



Diversity, Equity, and Inclusion Strategic Plan



Adoption Date: _____



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Message from the CEO

Pinellas Suncoast Transit Authority's greatest strength is, and always has been, our employees. Creating an environment that supports their success and wellbeing is critical to our mission to provide public transportation for Pinellas County. The foundation of that environment is respect for diversity, and a commitment to equity and inclusion.

That's why PSTA has included diversity, equity, and inclusion (DEI) as a key priority in our Sustainable Strategic Plan, and has created this first formal DEI Strategic Plan to guide our decision making, and measure and evaluate our progress moving forward.

Our DEI Strategic Plan identifies specific goals that span our entire agency, because this commitment doesn't live in any one department. It's woven into the fabric of our organization, and our performance measurements at every level. Our DEI goals are centered around three areas:

- **Workforce:** Reaching and recruiting diverse people to join our workforce, and ensuring a fair and equitable hiring process.
- **Workplace:** Sustaining a culture built on diversity, equity, inclusion, and respect, with equitable opportunity for all.
- **Community:** Providing equitable customer access to our services, and a commitment to strong community partnerships which promote diversity, equity, and inclusion.

We proudly share our culture of Diversity, Equity, and Inclusion in our DEI Mission Statement – a clear and visible commitment to our employees, the public, and each other.

At PSTA, we intentionally make inclusion a priority. Diversity is what drives us. No matter who you are, where you are from, how you think, or whom you love. We connect all people to places, to opportunities, and to chances. We will always strive to be better. We pledge this to everyone.

Sincerely,
Brad Miller, CEO
Pinellas Suncoast Transit Authority



Brad Miller, Chief Executive Officer, PSTA



Alignment with PSTA's Overall Strategy

PSTA's commitment to DEI is embedded in our Sustainable Strategic Plan (SSP) – the top priorities and projects for the agency. The Sustainable Strategic Plan features three overarching focus areas and their sub-areas:

- **Healthy Community and Workforce** – Resilience; Safety & Security; Diversity, Equity, & Inclusion; Community Engagement; Customer Service; Workforce Training & Wellbeing.
- **Environmental Sustainability** – Energy; Water; Waste & Recycling; Greenhouse Gas Emissions & Criteria Air Pollutants.
- **Economic Vitality** – Ridership & Mobility; Operating Expenses; Procurement; Capital Projects.

PSTA's DEI Strategic Plan is a crucial component of the Sustainable Strategic Plan, explicitly seated within the Healthy Community and Workforce focus area, and also as a lens through which all areas of the SSP are planned and delivered.

Our DEI goals are incorporated into PSTA's Performance Counts balanced scorecard at the organization, department, and individual employee levels to measure our progress on a quarterly basis. This DEI Strategic Plan is also aligned with our signatory commitments to the American Public Transportation Association's (APTA) Racial Equity Commitment Program, and the Pinellas Race Equity Leadership Council (PRELC) Commitment.

Guiding Principles

An organization's culture is not defined by words on paper but by the priorities and actions of the people within the organization. With that in mind, we have developed five Guiding Principles to set the standard for PSTA's leadership and employees to build and sustain a DEI-centered culture. These Guiding Principles are presented to all employees from their very first day with the agency, and are part administrative employee performance reviews.

1. **Communication** - We practice open communication, value differences, and welcome change.
2. **Diversity** - We embrace diversity to fuel innovation and drive reliability, quality, and efficiency.
3. **Inclusion** - We ask for and listen to each other's ideas respectfully, and encourage people to be their authentic selves.
4. **Responsibility** - We take personal responsibility to design and deliver equitable solutions for our customers and community.
5. **Growth** - We provide equitable access to professional development opportunities and empower all employees to take initiative.



Focus Areas

PSTA's DEI Strategic Plan focuses on three areas: **Workforce**, **Workplace**, and **Community**. We use data driven metrics to monitor and evaluate our performance in all three areas.

