

CITY OF SANTA CRUZ  
City Hall  
809 Center Street  
Santa Cruz, California 95060



## ARTS COMMISSION

Regular Meeting

July 11, 2018

**6:00 P.M. GENERAL BUSINESS AND MATTERS OF PUBLIC INTEREST, COUNCIL  
CHAMBERS**

The City of Santa Cruz does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the City Clerk's Department at (831) 420-5030 at least five days in advance so that we can arrange for such assistance, or email [cityclerk@cityofsantacruz.com](mailto:cityclerk@cityofsantacruz.com). The Cal-Relay system number: 1-800-735-2922.

Any writing related to an agenda item for the open session of this meeting distributed to the Zoning Administrator less than 72 hours before this meeting is available for inspection at the City Planning Department, 809 Center Street, Room 107 or on the City's website at [www.cityofsantacruz.com](http://www.cityofsantacruz.com). These writings will also be available for review at the Zoning Administrator meeting in the public review binder located at the rear of the Council Chambers.

**APPEALS:** Any person who believes that a final action of this advisory body has been taken in error may appeal that decision to the City Council. Appeals must be in writing, setting forth the nature of the action and the basis upon which the action is considered to be in error, and addressed to the City Council in care of the City Clerk.

Other - Appeals must be received by the City Clerk within ten (10) calendar days following the date of the action from which such appeal is being taken. An appeal must be accompanied by a fifty dollar (\$50) filing fee.

**Call to Order**

**Roll Call**

**Announcements**

**Statements of Disqualification - No action may be taken.**

**Oral Communication - Audience comments not related to a General Business item.**

**Approval of Minutes**

1. June 13, 2018 Arts Commission Meeting Draft Minutes

Staff recommendation: Motion to approve as submitted.

## General Business

2. Unsolicited proposal: Bubbles at sunset by Rachel Miryam Smith. Request for \$612.00

Staff recommendation: Consider providing sponsorship. The AC may choose to provide a smaller amount than what is asked for.

3. Placemaking in the Downtown: Where are we going?

Economic Development Director Bonnie Lipscomb will give a brief overview of our current vision to enhance downtown which will provide some context as we consider various art projects going forward.

Key considerations:

Should some sculptures be permanent, rather than rotating? (e.g. A large kinetic piece at north end.)

Should we include 'climbable sculptures' in a new children's area downtown in the 1500 block in front of BHODY?

4. Monuments and Memorials Discussion

### Staff Report/Background:

As a best practice the City should adopt a Memorials & Monuments policy. The Arts Program Manager could be the lead on referring a M&Ms policy to City Council if the Arts Commission wants to pursue that.

### Staff Recommendation:

Arts Program Manager draft and bring a Memorials & Monuments policy to the September Arts Commission meeting for review and approval and at that meeting. As adopted, consider forwarding the policy to City Council for final approval.

5. Equity, Inclusivity and Environmental Justice Discussion

Short term, medium term and long term goals (see attached matrix.)  
Discuss next steps.

Efforts and successes so far:

- Interns - expanding mural registry & doing equity interviews
- Amah Mutsun discussions underway
- SCRAP this summer - free class at library and work with UCSC students

Information Items for Staff - No action may be taken.

1. Met with Amah Mutsun Tribal Band
2. SCRAP
3. Artist meetup in the fall - Third Thursday generally
4. September meeting - budget update and work plan for Fiscal Year
5. Note: We have August off -next meeting is Sept 12th

Subcommittee/Project Oral Reports - No action may be taken (\*Indicates committee lead)

- SCRAP and % for Art subcommittee(s)  
Lock, Tartaro and Birnbaum
- sculpTOUR, Murals & Graphic Traffic  
Kershner, Tartaro and Meyer
- Rail Trail planning  
Williamson & Leong
- Marketing & Outreach  
Lock & Birnbaum
- Artist Meetup/"BIG ideas"  
Lock, Kershner and Williamson
- Unsolicited Proposals & Deaccessioning/Inventory  
Williamson, Meyer and Leong

