

RACIAL EQUITY ACTION PLAN

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — ORE Legislative Mandate, [Ordinance No. 188-19](#)

San Francisco Arts Commission

Racial Equity Team

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?

TIMELINE: dates denoting the start and end of the action. This plan denotes quarters for calendar year.

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

PROCESS

Development of the Racial Equity (RE) Action Plan began in 2018-2019. As the first City department to develop Racial Equity goals and a Racial Equity statement, both of which occurred before the Office of Racial Equity (ORE) came into existence, the San Francisco Arts Commission (SFAC) was well positioned to respond to racial equity legislative mandates by building on its previous work. Ahead of the December 31, 2020 deadline for submission of this Action Plan, the following steps were taken by members of SFAC's Racial Equity Team:

- Design and delivery of an agency-wide Institution Assessment Survey in February 2020, which determined staff perceptions and experiences of SFAC's commitment to and embodiment of racial equity principles and practices
- A step-by-step 6-month consultative process with senior leadership and general staff in terms of all seven parts of the RE goal framework, as provided by ORE in the Phase 1 template
- Within that 6-month period, RE Team members also undertook a specific process of determining the RE goals of both of the agency's legislated programs – Public Art and Community Investments – that consisted of:
 - Administering a questionnaire that was completed by all program staff
 - Distillation of questionnaire results into discrete program-specific goals by the Racial Equity Team
 - Modification of program-specific goals into subgoals by program staff, through written and oral consultations with the Racial Equity Team
 - Finalization of program-specific goals and subgoals by the Racial Equity Team
- Simultaneously, in line with previously stated RE goals from 2018-2019, the Public Art program undertook monthly evaluations and edits of its selection process and criteria along RE lines. All programs also rolled out newly created demographic surveys (standardized across SFAC) for individual artist and organizational grant applicants, as well as for individual artists applying for Public Art commissions; these standard surveys are now used as of October 2020
- Lead members of the Racial Equity Team conducted a listening tour that constituted one-on-one 30-minute meetings with each staff member within SFAC
- A draft Action Plan was completed by the Racial Equity Team and submitted to staff, Commissioners and ORE for feedback in November 2020
- Final integration of feedback into and formatting of the Action Plan took place in December 2020, ahead of submission by the end of the 2020 calendar year

DEPARTMENT BACKGROUND

Number of Employees: **36**

Annual Budget: **\$28,710,976**

The San Francisco Arts Commission was established by Charter in 1932, as the City agency dedicated to championing the arts. The agency was initially founded to provide employment opportunities to San Francisco Symphony musicians during the Great Depression, which manifested as low-cost concerts held in the City throughout the 1930s and 1940s. Though much of that early history remains hidden, the Commission’s primary approach at the time was to produce Western classical music programming. This began to change in the late 1940s when local visual artists advocated for the incorporation of visual arts practice in the Arts Commission’s purview, resulting in the establishment of the Visual Arts Commission (now the Visual Arts Committee) in 1948. Martin Snipper, a San Francisco Expressionist painter who became director of the San Francisco Arts Festival in 1950 and then director of the Arts Commission in 1966, was instrumental in this advocacy. Under Snipper’s 14-year tenure in charge of the Arts Commission, a number of key milestones were reached that continue to shape the way the Arts Commission functions today, including the establishment of the Neighborhood Arts Program in 1967, the Arts Commission Galleries in 1970, and the Public Art Program at the San Francisco Airport in 1977, as well as the seeding of neighborhood-specific Cultural Centers. The Neighborhood Arts Program, in particular, drew on ongoing cultural activity nationally and in San Francisco in the 1940s, 1950s, and 1960s, including: the formalization of the 19th-Century American Craft Movement through the founding of the American Craft Council in 1943; the emergence of underground and hippie generation arts and artists; the San Francisco Mime Troupe’s banishment from performing in local public parks, resulting in their move to neighborhoods and, later, a lawsuit reinstating their permission to perform in parks; the “summer of love” in 1967; artist disillusionment with the narrative that professional growth required relocating to New York; and the establishment of the Artists Liberation Front.

Through the Neighborhood Arts Program, the Arts Commission complemented its construction and commissioning of new public art with an emphasis on supporting and amplifying an existing community arts scene that was ensconced in diverse local neighborhoods. This helped address -- though did not eliminate -- a key tension between the City’s funding of large-budget, Eurocentric art institutions (like San Francisco’s Symphony, Ballet, and Opera) and community-based, smaller-budget arts organizations that forwarded minority voices and aesthetics. Indeed, this tension continues to play out in the Arts Commission’s work today, in which “downtown” interests -- emphasized by City Hall, the Board of Supervisors, and other City agencies through the 2%-for-public-art requirement of all new construction -- often conflict with a nurturing of BIPOC arts communities around the City. The Neighborhood Arts Program has been renamed and reconfigured multiple times, transitioning from Community Arts and Education in the 1990s and 2000s to its current title of Community Investments. The shift in names represented a shift in definitions and priorities: “Neighborhood” became “Community” as displacement rendered ethnic minority communities less geographically specific, and “Arts” or arts education programming became “Investment” as the agency prioritized grantmaking and philanthropy because San

San Francisco's community arts scene was maturing. The focus of the program was formalized through legislation with the adoption of Chapter 68 of the City Charter's Administrative Code in 1993, which established the Cultural Equity Endowment Fund that sought to move San Francisco's arts funding landscape toward cultural equity.

Leadership in the early 2000s created stressful circumstances for SFAC staff, particularly during the tumultuous tenure of Luis Cancel. Cancel ultimately resigned in mid-2011, leading to a national search for the next Director of Cultural Affairs (DCA) and the appointment of Tom DeCaigny in 2012. DeCaigny's tenure saw increased stability and a number of key changes, including a significant increase in the department's annual budget, the unification of SFAC offices and galleries in the War Memorial Building, expansion of funding for the Civic Art Collection, a focus on racial equity work, a shift from being a direct programming to a funding/convening organization, and advocacy for hotel tax funding that ultimately led to the passage of Proposition E that solidified the Arts Commission's budget. During DeCaigny's tenure, SFAC became the first City department to have a Racial Equity Statement and Action Plan, and has been active in the City's conversations around racial justice. In particular, the Public Art Program and the SFAC Galleries prioritized engaging artists of color in commissions, exhibitions, and panels, with Public Art further documenting and attending to the number of women commissioned to produce public art. The Arts Commission remains committed to unearthing and transforming its structural failures into racial equity practices that serve as an example for other City departments to follow.

Much of the stability and growth that was established during DeCaigny's tenure has been tested in 2020 as a consequence of multiple challenges. First, at the beginning of the year, a number of key SFAC personnel departed in quick succession: DeCaigny, a newly hired Communications Director, and two longstanding staff members respectively serving as Commission Secretary and director of Community Investments. For a small agency of approximately 35 employees, these departures shook SFAC's foundation. Rebekah Krell, deputy director of administration and finance, stepped in to the DCA position, and ended up shepherding the agency through most of the tumultuous year. The COVID-19 pandemic brought with it a sudden shift to work-from-home dynamics, as well as a hiring freeze, that continues to strain staff. Moreover, public controversies around the commissioning of the Maya Angelou sculpture and the removal of monuments (such as those commemorating Christopher Columbus, Ulysses Grant, Francis Scott Key, and Junípero Serra) that laud white supremacist figures took center stage as the nationwide racial reckoning manifested directly in San Francisco. Krell left the agency in October 2020, and Denise Bradley-Tyson was appointed as her interim replacement while the original national search for DeCaigny's replacement continued. With announcements in November 2020 that Ralph Remington would start as the new full-time DCA in January 2021 and that the Maya Angelou sculpture controversy had been resolved, staff and community alike have begun to see the light at the end of the tunnel.

Nonetheless, the multiple leadership transitions and ongoing vacancies continue to be a challenge. They also complicate strategic planning, including the efforts of this Racial Equity Action Plan, given that there are only 1.5 staff members working full time on racial equity. SFAC started an internal Racial Equity Working Group (REWG) in 2016, where staff members volunteered to participate in establishing racial equity goals and facilitate regular monthly discussions on racial equity in the arts, including interrogation of the very terms and practices that actively exclude BIPOC artists across the art world. Staff members participated in the REWG at different levels, and all staff members are expected to join committees to support the implementation of this racial equity action plan in 2021. All programmatic workplans and Performance Plan and Appraisal Reports (PPARs) will also continue to reflect racial equity goals. Staff time will be dedicated accordingly, building on the inclusion of racial equity goals in PPARs since 2018. While there continues to be an agencywide focus on BIPOC artists and BIPOC-serving organizations that draws on the original ethos of the Cultural Equity legislation, the agency's recent experiences of change and transition central. Therefore, the goals outlined in the sections of this plan must be understood as representative of an agency in flux. Significant progress has been made and some wrongs have been redressed, as indicated by the ongoing dedication of Public Art staff to resolve the Maya Angelou sculpture controversy in partnership with key stakeholders, but there remains ongoing work to be

done that will have to align with the shift in priorities that will undoubtedly take place when Remington begins his tenure. As such, SFAC’s Racial Equity Team offers this plan as a guiding document to the public and incoming leadership that will necessarily be revised over the 2021 calendar year.

