

RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

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](#)

Fine Arts Museums (FAM) 61

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Last Updated
12/28/2020

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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

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

The Fine Arts Museums of San Francisco (“FAMSF”) has created a Racial Equity Committee composed of employees from various programs in the Department: Human Resources, Security, Administration, Communications and Collections to discuss current issues and concerns expressed by staff in regards to diversity and equity in the workplace. The Department is committed to making improvements to address a variety of issues, from staff resources, establishing a more equity based workplace culture, increasing representation of BIPOC and POC employees on staff, and supporting the BIPOC and POC staff who are currently working in our organization. We have uncovered the need for improved and continued communication in the workplace, and financial support for equipment and professional training.

Over the summer, the Department partnered with Be the Change Consulting to provide an anti-racist capacity building series to all staff to begin to address the white supremacist culture that exists in society. The capacity building training series lasted from August to December, and offered a variety of workshops, available to all staff members, with the goal of allowing for open communication, understanding our specific issues, and defining a common language (*Characteristics of Dominant Culture from Dismantling Racism: A Workbook for Social Change Groups, by Kenneth Jones and Tema Okun, ChangeWork, 2001*) for staff to utilize when discussing organizational traits that need to be addressed. The leadership team had a separate but parallel workshop series with Be the Change which continues and will be completed in January, 2021.

We have already seen how the use of this shared language has benefited the staff, and how providing this vocabulary has given employees a way in which to express their concerns about work processes, communication issues, and priorities. The leadership team has made commitments to staff, using this common language, to address specific issues around inclusion and equity.

All information on our BTC work can be found here:

<https://docs.google.com/document/d/1WBmvt9RIKhjtLdr7qvIhOX3nVpfl16p8l4lb0y3iy2Q/edit>

Other key groups we have been working with:

IDEA Committee - internal group established in 2017 focusing on a wide range of institutional areas of focus (Inclusion, Diversity, Equity, Access) toward museum operations - exhibitions, collections, workforce and engagement. Open to all staff to allow for inclusion, there is a smaller “framing committee” which drives work forward, identifies areas for improvement. This group has surfaced an abundance of internal issues, and has pushed for greater transparency from museum leadership regarding decision making and overall goals. There is a direct line of communication between the framing committee and Museum Director Campbell.

Diversity & Inclusion Board Task Force - Newly created trustee task force focusing on anti-racism.

Statement from Director, Thomas Campbell regarding becoming an anti-racist museum on the famsf.org blog:

<https://www.famsf.org/blog/category/1494>

DEPARTMENT BACKGROUND

The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.

Number of Employees: 110

Annual Budget: \$ 17 million

Department History

Our organization oversees two unique museums - the de Young in Golden Gate Park and the Legion of Honor in Lincoln Park - and stands as one of the most visited institutions in the United States. We are the largest public arts institution in the City of San Francisco and one of the largest arts museums in the United States. Our mission is to connect our visitors with local and global art in order to promote their knowledge and curiosity about the past, deepen their engagement with the art and ideas of today, and stimulate their creative agency in their own future. We are a medium sized Department in the City and County of San Francisco. COFAM, the Corporation of the Fine Arts Museums, is a private non-profit organization working in partnership with the City Department, FAM, and while our overall mission is shared, our staff is comprised of both COFAM and City employees. Our workforce is made up of Curators, Conservators, Collection Specialists including Museum Registrars, Preparators and Installation teams, Security, Engineering, Visitor Experience, Marketing/Communications, Facilities, Development, Human Resources, IT and Finance.

Most of our front line staff are a diverse staff of BIPOC employees. While there is some diversity in executive leadership, one of our main goals in the Racial Equity Plan is to further commit to addressing, increasing and implementing the values of inclusivity, diversity and equity, and hiring staff across the organization that are demographically reflective of our community. If we are to truly be welcoming to staff of color, we must have more members of management and leadership who understand a POC lived experience, and can reflect and support the staff.

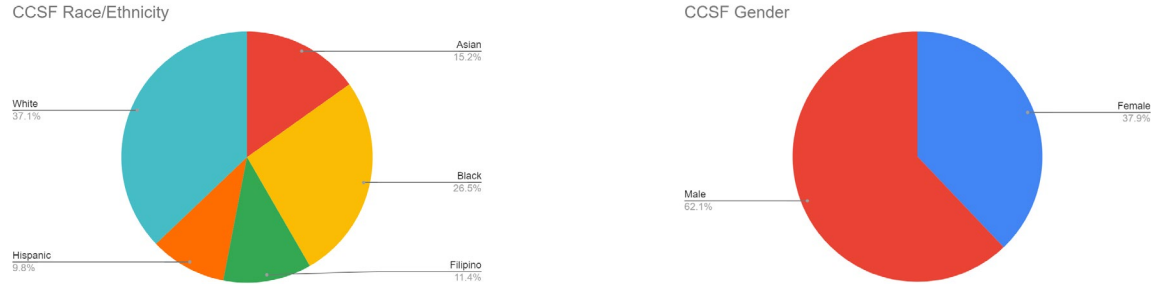
It is our responsibility to welcome the Bay Area community into the museums. Visitors who walk through the door must feel welcome and comfortable, and given access to our collections. The works of art people engage with must be reflective of their lived experience. It is not enough to simply offer free days, but to offer a space where all are welcome, and provide an honest narrative of the objects and history represented within our walls. In order to do this, our staff must feel supported and empowered, with as much information as possible. Safety and engagement are critical to the success of welcoming visitors of color, which starts with our own staff. We intend to use the Racial Equity Action Plan as a tool to transform our work environment into a Department that fully acknowledges our commitment to racial equity, inclusion and celebrates diversity in all areas of the museum.

San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.

As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF 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, in Summer 2020 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.



RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results.

In August 2020, a survey was sent to FAMS staff to assess the Dominant Culture in our Organization. The following areas were evaluated: power hoarding, sense of urgency, paternalism, defensiveness, quantity over quality, fear of open conflict, perfectionism, right to comfort, only one right way, either/or thinking, worship of the written word, objectivity, I'm the only one, progress is bigger/more and individualism. [Copy of Executive Office " Be The Change survey results" email from 9/25/2020](#)

Key takeaways: Sense of urgency and power hoarding are the institution's most dominant traits, and the leadership team is working on becoming more people focused, vs. product focused.

To center the voices of BIPOC staff, Human Resources ("HR") met with staff from the Security Department to obtain information regarding their experience working in the Department. The Security team makes up approximately 75% of the City staff in the Department. The majority security staff are BIPOC, and centering their voices and concerns is a priority. During a recent meeting with security, HR was informed that the majority of security staff do not feel "valued" or respected in the Department. In order to begin to address this, the museum needs to provide opportunities for training, equipment and resources. Another perceived inequality is the belief that their concerns are not heard by management, and there is fear of retaliation.