We are committed to reaching and recruiting diverse people to join our **Workforce**, and to ensuring a fair and equitable hiring process. We invest in and encourage professional development at all levels. Our commitment to Workforce DEI includes:

- Partnerships with community organizations, schools, and workforce development agencies, and increased advertising to promote job opportunities to a diverse audience.
- Measuring and analyzing our applicant and interview demographic trends to guide outreach and recruitment strategies.
- Showcasing PSTA's diverse workforce through promotional materials and our website, and inviting people of all backgrounds to apply for employment.
- Recurring state and federal triennial audits which include review of our hiring processes and Equal Employment Opportunity Program.

Our **Workplace** is built on a culture of inclusion, belonging, and respect. We promote collaboration, teamwork, and open communication at all levels. Our commitment to Workplace DEI includes:

- Integrating DEI into all of PSTA's training and development programs, from New Employee Orientation to Leadership PSTA.
- Sponsoring and promoting Employee Resource Groups (ERGs) – we currently have five active employee-led ERGs: Multicultural Magic; Disability Accessibility; PRIDE; Veterans Resource Group; and Working Parents.
- Conducting anonymous employee surveys which specifically ask about engagement and DEI topics, to identify areas for improvement and to measure progress.
- Investing in and promoting equitable opportunities for training, career development, and leadership development.
- Recognizing and celebrating employee achievements at work, teamwork, service longevity, customer service, safety, and other areas.
- Operating an employee suggestion program to solicit great ideas and suggestions for improvement from all levels.
- Integrating our Guiding Principles, which promote a respectful work environment, into our performance reviews.



As an essential public service, PSTA is committed to promoting Diversity, Equity, and Inclusion in our **Community**. This includes equitable customer access to our services, a commitment to partnering with disadvantaged business enterprises (DBEs) and small businesses, as well as strong community partnerships and philanthropic activities. Our commitment to Community DEI includes:

- Development of an Equity Assessment Tool to incorporate equity factors into equipment deployment and bus stop amenities decisions.
- A robust Disadvantaged Business Enterprise (DBE) program, including a dedicated staff member, proactively developing relationships with DBEs, and encouraging their participation in our procurement opportunities.
- PSTA is a proud signatory to both the American Public Transportation Association's Racial Equity Commitment Program, and the Pinellas Race Equity Leadership Council Commitment.
- Sponsorship and participation in local celebrations of diverse heritages and communities, like the Dr. Martin Luther King Jr. Parade and PRIDE month.
- Using our social media presence to celebrate diverse communities and holidays including Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, Juneteenth, PRIDE, Hispanic Heritage Month, and other heritage celebrations.
- Incorporating a community project into our annual Leadership PSTA program. Past projects have included partnering with National Safe Place to designate our buses as Safe Places for teens in need; sponsoring a room at the St. Petersburg Ronald McDonald house and providing free bus passes to families staying there; partnership with Feeding Tampa Bay to host a food pantry event at PSTA's campus; and partnership with Reach St. Pete to donate a bus which was turned into a mobile pop up pantry serving disadvantaged communities



Goals

PSTA has set specific, measurable goals to advance Diversity, Equity, and Inclusion at our agency, and aligns these goals with our Sustainable Strategic Plan and Performance Counts balanced scorecard. Progress towards achieving these goals will be reported annually to the PSTA Board of Directors.