Adjournment

CITY OF SANTA CRUZ  
City Hall  
809 Center Street  
Santa Cruz, California 95060



## ARTS COMMISSION

### Regular Meeting Draft Minutes June 13, 2018

#### 6:00 P.M. GENERAL BUSINESS AND MATTERS OF PUBLIC INTEREST, COUNCIL CHAMBERS

The City of Santa Cruz does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the City Clerk's Department at (831) 420-5030 at least five days in advance so that we can arrange for such assistance, or email [cityclerk@cityofsantacruz.com](mailto:cityclerk@cityofsantacruz.com). The Cal-Relay system number: 1-800-735-2922.

Any writing related to an agenda item for the open session of this meeting distributed to the Zoning Administrator less than 72 hours before this meeting is available for inspection at the City Planning Department, 809 Center Street, Room 107 or on the City's website at [www.cityofsantacruz.com](http://www.cityofsantacruz.com). These writings will also be available for review at the Zoning Administrator meeting in the public review binder located at the rear of the Council Chambers.

**APPEALS:** Any person who believes that a final action of this advisory body has been taken in error may appeal that decision to the City Council. Appeals must be in writing, setting forth the nature of the action and the basis upon which the action is considered to be in error, and addressed to the City Council in care of the City Clerk.

Other - Appeals must be received by the City Clerk within ten (10) calendar days following the date of the action from which such appeal is being taken. An appeal must be accompanied by a fifty dollar (\$50) filing fee.

#### **Call to Order** By Chair Williamson

**Roll Call**  
All Commissioners present: Birnbaum, Kershner, Leong, Lock, Meyer, Tartaro and Williamson.

#### **Announcements**

Elizabeth Birnbaum: The Curated Feast hosting *The Silk Road* on June 30, 2018.

Mary Tartaro: Pajaro Valley Arts Sculpture Exhibit on June 14, 2018 and Altered Excavations at Felix Kulpa Gallery and Sculpture Garden on July 6<sup>th</sup> and August 3<sup>rd</sup>.

Louise Leong: Print Exhibition at Arrow Gallery in Sentinel Printers on July 6<sup>th</sup> and accepted into Santa Cruz County Open Studios.

**Statements of Disqualification - No action may be taken.**

No statements of disqualification

**Oral Communication - Audience comments not related to a General Business item.**

No oral communications

**Approval of Minutes**

1. April 11, 2018 Arts Commission Meeting Draft Minutes

Commissioner Lock moved to approve as written and Birnbaum seconded. Motion passed unanimously.

**General Business**

2. Rail Trail Arts Opportunity Master Plan

Staff will provide a short overview and key features of the plan.

Staff Recommendation: A motion to approve as drafted. Specific edits, if any, may be incorporated in a motion.

Commissioner Leong moved to approve as written and Kershner seconded. Motion passed unanimously.

3. Recap/Report from "Follow the Flush" event

Discussion: Repeat again next year?

Arts Commission was interested in trying it again. Staff will follow up to get feedback from the consultant and Public Works. Hoping to bring the cost down. Repetition will depend on availability of consultant as well as availability of Public Works staff.

**Subcommittee/Project Oral Reports - No action may be taken (\*Indicates committee lead)**

SCRAP & % for Art Subcommittee(s): Beth reported that next show would be December 2018 at Blitzer (note: Later corrected to December 2019.) sculpTOUR, Murals & Graphic Traffic: Kershner reported that subcommittee met and Staff was planning to do a call for graphic traffic soon. Also reported that the group discussed a new Earthquake Memorial and the possibility of removing the current Memorial designed by Ross Gibson - located at Cooper St. and Pacific.

Rail Trail Planning: Excited that the plan was approved!

Marketing & Outreach: Birnbaum and Lock met and have ideas for social media.

Birnbaum will send out an email asking Commission to submit photos for social media.

