

## City Theatre of Pittsburgh: Anti-Racism Plan

In the Summer of 2020, City Theatre Company's staff and board of directors began investigating the necessary steps to enact a strategic anti-racism plan for the organization. The goals outlined below highlight a path toward becoming more equitable, diverse, inclusive, and accessible as we restructure the systemic oppressive practices within the American theater. The creation of this plan is in partnership with **Diaz Inclusion Consulting** and includes the valued input of artists, audience members, staff, board, and community partners.

This is a living document that will be assessed and updated as we listen to the needs and trends of our industry and the communities we serve. City Theatre welcomes your feedback as we hold ourselves accountable through the transparency outlined within the goals below. This document summarizes the plan specifically within each department of the company. If you would like to offer comments, you are welcome to email our EDIA Co-Chairs Clare Drobot and Rachel D'Amboise at [comments@citytheatrecompany.org](mailto:comments@citytheatrecompany.org).

### **ORGANIZATIONAL**

#### **GOAL #1: Increase staff diversity**

**ACTION PLAN:** Proactive recruiting supported by resources and relationships with community partners. Identify pipeline challenges in the creation of positions or training for people with non-traditional work backgrounds. Supporting an internal cross-training program for interested staff. Fund professional development opportunities for BIPOC staff, including external executive mentorship programs.

**ACCOUNTABILITY:** Set published diversity goals in addition to an annual public report on progress.

#### **GOAL #2: Make City Theatre a safe, welcoming, and supportive space for BIPOC artists and staff**

**ACTION PLAN:** Company-wide, regular anti-racism training. Creation of institutional policies like codes of conduct that support anti-racism. Adjusting compensation/time/benefits and ways of working to best support BIPOC staff and artists. Establish and assess inclusive welcoming tactics.

**ACCOUNTABILITY:** Safe, welcoming, and supportive could be tough to measure. The best way to measure progress is through stakeholder surveys and post-mortems.

#### **GOAL #3: Create systems of communication that encourage feedback and accountability in support of City's antiracist goals.**

**ACTION PLAN:** Create internal and external reporting structures for racist incidents. Re-form the community advisory council as a voice of accountability and guidance. Invite diverse constituents to participate in surveys, focus groups, and discussions around City Theatre's anti-racist goals.

**ACCOUNTABILITY:** Scheduling and sticking to touchpoints (surveys, focus groups, post-mortems). Internal post-mortems focusing on the success/improvement of these communication systems. As appropriate, publishing our progress in these areas and sharing with the community advisory council.

## **ARTISTIC**

### **GOAL #1: Clearly communicate our core values and dedication to a welcoming, inclusive environment**

**ACTION PLAN:** Create welcome videos for visiting artists and audience members that share our commitment to racial justice and creating a healthy positive environment for all artists who work at the theater, but prioritizing BIPOC team members.

**ACCOUNTABILITY:** Gather feedback from constituents on welcome videos once produced.

### **GOAL #2: Equitable BIPOC representation on artistic teams**

**ACTION PLAN:** Ensure diversity of race and gender on all design teams, beginning with 35% BIPOC designer representation, set yearly benchmarks for percentage increase.

**ACCOUNTABILITY:** Publicly publish free-lance artist demographic data.

### **GOAL #3: Ensure that all casting processes are inclusive and equitable**

**TYPE:** Both

**ACTION PLAN:** Ensure that in all casting and hiring processes, there is a BIPOC staff or creative team member with decision making power present in the audition room.

**ACCOUNTABILITY:** Publicly stating this representation in casting information.

### **GOAL #4: Make sure all artistic processes are guided by appropriate cultural contexts**

**ACTION PLAN:** Hire directors with appropriate context or hire consultants that are both present for the artistic process and empowered to voice concerns/make suggestions regarding the process.

**ACCOUNTABILITY:** Making this a requirement of hiring.

## **DEVELOPMENT**

### **GOAL #1: Create a framework for assessing funders' alignment with our core values and commitments**

**ACTION PLAN:** Institute a yearly funder audit.

**ACCOUNTABILITY:** Holding to yearly commitment, which should include a reevaluation of what it means to be in line with our core values.