While there is a great need for this group to be offered additional training and development opportunities, our city budget does not currently have professional development funding. Security staff are not provided with training opportunities outside of the Quarterly security training which is managed by the Security management team. Additionally, communication was stated as a major concern as Security staff often are not provided with updates in a timely manner. One of the challenges is that Security staff are not able to check email regularly, so new methods of communication must be employed. The security management team is working towards increased communication, as the security staff do not have individual computers onsite where they can easily access email, which is the primary form of communication used by the Department in terms of institution wide information dissemination. We are also addressing the need for additional computer workstations in the de Young and Legion of Honor Museums to accommodate communication, computer training and online access needs for staff. Security staff do not feel there is a safe way for them to bring concerns regarding museum safety and operations forward. Staff do not feel included in the decisions made at work as often they receive information after a decision is made, which does not allow them the chance to provide insight, concern or input. Further, staff have expressed that they believe that security staff have been deskilled with the lack of mentorship and coaching to advance beyond security work. Our Department intends to address this by validating our staff's concerns, addressing disparities and moving towards increased trust and restoration in the work environment.

What has been revealed through multiple conversations and feedback gathering sessions is that many of the security staff feel that their roles are undervalued. By providing regular opportunities for staff to provide feedback, some of the issues that were raised have been addressed, such as replacing outdated equipment and providing ergonomic resources. Our Department continues to meet with staff members to understand and address concerns, and provide input on improving communications throughout the Department. Since meeting with staff, the Department has purchased new radios for our security staff and are looking for resources to provide additional ergonomic equipment in the workplace.

We are working closely with the Health Services System Wellness team to obtain resources and guidance to improve morale among staff members and to provide training resources and consultation to managers. Our goal is to provide a mentorship and improved training program for the security staff which will better engage the group, as well as offer opportunities for professional development. HR is working closely with the security management team to develop creative solutions to address the most pressing issues: communication, transparent decision making, and mentorship/training opportunities.

The Department has also included a few members of the Security team to serve as Wellbeing Champions and members of the Racial Equity Committee to voice their concerns and actively be a part of the push for diversity, inclusion and much needed change for the Department. As a Department we understand the value of having different voices and perspectives brought forth. We seek to be an organization that promotes positive change, unity in diversity and the empowerment of all individuals, especially our BIPOC staff.

Finally, the Human Resources team is working closely with the Department of Human Resources Workforce Development team to offer supervisory skill training through 24 Plus Performance Management to six (6) of our Security Supervisors to provide them with the skills and resources to serve as effective leaders in the Department. We are also in the process of working with the Security team to include staff in the recruitment and departmental selection process to provide opportunities to be an active member of the selection and hiring team. As a Department we understand the importance of providing opportunities to build and develop communication and customer service skills. The Peer Mediation Program just recently introduced by the Department of Human Resources will offer training so that staff from various fields and Departments will have the opportunity to learn the skills of facilitating communication in a less adversarial environment. Our Department will encourage our staff members to participate in this program to develop valuable communication skills which can be effectively used in every profession throughout the City.

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 within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

What is the department's overall goal on Hiring and Recruitment?

Our goal is to increase diversity in our Department's workforce. The majority of our classifications are hired through the Merit System, Civil Service Examination process which requires that all applicants meeting the minimum qualifications of a position, submit an online application, participate in an examination or selection process to be placed on an eligible list for hiring. We are looking to expedite the hiring process to ensure that all staff, especially our BIPOC staff, are provided an equal opportunity to apply for promotional opportunities. A review of previous class based testing/examinations indicates that existing security staff members have not been able to pass the examination process despite many years of work experience working in the Department. We need to review the current examination process to ensure that the selection process is appropriate and fairly evaluating staff on their knowledge, skills and abilities related to the FAMSF position. All applications must be submitted online through JobAps which also may be considered a barrier for staff members who do not have access to computers to submit an application or participate in examinations that require use of a computer. We need to provide more training opportunities in customer service, and entry level administrative work so that staff can build on their knowledge and skills to qualify for promotive opportunities within the Department and City and County of San Francisco.

Our Department, which is governed by Civil Service Rules, unfortunately has been limited through the years in promoting internal staff especially those in the following front line classifications: 8202 Security Guard, 3302 Admissions Attendants and 7334 Stationary Engineer. These classifications, which are city based and used by multiple agencies, are appointed from an eligible lists which is based on merit testing. Our Department is limited to the individuals who are reachable on the eligible list based on the certification rule which is often Rule of Three Scores. Unfortunately, by this certification rule, we are limited to considering only 3 ranks per departmental vacancy. This unfortunately limits our ability to reach candidates on the lists, who are often those employees who have been working in the Department for many years. Our goal is to engage in discussions with the Department of Human Resources and to request that the certification rules be reviewed and changed to support our current workforce and to promote advancement internally.

We are also looking to expand our recruitment efforts for our Engineering team. Our Engineering team is currently filled by an all-male staff. The trades' positions have primarily been dominated by men, which makes it difficult to recruit and hire more women. We are working with the Department of Human Resources - Diversity and Recruitment team to seek more resources to improve our recruitment efforts to actively recruit women to work in our Engineering team.

Our goal is to continue intentional outreach to job seekers through specific outreach initiatives which we have already begun, such as websites, job sites, and LinkedIn pages dedicated to candidates of color, embodying a more holistic interview approach with intentionally diverse hiring panels, and making our approach more active rather than the more passive outreach efforts that we have taken in the past. We need to continue to update our job descriptions to analyze minimum qualifications and education requirements that may not be necessary. Whenever possible (when a position becomes available) HR does an evaluation of the MQs to ensure they match what the job responsibilities actually are and what is needed. COFAM needs to become a more inclusive and welcoming environment for staff by expanding our leadership with BIPOC leaders. When there is a position open, we must work to actively recruit BIPOC candidates.

During the COVID pandemic, our Department has been challenged with hiring freezes which has affected our ability to recruit and fill positions quickly. However, we see this as an opportunity to revisit our recruitment strategies, to make improvements and engage our frontline staff in the process. In order for recruitment to be successful, we must enlist the help of our frontline staff to ensure that we are making a selection that is fair as we seek to increase diversity in our organization. Our HR team has primarily been responsible for selecting candidates for positions, however we understand the value of including our staff in the hiring practices. An example of this would be to include security staff in meeting with candidates, sharing their perspectives of the position, providing a quick tour of the museum and providing reasons why they enjoy their position. After meeting with the security staff, the candidate would then proceed to the interview committee for an interview process. After the interview, the hiring committee would then meet with the security staff member to gain their insight regarding their interaction with the individual. We are one team and we believe that staff must have an opportunity to share their voice in the direction of the Museums. We also hope to engage our staff in remote job fairs to share their personal experiences and provide reasons as to why the Department is a great place to work at. We believe that the personal experience shared by an employee is the most genuine approach to recruitment. We hope that this experience will not only increase the interest of applicants but also allow the employee to share their pride working in the organization.

Additionally, we will continue to work closely with DHR in seeking interactive opportunities to share our recruitment opportunities with community based organizations, BIPOC professional networks and community college systems.

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
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2)	Staff time, legal compliance review	Barriers assessment is completed	9-12 months	Evaluation of application process and does it meet the needs of candidates who may not have access and the ability to complete a comprehensive employment application.	In progress	Cayabyab/Moss

disallows current, competitive employees to apply.

Review current application, examination process and Civil Service certification rule for the Security classifications. Request consideration to modify the examination process to allow candidates with multiple years of work experience to qualify for permanent civil service examination opportunities. Work closely with the DHR to evaluate the examination and testing process to ensure that staff are being tested for necessary skills to be successful in their position.