Artist Meetup/ "Big ideas": Nothing to report

Unsolicited Proposals & Deaccessioning/ Inventory: Staff suggested that the subcommittee meet to discuss deaccessioning the Earthquake Memorial designed by Ross Gibson

**Information Items for Staff - No action may be taken.**

1. Meeting with Amah Mutsun Tribal Band Thurs June 14, 1pm
2. Recap sponsored events: Guelaguetza and Ebb & Flow
3. Radius Gallery Light//Form show through July 8
4. SCRAP call going out soon
5. Artist meetup in the fall - Third Thursday generally
6. July 11<sup>th</sup> meeting - budget update and work plan for Fiscal Year
7. We will take August off - no meetings - next meeting Sept 12th

**Adjournment**

CITY OF SANTA CRUZ CITY ARTS PROGRAM

---

**UNSOLICITED SPONSORSHIP for PROJECT APPLICATION**

AMOUNT REQUESTED: 612.

DONOR/PROPOSER'S NAME: Rachel Maryam Smith

ORGANIZATION: \_\_\_\_\_

ADDRESS: 805 Koshland Way

CITY/STATE/ZIP: Santa Cruz, CA 95064

TELEPHONE: 408-348-7003 (Day) \_\_\_\_\_ (Eve) \_\_\_\_\_ (Fax)

CONTACT PERSON: Rachel Maryam Smith EMAIL ADDRESS: rsmith7@ucsc.edu

Please provide a short summary of the project in 2-5 sentences:

**THE FOLLOWING ATTACHMENTS ARE REQUIRED:**

- **NARRATIVE PROPOSAL** including the proposed performance location, concept, timeline for completion, number and type of performances, and costs on no more than 2 pages.
- **PROJECT BUDGET** outlining all costs associated with the project, including design, fabrication and installation and why you are requesting the amount listed.
- **PHOTOGRAPH or MAP** of the proposed location(s)
- **ORGANIZER'S RESUME and 3 PROFESSIONAL REFERENCES** on no more than 2 typed pages
- **10 SLIDES OR PHOTOS OF ARTIST'S PAST WORK** completed during the past 3 years.
- **SLIDE OR PHOTOS LIST** describing the 10 slides or photos, including artist's name, title, media, dimensions, date of completion and location, if public art

I/we understand that I/we must (1) Participate in the City Arts Review Process which may include presentations to other appropriate boards, commissions and/or neighborhood associations in accordance with the City's *Unsolicited Works Of Art Policy*.

Rachel Maryam Smith  
Proposer Signature

6 July 2018  
Date

## PROPOSAL & BUDGET | Sunset Bubbles

Rachel Maryam Smith | [rsmith7@ucsc.edu](mailto:rsmith7@ucsc.edu) | 408-348-7003

### Proposal

For 1.5 hours leading up to sunset-time in an open outdoor area, 200 participants have the opportunity to make giant soap bubbles with one of the 200 3-foot tri-cord dowel and string rigs in my collection paired with homemade soap bubble mix.

In their physical delicacy, bubbles exemplify timeless metaphoric meaning for the ephemerality and beauty of life. Also, bubbles are plain good, fun. In their simplicity is an invitation to regress to a child-like state of unknowing.

All bubble juice will be made on-site on the day of the program. Assistance will be provided by friends and fellow artists to assemble wands, make bubble juice, and set up and take down the event.

Santa Cruz City Arts can provide promotion. Artist can promote on Facebook and word of mouth.

### *Rachel Maryam Smith provides*

15 hours of preparation and breakdown, bubble knowledge, 200 5-quart buckets, 200+ tri-cord wands, 24+ 5-gallon buckets

### Budget

#### *Materials to make 150 gallons of bubble juice*

2 J-Lube bottles, 10 oz. @ \$20. each = \$40.00 (source: Amazon)

2 boxes of 12 McKesson Lubricating Jelly tubes, 4 oz each tube @ \$20.00 = \$40.00 (source: Amazon)

2 Dawn Professional Manual Pot & Pan Dish Soap bucket, 5 gallons @ \$91.00 = \$182.00 (source: Amazon)

150 gallons of water = no charge (source: local tap)