### **GOAL #2: Funding transparency (accountability, build trust with constituents)**

**ACTION PLAN:** Publish funder's public affiliations on website.

**ACCOUNTABILITY:** Meeting deadlines for public information releases.

## **BOARD OF DIRECTORS**

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### **GOAL #1: Create a culture of financial transparency, including our financial investment in - and progress on - anti-racism**

**ACTION PLAN:** Publish organizational budget, publish total dollars earned (white vs. BIPOC). Meet with BNY to discuss investment policies.

**ACCOUNTABILITY:** This is an accountability mechanism.

### **GOAL #2: Plan for and develop a more diverse leadership team**

**ACTION PLAN:** Create a succession plan for Managing Director and Artistic Director positions.

**ACCOUNTABILITY:** Create goals for future leadership hiring processes.

### **GOAL #3: Create a mechanism for feedback (up and down hierarchies,) so BIPOC staff have clear opportunities to discuss the support/change they need**

**ACTION PLAN:** Institute 360 reviews that prioritize BIPOC stakeholders; ensure regular departmental staff reviews are conducted annually; annual staff survey with EDIA lens.

**ACCOUNTABILITY:** Holding to a regular schedule of these reviews, not letting them be deprioritized by production schedules.

### **GOAL #4: Ensure wealth is not a prerequisite of board membership by assessment of “give or get” policy.**

**ACTION PLAN:** Governance Committee to review current policies and industry trends and recommend to the board a revised policy that de-centers “pay to play” board membership.

**ACCOUNTABILITY:** Commit to board vote by 3Q FY22

### **GOAL #5: Prioritize Board diversity recruitment, including diversity of board committee members**

**ACTION PLAN:** Work with the nominating committee and committee chairs to ensure that diversity is a key criteria in board recruitment. Ensure that the committee structure prioritized diversity of opinions on each committee--knowing that committee members are not required to be board members.

**ACCOUNTABILITY:** Publishing board and committee demographics on an annual basis.

## **COMMUNITY ENGAGEMENT**

### **GOAL #1: Ensure BIPOC community members have access and input in the theater's decision making plans**

**ACTION PLAN:** Create a diverse Community Advisory Council tasked with holding the theatre accountable to our strategic plan and anti-racist commitments.

**ACCOUNTABILITY:** Publicly list council and create a plan for organization to address council recommendations.

### **GOAL #2: Create a partnership with the local indigenous community**

**ACTION PLAN:** Continue to foster relationship with the Council of Three Rivers American Indian Center and build a dialogue with Council about how we can support their mission and collaborate on a deeper level.

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**ACCOUNTABILITY:** Credit the council publicly in the theater's land acknowledgement work.

### **GOAL #3: Hire full-time community engagement position**

**ACTION PLAN:** Ensure the theatre is dedicating resources to expand inclusive, thoughtfully designed community engagement that prioritizes BIPOC Communities.

**ACCOUNTABILITY:** Publish intent to create and hire this position in FY 22 Budget.

### **GOAL #4: Create year-long calendar and engagement plan that uplifts and highlights national dates of significance for BIPOC constituents and coordinate sharing those events publicly with marketing department**

**ACTION PLAN:** Devise a system for advanced planning of educational and engagement events that highlight important dates and commemorations (Juneteenth, Lunar New Year, Eid, etc) and develop programming for year-round engagement and centering of BIPOC communities.

**ACCOUNTABILITY:** Publish plans for engagement publicly and review success of programming through surveys at end of season.

## **EDUCATION & ACCESSIBILITY**

### **GOAL #1: Making longer-term investments in BIPOC audience building**

**ACTION PLAN:** Expanding education to/in majority BIPOC classrooms and partnering with community organizations.

**ACCOUNTABILITY:** Set goals for engagement within PPS (residencies, student matinees), Brainstorm and formalize community engagement programs (job shadowing/workshops, etc)

### **GOAL #2: Educate teaching artists in equity-based learning**

**ACTION PLAN:** Offer a series of training workshops to address racism in the classroom environment and how our instructors can work against it.

