

RACIAL EQUITY ACTION PLAN

SAN FRANCISCO WAR MEMORIAL & PERFORMING ARTS CENTER

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San Francisco
War Memorial
& Performing
Arts Center

December 24, 2020

Dear Director Simley,

I am pleased to submit to you the War Memorial's Racial Equity Action Plan. This plan documents who we are, where we have been, and where we are going to further racial equity in our department.

While the plan follows the template created by the Office of Racial Equity, the implementation strategy was created by our staff Racial Equity Team in response to the existing policies and procedures of the department. The plan was crafted using demographic data provided by the Department of Human Resources, responses to our employee survey, focus group feedback, historical research, and learnings from participation in the Racial Equity Leadership Convenings.

This is a living document that will be updated as we accomplish our goals, and we will adapt it in response to real-world feedback regarding the effectiveness of specific interventions. Implementing this plan will require funding and time. I will work with supervisors and managers to ensure that the employees who will bring this to life have the necessary resources.

Each member of our department will be called on to contribute to the large and small changes needed to continue the work of making the War Memorial a place of welcoming and belonging for people of all races. There are many ways to be involved, from joining the War Memorial's Racial Equity Team, to supporting the implementation of new policies and procedures, helping plan a staff gathering, or attending a racial equity training. I will encourage all staff to play a part in this important work.

I am grateful for the efforts of every member of the War Memorial's inaugural Racial Equity Team. These staff members shared their personal experiences and gave of their time and creativity to help us create the best plan possible.

As Managing Director, I am committed to seeing all the objectives outlined in this plan enacted, and I am appreciative for the partnership of the Office of Racial Equity.

Sincerely,



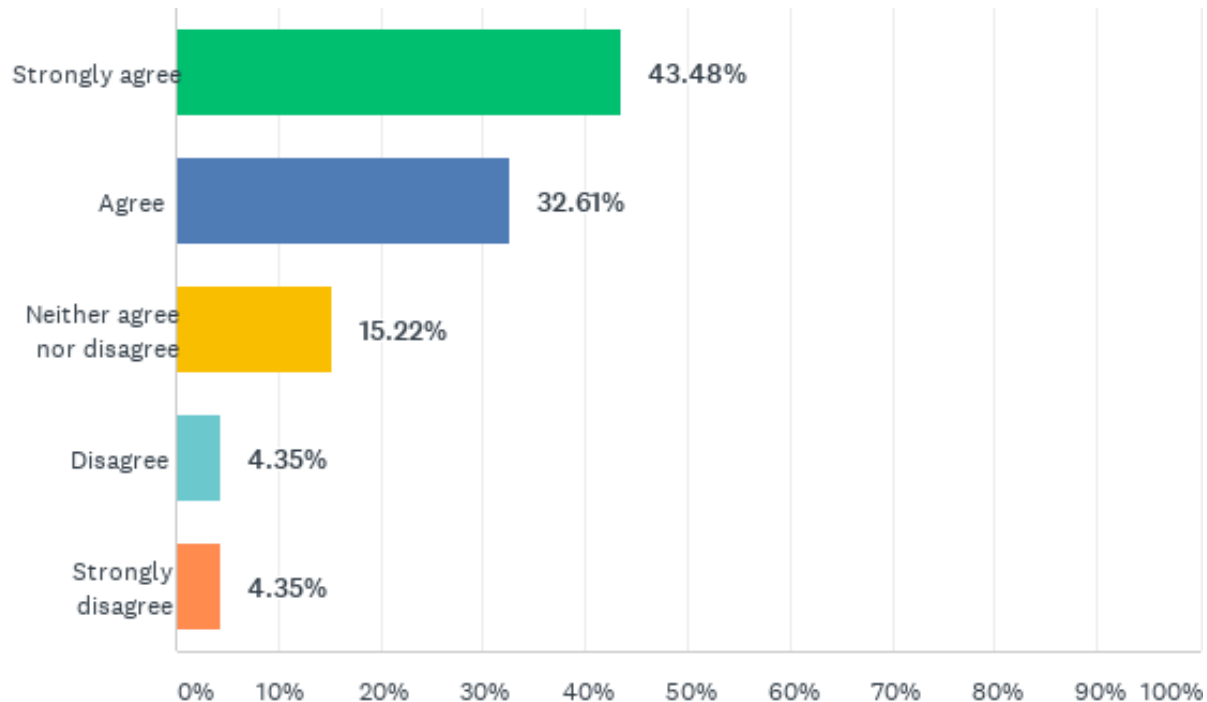
John Caldon
Managing Director



Racial Equity Survey 2020

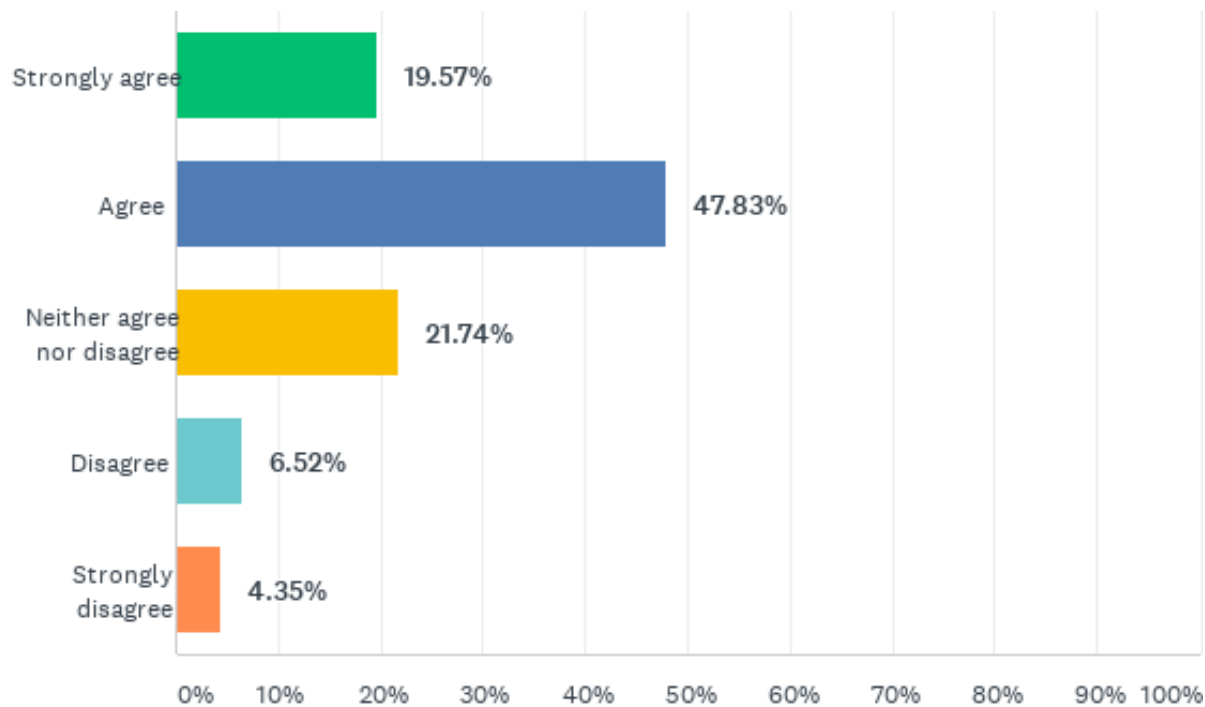
Q1: I think it is valuable to discuss the impacts of race on employees at the WAR MEMORIAL.

Answered: 46 Skipped: 1



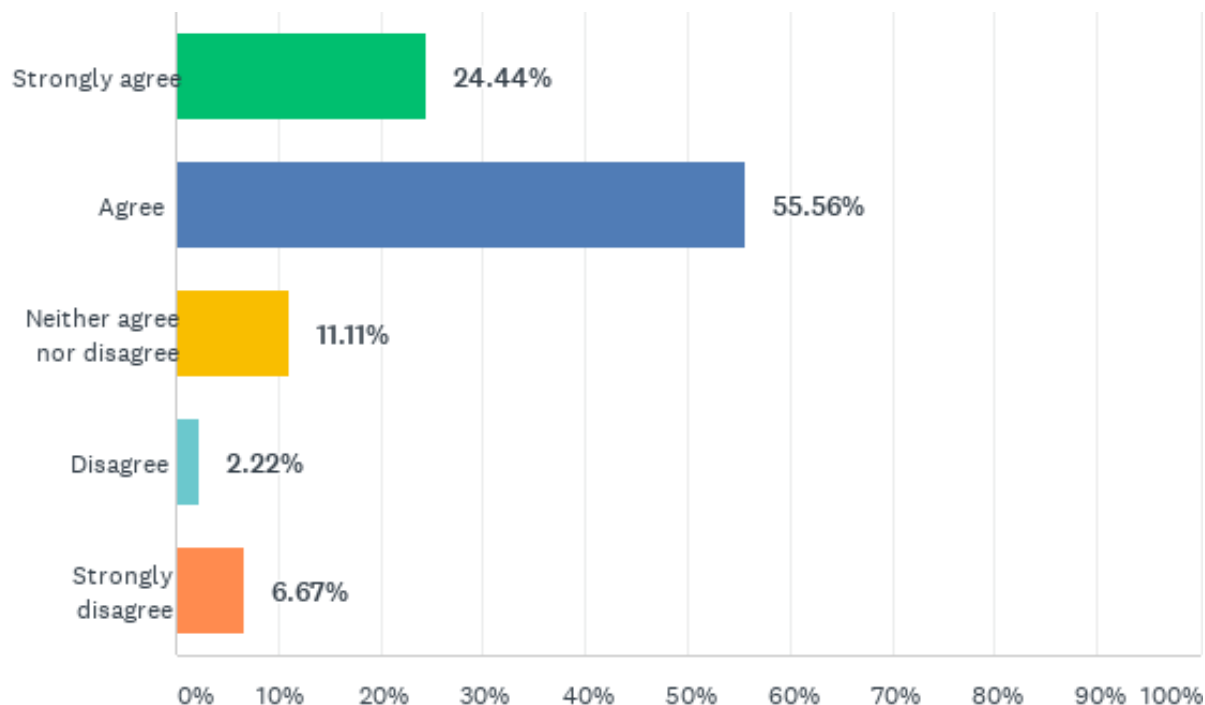
Q2: I feel comfortable talking about race at the WAR MEMORIAL.

Answered: 46 Skipped: 1



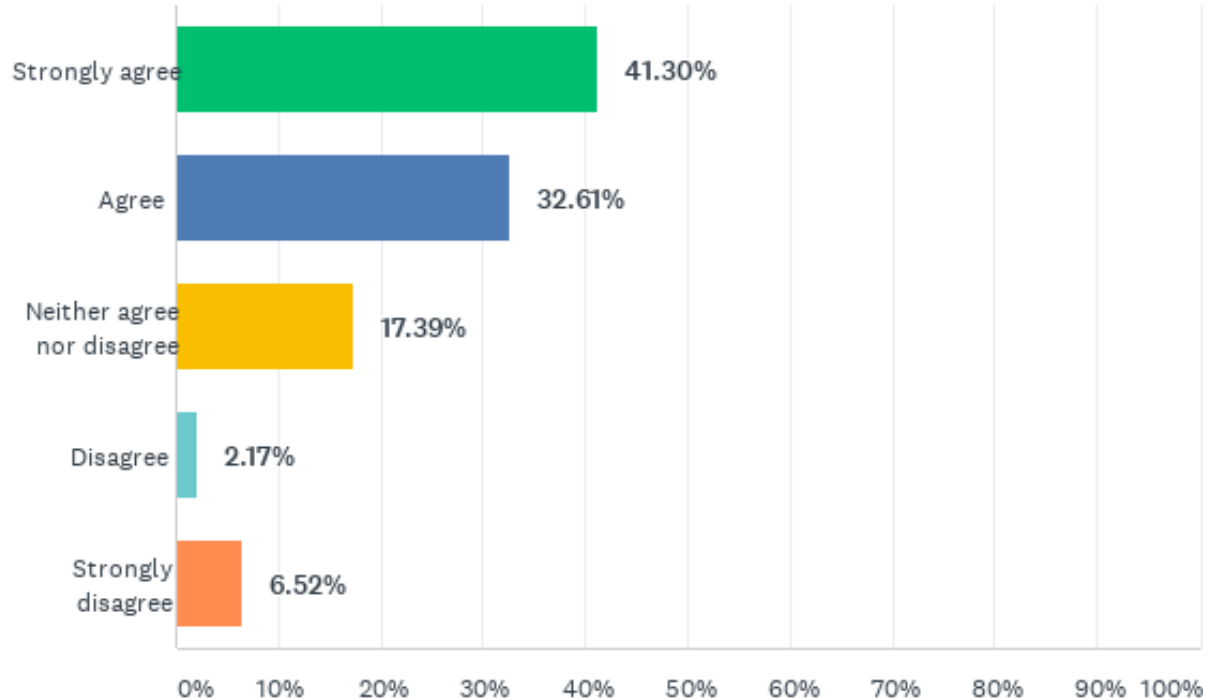
Q3: I am comfortable when others talk about race at the WAR MEMORIAL.