#### *Snacks & Drinks for Volunteers*

snacks and water, \$50.00

#### *Artist Fee*

\$300.00

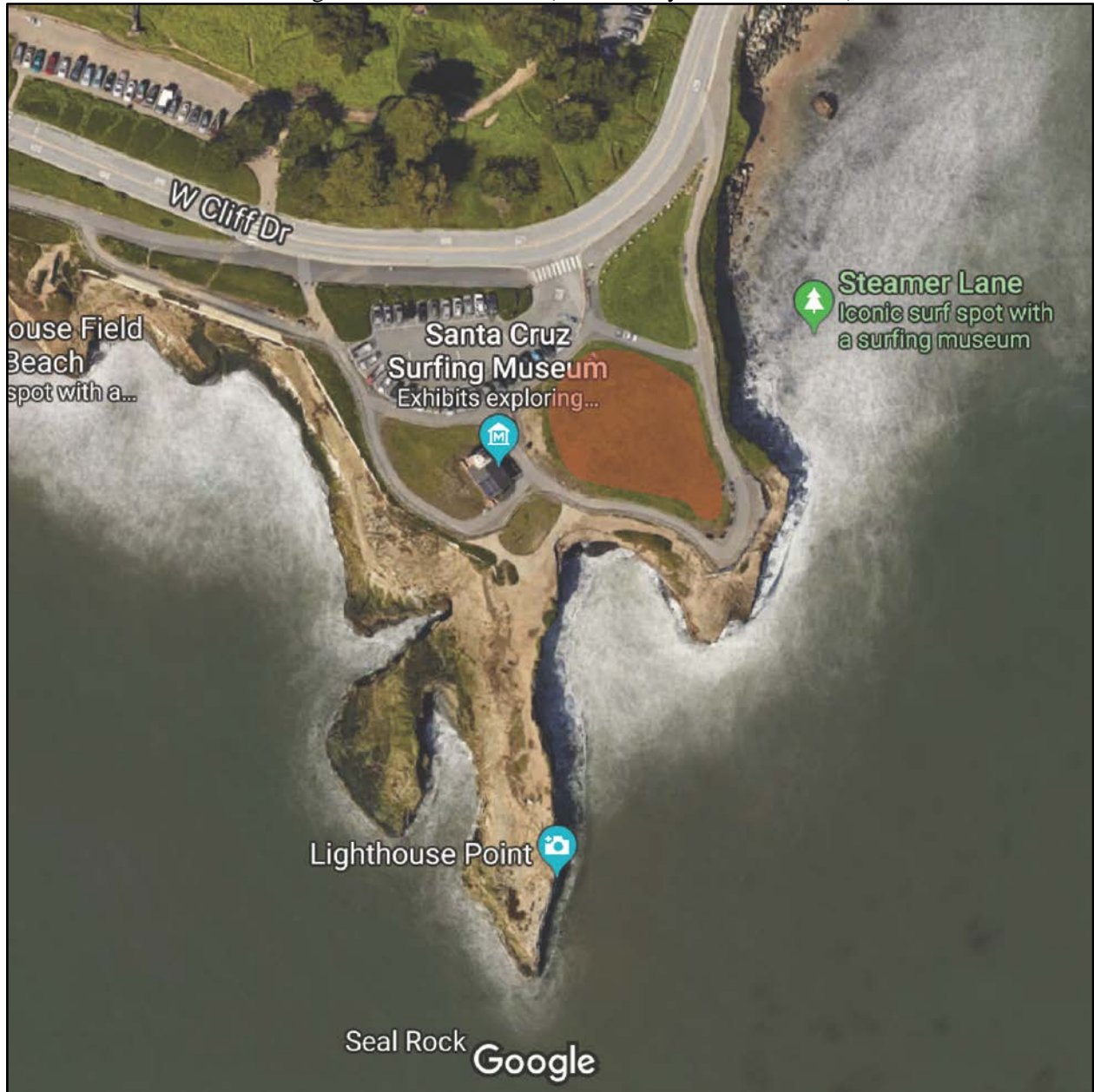
#### *Amount Requested:*

\$612.00



Location 1 is my first choice of locations. Other locations may be considered.