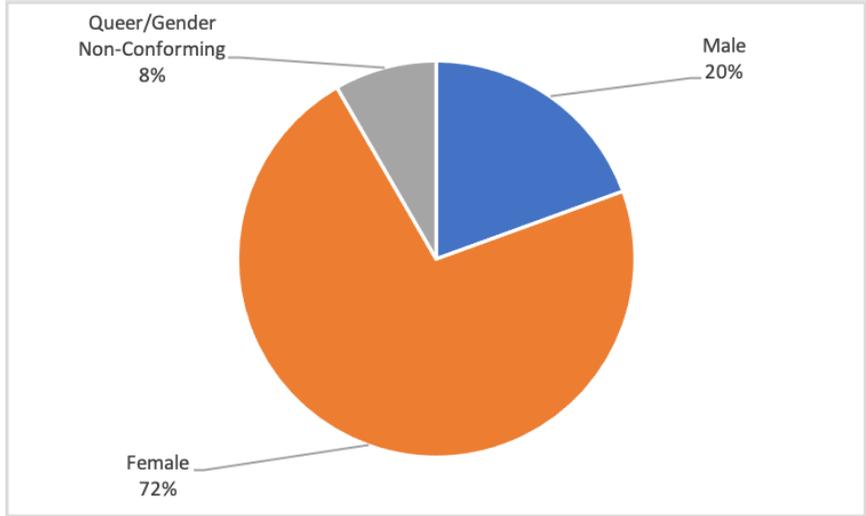
CURRENT WORKFORCE DEMOGRAPHIC DATA

The Office of Racial Equity worked with the San Francisco Controller and Department of Human Resources to produce a report pursuant to its ordinance; this report was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

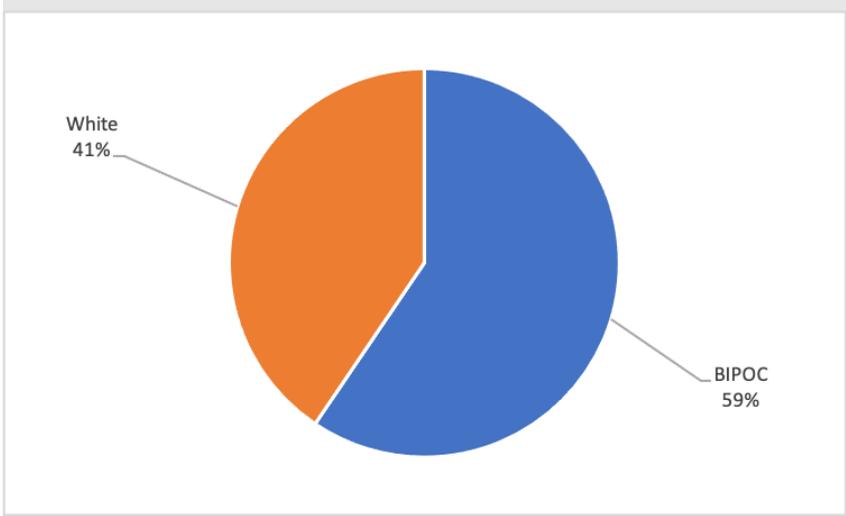
Using this DHR data from December 2020, and because SFAC has fewer than 40 employees, racial data has been aggregated into percentages of BIPOC (Black, indigenous, and people of color) and white, rather than disaggregated into more specific numeric racial breakdowns. This echoes best practices, including those exhibited by other SF departments such as SF Planning.¹ DHR data was supplemented by the above-mentioned survey. In that survey, 53% of staff indicate having been with the Arts Commission for more than 5 years, while 47% have been employed for less than 5 years. Approximately 16% identified themselves as part of the leadership team, which is a higher percentage than what DHR reports. Whereas DHR considers only those staff in the 0900 job classification series as part of the leadership team, internal SFAC practice includes anyone who is titled as Manager, Director, or above. For SFAC purposes therefore, 84% of the staff members surveyed identified themselves as not part of the leadership team. The graphs below use DHR data to depict all staff broken down by race and gender, as well as all SFAC-defined leadership staff broken down by race and gender.

¹ San Francisco Planning, 2019, “Action Plan: Phase 1,” *Racial and Social Equity Initiative*, December, available online at: https://default.sfplanning.org/Citywide/racial-social-equity/RSEAP_Action_Plan_Phase_1_Adopted_Dec2019.pdf

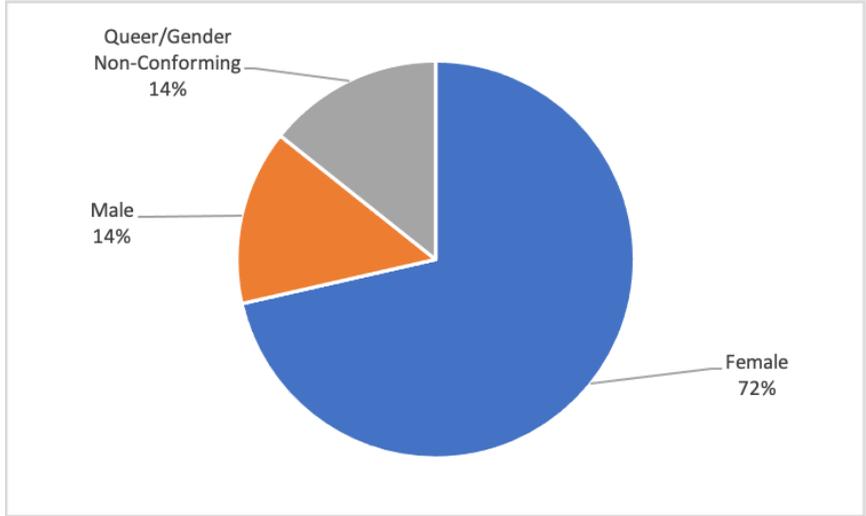
All Staff by Gender



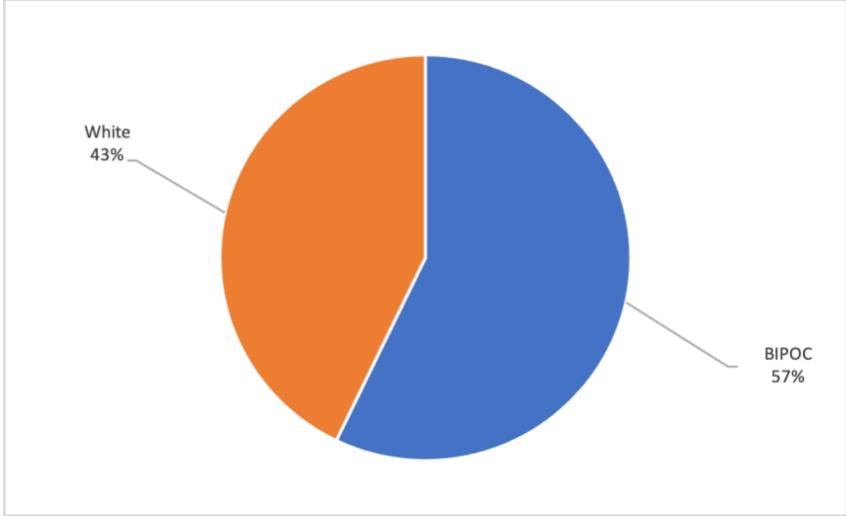
All Staff by Race



Leadership Staff by Gender



Leadership Staff by Race



RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

As mentioned above, a 13-question survey was delivered to and completed by staff in February 2020. This survey included questions about staff perceptions of a range of organizational characteristics regarding SFAC’s approach to and embodiment of racial equity principles and practices. These characteristics include: agency-wide commitment, leadership and management support, hiring/recruitment/retention practices, staff capacity building and professional development, community engagement, budgeting and contracting, communication and data collection/evaluation. A follow-up assessment was conducted as well, in which each section of SFAC – Public Art, Galleries, and Community Investments -- responded to a questionnaire regarding their own section’s efficacy of adhering to and implementing racial equity principles and practices in their daily work. Members of the Racial Equity Team held program-specific group consultations and one-on-one meetings with individual staff through a listening tour, to both confirm and deepen understandings of stated strengths and weaknesses.

Overall, staff positioned SFAC as moving towards an anti-racist and transformed position. While the language that exists within SFAC represents a “growing understanding of racism as barrier to effective diversity” and “new consciousness of institutionalized white power and privilege,” significant institutional structures and cultures remain, in a way that maintains white power and privilege. On the continuum of becoming an anti-racist and multicultural organization, this puts SFAC in Stage 4: as “an Affirming Institution” engaged in Identity Change work.² No explicit instances of racial exclusion or harm were specifically identified in the survey or departmental assessment, though it is worth noting that this survey was administered before Bay Area artist Lava Thomas submitted requirements for restorative justice to the Arts Commission in response to controversy around the commissioning of public art honoring Maya Angelou.³

In the February survey, staff also identified that a major barrier to the implementation of racial equity goals and principles across the department was one of capacity. At that time, the position of Senior Racial Equity and Policy Analyst was vacant, such that there were no dedicated staff members addressing racial equity work or providing a unified departmental vision. In filling that position prior to the COVID-19 hiring freeze, racial equity has become a centerpiece of SFAC’s work, with all staff meetings now including a discussion of the agency’s racial equity progress and the existence of dedicated personnel who serve as a resource and guide for SFAC’s wider programmatic RE work. Key quotes below -- taken from the survey -- demonstrate the degree to which there is a gap of understanding between the Commission and SFAC staff, as well as other factors that staff believe are hindering true racial equity progress within SFAC:

² The “Continuum on Becoming an Anti-Racist Multicultural Organization” is available through Crossroads Ministry in Chicago, who have adapted it from a number of social justice/racial equity practitioners: Bailey Jackson, Rita Hardiman, Andrea Avazian, Ronice Branding, and Melia LaCour. The Continuum can be accessed here: https://www.aesa.us/conferences/2013_ac_presentations/Continuum_AntiRacist.pdf

³ For more, please see SFAC’s website and public documentation of this incident and its resolution: <https://www.sfartscommission.org/content/dr-maya-angelou-monument>

- “In order to do this work properly, we need to prioritize it. Not just by writing a statement and adding it to our website or touting how we were the first city agency to have a racial equity statement but by acting on it--changing the way we work, being intentional about these changes, making time for staff (leadership included) to commit to this work, standing up for artists of color when they have been wronged on our account, etc.”
- “It is under the assumption that all SFAC staff and SFAC commissioners are on the same page with the understanding of Racial Equity, which is false. Additional training and work time allocation are necessary to get SFAC [to] gain [a] better understanding of Racial Equity.”
- “I think capacity is a real big part of this. For some staff, it's often easier to just do things as they have always been done rather than taking a real critical eye on our practices. It also doesn't always seem like there is consistent buy-in throughout staff and there is a sense of POC staff having to ‘manage up’ on implementing a Racial Equity Plan.”
- “Despite how challenging this work is, I think we can be proud of the fact that we are the first City agency to adopt a racial equity statement and recognize the years of hard work that led up to that.”

1. HIRING AND RECRUITMENT

Identify, attract, invest in and retain a diverse city workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for diverse candidates and people with non-traditional backgrounds to apply, departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively with new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD, and community college systems will cultivate a rich pool of diverse candidates.

SFAC established its REWG around 2016, which brought together interested staff members to learn about racial equity topics that could be implemented in departmental practices. Subgroups were developed to focus on specific areas that required a focus on racial equity. One subgroup focused on hiring and recruitment. The formal arts field has historically lacked diversity, and staff seek to diversify the agency for future hiring and to cultivate internal talent for positions at SFAC. From 2016-2019, the REWG supported the development of a list of racial equity-focused interview questions and a list of relevant organizations and groups of people of color in the arts for outreach when new jobs become available.

A major issue that serves as a barrier to hiring and recruitment are the civil service classifications, specifically the 1840 series under which the majority of staff are classified. The general minimum qualifications for the 1840 series do not reflect the anticipated expertise for the roles at SFAC. An assessment of classifications and identification of desired qualifications for positions should be conducted to provide a succinct overview of the staffing needs of the agency. At the time of writing this plan in December 2020, there are six vacancies across SFAC, which dovetail with the City’s pandemic-induced hiring freeze. When hiring begins, SFAC wants to be prepared to implement a fair and equitable hiring process that is responsive to the needs of the arts and culture community that the agency serves.