Answered: 45 Skipped: 2



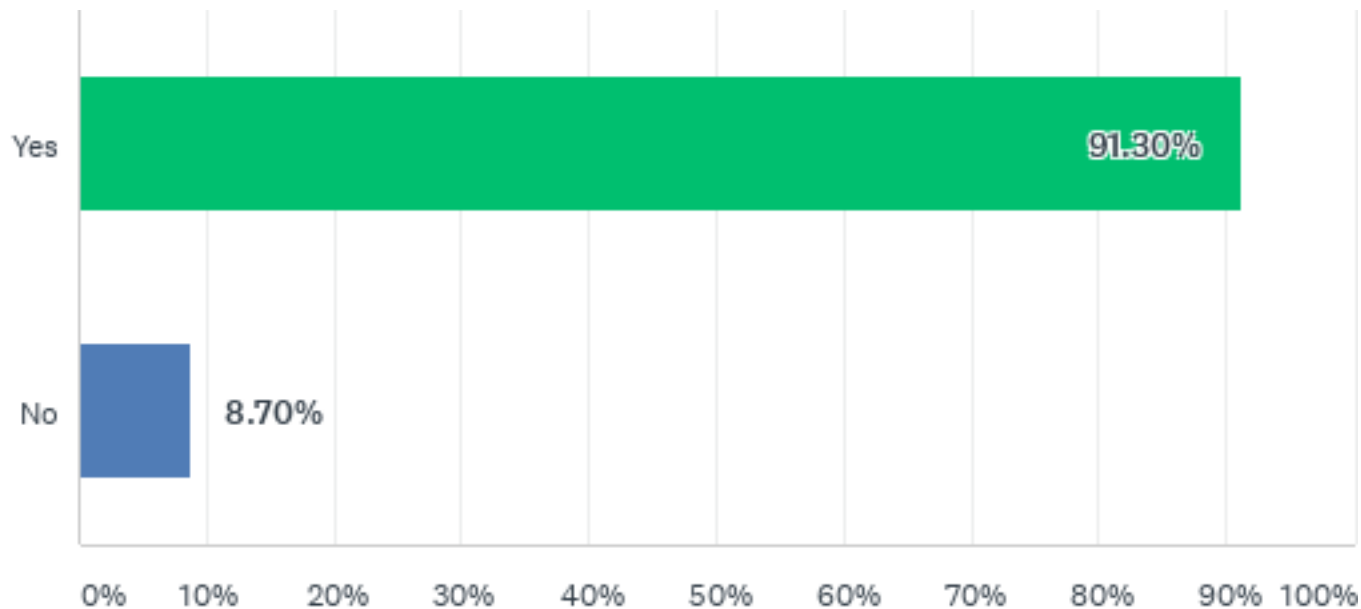
Q4: I agree that it is important for the War Memorial to prioritize racial equity.

Answered: 46 Skipped: 1



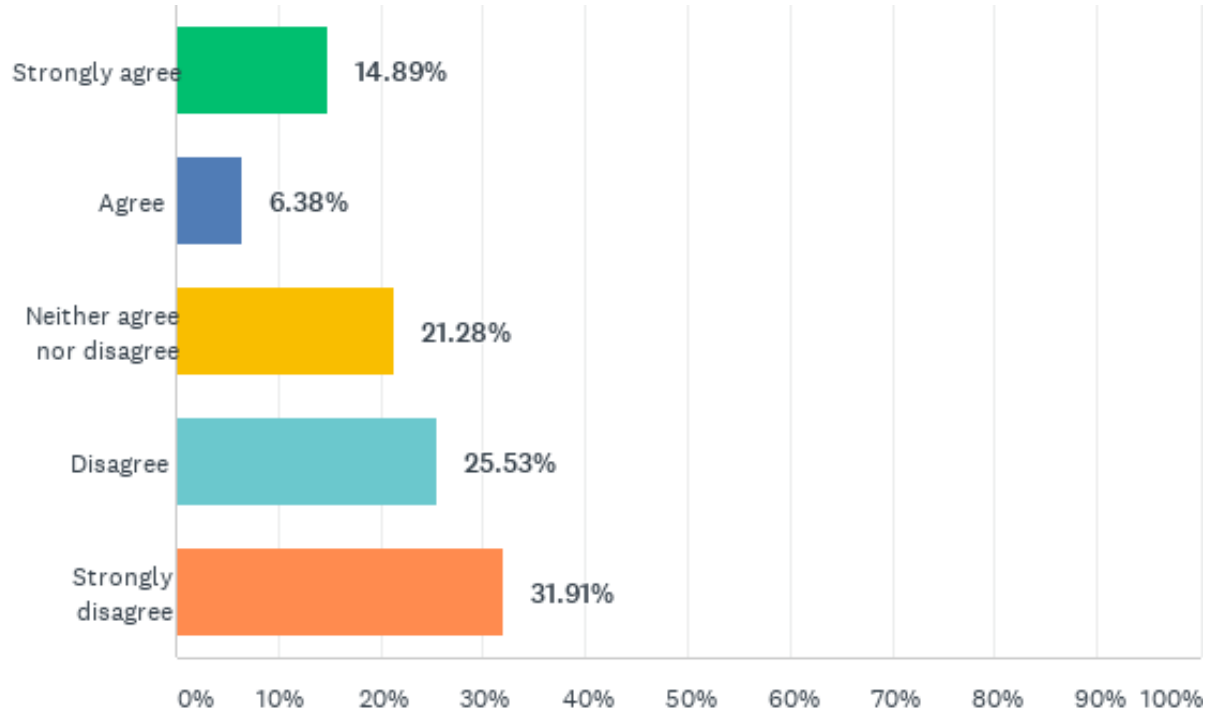
Q5: Are you comfortable talking about your background and cultural experience with your colleagues?

Answered: 46 Skipped: 1



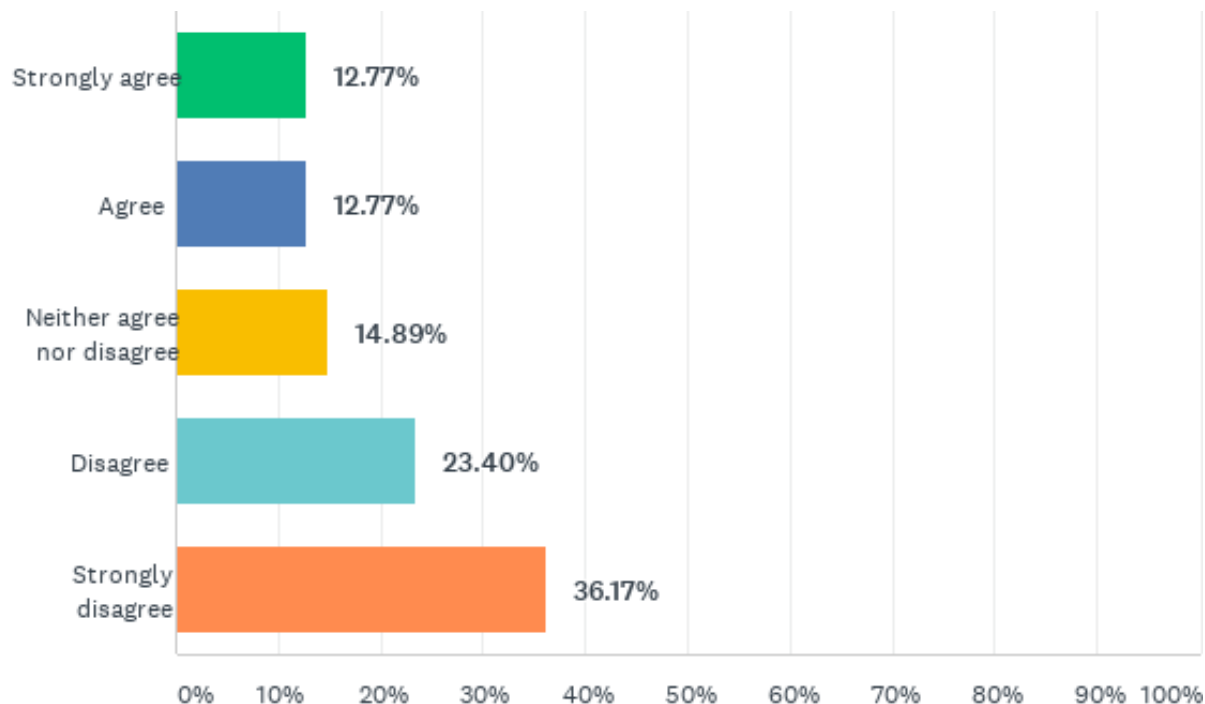
Q6: There have been instances at the WAR MEMORIAL where I feel that I have not been included and respected because of my race, nationality, or culture.

Answered: 47 Skipped: 0



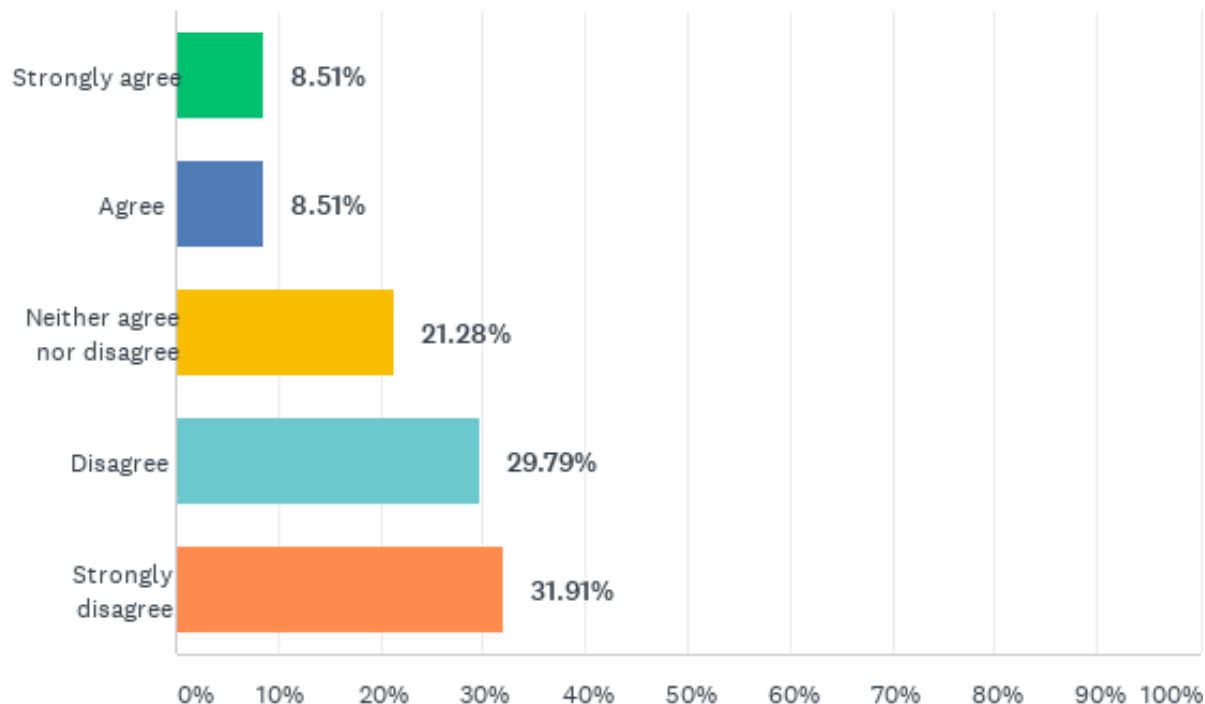
Q7: I observe/have observed racial tension between employees at the WAR MEMORIAL.

Answered: 47 Skipped: 0



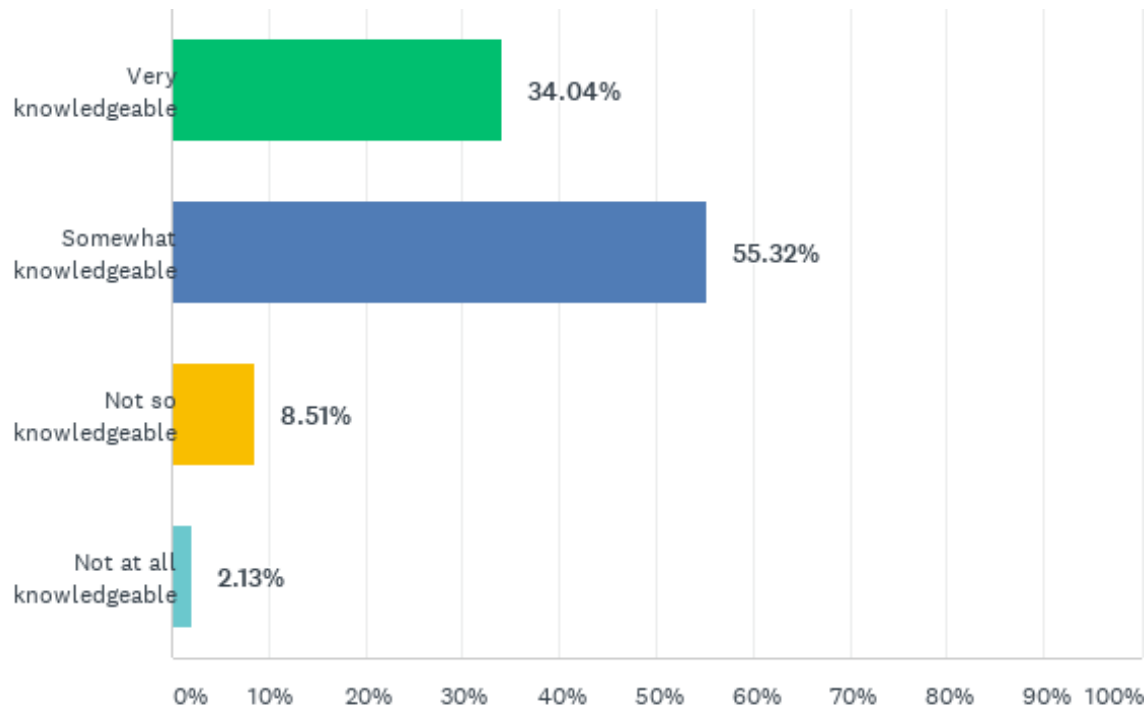
Q8: There have been instances at the WAR MEMORIAL where I feel that I have not been treated fairly because of my race, nationality, or culture.