Location 1: Santa Cruz Surfing Museum Grass Area (indicated by red-shaded area)



Location 2: Cowell Beach (indicated by red-shaded area)

## REFERENCES & CURRICULUM VITAE | Sunset Bubbles

Rachel Maryam Smith | [rsmith7@ucsc.edu](mailto:rsmith7@ucsc.edu) | 408-348-7003

### References

Ann Osterman, Open Studios & Events Director, Arts Council SC, 831-475-9600, [ann@artscouncilsc.org](mailto:ann@artscouncilsc.org)  
James Blaine, UCSC Porter College Programs Coordinator, 831-459-4758, [jblaine@ucsc.edu](mailto:jblaine@ucsc.edu)  
Emily Hope Dobkin, former MAH Public Playmaking Catalyst, 860-324-9888, [ehdobkin@gmail.com](mailto:ehdobkin@gmail.com)  
Adrienne Waite, UCSC Associate Director Housing Services, 831-459-5727, [ajwaite@ucsc.edu](mailto:ajwaite@ucsc.edu)

### Curriculum Vitae

#### Education

2020 BA Art Studio (proposed), University of California, Davis  
2018 BA Art Studio and History of Art and Visual Culture candidate, University of California, Santa Cruz

#### Exhibitions

2018 *Art as Response/Artist as Catalyst*, Porter Faculty Gallery, Santa Cruz, CA  
2017 *Art/Now/Next*, Santa Cruz Art League, Santa Cruz, CA  
*SCRAP*, Santa Cruz City Arts, Radius Gallery, The Tannery, Santa Cruz, CA  
2016 *Rachel Maryam Smith*, Eduardo Carrillo Gallery, Santa Cruz, CA  
*Points of Departure*, John Michael Kohler Arts Center, Sheboygan, WI  
*Sanctuary*, de Young Museum, San Francisco, CA  
*Self*, Mary Porter Sesnon Gallery, Santa Cruz, CA  
*Eduardo Carrillo Scholars*, Eduardo Carrillo Gallery, Santa Cruz, CA  
*In Conversation*, R. Blitzer Gallery & Mary Porter Sesnon Gallery, Santa Cruz, CA  
*Sanctuary*, Bridge Gallery, Santa Cruz, CA  
2015 *Beads*, Fiera Abilimente, Vicenza, Italy  
2014 *Dimensions*, San Luis Obispo Museum of Art, San Luis Obispo, CA  
Cultural Council Government Center Exhibit, Santa Cruz, CA  
*UnDressed: Exposé Conceptual Garments*, Pajaro Valley Arts Center, Watsonville, CA  
*World of Beads*, Fashion Institute of Technology, New York, NY  
2013 *Santa Cruz Open Studios*, Santa Cruz, CA  
*One & Only*, John Michael Kohler Art Center, Sheboygan, WI  
2012 *Santa Cruz Open Studios*, Santa Cruz, CA  
2011 *Spring Show*, 17th Avenue Studios, Santa Cruz, CA  
*Santa Cruz Open Studios*, Santa Cruz, CA  
2010 *California*, Cabrillo Gallery, Aptos, CA  
*American Craft Council Show*, San Francisco, CA  
*Santa Cruz Open Studios*, Santa Cruz, CA  
*Pismo Glass Bead Invitational*, Pismo Glass, Boulder, CO  
2009 *Santa Cruz Open Studios*, Santa Cruz, CA  
*Form & Function*, Mountain Art Center, Ben Lomond, CA  
*Convergence: Jewelry Design with Art Glass*, Widisch-Hunt Gallery, Coconut Grove, FL / *Bead & Button Show*, Milwaukee, WI / Ohio Glass Museum, Lancaster, OH  
*Pismo Glass Bead Invitational*, Pismo Glass, Boulder, CO  
2008 *Bead Invitational*, Lux Center for the Arts, Lincoln, NE