DEPARTMENT GOAL

Create a comprehensive hiring and recruitment plan that focuses on increasing the diversity of the pool of candidates and hires with relevant artistic and culturally competent experiences; identify existing hiring barriers and create pathways and practices that increase racial equity at SFAC; utilize recent racial equity suggestions from the internal HR/workforce working group and develop policies to institute these suggestions in all future hiring and recruitment; and assess 2019 and 2020 hiring processes to analyze efficacy of said recommendations.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.</p> <p>Convene REWG members to discuss experiences of barriers that affected internal and external application processes in the recent past.</p>	<p>Staff time</p> <p>REWG</p>	Barriers assessment completed	Q1 2021	Hold staff sessions to identify experiences regarding conditions and barriers to hiring and recruitment.	Not started	<p>Sr. RE Analyst</p> <p>DHR rep</p>
<p>1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.⁴</p> <p>Review 2020 survey and hold a focus group discussion on results and how to improve it for distribution in March 2021.</p>	Staff time	<p>Survey administered annually</p> <p>Survey results included in the department annual review</p>	March, annually	<p>Sent in February 2020 and needs to be updated.</p> <p>Hold a REWG meeting specifically on the review, revision and distribution of annual staff survey.</p> <p>Present results at a staff meeting.</p>	<p>Completed</p> <p>Next survey: March 2021</p>	<p>Sr. RE Analyst</p> <p>Community Impact Analyst</p>
<p>1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the SFAC REWG.</p>	Staff time	Policy created, implemented and reviewed annually to maximize results	Q3 2021	Draft an equitable and inclusive hiring policy section within a general SFAC workforce document.		<p>Sr. RE Analyst</p> <p>DHR rep</p>

⁴ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.</p> <p>Workforce subgroup to create a standard recruitment process checklist.</p>	<p>Staff time, through REWG and subcommittee meetings on this topic</p>	<p>Development of a written process document</p> <p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Q2 2021</p>	<p>Draft an equitable recruitment policy section within a general SFAC workforce document.</p>	<p>In progress</p>	<p>Sr. RE Analyst</p> <p>DHR rep</p>
<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD, and community college systems that could feed into open positions.</p> <p>Review current draft of BIPOC arts organizations and associations. Save list on shared drive and include it in recruitment outreach plan for each opening.</p>	<p>Staff time, through assessment of current and future outreach plans</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Ongoing</p>	<p>Compile a contact list of non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD, and community college systems. Set up meetings to introduce SFAC and potential workforce opportunities.</p>	<p>Initial list developed, ongoing</p>	<p>SFAC REWG</p>
<p>1.2.3. Review, simplify and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life,</p>	<p>Staff time</p>	<p>Job descriptions display consistent and inclusive language</p>	<p>Q1-Q2 2021</p>	<p>Create a standardized job description which includes SFAC racial equity statement and section on relevant desired qualifications.</p>	<p>In progress</p>	<p>Sr. RE Analyst</p> <p>DHR rep</p>

education and professional experiences. Include multiple ways to apply to a position.

Candidate pool is increasingly more diverse in life, education and professional experiences

Deputy Director of Finance

Deputy Director of Programs

<p>1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary MQs for certain classifications to expedite hiring and allow for greater equity.</p> <p>Identify current vacancies and develop a list of desired qualifications that should be included in job descriptions. Prepare these points to be ready when hiring freeze is lifted.</p>	<p>Staff time</p>	<p>Applicant pool is increasingly more diverse in life, education and professional experiences</p>	<p>Q1-Q2 2021</p>	<p>Review minimum qualifications information with DHR. Assess if the MQs are relevant to the job classifications at SFAC. Work with leadership team to identify desirable qualifications that are more aligned to the work.</p>	<p>Started</p>	<p>Sr. RE Analyst DHR rep Deputy Director of Finance</p>
<p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.⁵</p> <p>Assess use of supplemental questions in recent hires, if any. Indicate times when such questions are to be used for which positions.</p>	<p>Staff time</p>	<p>Applicant pool is increasingly more diverse in life, education and professional experiences</p>	<p>Q2 2021</p>	<p>Assess use of supplemental questions in past hiring process, obtain feedback, and draft a policy that will be incorporated in general SFAC workforce document.</p>	<p>Not started</p>	<p>Sr. RE Analyst Program Directors</p>

⁵ Borrowed from: <https://www.cityofmadison.com/civil-rights/documents/RESJEquitabileHiringTool.docx>

<p>1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.</p>	<p>Staff time</p>	<p>Applicant pool is increasingly more diverse in life, education and professional experiences</p>	<p>Q2 2021</p>	<p>Develop general criteria and information for hard and soft skills required for the jobs. Assess and determine desirable qualifications that can be included in position description.</p>	<p>Not Started</p>	<p>Sr. RE Analyst Program Directors DHR Rep</p>
<p>1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.</p>		<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>N/A</p>	<p>Recruiters were only used for the Director of Cultural Affairs position. Relevant racial equity questions were asked during the selection of a recruiter for the DCA hiring process. Recruiters are not utilized for any other positions.</p>		<p>Deputy Director of Finance Deputy Director of Programs Commission Executive Committee</p>

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</p>	<p>Staff time for assessment Financial recommendations to be determined</p>	<p># of paid interns/fellows increases annually or meets department needs/capacity</p>	<p>Q4 2021</p>	<p>Assess past internships and budget for future internship and fellowship opportunities.</p>	<p>Not started</p>	<p>Sr. RE Analyst Deputy Director of Programs Program Directors</p>

<p>1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.</p> <p>Convene a group of staff members to brainstorm potential needs for internships and prepare a proposal regarding needs; identify staff required to support participants.</p>	<p>Staff time</p> <p>Financial recommendations to be determined</p>	<p># of Opportunities for All placements and mentors</p>	<p>Brainstorm, Q4 2021</p> <p>Identify potential opportunities, Q1 2022</p>	<p>Assess internal needs and availabilities to participate in the Opportunities for All program.</p>	<p>Not started</p>	<p>Deputy Director of Programs</p> <p>Program Directors</p>
<p>1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, and so on (e.g. SF Unified School District’s Career Pathways Program).</p> <p>Identify SFUSD schools, such as the Ruth Asawa School of the Arts and other programs, that might have potential students interested in SFAC work.</p>	<p>Staff time</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Q4 2021</p>	<p>Compile a list of institutions and programs to add to a recruitment list.</p>	<p>Not started</p>	<p>SFAC REWG</p>
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity and inclusion.</p>	<p>Staff time</p>	<p># of opportunities during internship/fellowship</p>	<p>Q1 2022</p>	<p>Include potential interns in SFAC staff REDI trainings.</p>	<p>Not started</p>	<p>SFAC REWG</p>

1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Staff time	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Q4 2022	Prepare an evaluation and tracking system for internship programs.	Not started	Sr. RE Analyst Community Impact Analyst
1.3.6 Review job classifications for all current staff to change/migrate particular classifications as appropriate, based on needs.	Staff time REWG	Specific REWG classifications meeting held Recommendations list developed	Q1 2022	List of comparable classifications compiled. Consultation with DHR representative and union reps to explore potential processes.	Not started	REWG DHR Rep DCA
1.3.7 Prioritize transition of Temporary exempt staff to Permanent exempt staff.	Staff time	Update meeting provided by DHR to staff waiting for PCS transition info # of transitions to PCS	Q1 2021	Staff in process of transitioning from TEX/PEX to PCS or conversions completed.	In progress	DCA DHR Rep

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Staff time	Standardized interview process with a set of inclusive interview questions	2020 & Q1 2021	Initial draft of questions developed and used for SFAC interviews in 2020 (Sr. Racial Equity Analyst and DCA positions).	Completed; ongoing additions to be made	Sr. RE Analyst DHR Rep

Workforce REWG subgroup to share list of RE interview questions with staff. Ensure the inclusion of these questions in every future interview.

Include interview questions in SFAC workforce document.

<p>1.4.2. Ensure a diverse hiring panel for each interview.</p> <p>Create a list of staff interested in participating in future hiring panels and create a checklist of desired panel make-up for interviews</p>	<p>Staff time</p>	<p>Demographic composition of panels</p> <p>Increase in diverse interview panels</p>	<p>Q2 2021</p>	<p>Include panel guide in SFAC workforce document.</p>	<p>In progress</p>	<p>DHR Rep</p> <p>Deputy Director of Finance</p> <p>Sr. RE Analyst</p>
<p>1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.</p> <p>Ensure completion of City training: “Fairness in Hiring Interviews for Panel Members”</p>	<p>Staff time</p>	<p>Interview panels will be increasingly more equitable, and conversations regarding racial equity can be easily had</p>	<p>Q2 2021</p>	<p>Begin to identify interested staff members who would like to participate in interviews.</p> <p>Ensure all interested staff will take the City’s training on implicit bias and hiring.</p>	<p>Not started</p>	<p>Sr. RE Analyst</p> <p>REWG</p>
<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p> <p>DHR is anticipated to implement a new applicant tracking system in 2021, which can provide application progress information.</p>	<p>Staff time</p> <p>Salesforce</p>	<p>Tool created and implemented</p> <p># of applicants increased</p> <p>Increased assistance to job seekers</p>	<p>2021/2022</p> <p>Monitoring after hiring freeze ends and when budget allows hiring</p>	<p>Develop tool and establish implementation and include it in SFAC workforce document.</p>	<p>Not started</p>	<p>Sr. RE Analyst</p> <p>Community Impact Analyst</p> <p>Deputy Director of Finance</p>

1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	Staff time	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing	Include this in SFAC workforce document to note internal outreach processes for job openings.	Ongoing	REWG Communications Director
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	Staff time	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Review process, Q3 2021	Work with DHR representative to identify potential causes for delays and note any inevitable bureaucratic barriers that departments have no control over. Recommend a service agreement that works with DHR and Art Commission Supervisors. Expectations on what will be provided each way re: timeline. (Pending DHR 2021 new platform coming for hiring.) Hold both supervisors and DHR accountable for timeline.	Not started	DHR Rep Deputy Director of Finance
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers. Review existing employee manual and orientation process and integrate racial equity points from this action plan.	Staff time	All new hires are processed similarly regardless of position	Ongoing, Q3 2021	DHR handles onboarding paperwork and Office Manager/team support internal onboarding process, document process, and include in SFAC workforce document. REWG can review the existing orientation process and make recommendations for potential changes.	In progress	Sr. RE Analyst DHR Rep Office Manager Deputy Director of Programs
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	N/A	Increase in number of diverse candidate pools Overall faster hiring times	N/A	Will review with DHR. Based on the majority of classifications in SFAC, rule of 10 is already used in 184x series. Include request for rule of 10 from union(s) for all PBTs for 182x and other series. Include this request in SFAC workforce document.	Ongoing	DHR Rep DCA

2. RETENTION AND PROMOTION

Our workforce is our largest asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits, and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented BIPOC employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

In terms of retention and promotion, SFAC has limited opportunities for promotion based on two factors: the smallness of the agency and the series of classifications that the agency administers. While agency size is outside the scope of this racial equity plan, classifications are worth considering in some detail. A key example of this is the 3549 classification, which constitutes an Arts Program Assistant. This is a lone classification that is not part of a broader series, meaning that there is no promotion potential for the five SFAC positions that are classified as 3549s. Within the past few years, a decision was made by the leadership team to convert the 3549 Arts Program Assistant position into the 1840 Administrative Assistant position, so that the promotion potential of the 1840 series could be leveraged. This conversion has not yet fully taken place. More than half of all current SFAC staff are in the 1840 series, constituting approximately 20 positions. In the 1820s Administrative Analyst series, there are currently 4 positions. Staff tenures are variable, with a number of staff members staying for over 20 years while others are more recent arrivals. In the aforementioned staff survey conducted in February 2020, approximately 53% of staff indicated that they have been with the agency for more than 5 years, while approximately 47% indicated that they have been with the agency fewer than 5 years. There has historically been a high turnover of staff members at the Program Associate level, some of whom are classified as 3549s. Many of these issues remain to be redressed, and our goals as stated below attempt to do so.