Answered: 47 Skipped: 0



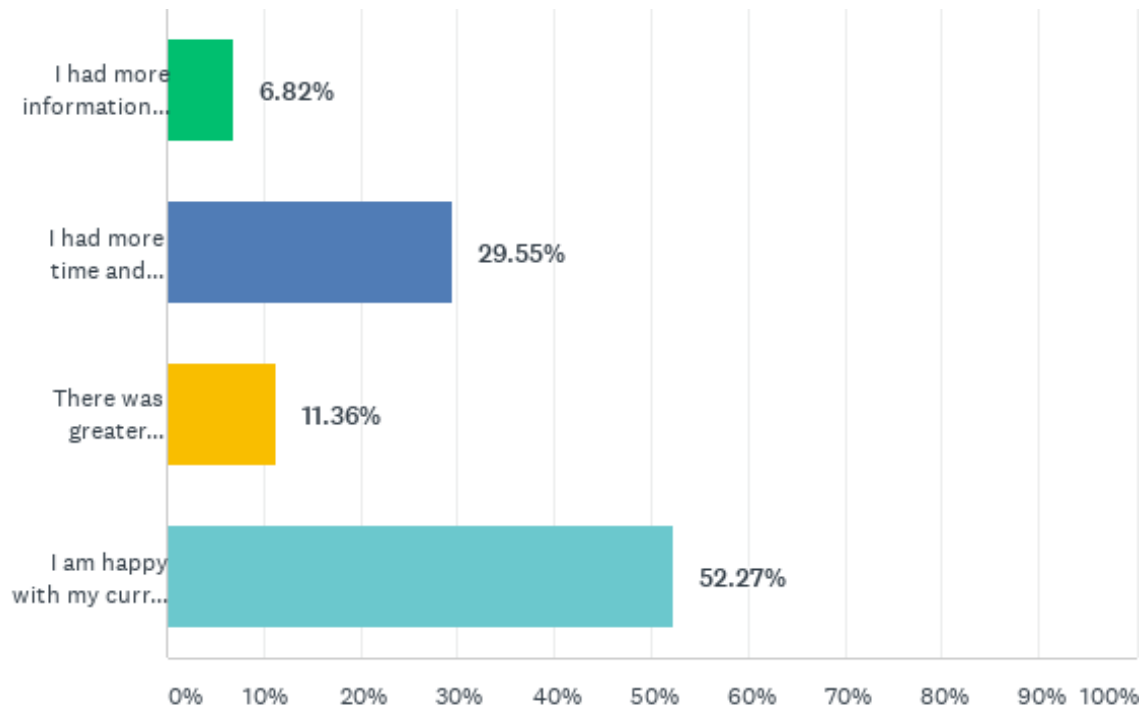
Q9: How knowledgeable are you with the concepts surrounding racial equity (inclusion, implicit bias, unconscious bias, interpersonal racism, institutional racism, structural racism)?

Answered: 47 Skipped: 0



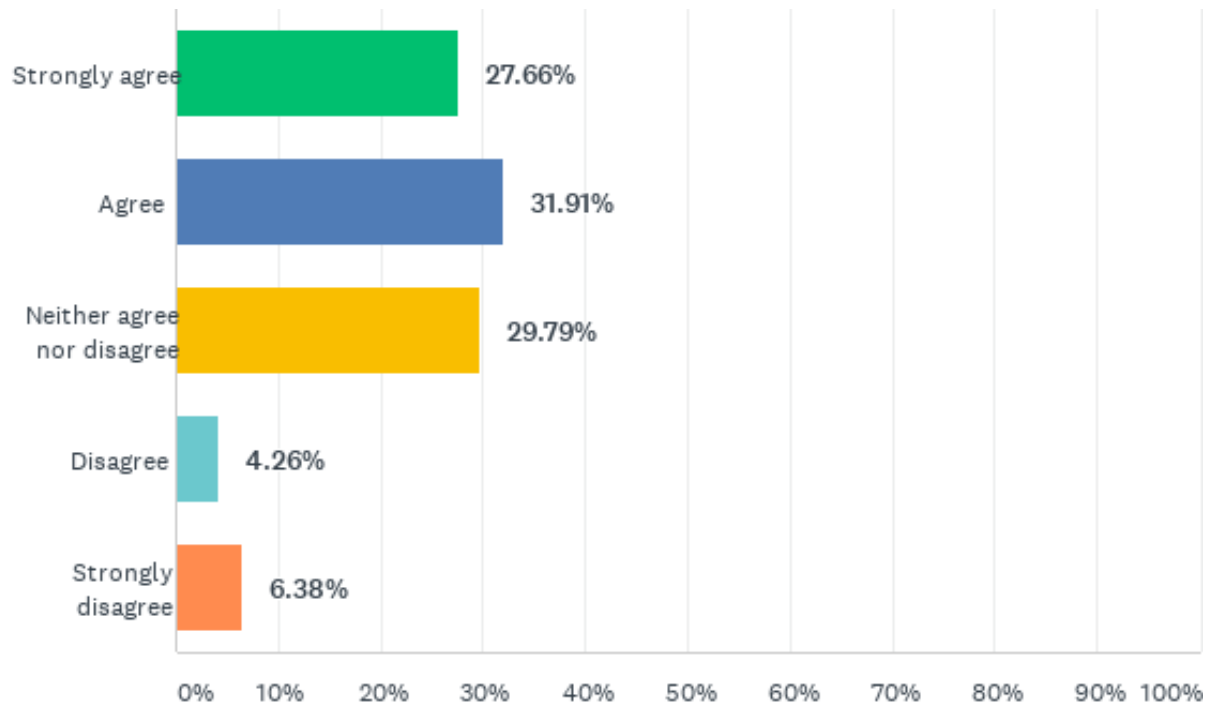
Q10: I would become more involved in racial equity work at the War Memorial if:

Answered: 44 Skipped: 3



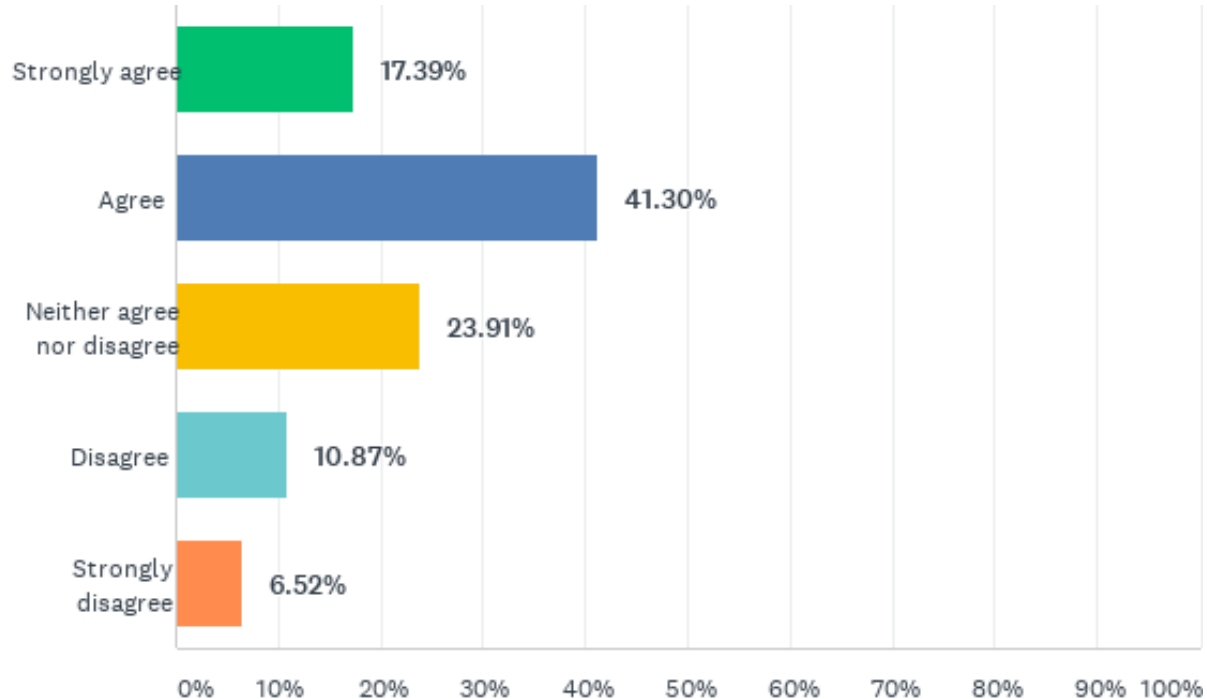
Q11: Leadership at the WAR MEMORIAL participates in and supports conversation about racial equity.

Answered: 47 Skipped: 0



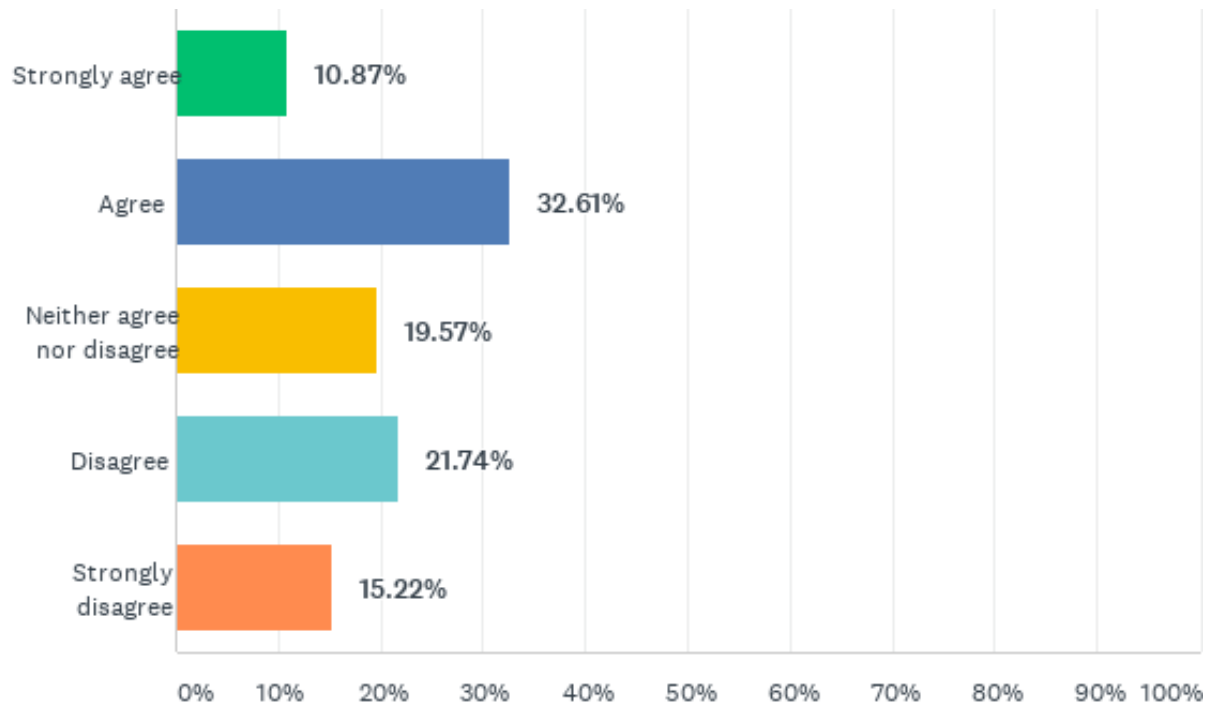
Q12: The WAR MEMORIAL creates an environment where everyone has equal opportunities to advance.

Answered: 46 Skipped: 1



Q13: At the WAR MEMORIAL, everyone has access to training opportunities and professional development.