#### Fellowships, Residencies, and Honors

2018 Dean's Honors Spring & Winter Quarters, University of California, Santa Cruz  
2017 Santa Cruz Recycled Art Program Residency, Santa Cruz City Arts, Santa Cruz  
Dean's Honors Fall & Winter Quarters, University of California, Santa Cruz  
2016 Theoretical Art Science Fellowship, University of California Santa Cruz  
Dean's Honors Fall, Winter, & Spring Quarters, University of California, Santa Cruz  
2015 Dean's Honors Fall Quarter, University of California, Santa Cruz

#### Awards and Grants

2016 Porter College Service Award, University of California, Santa Cruz  
Gold Slug Service Award for Sunset Bubbles Project, University of California, Santa Cruz  
Arts Dean's Undergraduate Award for Sunset Bubbles Project, University of California, Santa Cruz  
2017 William Hyde and Susan Benteen Irwin Grant, University of California, Santa Cruz

## REFERENCES & CURRICULUM VITAE | Sunset Bubbles

Rachel Maryam Smith | [rsmith7@ucsc.edu](mailto:rsmith7@ucsc.edu) | 408-348-7003

- Porter Senate Grant, University of California, Santa Cruz  
Eduardo Carrillo Scholarship Award, University of California, Santa Cruz
- 2016 Art + Environment & Politics, University of California, Santa Cruz  
William Hyde and Susan Benteen Irwin Grant, Fall Quarter, University of California, Santa Cruz  
William Hyde and Susan Benteen Irwin Scholarship, University of California, Santa Cruz  
Chancellor's Undergraduate Research Award, University of California Santa Cruz  
Arts Dean's Undergraduate Award, University of California, Santa Cruz  
William Hyde and Susan Benteen Irwin Grant, Spring Quarter, University of California, Santa Cruz  
Eduardo Carrillo Scholarship Award, University of California, Santa Cruz
- 2015 Art + Environment & Politics, University of California, Santa Cruz  
William Hyde and Susan Benteen Irwin Grant, Fall Quarter, University of California, Santa Cruz
- 2014 Honorable Mention, World of Beads, Bead Society of Greater New York

### Commissions

Rachel Carson College, University of California, Santa Cruz

### Related Experience

- 2018 Gallery Assistant, Sesnon Gallery, Santa Cruz, CA | Arts Dean's Advisory Board, University of California, Santa Cruz | History of Art and Visual Culture Representative, University of California, Santa Cruz | History of Art and Visual Culture Mentor, University of California, Santa Cruz
- 2017 Teaching Assistant, Public Art, Dee Hibbert-Jones, University of California, Santa Cruz | Metal and Foundry Studios Monitor, University of California, Santa Cruz | Arts Dean's Advisory Board, University of California, Santa Cruz | History of Art and Visual Culture Representative, University of California, Santa Cruz | History of Art and Visual Culture Mentor, University of California, Santa Cruz
- 2016 Metal and Foundry Studios Monitor, University of California, Santa Cruz