DEPARTMENT GOAL

Reexamine SFAC structures and policies around retention and promotion to ensure the availability and efficacy of opportunities for equitable advancement.

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs. Current City policies request that departments meet a ten percent quota of staff to serve as DSW workers. For SFAC this means that there are 3-5 staff members on DSW duty. Only 1-2 staff members report in person to the COVID Command Center, while others conduct DSW work remotely.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ⁶	Staff time	Tracking mechanism implemented Demographic data analyzed	Ongoing during pandemic	Establish a document and work with HR representative to update it quarterly. Assess the data in March 2021.	Ongoing Deployment tracked by Deputy Director	DHR Rep Deputy Director of Programs Sr. RE Analyst
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Staff time	Budget analysis completed Strategies developed and published	Q2 2021	Include lessons learned in SFAC workforce document under the section “DSW-2020.”	In progress	DHR Rep Deputy Director of Programs Finance team
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.		PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Ongoing	Request for PPE protocol at CCC. All current SFAC staff that are deployed work from home or work at the CCC.	Ongoing	DHR Rep Deputy Director of Programs

⁶ Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

The majority of SFAC staff assigned to DSW duty work remotely. For those working at the CCC, PPE and other protocols are followed.

<p>2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>		<p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed</p> <p>Increased employee awareness of additional benefits</p>	<p>Ongoing</p>	<p>Request guidance from DHR – DHR issued updates to compensation for DSW workers in Q4 2020.</p> <p>SFAC DSW workers have schedules determined between SFAC and CCC DHR.</p>	<p>Ongoing</p>	<p>DHR Rep</p> <p>Deputy Director of Programs</p> <p>Finance team</p>
<p>2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers (e.g. graveyard shifts).</p>		<p>Caretaking and safe transportation sections included in DSW deployment protocol</p>	<p>Ongoing</p>	<p>Request guidance from DHR regarding best practices from departments and COVID Command Center on these matters.</p>	<p>Ongoing</p>	<p>DHR Rep</p> <p>Deputy Director of Programs</p>

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity, recognizing the difference between art world salary standards and equivalent CCSF salary standards.</p>	<p>Staff time</p>	<p>Pay inequities are reduced and aligned annually after salary data is reviewed</p>	<p>Q3 2022</p>	<p>Request for DHR comments. SFAC staff are in civil service positions that have standard payment levels. Assess salary step info and when employees came into the City. Standardize how salaries are negotiated when entering into the City for future employees.</p>	<p>Ongoing</p>	<p>DHR Rep</p> <p>Deputy Director of Finance</p>

2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies (e.g. parental leave policy, short-term disability).	Staff time	Benefits provided are annually improved	Q3 2022	Identify and assess any benefits offered that are beyond Citywide benefits. Review benefits utilization and ensure that employees know what benefits are available and how to access them.	Ongoing	DHR Rep Deputy Director of Finance Office Manager
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Staff time	PTO policy is annually improved # of staff taking PTO increases	Q3 annually	Identify use of PTO and if there is access to comp time or other forms of PTO. Review how PTO is granted and ensure an equitable and adequate plan for backup and coverage to ensure that time off is actually time off for the employee.	Ongoing	DHR Rep Senior Accountant

2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Staff time	Increase in knowledge about raises and promotions	Q2 2022	Request DHR comments. Raises are built into classifications and promotions are not always available if there is no position open/available within the agency.	Not started	DCA Deputy Director of Finance
2.3.2. Develop a formal and transparent process for raises and promotions.	Staff time	Increase in staff feedback about promotion and raise process	Q4 2021	Work with DHR and leadership to determine if there are opportunities for raises and promotions within civil service rules.	Not started	DCA Deputy Director of Finance DHR rep

<p>2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.</p> <p>Given current vacancies, identify the existing methods of distribution of tasks and ensure that staff include roles in PPARs. Propose policies to address standing issues associated with “acting/interim” positions.</p>	Staff time	<p>Acting/interim staff process included in internal policies and processes</p> <p>Increased awareness of process for acting/interim staff</p>	Q1 2021	<p>Assess current realities of the agency and create feedback/recommendations and lessons learned from the interim experience.</p> <p>Current work should be identified and elaborated in employee PPARs to note the additional level of work being conducted. Accountability measures should be put into place for future “acting/interim” cases.</p>	Not started	<p>DCA</p> <p>Deputy Director of Programs</p> <p>DHR Rep</p>
<p>2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.</p>	Staff time	Reversal of diversity drop-offs in 182x classifications	Q3 2021	<p>Request DHR comments and discuss current classification series with new DCA.</p> <p>Hold staff discussion on interest in exploring jobs in other departments, refer staff to Citywide trainings on internal recruitment and hold an info session on basic application processes.</p>	Not started	<p>DCA</p> <p>Deputy Director of Programs</p> <p>DHR Rep</p>
<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	Staff time	Identify “dead end” classification and revise	Q3 2021	<p>Request DHR comments for assessment of “dead end” classifications.</p> <p>Hold a group discussion on the realities of their classifications and identify professional development opportunities to help prepare staff for work within and beyond SFAC.</p>		<p>DCA</p> <p>Deputy Director of Programs</p> <p>DHR Rep</p>

3. DISCIPLINE AND SEPARATION

The path to termination is filled with bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.⁷ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.⁸ Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

At SFAC, a number of recent staff transitions have occurred. Over the past two years, at least 8 staff members have left the agency. Of these, 50% were BIPOC-identifying individuals. Some of these individuals were in significant leadership or high-profile positions, such as the racial equity analyst, as well as multiple directors of the agency or particular programs. A significant lack of understanding and closure regarding these departures, some of which were sudden, has negatively impacted staff morale. Additionally, there is no system in place to track separation from the agency, nor is there any kind of systematized exit interview process. This means that institutional knowledge and concerns leave with an individual when they depart. As such, the immediate objective of the goals outlined below is to better equip and prepare staff who are impacted by such departures. These goals also seek to put in place practices that facilitate a smooth transition, especially if rehiring is not immediately possible, as is the case with the current pandemic-induced hiring freeze.

DEPARTMENT GOAL

Understand departmental discipline & separation policies; assess and clarify these policies; determine the impact of recent experiences of separation; and develop a process to ensure smooth transitions for employees and staff in general.

⁷ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015): <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>

⁸ Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p> <p>Hold initial staff discussions to understand employee perceptions on discipline.</p>	Staff time	<p>Create tracking mechanism</p> <p>Analyze data annually</p> <p>Increase accountability in disciplinary actions</p>	Q2 2021	<p>Discuss with DHR representative to understand how to confidentially track this type of information.</p> <p>Annual or bi-annual discussion can be held to provide qualitative data and to make recommendations. Focus on retention and advancement efforts.</p>	Not started	<p>DCA</p> <p>Deputy Director of Programs</p> <p>DHR Rep</p> <p>Sr. RE Analyst</p>
<p>3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p> <p>Obtain demographic data on staff that left SFAC since 2018.</p>	Staff time	<p>Create tracking mechanism</p> <p>Analyze data annually</p>	Q1 2023	<p>Discuss with DHR representative to understand how to confidentially track this type of information.</p> <p>Annual or bi-annual discussion can be held to provide qualitative data and to make recommendations.</p>	In progress	<p>Deputy Director of Programs</p> <p>DHR Rep</p>
<p>3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation, drawing on citywide standards.</p>	Staff time	# of trainings completed annually	Q4 2021	Identify department discipline and separation policies for assessments. Consult with DHR representative.	Not started	<p>Deputy Director of Programs</p> <p>DHR Rep</p> <p>Sr. RE Analyst</p>
<p>3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve</p>	Staff time	Human resources trained on alternative dispute resolution	Q4 2022	Understand relevant DHR processes and assess if SFAC has different processes. Identify existing resources within the City. <i>Note: DHR</i>	Not started	Deputy Director of Programs

interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.

of staff who participate in DHR mediation trainings

will soon be launching a mediation project/system.

DHR Rep

Sr. RE Analyst

Offer staff the opportunity to participate in mediation training in 2021.

REWG

3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.

Staff time

Reduction of racial disparities in disciplinary actions

Q4 2021

Refer to DHR policies for guidance and review any existing SFAC policies.

Not started

DCA

DHR Rep

3.1.6 Recommend an exit interview process.

Staff time

Development of an exit interview guide/process

Q2 2021

After a staff discussion on SFAC transitions, form a group to draft an exit interview guide/process to present to the larger REWG.

Not started

Sr. RE Analyst

Review any past processes

REWG

4. DIVERSE AND EQUITABLE LEADERSHIP

An equitable workplace starts with diverse leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.⁹ In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.¹⁰ Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

Over the past 30 years, 50% of those serving as permanent DCA have been BIPOC. This energy has been maintained during 2020, as staff worked hard to ensure that racial equity and diversity were prioritized in the search for the new agency director. Staff transitions and a culture of silos and divided programs have affected overall communication between and among staff. General staff discussions have alluded to a distrust of leadership. Weekly staff meetings have attempted to increase communication between staff members, but the challenges of working remotely through the pandemic have remained. Staff members have attempted to improve the agency's work culture by incorporating more opportunities for discussion and connection, such as weekly coffee breaks, consistent staff meetings, rotating facilitation of staff meetings, and diversified report-outs from each program. One learning that remains ongoing comes from ways to think about how to better address racial equity issues of concern in a timely manner.