Answered: 46 Skipped: 1

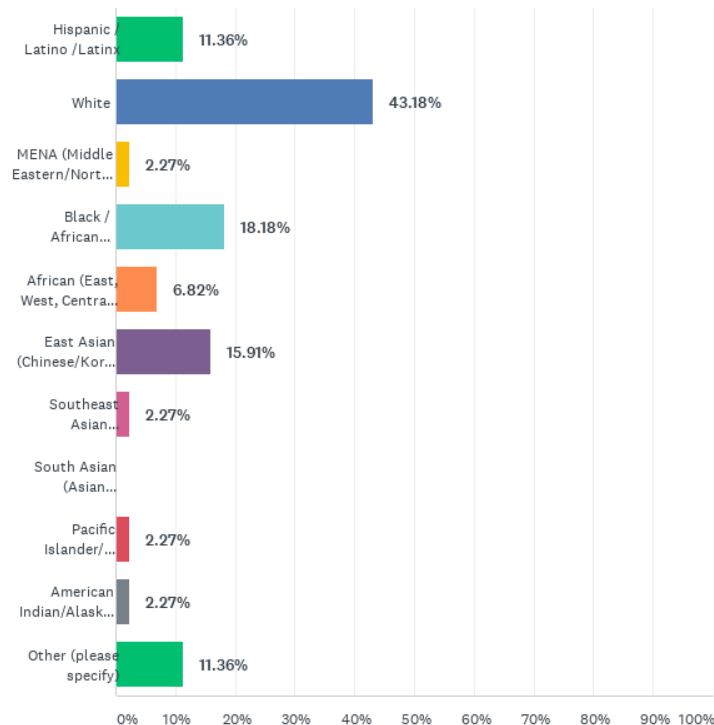


Q14: Is there anything you feel that the WAR MEMORIAL could do to build a more diverse, inclusive, and equitable workplace culture?

topic building **work** Hiring **training** support
opportunities key

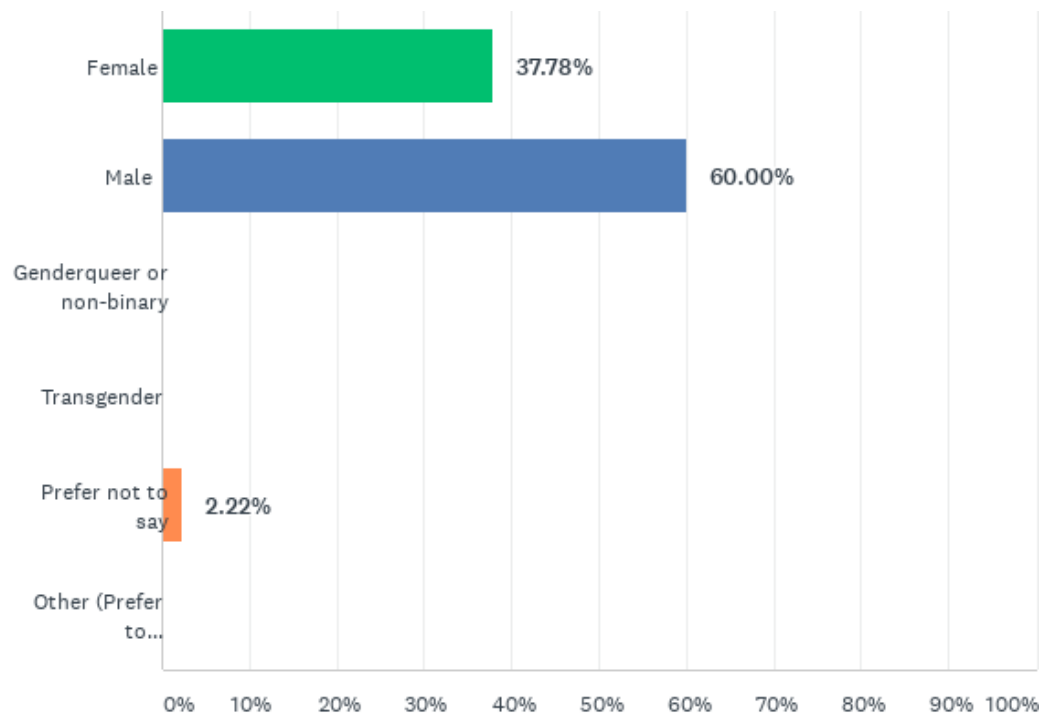
Q15: How would you describe your racial/ethnic identity? Select all that apply.

Answered: 44 Skipped: 3



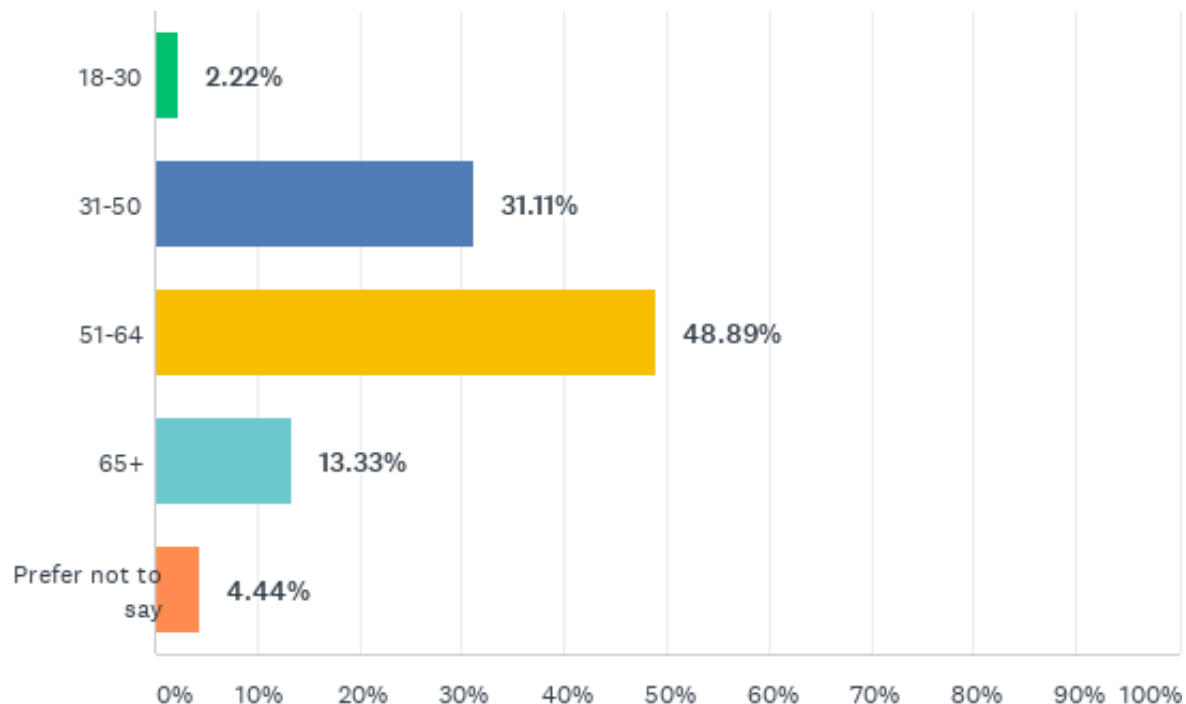
Q16: How would you describe your gender identity? Select all that apply.

Answered: 45 Skipped: 2



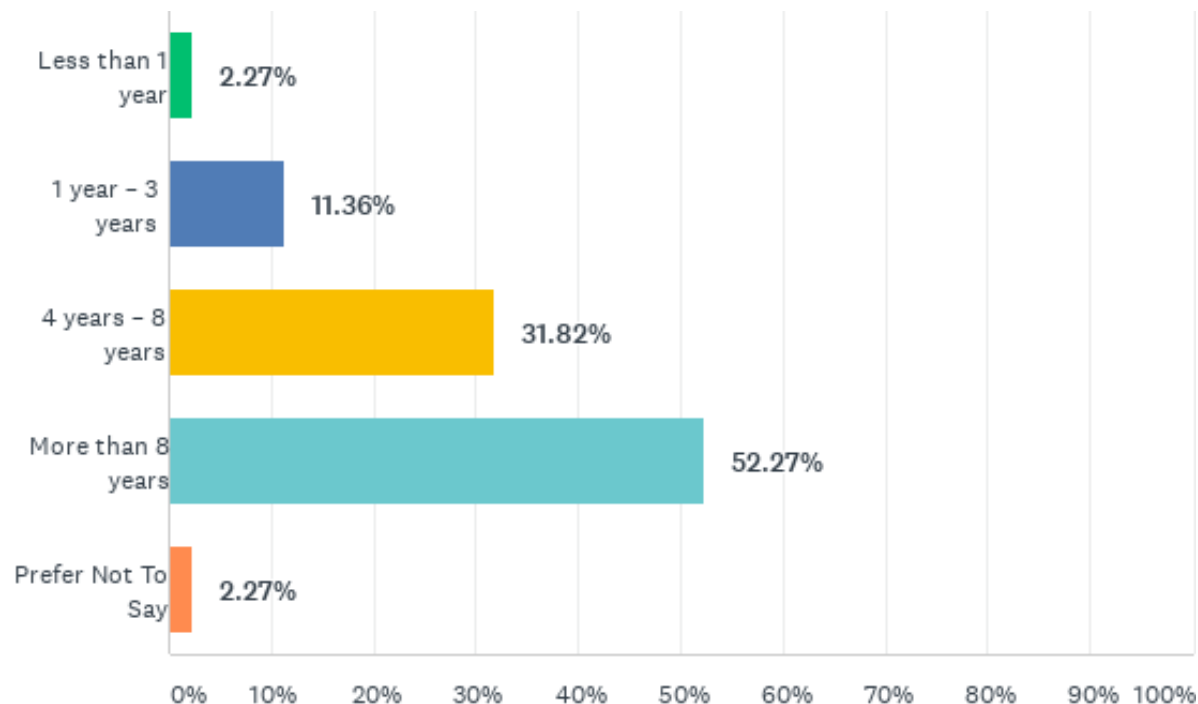
Q17: What is your age?

Answered: 45 Skipped: 2



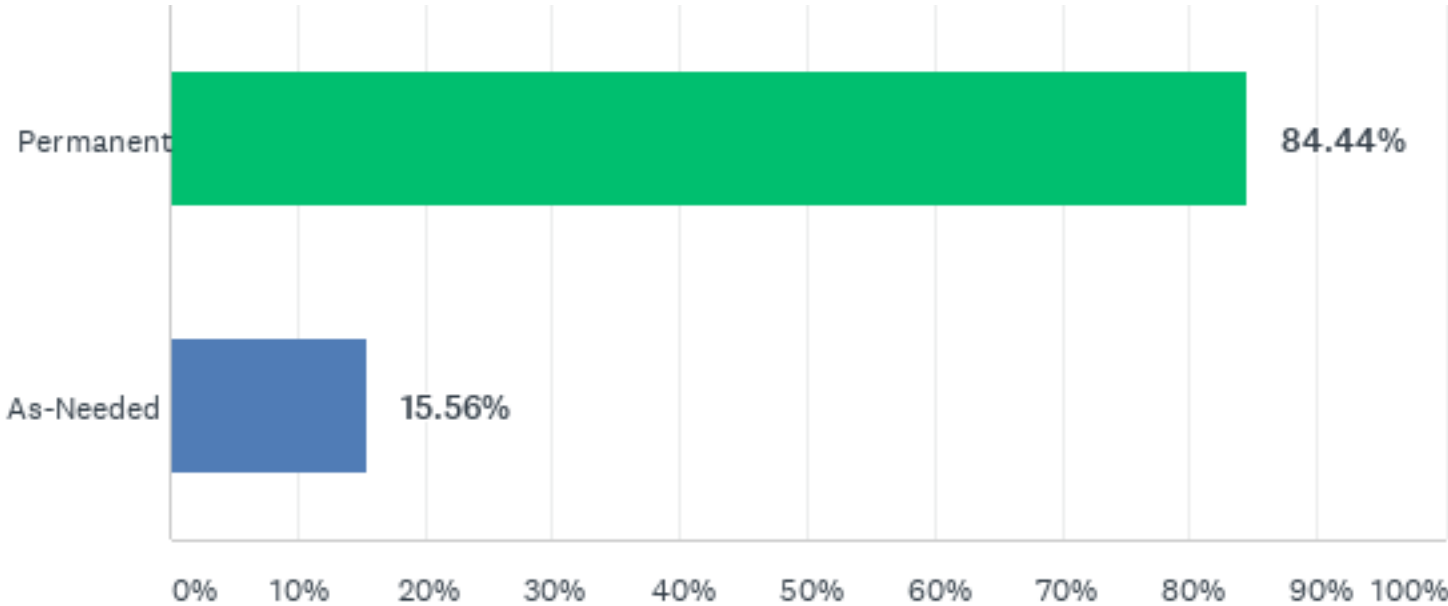
Q18: Over the course of my career, I have been employed at the WAR MEMORIAL for:

Answered: 44 Skipped: 3



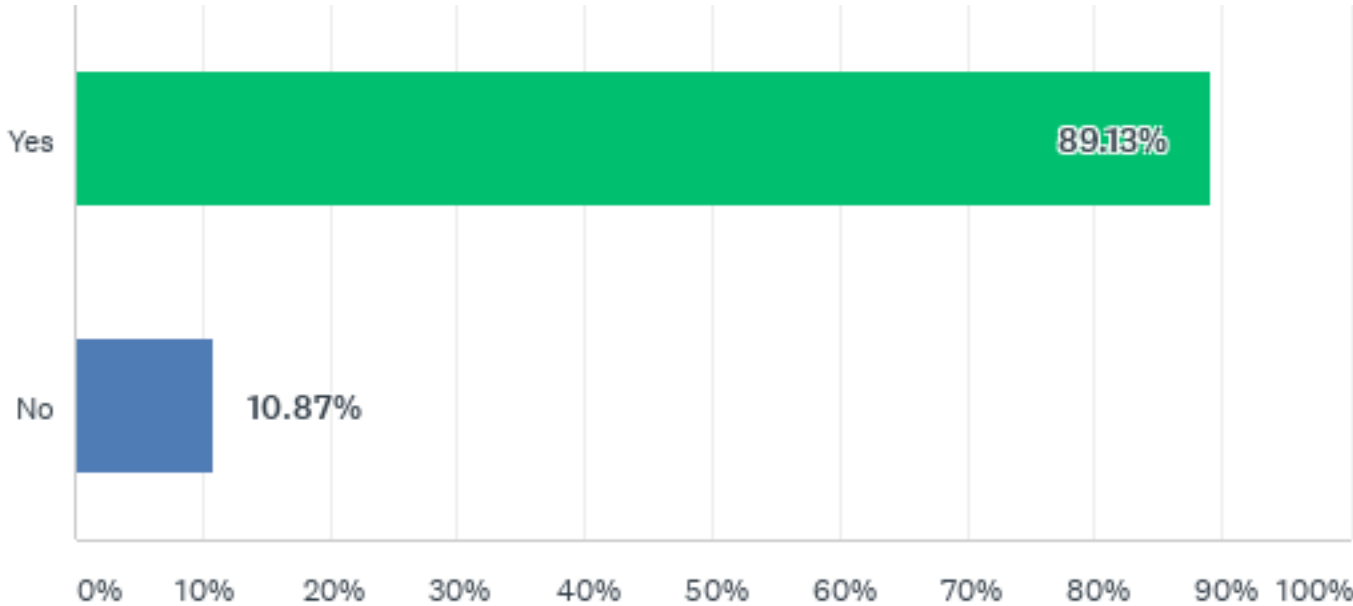
Q19: What is the status of your employment at the WAR MEMORIAL?