**ACCOUNTABILITY:** Schedule/set deadline for training sessions.

### **GOAL #3: Increase number of BIPOC teaching artists**

**ACTION PLAN:** Hire 3 new BIPOC TAs (bring to 25% of team, will continue to increase in future years)

**ACCOUNTABILITY:** Held accountable by EDIA committee.

## **FINANCE & ADMINISTRATION**

### **GOAL #1: Welcome BIPOC staff members with an organized and supportive onboarding process that includes a conversation about how they can best be supported and clear reporting channels**

**ACTION PLAN:** Finalize a resource guide for onboarding and complete new handbook.

**ACCOUNTABILITY:** Create and hold to season deadline.

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### **GOAL #2: Support BIPOC staff members (particularly entry-level staff members) by offering interdepartmental training (GAP training)**

**ACTION PLAN:** Create a structure for interdepartmental training, communicate with staff about training interests in reviews.

**ACCOUNTABILITY:** Set and hold to a deadline to offer this program.

### **GOAL #3: Diversify third-party service providers and vendors for business operations**

**ACTION PLAN:** Determine baseline demographics of current vendors; research regional BIPOC-owned firms/companies; identify areas where changes can occur.

**ACCOUNTABILITY:** Do we have the same vendor list in 18 months? If so, why?

### **GOAL #4: Expand recruiting resources and candidate pools; seek diverse candidates for high-level positions**

**ACTION PLAN:** Clear communication re: our work commitment, and accountability in this area; establishing a "resume" for ourselves and why someone would want to come work at CT; show growth potential of positions, resume-building opportunities (i.e. GAP training) available.

**ACCOUNTABILITY:** None listed.

### **GOAL #5: Be as inclusive as feasible in job postings so that applicants of all races and backgrounds feel invited to apply to open positions**

**ACTION PLAN:** Review: what's working, what could be better

**ACCOUNTABILITY:** Require each hiring manager to log all applicants with basic background detail and report to the EDIA committee before closing search.

### **GOAL #6: Budget reflects commitments to Equity, Diversity, Inclusion & Accessibility**

**ACTION PLAN:** Update budget and create specific and named EDIA section in budget, with specific related sub-accounts

**ACCOUNTABILITY:** Continue to be transparent within budget of all allocations related to EDIA and anti-racism.

## **MARKETING**

### **GOAL #1: Ensure we are marketing appropriately and inclusively to BIPOC community members**

**ACTION PLAN:** Working with a BIPOC Marketing group.

**ACCOUNTABILITY:** In progress.

### **GOAL #2: Photo policy**

**ACTION PLAN:** Photos will not be used in marketing materials more than two years past the date of production without artist permission. Photos may be used for archival purposes in context of the production. will be included in artist agreements moving forward.

**ACCOUNTABILITY:** Are public photos routinely rotated and updated.

## **PATRON SERVICES**

### **GOAL #1: Find a way to invite audiences into our anti-racist work**

**ACTION PLAN:** Create an audience invitation.

**ACCOUNTABILITY:** Audience feedback.

### **GOAL #2: Patron Services staff trainings (conflict resolution, anti-racism, accessibility, etc)**

**ACTION PLAN:** Trainings

**ACCOUNTABILITY:** Survey FOH staff on whether they feel equipped to address EDIA goals.

### **GOAL #3: Updating/Clarifying Inclusive Ticket prices to ensure price is never a barrier to entry to BIPOC Audience**

**ACTION PLAN:** Affordable ticket options including pick-your-price previews, pay what you want day, etc.

**ACCOUNTABILITY:** In progress.

### **GOAL #4: Diversifying patron facing positions**

**ACTION PLAN:** Creating a more diverse patron services staff to acknowledge the importance of representation for patrons as they walk through the door.

**ACCOUNTABILITY:** Publishing staffing statistics publicly on a season by season basis.

### **GOAL #5: Creating new usher recruitment policy to diversify usher core**

**ACTION PLAN:** Assess current usher core and seek out new pools of volunteers.

**ACCOUNTABILITY:** Review of demographics of volunteer ushers in one year.