### Bibliography

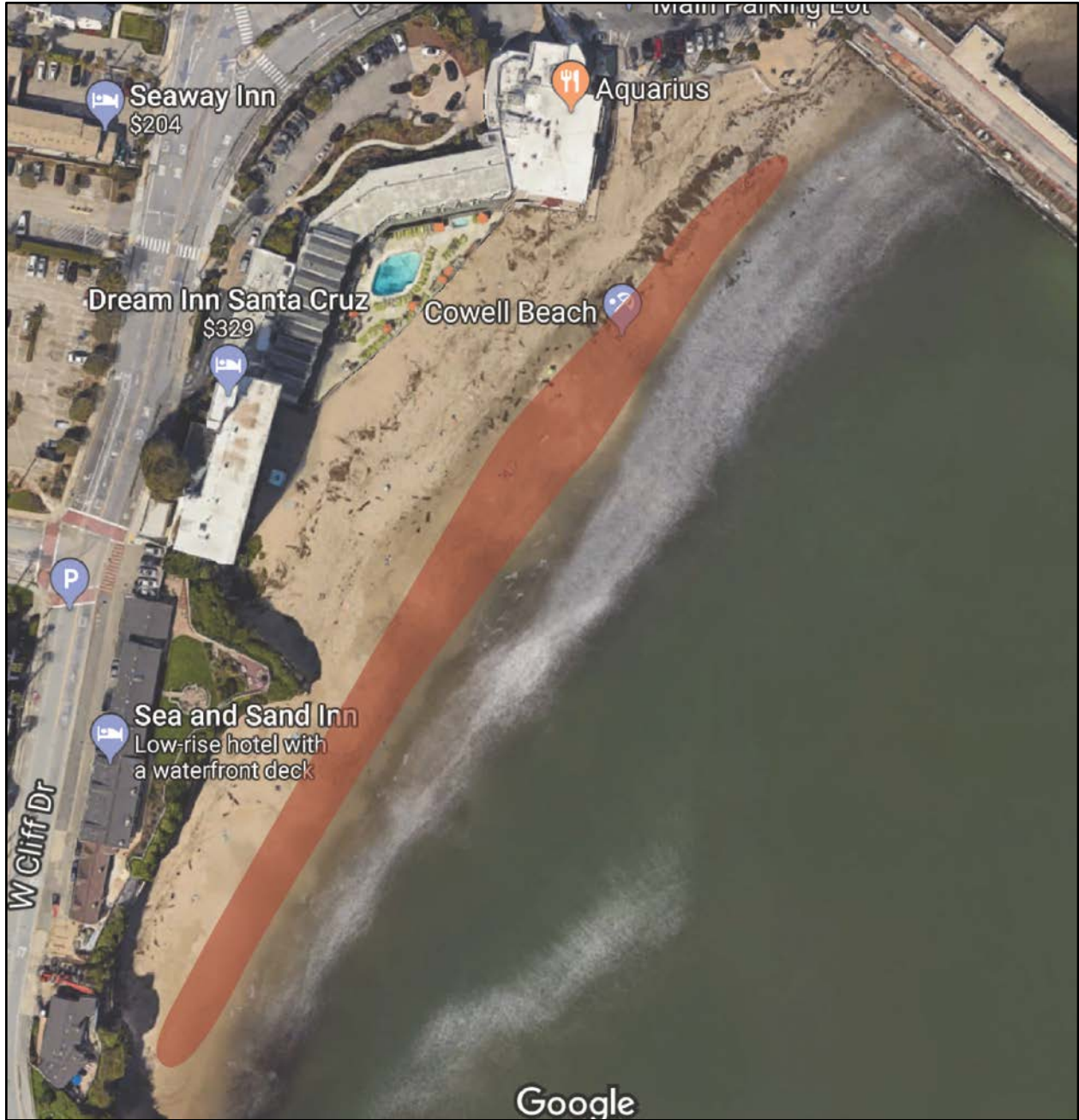
- 2015 Nelson-Smith, Rachel. *Two Stitches*, Lark Books
- 2013 Choo, Chungghi, Juror. *Showcase 500 Art Necklaces*, Lark Books
- 2012 Hemachandra, Ray. *Showcase 500 Beaded Jewelry*, Lark Books
- 2011 Nelson-Smith, Rachel. *Rachel Nelson-Smith's Bead Riffs*, Lark Books
- 2009 Nelson-Smith, Rachel. *Seed Bead Fusion*, Interweave
- 2008 Wilcox Wells, Carol. *Masters Beadweaving: Major Works by Leading Artists*, Lark Books

### Media

- Baine, Wallace. "Mom is face of 're-entry' at UCSC." Santa Cruz Sentinel 2 May 2016: 1.
- Rappaport, Scott. "Art students contribute work to de Young Museum's New Generations Student Showcase." University of California Santa Cruz Newscenter. 20 April 2016.