Answered: 45 Skipped: 2



Q20: In reference to the options above, did you feel they allowed you to accurately convey your ethnic, racial and/or cultural background?

Answered: 46 Skipped: 1



Appendix 0_2 – WM Racial Equity Action Plan

Summary of War Memorial Goals as listed in Racial Equity Framework Phase 1

The War Memorial believes there is no room for discrimination of any kind in the workplace.

Per the War Memorial Racial Equity Team, successful candidates for War Memorial positions:

- are positive and collaborative
- enjoy working with diverse teams and members of the public
- are honest and hard-working
- are interested in supporting the performing arts
- are ready to support the team in communicating with our clients, including using any bi- or multi-lingual skills they possess.

The department aspires to attract employees who wish to be part of a united and diverse employee team.

Section 1 Hiring and Recruiting

The War Memorial prides itself on having a workforce that brings enthusiasm, dedication, and authenticity to the workplace, contributing to the rich cultural diversity of the department. The department's goal in recruiting is to have, for each classification, a diverse group of qualified candidates from which to choose and to make equitable hiring decisions using an inclusive process. The department will implement intentional outreach strategies to meet this goal.

Section 2 Promotion and Retention

The War Memorial's goal, in promotion and retention, is to provide every employee with a competitive salary, inclusive benefits and opportunities for development and advancement. We strive to be a place that employees feel supported and included in the business and community of the department. We will work intentionally to provide promotive pathways for employees, reduce classifications without promotive tracks, and communicate with the department of human resources when we encounter systemic inequities beyond our control.

Section 3 Discipline and Separation

To maintain an equitable system of discipline, in which no employee group is disproportionately experiencing discipline or separation, using effective data collection tools to ensure this is and remains true. If a disparity or a trend is revealed by the data, or other measures, the department will prioritize understanding the cause, and act quickly and effectively to rectify the situation.

Appendix 0_2 – WM Racial Equity Action Plan

Summary of War Memorial Goals as listed in Racial Equity Framework Phase 1

Section 4 Diverse and Equitable Leadership

The War Memorial strives to be a place where all employees identify as leaders and department ambassadors as they perform their jobs. A place where each person understands their path to further leadership and are supported in reaching their career goals. Our goal is to continue to fill senior management positions with individuals whose identity adds to, or maintains, the diversity of the department.

Section 5 Mobility and Professional Development

The War Memorial values supporting a well-trained workforce, whose employees have a growth mindset, believing in their own abilities to learn new things. Our goals are:

- To nurture a workforce of life-long learners.
- To provide professional development, skill building and one-on-one employee goal assessment and individual progress reports to assist employees in reaching upward mobility goals.
- To be represented at conferences and industry gatherings by a racially diverse selection of employees.

Section 6 Organizational Culture of Inclusion and Belonging

The War Memorial's goal is to foster a culture of inclusion and belonging, where employees are included in decision making with transparency and integrity. A place where individuality and difference are celebrated, as demonstrated by the diversity of employee gatherings, the range of employee planners and speakers at meetings and events, and the presence of vibrant color and artwork in the employees' spaces.

Section 7 Boards and Commissions

The department's goal is for staff to provide substantive support to the War Memorial Board of Trustees (WMBT) Special Committee on Racial Equity. The WMBT Special Committee on Racial Equity is tasked with providing recommendations to the full board on issues related to Racial Equity, with an overall goal of uplifting the importance of racial equity in the arts and realizing meaningful diversity among licensee organizations and the patrons they serve at the War Memorial.

Appendix 0_3 – War Memorial Racial Equity Action Plan

Vulnerable Populations Served

This is the War Memorial response to the Office of Racial Equity's Vulnerable Populations Engagement Assessment submitted July 14, 2020.

* asteriks are used to indicate populations added as part of COVID emergency response.

As landlords and property managers of performing arts rehearsal and performance facilities, as well as offices, galleries and a Café, the War Memorial serves organizations, artists, patrons, employees, vendors, and tenants.

Vulnerable populations of people of color served by the War Memorial include:

- Black or African American
- Latino/a/x or Hispanic
- Middle Eastern or North African
- Indigenous, Native American or American Indian
- Pacific Islander/Native Hawaiian
- Southeast Asian
- South Asian/Indian
- Filipino/a/x

Other vulnerable populations served by the War Memorial include:

- Seniors and Older Adults
- Children and Youth
- Transgender, gender variant, intersex people
- Lesbian, Gay, Bisexual, Queer people
- People with disabilities and medical conditions
- People with mental health and behavioral health issues
- People with limited English proficiency
- People facing food insecurity
- Shift, temporary gig, low-wage workers
- People facing digital access/connectivity issues
- Veterans
- *Persons with COVID who require transport in Ambulance or Paratransit Vehicle
- *Persons whose medical condition requires blood collected at War Memorial-hosted blood-drives

Appendix 0_4 WM Racial Action Plan
Vulnerable Populations Engagement Assessment

This document records the War Memorial’s response as submitted on July 14, 2020. It details, in brief form, how the War Memorial engages with individuals and groups in San Francisco’s communities of color. What percentage of your budget supports this effort, what critical issues face these

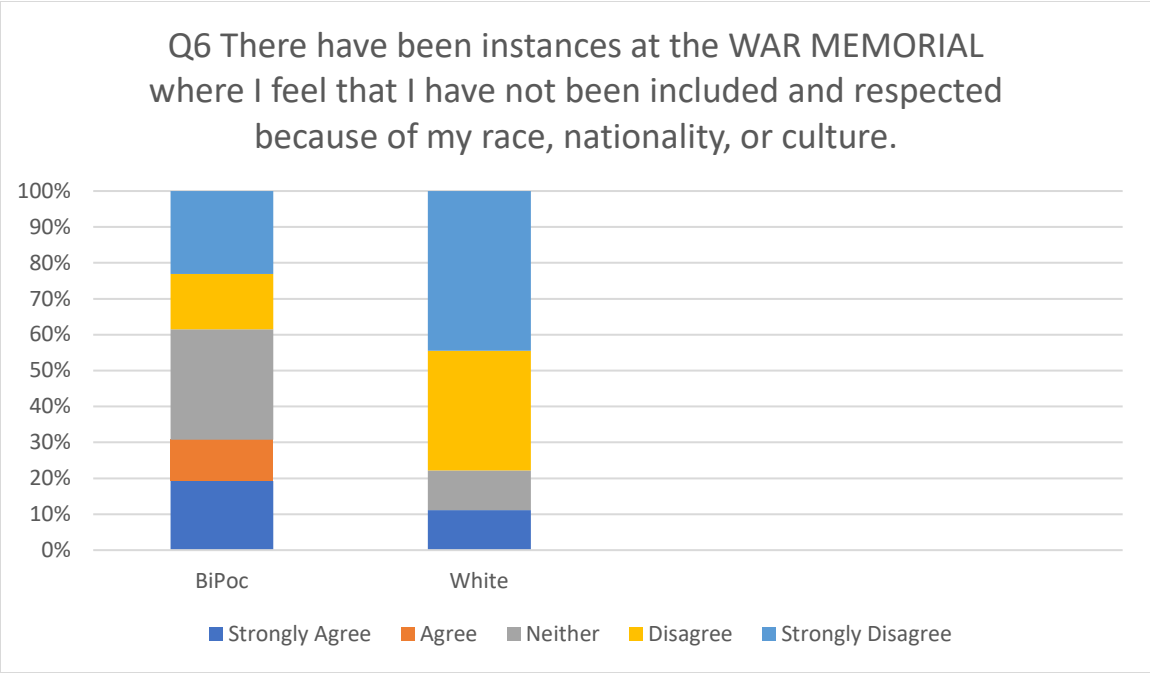
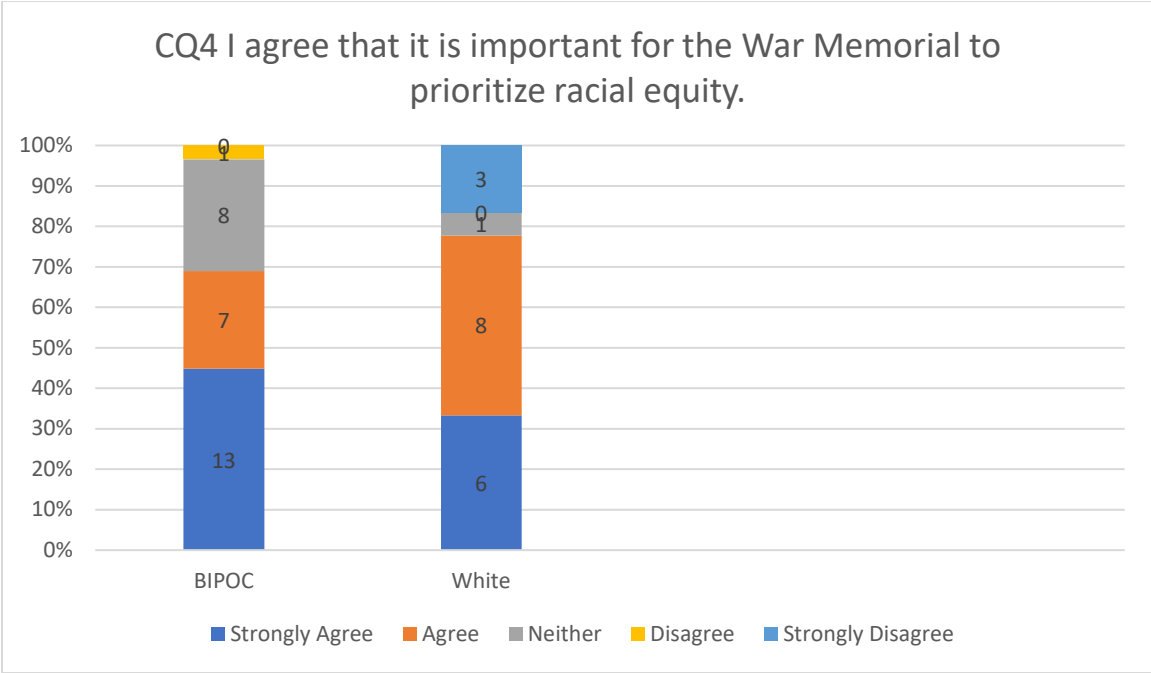
communities and groups, and what departmental accomplishments are in support of the identified population.
**The final two rows were added to include War Memorial response to COVID emergency.*