<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.</p>		<p>Survey is administered annually</p> <p>Survey results are included in the department annual review</p>	<p>3-6 months</p>	<p>Following our Be the Change survey, follow up in 3 months (Jan/21) to evaluate whether staff feel there have been demonstrated changes.</p>	<p>In progress</p>	<p>Moss</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 Racial Equity Leaders and any related working group.</p>	<p>Research, staff time, possible equity consultant</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	<p>6 months</p>	<p>Review current departmental selection process and incorporate staff feedback to improve selection process. Increase staff engagement to participate in recruitment efforts. Develop mentorship roles to ensure that recruitments involve all members of the team, not just management.</p>	<p>In progress</p>	<p>Cayabyab</p>

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 to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.</p>	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Immediate and ongoing	<p>Review current processes regarding outreach and attracting candidates, along with internal processes and website application processes.</p> <p>Review all stages of the JobAps application process beginning with the online application process and recruitment efforts. Evaluate how long it takes to make a selection for a position. Identify areas for improvement and establish a more personal approach for recruitment rather than simply relying on the traditional online application process. Highlight employees’ personal experience and accomplishments as employees to support a more personal and interactive recruitment process. Involve staff members to participate in the meeting and recruitment of applicants. Identify and analyze the success of the recruitment outreach and create an on-going report to identify recruitment sources and networks.</p>	Ongoing	Ignacio/Cayabyab
<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>	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Immediate and ongoing	<p>Establish stronger relationships with City College, SF State, historically Black colleges and universities to both offer career development opportunities, but also tap into art history and other programs at HBCUs. We have a very close bond with SFUSD in our very successful Museum Ambassador Program that offers SFUSD high school students the opportunity to learn about learning and teaching about our collections. Also, the Community Rep program, where we bring</p>	Ongoing	Moss

BIPOC students (college and grad school) in to communicate the interpretation of gallery shows to the public.

Have staff take an active part in the recruitment efforts and attend recruitment/remote job fair events to talk about the position(s). Reach out to community-based organizations and school systems to encourage more individuals to apply for positions.

<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, education, and professional experiences. Include multiple ways to apply to a position.</p>	<p>Staff time</p>	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	<p>Ongoing</p>	<p>We have been making changes in this area for the past two years. We strive to make the job qualifications match the skills needed to be successful, and we have adjusted education standards to reflect this with a multitude of jobs.</p> <p>Simplify job announcements to make them less bureaucratic and more inviting to the applicant. Review the current Civil Service Merit process to see if the certification rules can be modified to allow for more eligible ranks to be reachable for consideration. Identify substitution language that allows for applicants to qualify based on alternate work experience that still incorporates customer service and the ability to effectively comply with safety and operational policies.</p>	<p>Ongoing</p>	<p>Cayabyab</p>
<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/outdated MQs for certain classifications to expedite hiring and allow for greater equity.</p>	<p>Staff time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Ongoing</p>	<p>Job descriptions reviewed when vacancies occur and a posting is needed.</p> <p>Work with DHR to update job analysis for positions to ensure that FAMSF needs are accurately represented before an examination announcement is issued. Evaluate whether current MQs are necessary and if experience can</p>	<p>Ongoing</p>	<p>Cayabyab</p>

be obtained through training when appointed to the position rather than simply requiring applicants to meet outdated or unnecessary MQs. Track the number of applications received to verify if the change in minimum qualifications have allowed for a more diverse and qualified applicant pool.

<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.¹</p>	<p>Staff time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>		<p>While written communication is essential, it is not a core component of the Security/Engineering positions. Other areas such as customer service, oral communications, human relations ability and the ability to follow and uphold policies/safety procedures would be more essential to the position. We aim to create and utilize selection procedures that allow our Department to evaluate the qualifications and work experiences of applicants based on necessary skills and abilities.</p>	<p>In progress</p>	<p>Cayabyab</p>
<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>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Immediate and ongoing</p>	<p>This fits with the above commitment to analyze MQs and determine if a college degree or higher is even necessary for the job function.</p> <p>Evaluate MQs based on knowledge, skills and abilities. This would vary by classification. Consider the value of work experience as a qualifying factor rather than relying solely on education. Track the number of applications received to verify if the change in minimum qualifications have allowed for a more diverse and qualified applicant pool.</p>	<p>In progress</p>	<p>HR staff</p>

¹ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	3 months	Outside recruiters are not used to fill the Department's city classifications. Continue encouraging staff to complete the City's Fairness in Hiring Training before participating as an interview panelist or rater.	In progress	Moss
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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
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.	Staff time	# of paid interns/fellows, increase annually or meets department needs/capacity	Ongoing	COFAM has retained several fellowships, including in the Curatorial, Education, and Digital departments. COFAM has also removed all unpaid internships from its program. In 2021 we will be launching a fellowship program in the Curatorial area specifically for BIPOC candidates. Provide city internships that allow students or individuals to understand the operations of a Museum. Currently the Department does not have the ability to fund internships for City positions, other than OFA.	Ongoing	Moss
1.3.2. Identify and secure a minimum number of departmental summer placements and employee	Staff time	# of Opportunities for All placements and mentors	Ongoing	FAM engages with Opportunities for All and has consistently brought a minimum of 10 OFA interns in to work in various departments.	Ongoing	Sheila Pressley

mentors for participants in the Mayor’s [Opportunities for All](#) program.

<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, etc.</p> <p>e.g. SF Unified School District’s Career Pathways Program.</p>	Staff time	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	6 months	<p>FAM has relationships with SFUSD, City College, and SF State. We will expand to other state and community colleges throughout the Bay Area and beyond to broaden the candidate pool and expose the museum field to a wider group of students.</p> <p>We need to have a stronger presence in terms of recruiting for our positions, specifically with Engineering and Security.</p>	Ongoing	Pressley
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	Staff time	# of opportunities during internship/fellowship	Ongoing	FAM has several internships and fellowships (all paid) that are specifically geared to creating opportunities for students of color (high school, college, and grad school.) 20-40 per year, including Museum Ambassadors, OFA, McKrindle, Getty Conservation Fellowships, and Community Rep Program.	Ongoing	Moss/Pressley
<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.</p>	Staff time	<p>Tracking system implemented</p> <p>% of evaluations completed</p> <p>Internship/fellowship program updated before next cycle</p>	12 months	FAM has an established evaluation process run by our Education Department.	Ongoing	Moss

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.4.1. Maintain a standardized and holistic interview process with structured interview questions.</p>	<p>Staff time</p>	<p>Standardized interview process with a set of inclusive interview questions</p>	<p>In place/6 months</p>	<p>FAM has a standardized panel interview process utilizing a consistent set of questions that is developed for each position. The shift that will be key to becoming anti-racist is conducting a deep evaluation for each position as the position opening and interview process gets underway to analyze the questions.</p> <p>All recruitments require the development of standardized questions and a fair rating process. Questions are created by HR in partnership with managers and/or subject matter experts. Current staff members should actively participate in the interview process and recruitment should be seen as a team effort. The content of the interview can be standardized however, it should encourage a more interactive opportunity for the hiring manager to evaluate additional and equally important skills such as customer service and human relations ability.</p>	<p>In progress</p>	<p>Moss</p>
<p>1.4.2. Ensure a diverse hiring panel for each interview.</p>	<p>Staff time</p>	<p>Demographic composition of panels</p> <p>Increase in diverse interview panels</p>	<p>3 months</p>	<p>FAM has a long established practice of creating diverse interview panels for each recruitment, but we can improve by ensuring compliance of hiring managers. By diversifying the interview panels, we are also opening opportunities for staff to participate, learn, and be included.</p> <p>Select different levels of staff to participate in the interview process. This leads to more team</p>	<p>In progress</p>	<p>Cayabyab/Moss</p>

involvement and allows for different voices to provide input before a hire is made.