DEPARTMENT GOAL

Foster opportunities for open communication between management and staff, implementing an inclusive and confidential feedback process to provide input.

⁹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019): <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>

¹⁰ Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Staff time	% increase in diverse leadership	Q1 2021	Include hiring and recruitment policy in general SFAC workforce document.	In progress	Sr. RE Analyst DHR Rep
4.1.2. Commit to ongoing racial equity training and development for leadership.	FY 2020 allocation of \$10,000 Due to COVID, this training was postponed	# of training & development completed by leadership per quarter	Q3 2021 Ongoing	Plan out racial equity trainings annually and work with staff to identify needs and types of sessions needed.	In progress Rescheduling annual training	DCA Sr. RE Analyst
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public facing reporting.	Staff time	Senior leadership demographic included in the department annual report	Annual reporting period	Collect relevant demographics and include in annual report. Hold a staff/community discussion on the perception of racial equity in leadership to provide qualitative input.	Completed	Sr. RE Analyst Community Impact Analyst Communications Director
4.1.4. Implement a simple process to submit confidential input to senior leadership. Develop a plan to respond to such input. ¹¹ Initial discussion with REWG regarding communications needs has happened and further development of a process is required.	Staff time	% of staff aware of the process	Q2 2021	Create an internal communications process and create a demo to share at a staff meeting.	In progress	Sr. RE Analyst REWG

¹¹ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

4.1.5 Additional managerial support and training for BIPOC managers in the 1844 classification.	Resources TBD based on budget and other potential City Resources	# of trainings and coaching sessions Improved management relationships and practices	Q2 2021	Work with leadership to identify resources to support BIPOC managers in middle management 1844 positions. Work with ORE, DHR, and other networks to identify potential training and coaching opportunities.	Not started	Sr. RE Analyst Deputy Director of Programs Senior Accountant DHR Rep
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5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an employee's needs are met, so are the department's needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize that having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.¹² By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline that retains employees to one day fill leadership positions.

In terms of mobility, most staff on the Community Investments team have expressed concerns about limited mobility, while most of those within the Public Art/Collections programs have experienced growth, moving from the 1840 classification upwards. Opportunities for promotion are limited based on the series of classifications available, but also based on the number of new positions available. Because SFAC is a small department with a small budget, new positions into which junior-level staff can move take longer to open up than is ideal, as a consequence of the few higher-level positions remaining filled. This phenomenon is compounded by a lack of discussion about mobility to other City positions. Some staff have expressed interest in learning more about opportunities to prepare and apply for other City jobs, since SFAC's small size can result in fewer opportunities for upward movement.

In terms of professional development, SFAC has an ongoing program where staff are allotted \$500 per year to use for professional development purposes. A standard form and supervisor approval is required to utilize these funds. It is recommended that staff use these funds after exhausting union funds available to them. Professional development is tracked for accounting purposes, but it is not tracked for general departmental learning. The majority of professional development funds were used for travel to conferences and working remotely has stopped all work travel. Yet virtual conferences have proven to be more accessible and this year more staff members were able to participate in conferences that only a few people have been able to attend in the past. More staff discussions should occur to find other ways to engage in professional development remotely.

DEPARTMENT GOAL

Assess and track the internal professional and skills development program; ensure that professional development opportunities are equitably available and that there are alternative forms of professional development trainings that acknowledge employee limitations (time/resources/family obligations, etc.).

¹² Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020): <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal PD training for all staff regardless of full-/part-time status or seniority. Determine relevant trainings and opportunities that staff would propose to develop a formal training curriculum.	SFAC Professional Development Fund Union Tuition Reimbursement	# of available professional development opportunities # of completed trainings	Ongoing	Create a reference document with relevant training opportunities. Hold a series of professional development focused discussions with REWG to develop a resource and a potential curriculum that would support SFAC staff.	Not Started	DCA Deputy Director of Programs
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments. Assess current professional development processes.	SFAC Professional Development Fund	# of external conferences attended	Q3 2021	Assess current professional development processes to ensure accessibility of information for all staff. Develop an assessment document that highlights ways to improve professional development information and access for all staff.	Not started	Finance Team REWG Office Manager
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	SFAC Professional Development Fund	# of staff enrolling in and completing extended learning \$ dedicated to extended learning annually	Ongoing	Track professional development opportunities and staff who utilize them. Provide budget report on budget allocations and use.	Ongoing	Deputy Director of Finance Finance Team
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	Staff time SFAC Professional Development Fund	# of staff participating in outside events or opportunities	Ongoing	Track professional development opportunities and staff who utilize them. Encourage staff to share opportunities via emails or at staff meetings.	Ongoing	Sr. RE Analyst REWG

5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Salesforce	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Q1 2022	Track professional development opportunities and staff who utilize them.	Not started	Leadership team Finance Administrator
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5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Institutionalize the annual performance evaluation (PPAR process) for all staff, part-time and full-time. Highlight advancement opportunities.	Staff time	Bi-annual performance evaluation program to all staff	Q1 2021	Incorporate professional development goals in PPAR. Discuss PPAR changes with leadership team.	In progress	DCA DHR Rep Deputy Director of Programs
5.2.2. Create a mentorship program between senior and junior level staff, in which senior staff learn skills held by junior staff and junior staff learn about professional development from senior staff.	Staff time - REWG discussion	# of mentorship programs per year # of meetings per program cycle	Q4 2021	Identify potential opportunities for and interest in a mentorship program.	Not started	Sr. RE Analyst REWG Leadership team
5.2.3 Establish monthly brown bag sessions (to be delivered by various staff) on common topics of interest that create a consistent space of knowledge sharing.	Staff time - REWG discussion	# of brown bag sessions Assessment/Resource document	Monthly	Brown bag REWG subgroup will be reinstated and planning meetings will commence.	To be reinstated in 2021	Sr. RE Analyst REWG

5.2.4 Increase opportunities for non-leadership staff to represent the agency in external, public-facing arts events and programming.	Staff time	Development of a standard training guide # of participants trained in SFAC communications	Q4 2021 training	Identify opportunities for public outreach and create a list of interested staff. Work with Communications Working Group to develop key SFAC talking points/guide and training.	Not started	REWG Communications Working Group
5.2.5 Increase frequency with which junior-level staff attend interagency meetings, which often remain in the purview of senior staff.	Staff time	Development of a pilot or process for junior level staff to accompany senior staff at meetings.	Q3 2021	Identify potential opportunities and create a list of interested staff. Discuss and collaboratively create opportunities to support staff development.	Not started	REWG Leadership team

5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit ADA or other accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	Staff time	Process developed % of staff aware of accommodation process # of accommodations made increased	Q1 2021	Include accommodation process in SFAC workforce document and employee handbook.	In progress	Office Manager
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff time	Accommodations discussed and recorded during bi-annual performance evaluation process	Q1 2021	Include staff needs in PPAR or other internal workplan process.	In progress	Sr. RE Analyst Deputy Director of Programs Program Directors

<p>5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g. department celebration, affinity groups).</p>	Staff time	Improvement in overall staff mental health, increase in staff feedback	Q2 2021	<p>Refer to office manager and identify needs within a remote work environment.</p> <p>Conduct a survey or hold discussion at a staff meeting to generate ideas.</p>	Ongoing	Office Manager Sr. RE Analyst
<p>5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Centering the most vulnerable individuals (e.g. transportation stipends, exercise stipends, childcare, flexible work schedules).</p>	Staff time	<p>Assessment performed annually</p> <p>\$ set aside for accommodations</p> <p>Increase in staff awareness of accommodations</p>	Q2 2021	<p>Provide space to discuss this topic at REWG meetings and document findings.</p> <p>Produce a specific document based on lessons learned and needs while working remotely.</p>	Not started	Office Manager Sr. RE Analyst Community Impact Analyst REWG
<p>5.3.5. Respect religious and cultural practices of employees.</p>		Improvement in overall staff mental health	Q2 2021	<p>Supervisors can identify any accommodations requests based on religious or cultural practices.</p> <p>Hold staff discussion to generate any feedback and ideas on this subject.</p>	Not started	Office Manager Sr. RE Analyst
<p>5.3.6 Consider normalizing and making available work-from-home policies and practices.</p>		<p>Opportunities for flexible schedules</p> <p>New memo or policy regarding SFAC practices</p>	Q3 2021	<p>Hold a staff discussion/meeting on remote working. Document feedback and recommendations for future and present to DCA.</p>	Not started	Office Manager Sr. RE Analyst DCA All Staff

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a diverse workforce is just the first step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, but it also permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately center whiteness.¹³ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

There have been significant accomplishments in improving work culture at SFAC over the past few years. Opportunities provided through spaces such as the REWG increased the ways that staff from all programs are able to work together on agencywide matters. Staff has expressed interest in increasing cross programmatic work. Communication and trust are key elements for an effective and strong organizational culture. Transitions of staff and working-from-home during the pandemic has affected the general understanding of decision making and day-to-day interactions between coworkers. Holding consistent weekly staff meetings where all staff are on camera helps with regular communication. Continued discussion on how to increase communication and connection amongst staff is required as remote working continues in the new year.

DEPARTMENT GOAL

Establish mindful communication practices and develop an internal communications protocol that can address important issues in a timely manner; identify and assess recent challenges and lessons learned that have affected organizational culture; promote communication practices that address staff needs with an emphasis on remote working; and continually assess and improve the relationship between SFAC staff and Commissioners.