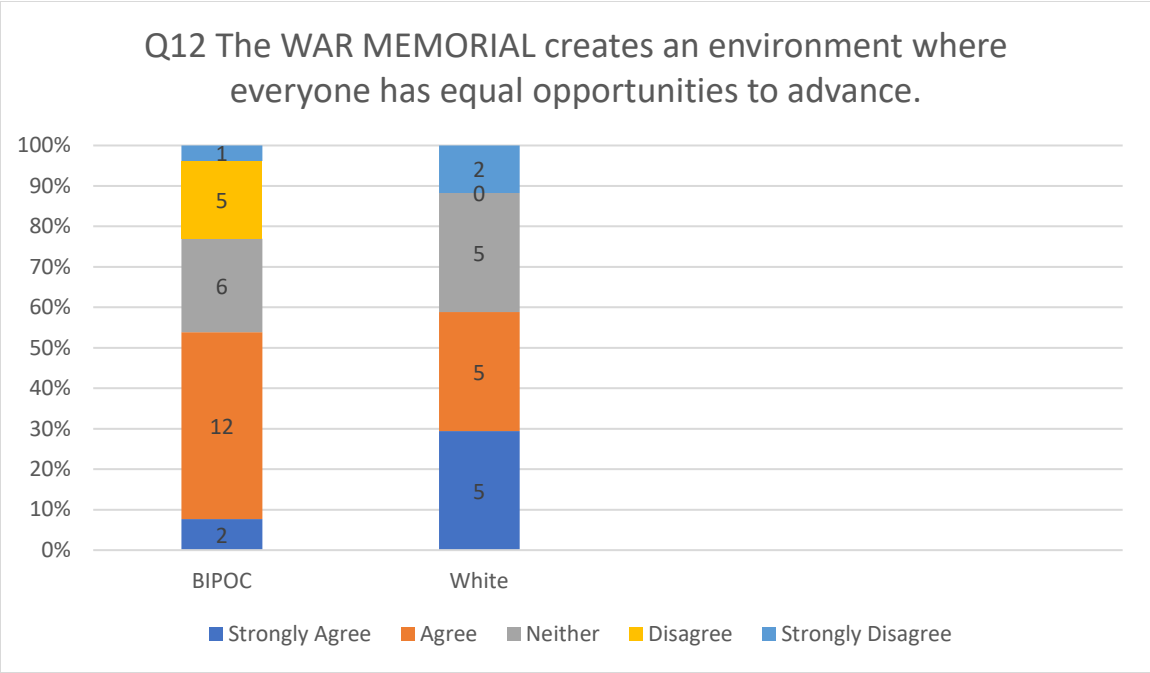
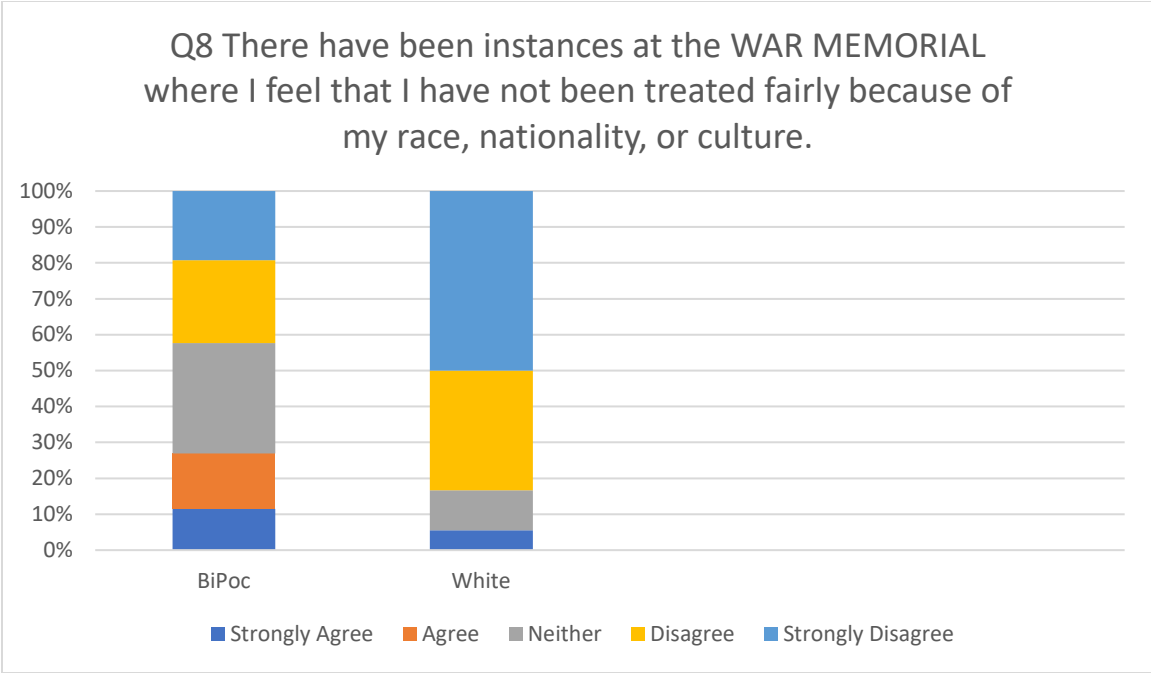
| POPULATION | STAKEHOLDER ENGAGEMENT | % OF BUDGET | CRITICAL ISSUES | ACCOMPLISHMENTS |
|-------------------------------------|--|-------------|--|--|
| BIPOC Artists | Gallery Space, Govt Arts Grantmaking Organizations | 3% | BIPOC Artists need the support of government grant makers and arts advocates | The War Memorial provides office and gallery space to Grants for the Arts, the San Francisco Arts Commission, and the SFAC Gallery at cost. The Veterans Building lobbies, restrooms, café and meeting rooms are provided without charge to the GFTA and SFAC which in turn allows their support of a diverse group of artists and organizations |
| BIPOC Performing Arts Organizations | Theater space and production consulting | 3% | BIPOC Performing Arts organizations require clean, safe, professional, affordable space for performances. They require affordable stage technology equipment as well as event management services and production consultation. | The Atrium Theater and the Herbst Theatre and related equipment are rented to BIPOC focused or identified nonprofits at highly subsidized rates. Event management services and production planning consultation are provided from first inquiry through event execution to ensure first-class experience for organizations and their attendees. The War Memorial has developed a long-term relationship with African American Shakespeare and has adapted weekly rental rates and new policies around how non-performance “dark” are handled to allow multi-week rentals to remain affordable. |
| BIPOC Non-profit Organizations | Reception, event, job fair and meeting facility, equipment, and event management | 3% | BIPOC Non-profit organizations and the City departments who serve them, including the Human Rights Commission, require clean, safe, professional, affordable space for receptions, events, job fairs and meetings. They require equipment and event management services. | The Green Room, Wilsey Center and Herbst Theatre and related equipment are rented to BIPOC focused or identified nonprofits at highly subsidized rates. Event management services and consulting are provided from first inquiry through event execution to ensure first-class experience for organizations and their meeting or event attendees. The Green Room Rental rate for a non-profit is \$1,100 vs. \$6,000 for other entities. The Herbst rental rate is discounted 50% for non-profits. Equipment use is complimentary for City departments and highly subsidized for non-profits. With 300 venue uses in the average year we estimate 20% are BIPOC with many of those organizations being Asian identified. |

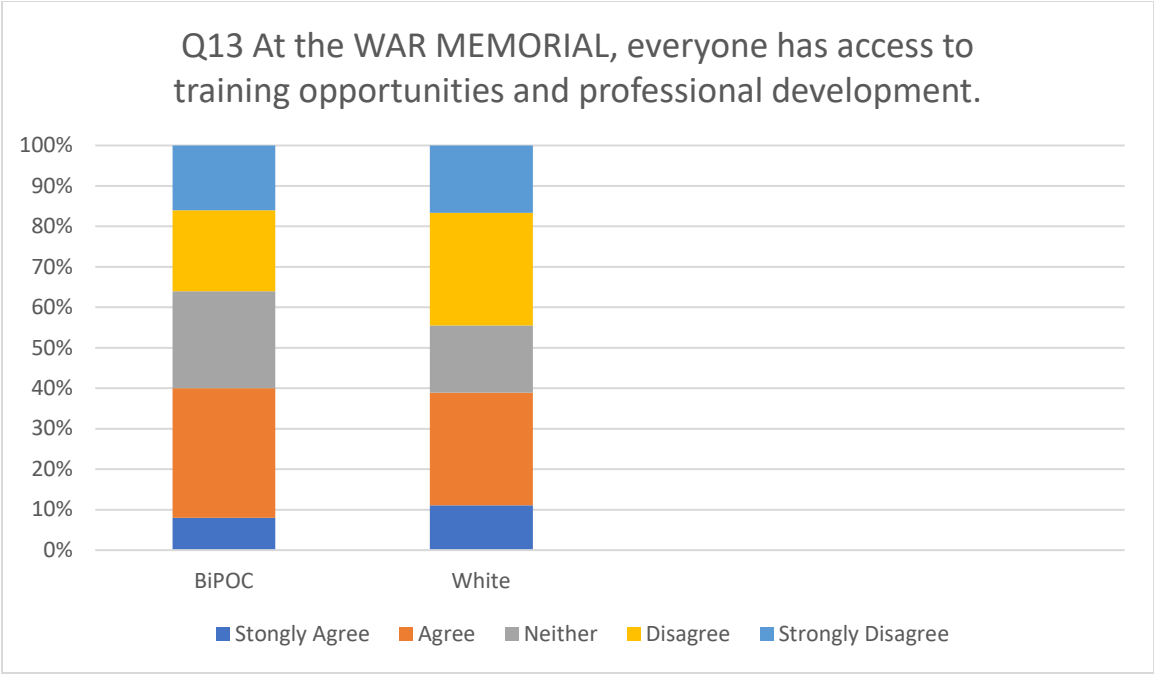
Appendix 0_4 WM Racial Action Plan Vulnerable Populations Engagement Assessment

Vulnerable Engagement Assessment, continued

| POPULATION | STAKEHOLDER ENGAGEMENT | % OF BUDGET | CRITICAL ISSUES | ACCOMPLISHMENTS |
|---|--|-------------|--|---|
| Veterans | Space for Job Training; Recreation; Community Engagement; 12-Step Support Groups | 4% | Veterans suffered a substantially higher rate of mental health and substance abuse problems than the general population; they return from service and require job training to enter the civilian job mark. | Meeting rooms and offices provided to American Legion War Memorial Posts rent and utility free. Their office staff expense to manage the rooms and offices is paid by the War Memorial. Veterans Service Provider Swords to Plowshares pays a highly subsidized rental rate in the Veterans Building. |
| Local Unhoused Individuals | Veterans Building Facility Use | 0.05% | Local unhoused require a place to toilet, wash, cool on hot days and charge their devices. | Provision of cooling, sanitation, and digital device charging, without obstruction Daily 7am-12mid Sharps containers added to all facilities in April of 2020 |
| People with Parkinson’s | Space for movement classes | 0.05% | People with Disabilities and Physical Health Conditions benefit from dance and movement classes that can be offered free of charge in the Veterans Building | Rent-free space provided as part of Veterans Space Allocation |
| LGBTQ Arts Organizations | Theater space, reception, event, and meeting facility, equipment, and event management and production consulting | 1% | LGBTQIA Nonprofit and Performing Arts organizations require clean, safe, professional, affordable space for performances. They require affordable stage technology equipment as well as event management services and production consultation. | The Green Room, Wilsey Center and Herbst Theatre and related equipment are rented to LGBTQIA focused or identified nonprofits and performing arts organizations at highly subsidized rates. Event management services and consulting are provided from first inquiry through event execution to ensure first-class experience for organizations and their meeting or event attendees. |
| *Persons with COVID who require transport | Provide economically priced, space for Emergency Response personnel & vehicles | 0.5% | The City required a centrally located space, economically priced space for Emergency Dispatch personnel and vehicles to be used to transport COVID positive individuals. After each use vehicles are cleaned in the WM parking area. This prevents spread of COVID by isolating the vehicles used for transport. | Veterans Building used for Emergency Services Dispatch for COVID patients War Memorial Horseshoe Drive and Parking areas used for staging of Emergency response vehicles |
| *Persons whose medical condition requires blood | Provide no-cost facility use for blood drives | 2% | The medical need for blood supplies persists throughout the pandemic and with workplaces who would typically host blood drives closed a shortage of locations existed. | The WM offered free space in central recognizable locations, such as Soundbox (ZRH) and the Green Room to the Red Cross and other blood suppliers. WM hosted 21 drives through mid-December of 2020. |







War Memorial Customers:

War Memorial Customers, both internal and external, include:

- Resident performing licensees, the San Francisco Ballet, San Francisco Opera and San Francisco Symphony.
- Approximately 300 organizations and groups, primarily small- and medium-sized non-profit arts organizations, who annually license and utilize the Opera House, Davies Symphony Hall, Herbst Theatre, Wilsey Center and The Green Room to present cultural, educational and entertainment programs.
- San Francisco Posts of the American Legion, beneficiary of the War Memorial Trust Agreement, and veterans' groups and organizations who use and occupy office and meeting room space in the Veterans Building
- Veterans Building year-round occupants including Swords to Plowshares, San Francisco Opera, San Francisco Arts Commission and Grants for the Arts.
- Estimated 1 million annual patrons attending performances, concerts, events and activities in the War Memorial public assembly facilities, and guests and public who attend and/or visit various activities, meetings, tours and offices in the Center.

Maximize utilization of the Performing Arts Center: Provide safe, first-class facilities and venues that promote and support the cultural, educational and entertainment activities of users in a cost-effective manner, for the maximum use and enjoyment of San Francisco residents and visitors, and to best serve the purposes and beneficiaries of the War Memorial Trust.

- Work with resident companies of the Performing Arts Center's largest facilities to maximize revenues generated through facility and equipment rentals; food, beverage and catering concessions; and program merchandising.
- Market and promote rental uses of the Herbst Theatre to maximize the number of licensees annually, with goal of attracting culturally diverse array of organizations and audiences representative of the population of San Francisco and the greater Bay Area
- Develop rental parameters, procedures and rate structures for new smaller rental spaces, The Wilsey Center's Education Studio and Atrium Theatre, that encourage use by smaller budget performing arts organizations for which the larger venues are too large to be usable, with goal of attracting organizations and artists from underserved communities such as BIPOC and LGBTQIA.
- Build and maintain mutually beneficial strategic relationships with resident company and annual facility licensees, as well as beneficiaries of the War Memorial Trust.