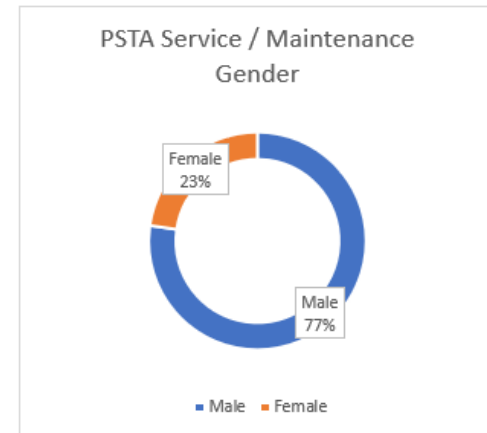
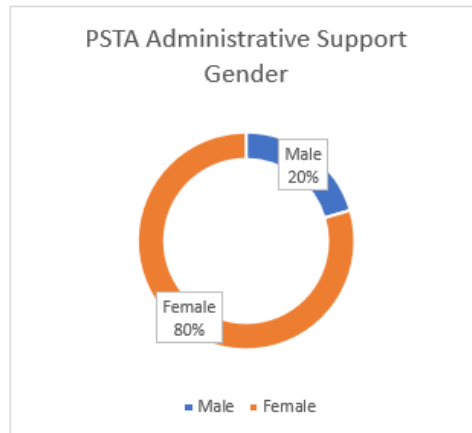
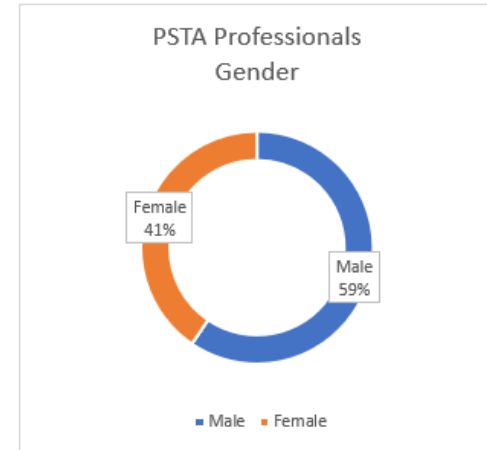
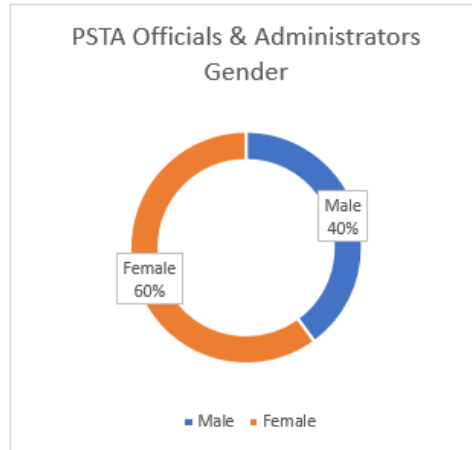
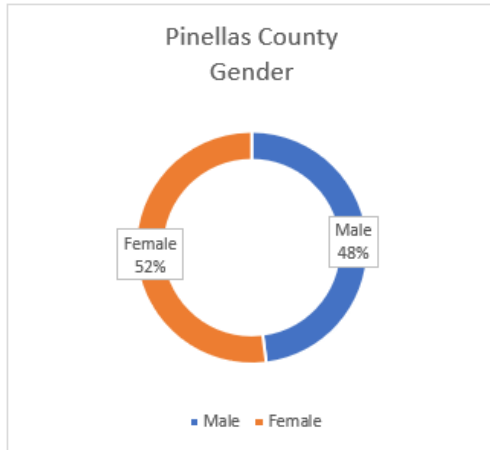
Sustainability Focus Area	DEI Strategic Plan Goal	Responsible Party (lead in bold)	Time Horizon	Workforce	Workplace	Community	
Healthy Community and Workforce	Diversity and Inclusion	Incorporate Diversity, Equity, and Inclusion into PSTA's Sustainable Strategic Plan, the Performance Counts balanced scorecard at all levels, and Guiding Principles to communicate PSTA's commitment to Diversity, Equity, and Inclusion as an explicit strategic priority (PRELC Commitment / APTA Commitment)	Executive/ All	Completed 10/1/2021	X	X	X
	Diversity and Inclusion	Adopt a Diversity, Equity, and Inclusion Strategic Plan	HR / All	10/1/2022	X	X	X
	Diversity and Inclusion	Increase diverse applicants per job posting by 10% over previous year	HR	10/1/2023	X		
	Diversity and Inclusion	Participate in at least 3 job fairs and similar events per year hosted by various organizations supportive of diverse communities	HR	10/1/2022	X		
	Diversity and Inclusion	Conduct a job description assessment to identify opportunities for greater inclusivity	HR/All	10/1/2023	X		
	Diversity and Inclusion	Assess recruiting and hiring practices and explore opportunities to expand leadership (PRELC Commitment)	HR	10/1/2023			
	Diversity and Inclusion	Collect, analyze and report applicant and employment activity by demographic category on a quarterly basis to monitor trends, guide outreach and recruitment strategies, and develop a baseline on how existing policies, practices and programs impact equity (PRELC Commitment / APTA Commitment)	HR	10/1/2022	X		
	Diversity and Inclusion	Produce an annual report of all Performance Counts balanced scorecard DEI initiatives and their success rate	HR	1/1/2023	X	X	X