<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>Staff time/Budget resources</p>	<p>Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had</p>	<p>3 months</p>	<p>FAM trains managers on the interview process with each recruitment. We also have an “anti-bias” training for interview panelists. We can promote this further, and ensure compliance across the board.</p>	<p>Ongoing</p>	<p>Cayabyab/Moss</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>Staff time</p>	<p>Tool created and implemented</p> <p># of applicants increased</p> <p>Increased assistance to job seekers</p>	<p>In place</p>	<p>COFAM has a tracking system within its recruitment website/database. Currently we cannot see candidate demographic information, but we have incorporated and will continue to improve this, including candidates to be interviewed and hired who have more diverse educational and work backgrounds.</p>	<p>Ongoing</p>	<p>HR Staff</p>
<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.</p>	<p>Staff time</p>	<p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>	<p>In place</p>	<p>We post all jobs internally and externally per our MOU.</p> <p>All announcements are posted on the DHR Employment Opportunity website. However, job postings should be posted in a shared area</p>		<p>HR Staff</p>

(“community bulletin board”) for all staff so that everyone has access to information if computers are not easily accessible. Consider additional ways to share information through general text messages. Information can be shared through HR biweekly newsletters as well as during morning briefings/meetings.

<p>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.</p>	<p>Staff time</p>	<p>Hiring, interviewing, and onboarding processes standardized</p> <p>Lag times/wait times</p>		<p>Track each step of the hiring process and eliminate unnecessary waste time. Recruitment selection plans should be identified and planned in advance to eliminate unnecessary lag time.</p>	<p>In progress</p>	<p>Cayabyab</p>
<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>Staff time</p>	<p>All new hires are processed similarly regardless of position</p>	<p>12 months</p>	<p>We are currently redefining our onboarding process. Currently, we offer new hires 1:1 time with HR to review museum policies, and provide a tour of the building. Managers are asked to continue the process by offering backgrounds and training, along with opportunities for new hires to meet peers. Managers are encouraged with a small budget to take new hires out to lunch on their first day of work. We would like to advance this practice to provide a more holistic view of the organization, perhaps through a variety of videos describing each museum department and what people need to know, along with a mentorship program or “buddy” system so the new hire has a peer point of contact to safely ask questions of. Create an internal SOP or sample onboarding packet to use as reference for all hires to the Department. Create an onboarding shared folder containing all documents and create a checklist to sure standardized onboarding.</p>	<p>In progress</p>	<p>Cayabyab/Moss</p>

1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	Staff time/Research	Increase in number of diverse candidate pools Overall faster hiring times	12 months	Evaluate current use of certification rule for all Permanent Civil Service appointments in the Department. Expand the certification Rule of Three to Rule of Ten to allow more ranks to be considered reachable ranks for selection. Engage in a discussion with DHR and the Union to request support for the use of an expanded certification rule for all position based and class based examination processes.	Not started	Cayabyab
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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 employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

Our goal is to support our current staff and provide them with resources that reinforce personal fulfillment in their career and personal life. Our staff is our biggest asset and is the heart of the Department. For this reason, we must invest in the training and development of all staff to strengthen, improve and learn new skills beyond the employee’s current classification. Our goal is to encourage managers to assist their staff in creating individualized promotional plans for each person that allows the individual to list all their career and personal goals. The Department will support career goals through continued education or advanced training. This allows the Department to ensure that staff feel valued and appreciated in and out of the office and promotes a sense of pride in their work and contributions to the Department. We must encourage a healthy balance between work and family/personal life by allowing employees more opportunities to support their sense of wellbeing.

Ideally, we would like to find ways within the City’s Civil Service structure to provide advancement opportunities for our Security and Engineering staff in particular. There could be new classifications developed to address the digital age, and provide training and professional development opportunities to offer so current employees would have these opportunities. Also, we could establish a clear path to the supervisor/management roles, which would be available to all, and the pathway clearly communicated. It is important also that we provide information to our staff about how they access opportunities across all employment sectors of the City. If staff are giving the tools to advance, they will feel empowered to actively seek opportunities when they are ready. Management needs to not only make the training available, but make the time for employees to participate

and feel valued. Our Department is committed to providing leadership and management training opportunities for employees interested in ascending to leadership positions as well as those elevated to these positions for the first time.

Our Department commits to supporting employees in strengthening their skills through workforce development training as well as providing them with shadowing opportunities to allow exposure of different programs within the Museum. We also support staff seeking to expand their leadership experience by offering opportunities to participate in special projects (e.g. mentorship program), or lead and/or acting assignments.

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

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.	Staff time	Tracking mechanism implemented Demographic data analyzed	3-6 months	Create an updated list of employees currently on DSW assignment and follow up with staff to ensure that they are informed of wellness resources provided by EAP. Ensure communication is transparent and provided at all levels of management. Support deployed DSW staff and their goals to learn new skills provided through various DSW opportunities (e.g. contact tracing, case investigator).	In progress	Cayabyab
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	12 months	Involve Program Directors in these discussions to ensure that all decisions are made with the essential needs of operations and staff in mind.	In progress	Cayabyab
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function,	Staff time	PPE access protocol established	3-6 months	Identify PPE supply needs to ensure that all PPE stock is supplied appropriately. Work closely with Covid Command Center and Program Directors to	In progress	Cayabyab

including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.

DSW workers have an increased awareness of PPE access protocol

focus on the safety and wellness of staff especially during the COVID pandemic.

2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Staff time	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	3-6 months	Ensure communication is transparent and provided at all levels of management. Continue communications with DSW staff regarding any updates or changes to COVID-19 compensation resources or information. Follow up with staff regarding updates regarding City and Federal benefits and leaves.	In progress	Cayabyab
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	Staff time	Caretaking and safe transportation sections included in DSW deployment protocol	Ongoing	Interact with staff to understand their individual challenges, provide leave information, EAP resources and a more humanistic approach to problem-solving challenges brought forth by DSW assignments. Work closely with Program Managers to provide guidance and to ensure that they are provided with information to effectively support staff and build trust.	In progress	Cayabyab

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
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Financial - not sure of the exact amount.	Pay inequities are reduced and aligned annually after salary data is reviewed	12 months	FAM will analyze comp to understand where pay disparities exist. Internal and local market salary reviews are done on a consistent basis.	In progress	Moss

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, etc.	Staff time	Benefits provided are annually improved	6 months	FAM will work with DHR to review employee benefits annually. These are governed by MOU, and management/union benefits have parity, currently.	Not started	Moss ²
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	6 months	COFAM follows the City's holiday schedule. COFAM will review religious holidays and see what we can encompass.	Not started	Moss