Provide essential support services and resources: Provide essential support services and resources necessary to the successful operation of War Memorial multi-use public assembly facilities and performing arts venues, including box office and ticket sales services, stage production and technical services, front-of-house ushering and patron services, food and beverage concessions and catering services, promotional assistance and program and merchandise sales.

- Develop and maintain positive relationships with contractors and vendors to ensure quality and timely services. Seek out vendors that are women and minority lead.
- Update and upgrade data and information systems to ensure electronically deliverable services are current with industry standards and support the needs of facility users.
- Maintain and increase facility rental equipment inventories to support licensee activities and increase equipment rental revenues.

Achieve outstanding customer service: Provide the highest level of service to all those who enter the Performing Arts Center, including facilities' licensees, patrons, guests and visitors.

- Focus on providing high quality services and customer satisfaction by investing in professional development and training of staff and establishing a motivational climate that promotes staff excellence and productivity. Staff training to include serving a diverse patron group, use of language translation and interpretation skills, conflict resolution and de-escalation skills and delivery of services to people with disabilities.
- Utilize data, reports and feedback from licensees, patrons, and the public to determine and develop ways to improve performance and deliver improved customer satisfaction.

San Francisco War Memorial & Performing Arts Center

Policy on Equitable and Inclusive Hiring and Recruitment

Purpose Statement

The War Memorial and Performing Arts Center is a charitable trust; its facilities, the Opera House, Symphony Hall and Veterans Building, are public assets—as well as historic treasures—which have been entrusted to the City’s care. It is our goal to ***see that the War Memorial facilities are used to their fullest and that they are an enhancement to the community.***

The City and County of San Francisco’s (City) cultural and racial composition and its workforce are among the most diverse in the nation. Therefore, the War Memorial, a department of the City and County of San Francisco, reaffirms its Policy on Equitable and Inclusive Hiring and Recruitment, which fosters acceptance and prevents intergroup tensions as related to race and cultural diversity in the provision of public services and the employment of individuals.

The War Memorial recognizes that a workforce which is racially diverse enhances the services provided to the City’s public. Public employers, such as the War Memorial, have a responsibility to make sure tax-payer dollars are used to equitably support a workforce that reflects the make-up of the community it serves.

The War Memorial recognizes that Civil Service rules prevent the department from changing certain things such as the wording of portions of job descriptions and qualifications, the testing process and the number of individuals considered for final placement in a permanent position. The War Memorial further acknowledges that it has a good deal of sovereignty over the department selection process and procedures. This policy is designed to address the areas of influence and to enable and require us to speak up for any inequity we perceive in the policies of other portions of the system.

SECTIONS:

1. Recruitment

a. Job Listings – Outreach and Locations

i. Permanent Placements and Diversifying the Candidate Pool

ii. Temporary Hires

iii. As-Needed Lists

iv. Part-time Employees

v. Outside Recruiters
2. Job Descriptions and Qualifications

3. Interviewing and Hiring

a. Assistance in Support of a Great Interview

b. Interview and Department Supplemental Questions

c. Oral Panels

d. Timeframe

4. Equal Opportunity Laws

Recruitment:

Job Listings – Outreach and Locations

Cultivating an inclusive workforce requires intentional efforts in, and with diverse, under-represented, and under-served communities. Rather than passively waiting for diverse candidates and people with non-traditional backgrounds to apply, the War Memorial will actively seek out individuals from diverse, under-represented, and under-served communities.

Permanent Placements

The War Memorial's outreach strategy will include partnering creatively within non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems.

Examples of organizations which could help amplify opportunities include: San Francisco's Black Employee's Alliance, Emerging Arts Professionals, Facebook Group Bay Area Black Women Artists, Eastside Cultural Center, African American Arts & Culture Center, African American Shakespeare Co., Lorraine Hansberry Theater Co., BRAVA Theatre Center and the Museum of African Diaspora.

The War Memorial will create and document (Checklist for Recruitment) a custom outreach plan for each recruitment and include the input from Racial Equity Committee members as well as members of the existing or related classifications within the department.

Job listing shall always be distributed through both traditional and non-traditional channels. They will include information about how to call or write for further information. The application process will include multiple ways to apply to a position, when possible under the Civil Service guidelines.

It shall be War Memorial policy to share and post all job announcements internally including via the WM-ALLSTAFF email, and on all War Memorial notice boards. Additional outreach may be done to tenant organizations, part-time staff, and volunteers who work in the venues as ushers and tour guides.

Temporary Hires

While expediency is often necessary in these placements the War Memorial recognizes that temporary hires, often become indispensable and thus, if they test well, have a great advantage in securing the permanent position. It is important that a diverse group of qualified candidates be considered for temporary placement at the War Memorial, For this reason, the War Memorial will conduct the hiring process for temporary placement in accordance with this Equitable Hiring Policy including the job listing and interview procedures.

As-Needed Lists

As-needed employees are those who are hired to backfill vacancies or cover permanent employee leave time. Traditionally these positions are given to individuals based on recommendation from the permanent employee or supervisor of that classification. This has in some classifications yield a homogeneous employee group. To ensure fairness and in hopes of attracting a diverse group of qualified candidates to fill the as-needed roles, the War Memorial will periodically conduct the hiring process for as-needed employees in accordance with this Equitable Hiring Policy including the job listing and interview procedures.

Part-time Employees

The War Memorial venues are staffed by part-time employees of the San Francisco War Memorial and Performing Arts Center. These employees represent the War Memorial and its licensees as front-line event works with positions including: Event Manager, House Manager, Usher, Ticket Taker, and Stage Crew. The SFPACF has long relied on referrals to fill-out the ranks of the temporary workforce which is largely white. Going forward the SFPACF will conduct outreach to under-represented organizations and individuals to raise awareness of part-time opportunities. The War Memorial will provide additional staff support to SFPACF in the form of hiring panels and expertise to ensure the racial make-up of the part-time staff better reflects the demographic breakdown of San Francisco.

Outside Recruiters

Outside recruiters are required to comply with War Memorial standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. The War Memorial is committed to using outside recruiters who bring an equity lens and culturally competent skills to their work.

Job Descriptions & Qualifications

A job description outlines the responsibilities of the position and desired skills, experience, and abilities to complete a job effectively, but it also communicates the values of our organization. The War Memorial values diversity and inclusion.

The War Memorial will review, simplify, and standardize job descriptions to attract diverse candidates and those with non-traditional backgrounds, whenever Civil Service rules permit. It will be our policy to call out to the Department of Human Resources occasions when the department feels the job requirements or minimum qualifications are unnecessarily restrictive.

Since the War Memorial seeks individuals that will work well with racially, and ethnically diverse communities our desirable skills will include inclusion positives such as:

- Experience working directly with people from diverse racial, ethnic, and socioeconomic backgrounds.
- Ability to speak a second language or ability to speak ____ language (if the position will be working with a particular community)
- Ability to flex communication style to multiple cultural environments
- Excellent written and verbal communication skills, and ability to present to diverse audiences, specifically racially and ethnically diverse communities.

Interviewing and Hiring

Assistance in support of a great interview experience

Recognizing that racial homogeneity within hiring and recruiting networks reproduces historical inequities in access to family-sustaining, living wage jobs, the War Memorial seeks to level the playing field for job candidates with less interview experience.

Human Resources will call each candidate prior to the interview to explain expectations including arrival time, what to bring, how long the interview will last, interview format and interview location. The same information will be provided in writing, via email, to all candidates after the call, as confirmation.

Recognizing that attending an interview on short notice can be difficult for candidates, it is War Memorial policy that potential interviewees, for whom attending in-person at the selected day and time presents a hardship, be given an opportunity to interview remotely instead.

Interview and Department Supplemental Questions

- All candidates will be asked the same questions and, when application, to perform the same tests and writing samples.
- Will be carefully reviewed with a racial equity lens, with goal of removing bias from questions.
- Will be simple and straightforward and crafted with the goal of screening in rather than screening out candidates.
- Supplemental essay questions or tasks will only be used and graded according to relevant skills. Grammar and other writing skills will not be considered for Oral Interviews
- Will conclude with a clear and direct opportunity for interviewees to explain why they are interested in the position and what attributes, skills or knowledge they would bring to the position, that may not have been revealed in the course of the regular interview questions.

Oral Interview Panels

- The composition of all War Memorial interview panels demonstrates racial and gender diversity amongst panelists.
- All staff selected to conduct interviews will be trained to be conscious of implicit bias and focused on equity.
- Prior to interview commencement, all panelists will review the department goal of racial diversity
- Interview panels for internal candidates will include a qualified external interviewer.
- Panelists will be encouraged to be warm and receptive to all candidates.

- Panels interviews will begin with an authentic statement recognizing that the rules that require each candidate be asked the same questions can be strained and encouraging candidates to use the first and final question to communicate to the panel their skills and strengths and reason for seeking the position.
- Panels will be encouraged to focus on transferable skills and to not place a disproportionate weight to the candidate's dress, grammar, or vocabulary for positions where those attributes aren't relevant.

Timeframe

Recognizing that long wait times in hiring, interviewing, and onboarding processes can cause delays in service provision and potential economic harm to interested applicants. The War Memorial is committed to creating the most equitable and efficient hiring process possible.

To decrease and close lag time, prior to any recruitment a position-specific timeline will be developed to include each step of the process including job posting, application submission, application review, supplemental application submission, interview scheduling, interviews, second round interviews and job offer.

This timeline will include input from supervisors and stakeholders to make sure the process once begun is given priority. The timeline will be shared with applicants to provide transparency.

Equal Opportunity Laws

All employees of the War Memorial are advised that an employee's race is not only an asset in the provision of public services but, with few exceptions, is a legally protected attribute upon which an employee cannot be discriminated.

The War Memorial also reaffirms its equal employment opportunity policy that ensures the opportunity for employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The War Memorial follows the City's policy which complies with the guidelines of the U.S. Equal Employment Opportunity Commission, under Title VII of the Civil Rights Act of 1964 (Title VII). It is illegal to discriminate in any aspect of employment, including:

- hiring and firing;
- compensation, assignment, or classification of employees;
- transfer, promotion, layoff, or recall;
- job advertisements;
- recruitment;
- testing;
- use of company facilities;
- training and apprenticeship programs;
- fringe benefits;
- pay, retirement plans, and disability leave; or
- other terms and conditions of employment.

Discriminatory practices under these laws also include:

- harassment on the basis of race, color, religion, sex, national origin, disability, genetic information, or age;
- retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices;
- employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities, or based on myths or assumptions about an individual's genetic information; and
- denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability. Title VII also prohibits discrimination because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group.

The City and County of San Francisco (City) is committed to equal employment opportunity. It is the City's policy to ensure:

- equal opportunity to all employees and applicants;
- that employees be selected and promoted based on merit and without discrimination;
- reasonable accommodations for qualified employees and applicants that require them.

The City prohibits discrimination and harassment on the basis of sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

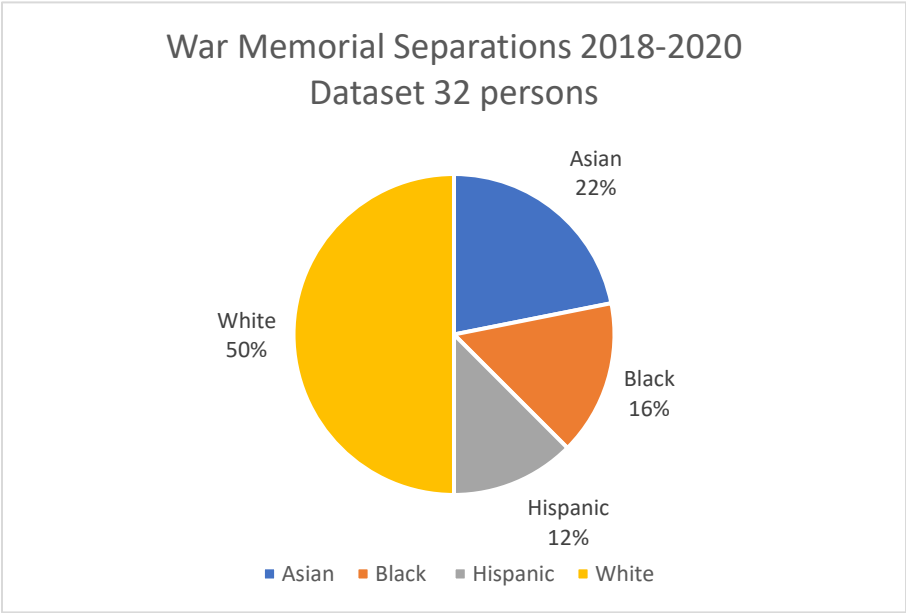
Policy Implementation

Each department's Appointing Officer is responsible for implementation of this Policy on Racial Equity. The Human Resources Director is responsible for ensuring compliance with this policy.