	Diversity and Inclusion	Deliver diversity, equity, and inclusion training to employees at all levels	HR	Completed 6/30/2022		X	
	Diversity and Inclusion	Launch and support Employee Resource Groups to promote community building, valuing differences, and professional development	HR / Leadership DEI Council	5 ERGs established 1/6/2022		X	
	Diversity and Inclusion	Produce a quarterly report on ERG activities	HR	10/1/2022		X	
	Diversity and Inclusion	Involve Employee Resource Groups in policy review and conversations about advancing equity internally (PRELC Commitment/APTA Commitment)	HR	10/1/2023		X	
	Diversity and Inclusion	Conduct an audit of salaries to ensure employees receive a living wage and that race and gender average income is parallel (PRELC Commitment)	HR	12/31/2022		X	
	Diversity and Inclusion	Conduct a culture assessment survey and action planning which includes a diversity, equity, and inclusion policy review and "ways of being" analysis (PRELC Commitment/APTA Commitment)	HR	10/1/2022		X	
	Community Engagement	Conduct at least four Marketing campaigns on Sustainability/DEI topics	Marketing / All	10/1/2023		X	X
	Community Engagement	Ensure diversity of public engagement activities through equity assessment tool	Planning	10/1/2022			X
Environmental Sustainability	Greenhouse Gases and Criteria Air Pollutants	Ensure equitable distribution of electric bus enabled routes	Planning / Maintenance	10/1/2023			X
Economic Vitality	Procurement	Develop an SBE/MBE/WBE/VBE program and target, with a goal to increase DBE participation	Finance	Develop SBE program by 10/1/2023			X
	Procurement	Attend at least four DBE outreach events annually	Finance	10/1/2023			X
	Procurement	Incorporate DEI and Sustainability into the scoring rubrics for procurements	Finance	10/1/2023			X
	Capital Projects	Develop and apply an Equity Assessment Tool	Planning	10/1/2022			X
	Capital Projects	Support Justice 40 initiative by incorporating equity data into grant applications	Planning	10/1/2022			X