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	12 months	Review promotional lines within the Department and create training/shadowing opportunities to provide exposure to different work areas. For example, security staff who are interested in supervisory opportunities, SOPS can be created to document security processes to serve as shared reference. Create a staff survey to look into areas of interest from staff for training and skills enhancements. Include a section for performance planning to allow staff an opportunity to express short-term as well as long-term career/personal goals.	In progress	Moss/Cayabyab

² Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	<p>Staff time</p>	<p>Increase in staff feedback about promotion and raise process</p>	<p>12 months</p>	<p>Most of our job class series do have advancement opportunities built in, however promotions are also tied to organizational needs and budget restrictions.</p> <p>All salary step increases are based on the CBAs with the assigned bargaining units. Incorporate goals for all PPAR evaluations to include steps to employees to consider for promotional opportunities and involvement in special projects to expand on skillsets.</p>	<p>In progress</p>	<p>Moss/Cayabyab</p>
<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>Staff time</p>	<p>Acting/interim staff process included in internal policies and processes</p> <p>Increased awareness of process for acting/interim staff</p>	<p>6-9 months</p>	<p>This is typically based on the MOU, and we are very aware of staff taking on additional duties, and address it immediately.</p> <p>Acting assignments are requested on an as-needed basis depending on Departmental needs. HR will consult with managers to provide the acting assignment option for staff members to cover for employees on extended or long-term leaves. Provide expectations and a clear timeframe of the “acting/interim” role.</p>	<p>Ongoing</p>	<p>Moss/Cayabyab</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>	<p>Staff time</p>	<p>Reversal of diversity drop-offs in 182x classifications</p>	<p>12 months</p>	<p>In the museum field, there is a drop off in diversity in the curatorial and conservation areas. We have begun to address this by creating opportunities for advancement through fellowships, rethinking our minimum qualifications, and making a more concerted effort to hire outside of the typical avenues we have used in the past.</p> <p>Most of our security and engineering classifications drop off in terms of diversity in that most of the employees are male. We are looking to extend our recruitment efforts to reach out to a</p>	<p>In progress</p>	<p>Moss/Cayabyab</p>

more diverse group of applicants to ensure that we are also considering female applicants. We will engage in discussion with DHR to review possible paths for advancement for our employees.

<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Staff time</p>	<p>Identify “dead end” classification and revise</p>	<p>12 months</p>	<p>Review the security promotional lines. Staff can also be trained in other areas such as entry level administrative/office work that allows them to obtain experience that provides more promotional opportunities in the City. This requires more training in areas such as customer service as this is also a main component of the Security position.</p>	<p>Not started</p>	<p>Moss/Cayabyab</p>
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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.¹ 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.² 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.

¹ 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/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

What is the department's overall goal on Discipline and Separation?

The vast majority of our turnover is through voluntary resignation. Through evaluation of exit interviews, we have been able to determine patterns of why individuals decide to leave their positions, and are working to address these areas, which include lack of promotive opportunities, lack of professional development opportunities, and lack of resources. Given the current economic situation, we anticipate our retention rate will be higher, but that doesn't mean the issues don't remain. We pledge to address employee concerns and more routinely evaluate barriers to promotion and opportunity.

Employees have stated that there are few promotional opportunities within the Department. We are challenged by low staff morale and employees requesting to be on extended leave or workers compensation. Low morale creates an unhappy workforce which often leads to performance and/or work conduct issues. In order to address this, our Department has encouraged continued communications between staff and leadership to provide opportunities to discuss concerns regarding the work environment, the perception of minimal support from management and lack of resources. Our approach is proactive in that we aim to understand the root of the issues and what we can do to correct and improve staff behavior. Our goal is to continue to fairly address these issues through corrective discipline with understanding and an intent to help the employee improve. Education and coaching is important, however it will only be effective if it is done before discipline is proposed. Employees must have an opportunity to learn and be trained so that they understand the reason why policies are created. Furthermore, supervisors must be aware of their responsibilities to mentor and coach as a first step rather than rush into immediate discipline. Our goal is to require implicit bias training for all supervisors to eliminate unfair personal biases against staff. Furthermore, supervisors must be trained to improve emotional intelligence and managerial skills to provide a fair and standardized and productive approach to discipline for all staff. We will encourage staff to consider participating in the Citywide Peer Mediation program as a way to receive training to help facilitate face to face conversations between employees to resolve workplace conflicts as well as promote a positive and healthy work environment. These skills will be beneficial in providing staff with training for skill advancement as well as helping to cultivate a work environment that is welcoming and inclusive of our workforce before engaging in discipline. Our Department is committed to providing staff with more opportunities to engage in conversations in a safe environment to increase understanding, trust and respect with coworkers and management. This allows for our employees to engage in constructive conversations to problem solve and to reach resolutions before taking immediate action leading to discipline. Our Department has recently approved a service agreement with the Department of Human Resources' Workforce Development team to send six (6) of our Security Supervisors to the 24 Plus for Managers and Supervisors Workshop training in the 2020-21 fiscal year. This training will provide resources and strengthen the skills of our supervisory staff to effectively set expectations, develop staff, coach and manage their authority while maintaining a fair and respectful work environment.

The City currently has a Disciplinary tracking system that allows Departments to enter disciplinary actions that have been issued to City employees within Departments. Our goal is to create an internal document/guidance to supervisors regarding how to address performance and/or conduct in the workplace. We aim to create a centralized tracking document to track all disciplinary actions, steps taken leading to disciplinary action to ensure that all staff are treated fairly and given an opportunity to correct their behavior. We also realize that the Department must provide training to all lead and supervisory positions to ensure that staff are trained in facilitating difficult conversations with staff and are able to provide recommendations that are based on training, mentoring, and communication before disciplinary actions are taken.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Staff time	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	3-6 months	While the City requires Departments to track disciplinary actions, we plan to create and maintain an internal tracking system to allow for correction of behavior and conduct and ensure that discipline is fairly addressed throughout the Department.	Not started	Ignacio
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. Feel free to include other approaches to addressing this area in your department.	Staff time	Create tracking mechanism Analyze data annually	3-6 months	Review discipline and separations and track reasons leading to separations. Follow up with supervisors and managers to ensure that all separations have been properly reviewed before finalizing action. Create an internal tracking system to review all types of separations while placing focus on data pointing biases against color.	Not started	Ignacio
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Budget/funding for training, staff training	# of trainings completed annually	12 months	All Supervisors will be sent to the 24-Plus training provided by DHR to strengthen supervisory skills such as coaching, counseling and addressing behavior. HR will follow up with supervisors to evaluate and provide feedback as to how discipline can be addressed. Supervisors will be expected to implement concepts of the training listing both short and long-term goals to effectively improve and address staff performance.	Not started	Ignacio/Cayabyab
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for	Staff time	Human resources trained on alternative dispute resolution	12 months	Send staff to the City's peer mediation program to help facilitate communication and to scale back on immediate disciplinary actions. The City is	Not started	Ignacio/Cayabyab

separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.

currently recruiting its first cohort peer mediators to train and serve citywide.

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	6 months	Create discipline procedures guidance to help managers determine steps leading to progressive discipline.	Not started	Ignacio/Cayabyab
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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.¹ 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.² 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.

¹ 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>.

² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

What is the department’s overall goal on Diverse and Equitable Leadership?