¹³ Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019): https://ssir.org/articles/entry/the_bias_of_professionalism_standards

6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging. Consider developing an accountability statement that is publicly accessible.</p> <p>REWG meetings will support annual agencywide assessment and programmatic evaluations have begun, based on strategic planning and RE action plan.</p>	Staff time	Department mission, policies, and procedures are updated and available	Ongoing	<p>Review RE Action Plan, SFAC Employee Manual, and other relevant documents to align goals.</p> <p>Hold meetings on establishing a new accountability statement with staff, DCA, and commissioners.</p>	In progress	<p>Sr. RE Analyst</p> <p>REWG</p> <p>Commission</p> <p>DCA</p>
<p>6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.</p>	Staff time	Regular, scheduled meetings with RE Team to implement RE Action Plan	Ongoing	Reconvene REWG and determine committees based on Action Plan.	Group established	<p>Sr. RE analyst</p> <p>REWG</p>
<p>6.1.3. Develop an RE Action Plan that is updated regularly and available to the public.</p>	Staff time	RE Action Plan is published on department website	Ongoing	Continuously review and create implementation plan where all staff is assigned to a role.	In progress	<p>Sr. RE Analyst</p> <p>Community Impact Analyst</p> <p>REWG</p>

6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff time	Ongoing reporting	Ongoing	Incorporate regular bi-weekly racial equity updates during staff and monthly commission meetings.	In progress	Sr. RE Analyst
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Staff time	Identification and establishment of spaces	Q1 2021	Identify interest and opportunities for the creation of affinity spaces.	Not started	Sr. RE Analyst REWG
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity, such as those offered by the Government Alliance on Race and Equity or other relevant groups.	Staff time	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Ongoing	Create an ongoing accessible resource where staff can share information on racial equity trainings, conferences, and other relevant opportunities.	In progress	Sr. RE Analyst REWG
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging. Annual racial equity staff survey includes questions regarding work culture.	Staff time	Annual survey with disaggregated data and feedback	Q1 2021	Include organizational culture of inclusion and belonging in annual staff survey. Review current survey questions; REWG can propose updated questions and inform the process in general.	In progress	Sr. RE Analyst Community Impact Analyst Office Manager
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Staff time	Increase in staff engagement	Q4 2021	Assess current artwork in office. Collections team will help review and present at a staff meeting.	In progress	Collections team Sr. RE Analyst

6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff time	Increase in staff feedback, participation, and response to communications	Ongoing	Department mailing list is updated for new and departing staff.	Completed	Communications Director Communications Working Group Office Manager
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff time	Ongoing staff participation and feedback	Ongoing	As of April 2020, staff meetings encouraged each program team to rotate people who report out. Assess how this works and include a question on the diversity of speakers at staff meetings in annual staff survey.	Ongoing	Office Manager Sr. RE Analyst
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to internally share information. Communications Working Group to review current practices.	Staff time	Ongoing staff participation and feedback	Q3 2021	Utilize existing digital spaces such as teams and staff listserv to share information. Identify physical spaces upon return to the office in 2021.	Ongoing	Office Manager Sr. RE Analyst Communications Director
6.2.4 Develop a detailed and standardized communications process for information that needs to be shared with the public.	Staff time	Development of a standard process & updated communications manual	Review lessons learned in Q2 2021 Plan developed in Q4 2021	Review current communications manual and practices. Include racial equity considerations with lessons learned from 2020 and establish guidelines.	Not started	Sr. RE Analyst Communications Director RE and Communications Working Groups

6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Staff time	Protocol distributed internally and with any outward-facing interactions	Q2 2021	Assess common meeting spaces and draft overall accessibility protocol.	In progress	Office Manager Communications Director ADA Coordinator
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards, taking into account staff and visitors with disabilities, seniors, and families (e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces).	Staff time	A plan for physical space improvement \$ funding secured Successful implementation	Q2 2021	Assess common meeting spaces and draft overall accessibility protocol. Include recommendations or findings in assessment document.	In progress	Office Manager Communications Director ADA Coordinator
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards, taking into account staff and visitors with disabilities (e.g. plain-text messages, recordings with captions, accommodations for blind or low-vision individuals, accommodations for Deaf people).	Staff time	A plan for digital improvement \$ funding secured Successful implementation	Q2 2021	Utilize any tools provided by the Mayor’s Office of Disability and assess all internal and external SFAC communications platforms.	In progress	Office Manager Communications Director ADA Coordinator
6.3.4. Invest in translation services, in addition to those available via the Office of Civic Engagement and Immigrant Affairs.	Current annual Language Access Ordinance (LAO) expenditure of \$3500	# increase in translated materials	Q2 2021	Assess translation needs and develop LAO plan.	In progress	LAO liaison Office Manager

6.3.5. Encourage individual forms of inclusive identity expression (e.g. honoring gender pronouns, relaxing or modifying dress code).	Staff time	Increase in staff using inclusive identity expression, second nature	Ongoing	Incorporate ideas for inclusive identity expression in onboarding and provide opportunities to reinforce these ideas during staff meetings.	Ongoing	Office Manager REWG
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	Staff time	Accommodation information infused throughout department touchpoints (e.g. website, event announcements) Provide closed-captioning by default Increased digital equity (e.g. access) for all employees	Q2 2021	Ensure that accessibility information is available online and at all front desk areas. Train staff to understand and incorporate accessibility in their work.	Ongoing	Office Manager Communications Director ADA Coordinator

6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Staff time	Community will have an impact on all department projects	Q2 2021	Assess current practices and create a recommendations memo regarding communications and public engagement. Connect with existing citywide Racial Equity in the Arts Working Group (REAWG) for community feedback.	Not started	Sr. RE Analyst Communications Working Group REWG

6.4.2. Find opportunities to invest into and support the communities that the department serves. Expand SFAC's Community Ambassador program to be operational agencywide.	Staff time	Development of priority document that staff can refer to for outreach planning	Q2 2021	Identify opportunities for investment and work with programs to understand the constituents served. Request input from citywide REAWG. Review Community Ambassador assessments, and hold department wide meeting.	In progress	Communications Director Deputy Director of Programs REWG
6.4.3 Improve relationships with external commissioning departments, such that SFAC is able to attend community meetings earlier on in the commissioning process.	Staff time	# of meetings attended	Q1 2022	Public Art will identify project timelines and plans with partner agencies and request information on public meetings about the project in order to plan for outreach.	Not started	Director, Public Art/Collections SPO, Public Art
6.4.4 As projects require, build pre-approved artist registries for the various neighborhoods in San Francisco, to increase representation from neighborhoods with large BIPOC communities (Bayview, Mission, etc.).	Staff time	Assessment document Timeline determined for potential implementation	Q2 2021	Assess past experience regarding artist registries and work with staff to determine feasibility of this process.	In progress	Director, Public Art/Collections SPO, Public Art
6.4.5 Redistribute resources to ensure equitable care of artworks across all San Francisco neighborhoods.	Staff time DataSF support	Assessment mapping of current resource allocation	Q1 2023	Collections staff will collate historical information on resource distribution and will produce findings and potential equity recommendations.	In progress	Director, Public Art/Collections Senior Registrar, Collections
6.4.6 Sustain community engagement between commissioning and unveiling of artwork, through attendance at community meetings and updates to community stakeholders.	Staff time	# of events attended	Ongoing	Determine opportunities for community engagement and propose a staff policy that supports attendance.	Ongoing	Director, Public Art/Collections SPO, Public Art PMs, Public Art

6.4.7 Institutionalize and concretize grantee site visits as part of work activities for the Community Investments team.	Staff time	# of site visits	Ongoing	Assess current site visit practices and identify opportunities for improvement that can be integrated into a future policy.	Ongoing	Director, CI SPO, CI POs, CI
6.4.8 Assess the feasibility of transforming CI's Community Ambassadors program into a department wide project in order to invest in community liaisons who can cross-programmatically advocate for and link the Arts Commission to marginalized BIPOC and other communities.	Staff time	Assessment document and feasibility timeline	Q4 2021	Hold REWG meeting about the Community Ambassador program and ask CI to present. A committee can be formed to write a proposal on a future program for overall SFAC public engagement.	Not started	Director, Public Art/Collections Commission Secretary Commissioners Senior Racial Equity and Policy Analyst Director, CI

7. BOARDS AND COMMISSIONS

An equitable workforce starts with equitable decision making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bylaws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to people of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

The work of San Francisco Arts Commission is overseen by the Director of Cultural Affairs and a commission made up of fifteen members appointed by the Mayor. Commissioners are active members on committees that approve and discuss significant elements of the work of the department, which include the approval of community investment grants/public art commissions and the review of designs on public City property. The artistic and community expertise of commissioners provides valuable insight, and staff work closely with members who sit on the committees most relevant to their programs.

The Commission approved the racial equity statement developed by staff in 2018 and will be updated on the progress of this racial equity action plan. The recent events around the Maya Angelou project proved to be a learning moment where the role of City Hall and decisions made at Commission level were not clearly communicated or understood by the public or the staff, lessons that will be shared with the new DCA who will join SFAC in early 2021. Racial equity became a touch point during 2020, as members of the public made clear their demands for commissioners to undergo racial equity training. The staff and commission are committed to participating in trainings, in order to establish and meet racial equity goals that ensure equitable decision making and communication.

DEPARTMENT GOAL

Assess and take into account recent lessons learned and improve communication between Commission, staff and community. Ensure alignment of Commission decision making with SFAC racial equity action plan, and incorporate lessons learned to ensure transparent and responsive decision making.

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.</p> <p>Bylaws were reviewed in 2019 and will be reviewed again with the new DCA by June 2021 to align with the SFAC Racial Equity Action Plan.</p>	Staff time	Bylaws, rules of order, and other procedures successfully amended	Q3-Q4 2021	Leads will review latest bylaws and recommend any changes.	In progress	<p>DCA</p> <p>Commission Secretary</p> <p>Sr. RE Analyst</p>
<p>7.1.2. Collect current board and/or commission demographic data and include in the department annual report.</p> <p>A new template that describes pertinent public information of all commissioners including area of expertise and demographics (race, gender, and sexual orientation) will be developed.</p>	Staff time	<p>Annually collect board/commission demographic data</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Greater racial and gender equity in board and/or commission members</p>	<p>Q1</p> <p>Annually</p>	Mayor's office holds Commission data. Request for information will be made and included in 2021 annual report.	In progress	<p>Sr. RE Analyst</p> <p>Commission Secretary</p> <p>DCA</p>
<p>7.1.3. Have board/commission adopt a resolution around racial equity.</p>	Staff time	Resolution adopted	Q1 2022	Commission to work with staff in proposing resolutions.	Not started	<p>Commission Secretary</p> <p>DCA</p> <p>Commission leadership</p>

7.1.4. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff time	Participatory budgeting processes Community advisory working groups Issue-specific task forces	Q4 2021	Identify relevant issues and opportunities for potential cross-collaboration with relevant communities, boards, task forces, etc.	Not started	Commission Secretary DCA Commission leadership
7.1.5. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ¹⁴	Staff time	Resolution adopted	Q1 2022	Confer with other commission secretaries and confirm Citywide language and process. Prepare resolution with DCA and Commission leadership.	In progress	DCA Commission Secretary Commissioners Sr. RE Analyst
7.1.6. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Staff time	Greater racial and gender equity in board and/or commission members	Q1 2022	Confer with other commission secretaries and Mayor's office to determine process around implementation.	Not started	Commission Secretary
7.1.7. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Staff time	# of policies passed with RE lens Budget equity completed	Q1 2022	Will seek guidance from consortium of Citywide Commission secretaries and Mayor's office. Develop a racial equity check-list for decision making practices that can be applied to Commission discussions and decisions.	Not started	Sr. RE Analyst Commission Secretary DCA

¹⁴ For more on Ramaytush Ohlone land acknowledgements, see here: <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

In 2021, the DCA, Sr. RE Analyst, and Commissioners will compile a list of relevant racial equity tools that could be adopted for decision-making and discussions. Tools to be considered may include: the Government Alliance on Racial and Equity Racial Equity Tool, Cultural Equity on the Public Art Field, and other relevant practices developed within the relevant communities.