Workforce and Employment Activity Reports

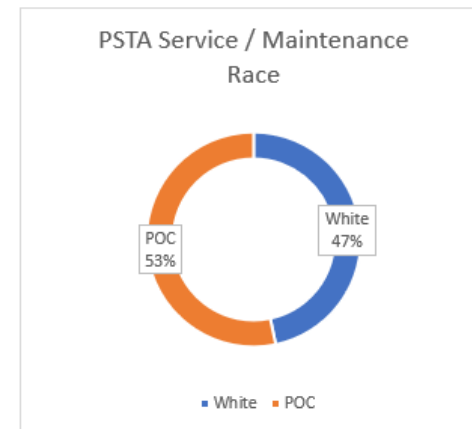
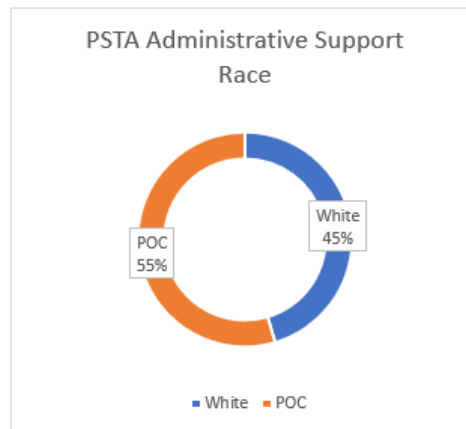
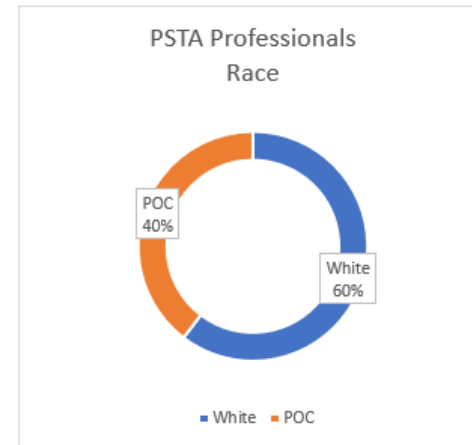
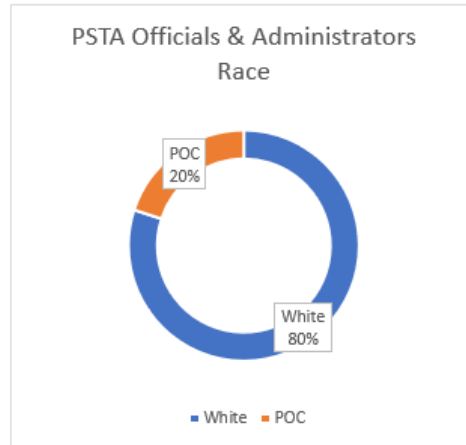
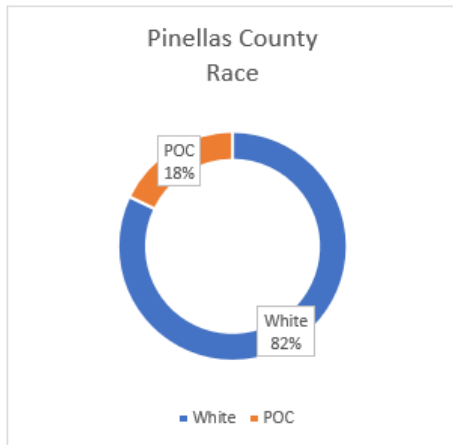
PSTA measures our workforce and employment activities to evaluate the impact of our DEI efforts. By using a data-driven approach we can identify areas to focus on, and potential barriers that need to be eliminated.