FAM is committed to improving the diversity of our management and leadership positions through analyzing and implementing updated recruitment strategies for each and every leadership job opening that we have. This will include current positions as well as identifying what positions can be created and added to the organization. Our goal is to have a diverse slate of candidates in all interview processes. We also need to check our “Sense of Urgency” when filling positions. So often we are rushing to hire in order to ensure the work will be done, without thinking about the larger picture and the broader goals of ensuring multiple viewpoints and voices are included. It is even more important for the museum industry as a whole to work toward ensuring decision making leaders represent less dominant voices, and to balance the white power that has been the prominent voice and direction of our institution and the industry as a whole throughout its history.

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	12 months/ ongoing	Work closely with DHR and ORE teams to create an internal recruitment policy that focuses on increasing diversity in City positions.	Ongoing	Moss
4.1.2. Commit to ongoing racial equity training and development for leadership.	Budget Resources & Staff time	# of training & development completed by leadership per quarter	12 months	After receiving a \$42K grant to offer anti-racist training to all staff, COFAM supplemented this to offer a comprehensive anti-racist capacity building series starting in September, 2020. This is a three month process in which the leadership team and all staff go through a similar series of workshops to address systemic racism in our organization.	In progress	Moss
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting. ³	Staff time	Senior leadership demographic included in the department annual report	12 months	Our Department aims to be open and transparent to show our commitment to increasing diversity in our senior leadership positions.	In progress	Moss
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	Staff time	% of staff is aware of the process	12 months	Create an email address where employees can submit feedback. Figure out a way for the feedback to be anonymous. Create a format where employees can give feedback for their supervisor's performance review, and institute a 360 degree approach to performance management.	Not started	Moss

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

³ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

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 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.¹ 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 retaining employees to one day fulfill leadership positions.

¹ 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>.

DEPARTMENT GOAL

What is the department’s overall goal on Mobility and Professional Development?

The Museums are a wonderful place to build a career, and one of the most exciting aspects of museum work is the variety of career options available. Something that has consistently posed challenges for the field is the limited opportunities based on lack of open positions. Many of our employees have worked in their roles for decades, and until they retire, there are few opportunities for others to advance. In recent years we have worked very hard to fill the positions we do have with individuals who have started with us in one of our OFA internships, or through the Community Representative program. Many of our opportunities are in the Education, Exhibitions, and Marketing Departments, and because we have a bit more turnover in those areas we are able to create more opportunities. The Curatorial and Conservation fields have less turnover, and therefore we have less opportunity to replace and advance employees. These fields have also historically attracted white candidates, and our museum is playing an active role in offering educational and other opportunities for people of color to understand the professions and create interest. Our goal is to actively create and become a leader in providing opportunities for people of color in historically white professions within the museum, and to offer staff who work in Security professional development opportunities so they can advance within the CCSF promotive structure.

Our Department was recently authorized to send our Security Supervisors to 24-Plus for Managers and Supervisors Workshop which focuses on the following: managing yourself, setting expectations and developing others, coaching and giving feedback and managing your authority. We believe that our employees are our strongest asset and therefore are committed to uplifting them and offering opportunities for networking and professional development. Staff have also been encouraged to participate in Learnit, one of our Department’s staff training platforms focused on Communication Strategies and Fundamental Skills for Managers. We will also review our performance plan and appraisal process to acknowledge and celebrate accomplishments for goals met. This allows our Department to focus on employee and leadership development. We want to challenge our employees and inspire them to develop new skills.

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

ACTIONS	RESOURCES	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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	COMMITTED					
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Budget Resources	# of available professional development opportunity per fiscal year # of completed training per fiscal year	24 months	There are no available financial resources for staff to attend professional conferences. The Department needs to request for funding to support more training/conference opportunities. In order to do this, we must engage in conversations with the Mayor's Budget Office to seek their support to send staff for training.	In progress	Cayabyab
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Budget Resources & Staff time	# of attended, external conferences	24 months	In the past, budgets have included conferences for staff. We make an effort to include all levels of staff in terms of participation. Also, in the new zoom era, we are able to provide more opportunities for staff to participate in remote professional development opportunities. There are little available financial resources for staff to attend professional conferences. The Department needs to request for funding to support more training/conference opportunities. This would require engaging with leadership and financial teams to seek their support.	In progress	Cayabyab
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Budget Resources & Staff time	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	24 months	We have a very limited budget this FY for staff training and PD. We are happy to allow staff the time for training opportunities, during work, but unfortunately cannot dedicate funding to staff training during the current year. This would require engaging with leadership and financial teams to seek their support.	In progress	Cayabyab
5.1.4. Encourage participation in professional development by sharing external opportunities	Budget Resources & Staff time	# of staff participating in outside events or opportunities	24 months	In order to achieve this, we need to request for funding to support more training/conference opportunities. HR will continue to gather training	In progress	Ignacio/Cayabyab

that are related to the department’s missions and goals. Provide financial support for paid opportunities.

and professional development workshop information to provide to staff. Our Department has recently shared the City’s Peer Mediation program which will allow staff from various backgrounds to receive training to facilitate communications between staff members. Communication and human relations ability are important skills that all staff members can benefit from. We support the participation in this program to improve morale and to equip staff with effective communication skills.

5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Staff time	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	24 months	Once we have a training budget and plan, we will implement a system that looks at who is being offered these opportunities, and ensure PD is open to underrepresented staff of color. We will work with supervisors to ensure that Performance Plans are completed in order to track skills development and staff accomplishments.	Not started	Cayabyab
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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. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Staff time	Bi-annual performance evaluation program to all staff	12 months	We currently have a PPAR process in the City. Supervisors must be training in performance evaluation so that evaluations are completed without bias and fairly among staff. HR will provide guidance to managers to include opportunities during the performance planning meeting to discuss personal and career goals. The	In progress	Moss/Cayabyab

Department is committed to assisting staff in meeting their advancement and career goals.

5.2.2. Create a mentorship program between senior and junior level staff.	Staff time	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	12 months	We plan to implement a mentorship program through sourcing our management group to find volunteer mentors, and assigning junior staff to partner with them. We imagine this to be a cross divisional opportunity, and will provide access to staff who would like to learn more about the broader institution.	Not started	Moss/Cayabyab
				City: Create a shadowing program for newly hired staff to work with experienced staff to provide guidance and information regarding the position.		

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 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	6-9 months	Improve the current accommodation tracking system to include when a request is submitted as well and a timeline of actions taken to approve or deny requests. Provide timely updates for transparency.	Not started	Ignacio
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	6-9 months	Include an assessment of staff needs in the PPAR to allow staff to specify any needs met to achieve or meet goals.	Not started	Ignacio/Cayabyab

<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>	<p>Budget Resources</p>	<p>Improvement in overall staff mental health, increase in staff feedback</p>	<p>6-9 months</p>	<p>Review Department’s current lunch/break areas to create a quiet space for meditation or for religious and/or cultural needs. Work closely with Facilities to evaluate our current work spaces to see which spaces can be used to support community wellbeing and overall staff mental health and morale.</p>	<p>Not started</p>	<p>Ignacio/Cayabyab</p>
<p>5.3.5. Respect religious and cultural practices of employees.</p>		<p>Improvement in overall staff mental health</p>	<p>6-9 months</p>	<p>The Department is working closely with the City’s Health Services System Well-Being Team and EAP Program to provide training and resources to all staff members while focusing on physical and emotional health especially during the COVID-19 pandemic. We are scheduling training and quarterly sessions for Spring 2021 to address stress management, learn communication skills with a focus on peer mediation and overall respect in the workplace. We are focused on improving morale and supporting staff wellbeing.</p>	<p>In progress</p>	<p>Ignacio/Cayabyab</p>

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, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ 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.