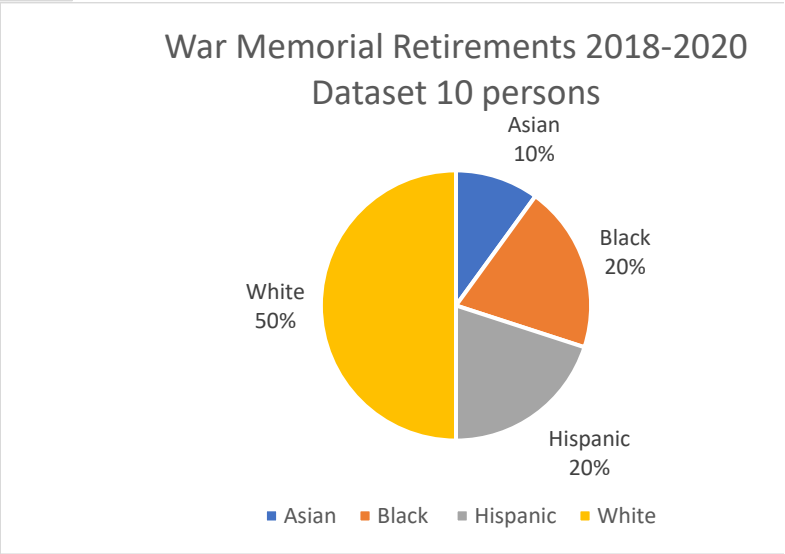
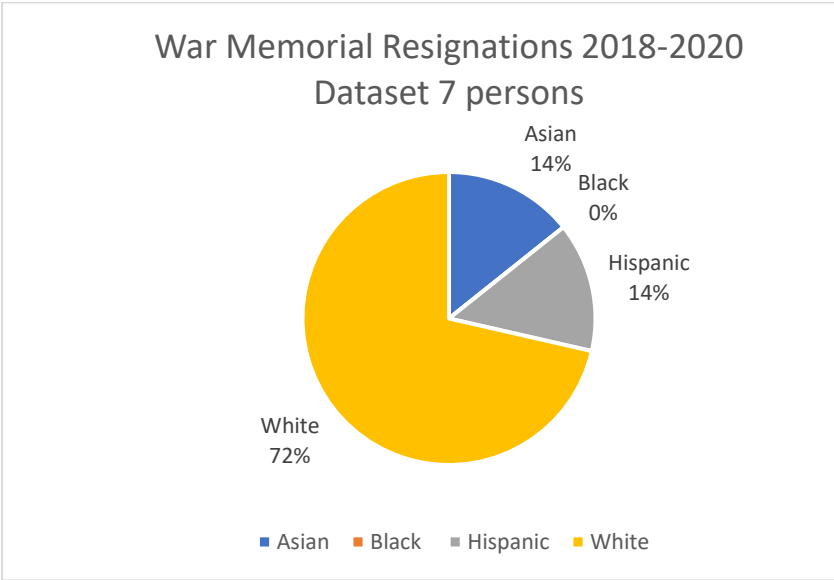
Employees and applicants for employment who believe that they have been subjected to unlawful conduct in violation of this policy may file a complaint with the City's Department of Human Resources, EEO Division (DHR EEO) under the provisions of Civil Service Commission Rules. Instructions on how to file a complaint are available from the DHR EEO Division, located at 1 So. Van Ness Ave., 4th Floor, by calling (415) 557-4900 or (415) 557-4810 (TTY), or the City's DHR website: www.sfdhr.org. Complaints may also be filed with the California Department of Fair Employment and Housing (DFEH) or the U.S. Equal Employment Opportunity Commission (EEOC).

Distribution of Policy

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, departments are required to post it in a conspicuous manner on departmental or employee bulletin boards. Further, this policy is to be included in the department's new employee orientation.



Note: The War Memorial has some natural rotation of persons moving onto and then off of the employee as-needed lists which accounts for 12 of the 32 separations during this time period.



Appendix 6_1 – WM Racial Equity Action Plan
War Memorial Racial Equity Team August – December 2020



Mitise Watts
Administrative Support



Masae Aitoku
Stage Operations



David Eng
Accounting



Ophelia Butler
Receptionist



Mariebelle Hansen
Booking and Operations



Tim Tunks
Stage Operations



Michael Kim
Security Supervisor



Marica Calhour
Patrol Officer



Isaac Mesghena
Engineering



Sharon Walton
Communications
RE Facilitator



Jennifer Norris
Deputy Director
RE Dept. Lead

War Memorial Racial Equity Team – Fall 2020

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER
War Memorial Board of Trustees

MISSION STATEMENT

The San Francisco War Memorial and Performing Arts Center, a department of the City and County of San Francisco, is responsible for the construction, administration, management, maintenance and operation of the War Memorial and Performing Arts Center buildings and grounds which include the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall, the Memorial Court and the grounds immediately adjacent to each building. The goals of the War Memorial department include:

- Maximize use of the War Memorial and Performing Arts Center facilities to provide a wide range of performing arts presentations, cultural events and other programs.
- Provide first class venues, facilities and services.
- Be an immaculately presented cultural landmark and architectural masterpiece.
- Increase and diversify visitors to the Performing Arts Center and exceed their expectations.

SUMMARY OF RESPONSIBILITIES AND SERVICES

War Memorial Board of Trustees:

Consistent with the mission statement, the War Memorial Board of Trustees is responsible for the administration, management, maintenance and operation of the War Memorial buildings and grounds, including:

- The Board of Trustees administers the War Memorial Trust Agreement, executes terms and conditions and manages trust assets consistent with the purposes of the Trust Agreement.
- The Board formulates policy for operation of the Performing Arts Center, establishes guidelines for departmental management and staff and develops short- and long-range plans and goals for the operation and maintenance of the Center.
- The Board reviews and approves the department's annual operating and capital budgets, all lease agreements for use of the Performing Arts Center buildings and grounds and all agreements for contractual services.

Departmental Services:

The War Memorial and Performing Arts Center department executes and implements the War Memorial Board of Trustees' policies and directives, and provides services including:

- Scheduling and licensing rental uses of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room, Taube Atrium Theater, Bryan Education Studio and Zellerbach Rehearsal Hall.
- Coordination of licensee services including box office and ticket sales services, stage production and technical services, front-of-house operations, food and beverage concessions and catering, promotional assistance and program and merchandise sales.
- Administration of the use and occupancy of non-performance space and facilities by beneficiaries of the War Memorial Trust Agreement (i.e. veterans' organizations) and others, and coordination of occupant services.
- On-going operation and maintenance of buildings and grounds, including engineering, custodial and security services; compliance with applicable laws and codes; and upgrading facilities, equipment and services to provide accessible, safe, clean and up-to-date public facilities for the use and enjoyment of licensees, patrons, occupants and guests.
- Patron and public services including public information, lost and found, facilities' tours and program accessibility.

On January 4, 1977, San Francisco Mayor George R. Moscone appointed Oscar Preston to the War Memorial Board of Trustees. Oscar served until 1984 when he resigned after moving out of the Bay Area.

From the Press Release of January 4, 1977

Oscar Preston is a native San Franciscan who attended Balboa High School and received his B.A.S. Degree in music from San Francisco State University. Mr. Preston currently serves as a teacher of music at Oakland Technical High School and Laney College. He has taught in the public schools for 12 years. He also taught music at the International School, Bangkok, Thailand. Oscar Preston is a concert pianist who has performed with Johnny Mathis, Lena Horne, as guest soloist with the San Carlos Symphony and With the Air Force Band which performed for President John F. Kennedy. Mr. Preston currently serves as Musical Director for Jones Methodist Church in San Francisco. He is the only black member of the Board of Trustees. Mr. Preston's six-year term will expire on January 2, 1983. He is 40 years old.

Years of War Memorial Board service 1991-2000

Dr. Zuretti Lee “Zoo” Goosby was a dentist, in private practice since 1947. He was a California native, born in Oakland. He served in the military from 1943-1944 and again from 1953-1955. He was the father of three sons. He had a long history in public service. He served on the San Francisco Board of Education, the San Francisco Airport Commission (appointed in 1978), as a member of the San Francisco Human Rights Commission from 1964 to 1967. His resume lists that he was a member of the Black Agenda council, the Black Leadership Forum and President of the Urban Economic Development Corporation. The clearest representation of his life that I found was from the In Memoriam page from the printed program “Celebrating the Life of Zuretti Lee Goodsby D.D.S.” on the occasion of his memorial service on February 4, 2000. (see final pages of this history).

Dr. Goosby was appointed to the War Memorial Board Trustees by Mayor Art Agnos in April of 1991. At the time Mayor Agnos was quoted as saying that “Zuretti Goosby will also bring a progressive, multicultural perspective to the Commission, as well as the benefit of his long years of experience in city affairs and in the African American community.

Trustee Goosby was reappointed to the War Memorial Board by Mayor Willie Brown in March of 1997. He was serving at the time of this death in 2000.

Trustee Goosby’s leadership roles on the War Memorial Board of Trustees:

Chair of WMBT Budget & Finance Committee 1993 & 1994

Chair of the WMBT Veterans Committee 1995 & 1996

WMBT Vice President 1996

WMBT President 1997 & 1998

Research shows that Trustee Goosby was interested in creating equity within the leadership of the organization. He put forward the following memo to his fellow commissioners in October of 1994. It was faxed from Goldstein Gellman to the War Memorial on October 20, 1994. He was appointed Vice President in 1996 but a term limit was not put in place, nor was a seniority rotation.

Z. L. Goosby, D.D.S.
2409 SACRAMENTO ST.
SAN FRANCISCO, CALIFORNIA 94115
TELEPHONE 567-2233

October 15, 1994

My Fellow Commissioners

I wanted to suggest for your consideration and your reaction a concept concerning our election procedures. It has probably occurred to many of you as it has to me that every one on the commission may want to, some day be President and or Vice-President. When I was on the school board we tried to rotate the officers based on seniority if they wished to serve. This proved very successful for many years. I feel that the senior members of our commission who have never served should have an opportunity to be nominated.

I'm sure that through the years any person the Mayor appoints to the commission has the ability to serve as President and Vice-President at some time during their term.

In order to create more opportunities we could change our by-laws to allow one year terms instead of two, all though this is not necessary.

This procedure goes a long way toward maintaining mutual respect among the members and the community they represent. I might suggest that the President use a nominating committee approach to sound out my fellow commissioners on the proposal.

Sincerely

Zoo
Zoo Goosby D.D.S.

In Memoriam

Zuretti Lee "Zoo" Goosby was born October 19, 1922 in Oakland, California to Felix and Eva Mae Goosby. He grew up in Oakland, attending Highland Elementary School, Elmhurst Junior High School and Castlemont High School. He studied Etymology as an undergraduate at the University of California, Berkeley and received a degree in Dentistry from the University of California, San Francisco in 1946.

Zoo married Jackieeline Jacquet in 1945. They made San Francisco their home where they raised their three sons: Zuretti Jr. (Zuey), Eric and Kevin. Jackie and Zoo were married for 54 happy and rewarding years.

Upon graduation from Dental School, Zoo decided to establish his practice in San Francisco, which he continued for 53 years. He used to joke that when he opened his offices on Sacramento Street, the neighborhood was considered part of the Fillmore District (today the Western Addition) and is now referred to as Lower Pacific Heights. He enjoyed mixing his dental practice with his interest in community issues and politics. Many of his patients would discuss issues of the day with him during their dental sessions. Additionally, he was particularly proud that, over the years, he served at least three generations of many San Francisco families.

He served as a Second Lieutenant in the Army during the Korean conflict. Interestingly, much of this time was spent at a military base in Fort Smith, Arkansas. It was here that both he and Jackie experienced, first hand, the segregationist realities of the deep South and the U.S. military—before the civil rights campaigns of the late fifties and early sixties brought about much needed change. This experience helped shape Zoo's commitment to social justice that was to become such an important part of his later life in San Francisco.

Throughout his life Zoo was a humble champion for social justice. Second only to his family was his commitment to social change through active public service. He was an early and dedicated participant in the civil rights struggles of the fifties and early sixties. In the 1970's he was appointed and later elected to the San Francisco Board of Education, where he served two terms as President. During his tenure on the Board he helped guide the community through the politically tumultuous times of

In Memoriam

desegregation, improving the quality of public education and expanding employment opportunities for minority teachers and administrators.

In addition to his role on the School Board, Zoo's commitment to civic involvement extended to serving as an appointee on city commissions and the Boards of Directors of numerous non-profit organizations. Among these were the San Francisco Human Rights Commission, the San Francisco Airports Commission, the War Memorial Board, the Exploratorium, the Urban Economic Development Commission and the San Francisco Airport Museum.

Zoo's fraternal affiliations included the Beta Upsilon Boulé and a charter membership in the San Francisco chapter of the Alpha Kappa Alpha Fraternity.

In addition to his wife and sons, Zoo is survived by his sister Lula Pauline Reed and his four grand children, his nieces and numerous grand nieces and nephews.

Zoo will be remembered.... as a loving husband and father...as a person who was committed to bringing about change by being part of the system, striving to improve societal equality as it fell down racial and socioeconomic lines... as an advocate for those who were not on an equal playing field, particularly in education... as a person of wonderful humanity who treated everyone with respect because he genuinely respected them...as a person who inspired others to take on causes bigger than their personal lives.

As a family we will cherish his presence in our lives and remember him as a man of compassion and integrity whose life example will forever guide the courses we set for our own lives.



Bibliography

Asimov, Nanette. "Dr. Zuretti Goosby of S.F. -- Longtime Education Leader." *SFGATE*, San Francisco Chronicle, 6 Aug. 2012, www.sfgate.com/news/article/Dr-Zuretti-Goosby-of-S-F-Longtime-Education-2779064.php.