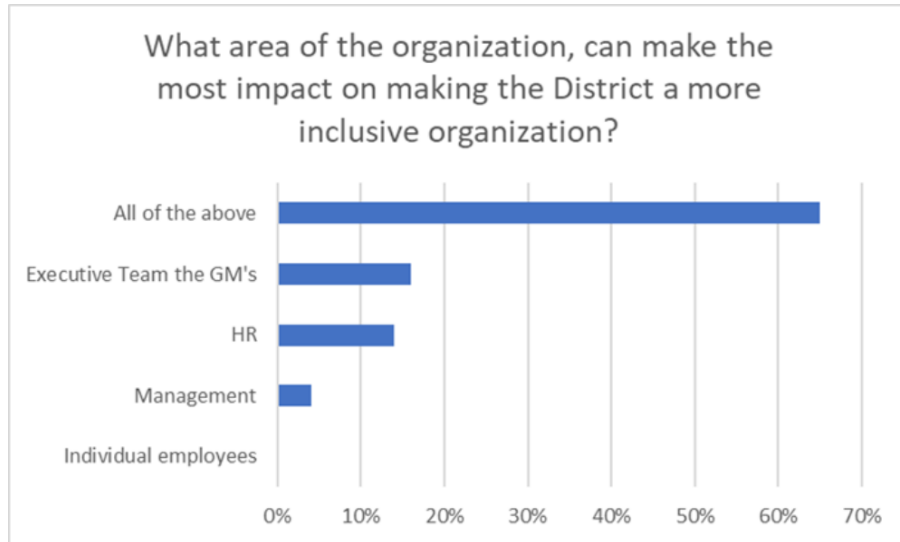
# Next Steps – Inclusion and Belonging

Beyond changing hiring policies and practices for the identified groups, the District can begin addressing these issues by:

- a. Supporting the enAbleD ERG to promote education and build relationships with community-based organizations.
- b. Coordination among teams to identify value added skills and experience that directly impact promotion and compensation.
- c. Long term: Develop better mentoring and mentee opportunities.

# Topic 5: Employee Empowerment

Item #4.  
11/9/2023



- Employees were challenged in providing ways managers made the organization more inclusive.
- When asked how employees as could contribute to being more inclusive, employees were open to intentionality and hearing about specific things they could do in the future.
- Base employees are concerned that Central employees only come for performative reasons.

# Next Steps – Employee Empowerment

Item #4.  
11/9/2023



- With lack of specific information from employees on how they can help support a culture of inclusivity, this may be an opportunity for training for managers, supervisors, and all staff.
- Amplify available resources such as ERGs, GARE training, and support the attendance of other DEIB trainings



# C. Key Takeaways

## Need for Ongoing and Open Communication

- Opportunities to speak freely, safely, and openly

## Commitment and Intentionality

- No real resistance to the idea of DEIB
- Importance of learning from the experiences of others
- Direction, guidelines, and clear communication about DEIB from E-Team

## Importance of Ongoing Efforts to Address DEIB Challenges

- Need to adapt to an evolving society
- Immediate action
- Clarity of DEI terminology

# Upcoming

- District Focus Groups Finding Presentation: December 13<sup>th</sup> and 20<sup>th</sup>
- **Questions?**