¹ Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

What is the department's overall goal on Organizational Culture of Inclusion and Belonging?

We have begun the process of understanding the needs of our staff, particularly our BIPOC staff, through surveys, conversations, and meetings specifically to gain understanding of this critical concern. We have discovered the need to understand better specifically how we can support employees, and make more of an effort to design policies which reflect the varying needs of our underrepresented staff. This will require more intentional outreach and trust building.

Our work with Be the Change has revealed that our policies need to be reviewed regularly to ensure staff feels like they both understand why the policies exist, and also how we can make adjustments to better accommodate a variety of needs. Often the communication is very “top down,” without explanation, and while our policies most often have sound reasons behind why they exist, we do not consistently take the opportunity to be inclusive with our rationale and communication. We are attempting to address many of these concerns by updating our methods of communication to include more in person check ins, offering safe methods for employees to give feedback, and ensuring that any and all written communication is available.

The institution is committed to improving our onboarding program to include a more interactive process, along with designing a mentoring program that will allow staff to become more involved with their workplace. Our goal is to welcome all staff initially at the onboarding stage and to provide them with resources regarding departmental policies, standard operating policies, as well as expectations of the position. We believe that staff should immediately feel welcomed and valued as a member of the Department. We aim to create a mentorship program that allows current employees in various programs to serve as guides to new hires. In this role, the mentor would be an individual from the program who takes pride in their work and is open to serving as a main contact to provide resources and to serve as a liaison to both management and human resources. The mentor would also help connect the new hire with individuals from different programs so that the new hire gains a better understanding of how each program works in the Department. This role would include an introduction to their role in a specific program and to allow the new hire an opportunity to be part of a welcoming work culture. The mentor will also continue to follow up with the employee on a weekly basis during the employee's first six months on the job and as needed. HR will also follow up with the employee on a daily basis to ensure that the employee understands all policies and City resources outside of the Department (e.g. wellbeing, EAP, voluntary benefits).

We understand that the current COVID pandemic has challenged our efforts to physically reach out to new hires, however contact can be made through remote video conferences to allow the employee to ask questions about the Department and better understand the importance of their role. We understand that each employee should be valued throughout the life cycle of their employment, and not just initially on their first day. The practice of inclusion should be followed daily with check-ins with staff and to focus on personal development, career goals, training opportunities and resources. Our Department aims to implement a performance plan that includes a section specifically geared towards short-term and long-term personal goals and a commitment provided by the Department to support employee goals. Employees will be encouraged to inform their supervisor of their interests to learn about different programs in the museum as well as allow opportunities to participate in special projects to gain more exposure and work experience. We believe that staff must be heard, valued and validated for their skills as well as their abilities to learn and grow within the department. These actions will support an organizational culture not only of inclusion and belonging but also of pride and accomplishment.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff time	Department mission, policies, and procedures are updated and available	6-9 months	Review current department's policies to create and support a more inclusive work environment that celebrates and appreciates diversity and community.	In progress	Moss
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.	Budget resources & staff time	Regular, scheduled meetings with RE Team to implement RE Action Plan	3- 6 months	The Department currently has individuals from different programs participating in the RE Action Plan review. Continue working with staff members to ensure the Department is following through with the RE plan and implementing changes. We have created a Racial Equity Team but welcome additional members of the Department to participate as we are all responsible for promoting fairness, equity and inclusion in the workplace.	In progress	Moss
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff time	RE Action Plan is published on department website	In progress	Publish the Department's RE Action Plan on the website for public viewing/information.	In progress	Moss
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff time	Ongoing reporting	3 months	Provide updates regarding the progress of goals and indicators of success.	In progress	Moss
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Staff time	# of spaces provided	3 months	Space and time can be made available for affinity groups. The challenge may be to find the person to lead the various groups.	In progress	Moss/Cayabyab
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Budget resources & staff time	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	12 months	Be the Change capacity building series has been offered to all staff over a four month period. COFAM has covered the cost for both COFAM and City employees for this initiative. We would like to	In progress	Moss/Cayabyab

continue the series each FY, and will need to find funding for this.

6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Staff time	Annual survey with disaggregated data and feedback	12 months	Create an annual survey to gather staff feedback to gauge progress and feedback.	Not started	Moss
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	12 months	Gather feedback from staff regarding current art, decor and design to consider suggestions and ideas to support and celebrate inclusion and diversity.	Not started	Moss

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	Recently we have implemented an HR newsletter which contains both City and COFAM employee information related to anything from a new hire to COVID safety information. This is a more streamlined way of reaching out to staff and providing consistent information. A challenge we have is that many of our frontline team don't read their email consistently as they do not work at a computer. We are working to ensure the management of those teams does communicate through printing out the emails and posting, to making announcements in the daily meetings.	Ongoing	Moss

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.	Budget Resources & Staff time	Ongoing staff participation and feedback	Immediate	Our Director’s bi-weekly staff meeting could include a more diverse slate of speakers. We can implement this immediately.	Ongoing	Moss
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Budget Resources & Staff time	Ongoing staff participation and feedback	12 months	We need an employee intranet where staff can log in and find anything from forms to recent updates and communications. This is an ongoing concern and request from our IT Department.	Ongoing/In Progress	Moss

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	12 months	Provide more electronic/computer resources for City staff to access training or to obtain more City information/resources. HR will work closely with IT and Facilities to consider and include additional ways to improve communications with staff in real-time.	In Progress	Moss
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, etc.	Staff time	A plan for physical space improvement \$ funding secured Successful implementation	12 months	COFAM employs an Access Manager who works closely with an access advisory group to tackle issues of access throughout the museums. This includes both building access issues, along with vision access for exhibitions, and staff access to meetings etc. (considering hearing impaired, vision impaired, and physically challenged.)	In Progress	Moss

<p>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.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p>	Staff time/ resources	<p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	12 months	We currently offer captioning for all of our all staff meetings, along with recordings to accommodate any staff who aren't able to attend.	Ongoing	Moss
<p>6.3.4. Invest in translation services.</p>	Staff time/ resources	# Increase in translated materials	12 months	Review the need of translation services and how to properly implement translation services.	Not started	Moss
<p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	Staff time	Increase in staff using inclusive identity expression, second nature	Ongoing	<p>FAM has created a template for individuals to include pronouns on FAM email</p> <p>HR has included pronouns on email correspondence and has provided staff with the EEO policy emphasizing the importance of respect and inclusivity in the workplace.</p>	Ongoing	Moss/Cayabyab
<p>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.</p>	Staff time	<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default</p> <p>Increased digital equity (e.g., access) for all employees</p>	immediately	<p>Place accommodation policy and paperwork on employee accessible areas.</p> <p>Follow-up with employees in person to inform them about the accommodation process and provide general information about accessibility resources. Work with IT to evaluate how to share reasonable accommodation resources electronically. Provide additional computer workstations for staff to access all general information and forms.</p>	Ongoing	Moss/Cayabyab