PSTA Workforce Gender Diversity





PSTA Workforce Racial Diversity





PSTA Employment Activity Analysis by Race

	FY21 Baseline			FY 2022 Workforce Demographic Report												YTD Total	YTD White	YTD POC
	FY21 Total	FY21 White	FY21 POC	Q1 Total	Q1 White	Q1 POC	Q2 Total	Q2 White	Q2 POC	Q3 Total	Q3 White	Q3 POC	Q4 Total	Q4 White	Q4 POC			
Unique Job Postings	64			27			35									62		
Total Number of Applicants	2041	785	923	340	134	156	369	128	172							709	262	328
Applicants per job posting	32	12	14	13	5	6	11	4	5							23	9	11
Total Number of Interviews	205	66	104	88	16	60	122	42	63							210	58	123
Interviews per job posting	3	1	2	3	1	2	3.5	1.2	1.8							6.7	1.8	4.0
Hires	95	47	48	33	15	18	47	16	31							80	31	49
Workforce Demographics	628	324	304	634	325	309	647	326	321							641	326	315
Promotions (competitive)	7	2	5	3	1	2	14	8	6							17	9	8
Promotions in Place	16	7	9	7	6	1	5	3	2							12	9	3
Turnover (Voluntary)	72	34	38	21	12	9	30	15	15							51	27	24
Turnover (Involuntary)	18	6	12	5	1	4	5	1	4							10	2	8
	% Total	% White	% POC	% Total	% White	% POC	% Total	% White	% POC	% Total	% White	% POC	% Total	% White	% POC	YTD Total	YTD White	YTD POC
Applicants	100%	38%	45%	100%	39%	46%	100%	35%	47%							100%	37%	46%
Interviews / Applicants	10%	8%	11%	26%	12%	38%	33%	33%	37%							30%	22%	38%
Hires / Interviews	46%	71%	46%	38%	94%	30%	39%	38%	49%							38%	53%	40%
Workforce Demographics	100%	52%	48%	100%	51%	49%	100%	50%	50%							100%	51%	49%
Promotions (competitive)/Workforce	1.1%	0.6%	2%	0.5%	0.3%	1%	2.2%	2.5%	2%							3%	3%	3%
Promotions in Place/Workforce	3%	2%	3%	1.1%	1.8%	0%	0.8%	0.9%	1%							2%	3%	1%
Turnover (Voluntary)/Workforce	11%	10%	13%	3%	4%	3%	5%	5%	5%							8%	8%	8%
Turnover (Involuntary)/Workforce	3%	1.9%	4%	1%	0.3%	1%	1%	0.3%	1%							2%	0.6%	3%



PSTA Employment Activity Analysis by Gender

	FY21 Baseline			FY 2022 Workforce Demographic Report												YTD Total	YTD Male	YTD Female
	FY21 Total	FY21 Male	FY21 Female	Q1 Total	Q1 Male	Q1 Female	Q2 Total	Q2 Male	Q2 Female	Q3 Total	Q3 Male	Q3 Female	Q4 Total	Q4 Male	Q4 Female			
Unique Job Postings	64			27			35									62		
Total Number of Applicants	2041	1056	717	340	215	82	369	206	101							709	421	183
Applicants per job posting	32	17	11	13	8	3	11	6	3							23	14	6
Total Number of Interviews	205	105	69	88	57	24	122	77	31							210	134	55
Interviews per job posting	3	2	1	3	2	1	3.5	2.2	0.9							6.7	4.3	1.8
Hires	95	61	34	33	23	10	47	36	11							80	59	21
Workforce Demographics	628	450	178	634	451	183	647	461	186							641	456	185
Promotions (competitive)	7	3	4	3	3	0	14	10	4							17	13	4
Promotions in Place	16	7	9	7	6	1	5	0	5							12	6	6
Turnover (Voluntary)	72	48	24	21	17	4	30	23	7							51	40	11
Turnover (Involuntary)	18	13	5	5	4	1	5	4	1							10	8	2

	% Total	% Male	% Female	% Total	% Male	% Female	% Total	% Male	% Female	% Total	% Male	% Female	% Total	% Male	% Female	YTD Total	YTD Male	YTD Female
Applicants	100%	52%	35%	100%	63%	24%	100%	56%	27%							100%	59%	26%
Interviews / Applicants	10%	10%	10%	26%	27%	29%	33%	37%	31%							30%	32%	30%
Hires / Interviews	46%	58%	49%	38%	40%	42%	39%	47%	35%							38%	44%	38%
Workforce Demographics	100%	72%	28%	100%	71%	29%	100%	71%	29%							100%	71%	29%
Promotions (competitive)/Workforce	1.1%	0.7%	2%	0.5%	0.7%	0%	2.2%	2.2%	2%							3%	3%	2%
Promotions in Place/Workforce	3%	2%	5%	1.1%	1.3%	1%	0.8%	0.0%	3%							2%	1%	3%
Turnover (Voluntary)/Workforce	11%	11%	13%	3%	4%	2%	5%	5%	4%							8%	9%	6%
Turnover (Involuntary)/Workforce	3%	2.9%	3%	1%	0.9%	1%	1%	0.9%	1%							2%	1.8%	1%