Commission leadership

7.1.8. As specified by the City Charter, the Arts Commissioners are appointed by the Mayor and SFAC does not have control over new appointments. However, the DCA, staff and existing commissioners will develop a list of recommendations that can be submitted to the Mayor for consideration when vacancies are available or on the horizon.

Staff time

of diverse board/commission members

Ongoing

Commissioners are appointed by the Mayor. Determine method to provide recommendations for vacancies.

Not started

Commission Secretary

DCA

Work with current and past commissioners and staff to populate a list of people to recommend to the mayor's office.

Commission leadership

A recommendations list will be submitted along with the document described in 7.1.2 to provide an overview of the current make-up of the Commission.

7.1.9. Implementation of a new survey for past and current commissioners to identify experiences on the commission and suggestions to improve racial equity practices that will inform the updated orientation for new Commissioners.

Staff time

Updated racial equity section for Commission orientation.

Q4 2021

DCA, Commission secretary and Sr. RE Analyst will draft a survey that will be shared with the Commission President.

Not started

Sr. RE Analyst

Commission Secretary

DCA

General presentation of results at a Full Commission meeting

Commission leadership

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, and others (e.g. ASL interpretation, video conferencing, food during meetings, translations).</p> <p>Review current accommodations requests protocols that accompany public meeting notices. Include this process in Commissioner orientation and in executive secretary reminders.</p>	Staff time	<p># of diverse board/commission members</p> <p>% of board/commission retention</p> <p>Implementation of inclusive protocols</p>	Q1 2021	<p>Accommodation requests already exist in Commission orientation.</p> <p>Review current protocols and update accordingly</p>	Ongoing	<p>Commission Secretary</p> <p>DCA</p>
<p>7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.</p> <p>Identify annual SFAC Racial Equity training and include Commissioners.</p> <p>Ensure Racial Equity one-on-one session with Sr. Racial Equity Analyst and new Commissioners during onboarding.</p>	Staff time	<p># of completed training per quarter</p> <p>Increased participation rate</p>	Q3 2021	<p>Will seek guidance for Citywide requirements for implicit bias and racial equity training for commissioners.</p> <p>Implicit bias annual online training is already implemented.</p> <p>Update onboarding process accordingly.</p>	Ongoing	<p>DCA</p> <p>Commission Secretary</p> <p>All commissioners</p>

7.2.3. Develop a mentorship program between newer and more experienced board/commission members. In 2021, the DCA and Commission Secretary will work with the Commission President to plan out racial Equity mentorship program.	Staff time	Increased board/commission retention Member experience satisfaction survey	Q1 2022	Will review models and seek resources from other comparable programs.	Not started	DCA Commission President Commission Secretary
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7.3. Ensure alignment of SFAC Racial Equity Action Plan with Commission Activities

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. Racial Equity Updates will be included as a standing agenda item at monthly Executive Committee meetings to provide information on progress of the Racial Equity Action Plan. A quarterly update of the SFAC Racial Equity Action Plan will be presented to the full commission. Presentation and updates will be delivered by staff at said meetings.	Staff time	Attendance and presentation at executive and full commission meetings. # of policies and issues related to racial equity that are heard, reviewed, and/or implemented	Monthly for EC and quarterly for full commission	Staff REWG and Sr. RE Analyst will prepare reports along with guidance from DCA and Commission secretary.	In progress	Commission Secretary DCA Sr. RE Analyst
7.3.2. For January 2022, the Arts Commission will include a racial equity component as a category	Staff time	100% participation by Commissioners and staff	Q1-Q2 2022	Commission Secretary and Sr. RE Analyst to develop survey and distribute to Commissioners and Staff.	Not started	Commission Secretary DCA

on the annual performance evaluation of the SFAC Director of Cultural Affairs (DCA).

A survey regarding an assessment of the DCA racial equity goals will be shared with the commissioners and staff.

Closed session held by executive committee

Closed executive committee session will be scheduled and conducted.

Commission President

<p>7.3.3. SFAC will institute one regular annual Full Commission meeting at a Cultural Center or community-based organization, rotating neighborhoods each year. These meetings will provide opportunities for community-based discussions on relevant public arts and culture</p>	<p>Staff time Use of community spaces</p>	<p># of meetings in community # of participants in community meetings</p>	<p>Ongoing</p>	<p>Work with Cultural Centers and Commission to discuss an annual plan for meetings in communities.</p>	<p>Not started</p>	<p>Commission Secretary DCA REWG</p>
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APPENDIX A

Vulnerable Populations Engagement Assessment (submitted July 2020 to ORE)

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
<p>Historically Underserved Populations</p> <p>Please see grantee list here</p>	<p>Funding through grant support.</p> <p>Public community engagement occurs at every level of the grant process from the outreach of grant opportunities to technical assistance in applications to the selection process.</p>	<p>FY19-20 66%</p>	<p>In the current financial crisis, hotel tax revenue has significantly decreased and this will affect grantmaking abilities.</p>	<p>Measurable deliverables are individually determined by grantees and listed in their grant agreements/plans.</p>
<p>Cultural Centers:</p> <ul style="list-style-type: none"> - African American Art & Culture Complex - Bayview Opera House Ruth Williams Memorial Theatre - Mission Cultural Center for Latino Arts - SOMArts - Asian Pacific Islander Cultural Center - Queer Cultural Center 	<p>The buildings of physical cultural centers are owned and managed by the City.</p> <p>Allotted funding goes towards the maintenance of the buildings.</p> <p>Monthly meetings with Cultural Center Directors are held.</p>	<p>FY19-20 16%</p>	<p>For FY20/21, the approved funding for the Cultural Centers is for maintenance and repair for the four physical buildings. Funding beyond this has not been recommended by the Capital Planning Committee.</p> <p>These cultural centers are pivoting their programs to adjust to the impact of COVID-19 on the communities they serve. Some have served as sites for food banks and other COVID-19 related responses.</p>	<p>Activities are defined by deliverables determined in their grant agreements.</p> <p>Such deliverables have been adjusted to be responsive to what is happening during the COVID-19 pandemic.</p>

<p>Working artists and small arts and cultural organizations</p> <p>The Fund prioritized the needs of those serving cultural populations that are the most vulnerable—black, indigenous, immigrant, trans, and people with disabilities</p>	<p>COVID Response.</p> <p>Arts Relief Program - grants and low-interest loans.</p> <p>Online emails and distribution of information via newsletters, social media and word of mouth via grantees and partner organizations.</p>	<p>N/A</p>	<p>The severe loss of income for the arts and culture sector due to the Shelter-in-Place order was immediate and continues to impact many of our grantees and other stakeholders in the community.</p> <p>Distribution of information during the early stage of the pandemic was a challenge. Different forms of outreach were required, including translation of website text and the need for additional technical assistance.</p>	<p>Total number of grants distributed and demographic and results data from applications.</p> <p>As of November 2020, SFAC released RFPs for organizations to administer Universal Basic Income grants for artists and Reopening Safely grants for organizations in the upcoming calendar year.</p>
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APPENDIX B

Employee Survey Question Set (administered February 2020)

Asterisk indicates required question.

1. How long have you been with SFAC? *

- Less than 5 years
- 5 years or longer

2. Are you a member of the leadership team? *

- Yes
- No

3. Which of the following best describes the organizational characteristics of SFAC? *

- Institutionalization of racism includes formal policies, practices, teaching, and decision-making that disadvantages people and communities of color and advantages whites people and communities at all levels.
- Policies exist to diversify the workplace, but in large part they are not used or not in compliance. Resources are not allocated for implementation or there may be an underlying belief that there isn't a need for anything to change.
- Policies and practices are in place to promote multiculturalism and diversity, but largely do not yield the intended results. Will celebrate different cultures, but avoid race and racism overtly as topics.
- Policies and practices call out race and seek to eliminate racial bias. There is intentional review of existing policies and practices to understand barriers towards achieving racial equity goals. Policies and practices begin to shift so that there is broad ownership of racial equity initiatives.
- Institutional barriers that inhibit progress towards racial equity policies and practices are removed and racial equity proactively advanced. No longer uses race-neutral approach for targeted strategies.
- Commitment to racial equity is reflected throughout policies and practices and reinforced at all levels of the organization. Addresses structural racism by collaborating and sharing best practices with other agencies and developing and implementing a collective racial equity agenda.

4. Which of the following best describes the commitment of SFAC to racial equity? *

- Organization identifies itself as existing to serve a constituency that intentionally excludes people of color. Through internal and external communications the organization enforces a racist status quo (e.g., mission, vision, policies). The organization is actively complicit in the creation of a racist environment where it is expressed that people of color have no space to voice concerns about potentially racist behaviors in the workplace or programs.
- Organizational identity is not explicitly tied to exclusion -- the organization is tolerant of people of color with 'proper credentials and perspective.' Organizational internal and external communications often declare 'we don't have a problem' but may still exclude people of color in contradiction to policies. The organization maintains an environment where people of color do not report problems out of fear for retaliation or further exclusion and, externally, the organization does not engage with communities of color.
- The organization identifies itself as diverse and multicultural. Internal and external communications acknowledge and reflect appreciation for diversity. The organization is relatively unaware of how it perpetuates an environment that continues patterns of privilege, making race still uncomfortable to address specifically internally and externally.
- Organization identifies as working towards racial equity. Commitment to inclusion is formally integrated in internal and external communication. The organizational environment is such that there are some internal initiatives to address institutional and structural racism in both workplace and community relationships, but efforts are often disconnected. Further, a structure and culture that maintains institutional racism is still intact and relatively untouched, frustrating opportunities to advance racial equity internally and externally.
- Organizational identity embraces ongoing learning toward racial equity. Internal and external communications reflect a commitment to continuous learning and organizational development based upon racial equity analysis and inclusion goals. Still, there is some communicated uncertainty about following this path. The organization works toward creating an inclusive environment as staff and financial resources are committed toward building structures and space for staff to address institutional racism. External partnerships are developed to address systemic issues.
- The organization sees racial equity and inclusion as an integral component of its identity. Internal and external communications actively address efforts to build inclusion and eliminate institutional and structural racism.
- Organization maintains an environment where there is a high comfort level and depth in talking about race, and an organization-wide desire to continue capacity building and problem-solving. Intersectionality of race and other social oppressions is well-understood; Organization is nimble and successful at addressing issues at multiple levels.

5. Which of the following best describes the leadership and management support for racial equity at SFAC? *

- Management and leadership communications overtly supports and models exclusive practices. Management and leadership isolate themselves from and/or are retaliatory against staff or outside groups raising issues associated with racial equity including efforts to hold the organization accountable to inclusive practices. Methods to measure or track management/leadership's efforts toward inclusion is avoided and discouraged.
- Management and leadership communicate public support for diversity but are not committed to any internal/external change practices, resulting in racially inequitable outcomes for staff and communities. Management and leadership are not held accountable for equity and inclusion and racial inequities are reinforced through lack of correction or reprimanding unwanted behavior. Efforts to measure or track management's efforts toward racial equity are stunted due to a lack of prioritization.