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
<p>6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.</p>	<p>Staff time; research</p>	<p>Community will have an impact on all department projects</p>	<p>ongoing</p>	<p>Our Public Programs and Education departments offer regular programs that welcome diverse populations into the museums, including free concerts, art making for youth, intentional school programs, and an integrated educational opportunity called the “Museum Ambassador” program, which trains SFUSD high school students to educate students in SFUSD elementary schools (both onsite at the school as well as at the museums) about the history of art with hands on opportunities. These are ongoing relationships, and we have hired many of our Museum Ambassadors into staff positions at the museum.</p>	<p>Ongoing</p>	<p>Sheila Pressley</p>
<p>6.4.2. Find opportunities to invest into and support the communities the department serves.</p>	<p>Staff time; research</p>	<p>Increase involvement in supporting arts appreciation and education in the community.</p>		<p>Review current services provided to the community to evaluate how to invest and support arts appreciation and education. Provide opportunities to feature local artists and art programs.</p>	<p>Ongoing</p>	<p>Pressley</p>

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. Bi-

laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

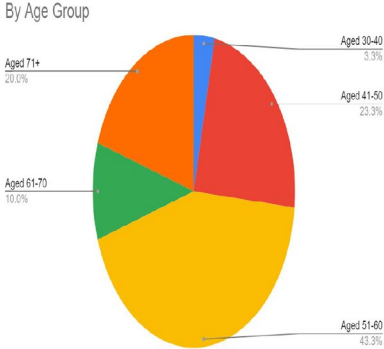
DEPARTMENT GOAL

What is the department’s overall goal on Boards and Commissions?

The overall goal of the Fine Arts Museums of San Francisco’s Board, as defined by its recently formed Diversity and Inclusion Task Force is to be a “truly representative museum”. The top specific goal is to have at least the same percentage of Black and POC Trustees as there are in the Bay Area’s demographic composition.

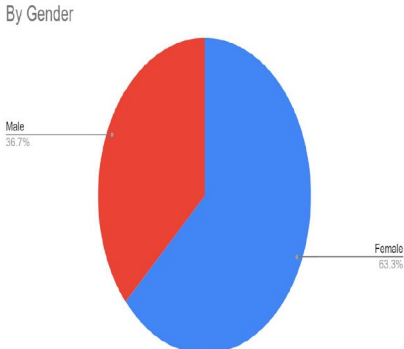
By Age

- 30-40: 1
- 41-50: 7
- 51-50: 13
- 61-70: 3
- 71+: 6



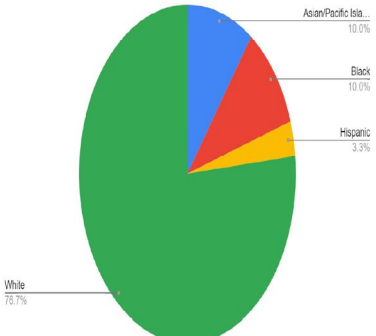
By Gender

- Female: 19
- Male: 11



By Ethnicity

- Black: 3
- Asian/Pacific Islander: 3
- Hispanic: 1
- White: 23



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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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.	Staff time; research	Bylaws, rules of order or other procedures successfully amended	12months	Form board governance committee to review and update bylaws	In progress	Bourne
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Staff time; research	Annually collect board/commission demographic data	1 month	Provide demographic data	In progress	Bourne
		Include data in annual report	6 months	Include in annual report		
		Use data to guide recruitment efforts	1 month	Develop gap analysis of diversity representation.		
		Greater racial and gender equity in board and/or commission members	12 months and ongoing	Apply demographic data to board recruitment efforts,		
7.1.3. Have board/commission adopt a resolution around racial equity.	Staff time; research	Resolution adopted	12 months and ongoing	There is no giving requirement for FAMSF board. Focus board recruitment on communities of color, on understanding the needs of communities of color and meeting those needs.	In progress	Bourne
7.1.4. Racial equity-related items are regularly agendized.		# of policies and issues related to racial equity that are heard, reviewed and/or implemented				

7.1.5.
Expand ability for board/commission members to hear from diverse voices from a place of influence.

Participatory budgeting processes

Community advisory working groups

Issue-specific task forces

7.1.6.
Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.⁴

Resolution adopted

7.1.7.
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.

Greater racial and gender equity in board and/or commission members

7.1.8.
Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.

Staff time; research

of policies passed with RE lens

Budget equity completed

12 months and ongoing

12 months and ongoing

Develop and pass recommendations for policies to update / implement with RE lens
Submit budget requests that support RE policies and initiatives

In progress

Bourne

⁴ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

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, etc.</p> <p>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</p>	<p>Staff time</p>	<p># of diverse board/commission members</p> <p>% of board/commission retention</p> <p>Implementation of inclusive protocols</p>				<p>Bourne</p>
<p>7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>		<p># of completed training per quarter</p> <p>Increased participation rate</p>				
<p>7.2.3. Develop a mentorship program between newer and more experienced board/commission members.</p>		<p>Increased board/commission retention</p> <p>Member experience satisfaction survey</p>				<p>Bourne</p>

APPENDIX

Vulnerable Populations Served

Please include your response to the Office of Racial Equity’s Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.
 [Please submit as an Appendix.]

The Fine Arts Museums of San Francisco strives to connect our visitors with local and global art in order to promote their knowledge and curiosity about the past, deepen their engagement with the art and ideas of today, and stimulate their creative agency in their own futures. We have engaged our communities in the following activities: Free K-12 school programs while partnering with the San Francisco Unified School District, free

admission to permanent collection on Saturdays working alongside with our community partners, free admission to special exhibitions (e.g. Soul of a Nation), free art programs such as Saturday art making for families, free de Youngsters Studio which is an interactive gallery for 4 to 8 year old children, free access programs, Opportunities for All Youth internships, Community Representative Programs and Teen Programs (Museum Ambassadors). These programs allow our Department to connect with our community, as we focus on providing the arts education to our Bay Area Counties, specifically focusing on our BIPOC communities and youth. We believe that art should represent and reflect the diversity of the Bay Area and provide opportunities for communities who face limited resources such as funding for art programs/educational to visit the Museums in order to celebrate various cultures and art perspectives. As a Department, we continue to look for opportunities to engage the community in seeing artwork that is representative of their culture and identity.

Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco’s communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population? Please use the table below and add rows as needed.

A primary goal of the Fine Arts Museums of San Francisco is to engage with a diverse population and make our collections accessible to all. To accomplish this, we have several programs in place. Most notable is our “Free Saturdays” program, whereby any resident of the six Bay Area Counties can visit the museum for free. In the past, we had (and still do) offer the first Tuesday of each month as our free day. While this is a valued effort, we realized that by not offering a weekend day, we were excluding a large portion of the population. This initiative has proven to be extremely popular, and has increased visitation within the community of color. During these free Saturdays, we offer free art making for youth, and often have free performances and other engaging activities for our visitors.

Please submit as an Appendix.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
		0% of City Budget	As a City Department, we are in need of City funding to support serving our vulnerable populations.	Noted accomplishments (see summary above) are funded by grants and private donors.