- Management and leadership communicate a verbal and written commitment to diversity. Management and leadership make promises to achieve diversity or racial equity but there are no internal or external accountability processes or structures in place. Or, accountability processes and structures are in place but do not achieve any real, sustained impact. Efforts to measure or track management / leadership's efforts toward racial equity are discussed, models are created, but are not reliably utilized such that institutional racism is perpetuated in the workplace and community.
- Management and leadership communicates a desire for a systemic analysis of racism, but may feel isolated and confused about how to strategically move forward. Open support is given to staff to pursue work that is focused on racial equity. Staff and constituents are clear about how to leverage internal and external accountability systems to raise issues of institutional and structural racism, but system and institutional pressures can easily derail racial equity priorities. Methods to track or measure management and leadership's efforts to advance racial equity goals are in place and are seen as beneficial for some future change.
- Management and leadership communications demonstrate support for a culture of racial equity. Internal and external systems are used to hold management and leadership accountable for upholding a culture of inclusion. Methods to measure and track how an inclusive culture is being upheld are in place and are relied upon to support inclusive actions and behaviors.
- Management and leadership are markedly clear in their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized.
- Methods to measure and track actions are in place and available to all staff and constituents. Leadership and management understands how to share power and build power of communities of color and also understands how to use power in a way that effectively influences others to take on racial equity actions.

6. Which of the following best describes the hiring, recruitment, and retention practice at SFAC with regards to racial equity? *

- Growing understanding of institutional racism in hiring practices as a barrier to organization goals. Expanded outreach to communities of color for recruitment; diversity is reflected throughout hiring process. The organization is moving toward a diverse staff composition that is reflective of the community served, but has no concrete strategies in place. Diversity of staff is seen as important to achieving organizational goals.
- Racial representation is seen as essential and becomes an institutionalized asset. Hiring and recruitment practices are standardized to address racial bias in hiring. Progress towards goals are tracked over time in order to adapt strategies to develop a staff composition that reflects the community served. Job descriptions throughout the organization reflect commitment to racial equity.
- The institution has operationalized equitable recruitment and hiring practices. Staff composition reflects the community served. Opportunities for professional development and growth are distributed equitably. Staff embody the values of an institution committed to racial equity and continue to foster positive relationships among diverse communities served. Organization has cultivated career pipelines with partner institutions to develop future qualified candidates from communities of color.
- Policies and practices call out race and seek to eliminate racial bias. There is intentional review of existing policies and practices to understand barriers towards achieving racial equity goals. Policies and practices begin to shift so that there is broad ownership of racial equity initiatives.

- Institutional barriers that inhibit progress towards racial equity policies and practices are removed and racial equity proactively advanced. No longer uses race-neutral approach for targeted strategies.
- Commitment to racial equity is reflected throughout policies and practices and reinforced at all levels of the organization. Addresses structural racism by collaborating and sharing best practices with other agencies and developing and implementing a collective racial equity agenda.

7. Which of the following best describes support for building staff capacity in racial equity at SFAC? *

- Workplace policies and leadership do not support staff in building competencies; staff time for training on racial equity and skill development are not provided. The institution as a whole does not acknowledge racial inequity in its work.
- Workplace policies support and generally encourage periodic training opportunities, but staff are often not given approved time or money to attend training and professional development opportunities. Few staff are exposed to the importance of racial inequity in their work.
- All staff are expected to attend training opportunities and group consistently participates in some kind of annual diversity gathering. Information is not reinforced through workplace policies and practices, and employees are left on their own to figure out how to implement skillsets. Staff are exposed to the importance of racial inequity but is not enforced through an action plan.
- Organization sponsors racial equity training programs. Workplace policies begin to address racial inequities in the workplace and approaches to work. Racial equity opportunities in policy, service, data practices are identified. Staff time spent with communities is seen as essential component of work.
- In addition to sponsoring racial equity training, the organization implements metrics to track progress. Evaluation captures the outcomes of new and revamped workplace policies, captures changes in staff attitudes and rewards racial equity skillsets including cultural responsiveness and humility. Staff understand how to effectively work with communities and the institution. These competencies are shared with other institutions.
- Workplace policies support innovation to better meet the organization's mission towards racial equity. Through training and additional education opportunities, staff feel supported and are self-motivated to continue developing racial equity skillsets. The organization is not only continually learning and adapting, but is sharing and initiating learning processes with the community and other agencies.

8. Which of the following best describes the processes of community engagement at SFAC? *

- Community engagement processes are responsive to more affluent / white communities. Intentionally and publicly enforces hierarchy and excludes communities of color from participating in or having access to government processes. Communities of color and other marginalized groups' interests often seen as creating barriers to getting the real work done.

- Community engagement processes are mostly one-way public hearings that are held during times of work with no support for authentic engagement, impeding true participation. Public comment processes require interfacing with online platforms and web without any follow-up. People of color are seen as 'service recipients' or 'beneficiaries' but not as 'partners.'
- Carries out intentional inclusiveness efforts, recruiting "someone of color" on advisory committees, however recruitment is more tokenizing participation of communities of color. Community engagement processes and 'partnerships' exist on an as-needed basis. Partnerships are defined by 'access to community' for input on decision-making process, but long-term relationship building and community trust processes are non-existent. Partnerships are mainly transactional processes.
- Begins to develop on-going relationships with communities of color. Community engagement processes are seen throughout the organization. The community's role in advocacy is well-understood and respected. Community seen as potential partners in policy creation, but mostly through roles of advocacy and existing nonprofits. May still struggle at times with understanding meaningful involvement, but is committed to working with communities to refine practices.
- Commits to struggle to advancing racial equity in the wider community, and builds clear lines of accountability to communities of color. Community engagement process is seen as a priority through all the work. Community partnerships become part of the structure for planning and implementation. Processes do not overburden communities.
- Organization has a strong reputation for addressing racial inequities across multiple areas. Community engagement process is seen as a priority throughout the organization. Effective and coordinated administrative processes make it easy for community partners to interact. Well-coordinated data collection and planning strategies exist that incorporate community narrative and experience.

9. Which of the following best describe the budgeting and contracting process for racial equity at SFAC? *

- Budget reinforces the status quo of racial inequity. Racial inequities are not considered in budget decisions. Contractors of color are intentionally excluded. Policies and practices for the awarding of funding intentionally exclude contractors of color.
- Budget processes may reference diversity, but no real focus on addressing racial inequities. For contracting and procurement, processes may include a person of color to represent diverse communities, but racial equity in policies and practices is largely avoided.
- Diversity and inclusion more clearly integrated into budget decision making processes. Carries out intentional efforts to include diversity and members of impacted communities, particularly communities of color, in contracting and procurement. Contractors do not reflect the demographic diversity of the community.
- Racial Equity Tool or lens begins to be used in budget decision making processes. Consistently uses diverse selection panels, including people of color, for all contracting and procurement processes. Reviews WMBE utilization rates using disaggregated racial groups, and develops utilization targets. Creates proactive plans to meet targets, i.e. policy changes and broad relationship building within the community.
- Racial Equity Tool begins to be consistently used in budget decision making processes, and support is provided to managers and financial analysts using the tool. Integrates racial equity goals as part of contract/grant purpose and requirements. Selection processes includes panelists from communities of color.

- Racial Equity Tool or lens is consistently used in budget decision making processes, and support is provided to managers and financial analysts using the tool. Managers and financial analysts are competent in integrating racial equity into all phases of budgeting. Has a consistent positive track record of utilization rates with WMBE contractors, including contractors of color. Works with other groups and institutions to develop and reinforce effective contracting and procurement processes and policies. Communities of color recognize the institution as being inclusive and representative in its budgeting, contracting and procurement.

10. Which of the following best describes the communication at SFAC with regard to racial equity? *

- Communications are explicitly or implicitly exclusive.
- Communications may mention diversity or "all people."
- Communications name diversity, inclusion and/or multi-culturalism. Messages can unintentionally perpetuate stereotypes and/or bias.
- Communications name race, racial equity and people of color. Communications staff are beginning to develop more nuanced understanding of how to communicate about race.
- Communications consistently name race and racial equity. Staff involved with developing communications are proactively integrating racial equity messages that help to build commitment, both internally and in the community, for advancing racial equity.
- Communications consistently name race and racial equity. Staff involved with developing communications are proactively integrating racial equity messages that help to build commitment, both internally and in the community, for advancing racial equity. Staff are working with community partners to develop and implement shared messaging and strategies that advance racial equity.

11. Which of the following best describes the process of data collection and evaluation at SFAC with regards to racial equity? *

- Race data (demographics and outcomes), internally and externally, purposefully discount, remove, or avoid mention of people or communities of color. There is no transparency of data collection and evaluation methods throughout the organization.
- Race data, internally and externally, is collected only when there is direction or guidance from somewhere else. There is a strong discomfort from within the organization to ask questions on race so income or zip code are regularly used as proxies when collecting primary data. Transparency of data collection methods and results are still not open to staff.
- Race data is collected internally and externally, but inconsistently - both in terms of how it is collected and what racial categories are used. External data is prioritized over internal evaluation of organization. Data is used year-to- year, but not for long-term planning or evaluation towards racial equity goals. Transparency of data collection methods and results are not open to staff.
- Race data has consistent methods for primary data collection, internally and externally, and data is tracked over time to identify trends. Internal evaluation processes are present but not robust. Third party data, (i.e. census, ACS) begin to inform organizational, programmatic, and policy strategic goals, but, data is not presented with current and historical context. Transparency of data collection methods and results are open to staff but only leadership actually look at data.

- Data collection processes have clear goals for racial equity, and are defined for programs, allowing for ongoing data collection and evaluation to tie back to both programmatic and organizational racial equity objectives. Both internal and external data collection and evaluation are robust.
- Programs and departments work with one another to share data. However, data is not regularly shared with partners and other stakeholders. Transparency of data collection methods and results are open to staff and all levels of staff are beginning to see and understand the data.
- Data collection processes have effective systems to collect data on race and are consistently used to inform program and policy design, implementation and evaluation. Data is used to track progress towards racial equity goals. When progress is not being made, data is used to assess shifts in strategies. Both internal and external data collection and evaluation are robust. Systems are user friendly. Public and staff consider data collection to be a positive interaction.
- Transparency of data collection methods and results are open to staff and community, and both staff and community have an understanding of the data.

12. If applicable, what do you think has been preventing or hindering you from implementing the SFAC Racial Equity Plan?

13. Do you have any additional comments about racial equity work at SFAC that you would like to share?