### Select Workshops and Lectures

2013 – 2004 Central California Bead Society, Yosemite, CA | Great Lakes Beadworkers Guild, Franklin, MI | North Suburban Needle Arts Guild, Chicago, IL | South Florida Jewelry Arts Guild, Miami, FL | Bead & Button Show, Milwaukee, WI | Toronto Bead Society, Toronto, Canada | Bead Society of Northern Virginia, Alexandria, VA | Bead Society of Greater New York, New York, NY | Northern California Bead Society, Oakland, CA | Central Coast Textile Association, Aptos, CA | South Bay Bead Arts Guild, San Jose, CA | San Diego Bead Society, San Diego, CA | Wild West Bead Society, Dallas-Fort Worth, TX | Great Lakes Beadworkers Guild, Franklin, MI | Hooked on Wire, San Francisco, CA | San Francisco Embroiderers Guild, San Francisco, CA | Bead Cruise, Mexico | Swarovski, Tucson, AZ | Puget Sound Bead Festival, Tacoma, WA | Bead Fest Atlanta, Atlanta, GA | Bead Expo, Charleston, NC | Bead Cruise, Jamaica | Camp Gan Israel, Sunnyvale, CA | Lapidary Journal's Bead Fest, Philadelphia, PA | Altos de Chavon School of Design, La Romana, Dominican Republic



## PHOTO LIST | Sunset Bubbles

Rachel Maryam Smith | [rsmith7@ucsc.edu](mailto:rsmith7@ucsc.edu) | 408-348-7003

15 times Sunset Bubbles and other similar events have been conducted for the **Museum of Art History Santa Cruz**, UCSC Porter College Activities, and for Santa Cruz County Regional Burning Man unSCruz.

Images were selected to show the range of participants and the experience of making bubbles reflected on their faces as well as the beauty of bubbles. One image reflects setup.

All photographs and videos were taken on a volunteer basis.

### Images

1

Sunset Bubbles, 2 June 2017  
photograph by campus photographer Carolyn Lagatutta  
collaboration with UCSC Porter College Activities

2

Sunset Bubbles Event Prep, 2 June 2017  
photograph by artist  
collaboration with UCSC Porter College Activities

3

Sunset Bubbles, 28 April 2017  
photograph by UCSC alumni Stephen Louis Marino  
collaboration with UCSC Porter College Activities and Alumni Weekend

4

Sunset Bubbles, 27 May 2016  
photograph by campus photographer Carolyn Lagatutta  
collaboration with UCSC Porter College Activities

5

pre-Sunset Bubbles, 11 September 2016  
Photograph by artist  
UCSC Family Student Housing

6

Sunset Bubbles, 2 June 2017  
photograph by campus photographer Carolyn Lagatutta  
collaboration with UCSC Porter College Activities

7

Kid's Week event, 21 June 2017  
photograph by MAH staffer  
**Museum of Art History Santa Cruz**

8

Last Sunset Bubbles, 8 June 2018  
photograph by Stephen Louis Merino

collaboration with UCSC Porter College Activities

9

Last Sunset Bubbles, 8 June 2018  
photograph by Stephen Louis Merino  
collaboration with UCSC Porter College Activities

10

Last Sunset Bubbles, 8 June 2018  
photograph by Stephen Louis Merino  
collaboration with UCSC Porter College Activities

### Videos

1 April 2016

By Zhill Olonan  
<https://vimeo.com/161568301>

4 December **2015**

By Bridget Lyons  
<https://youtu.be/kFFKqC0IHqo>

13 October 2017

By Shubham Modi  
<https://youtu.be/ahQvaB9wD8E>

More events on website

<https://www.rachelsmith.online/bubbles>















**Arts Commission: Draft Logic Model – Cultural Equity**

Inputs	Outcomes		Outcomes -- Impact		
	Activities	Participation	Short	Medium	Long
<p><i>An inventory of resources available to support your equity work (i.e. funding, staff, community, tools, materials, networks, etc.)</i></p>	<p>Conduct better outreach</p> <p>RFQ/RFP: Provide training and support to applicants</p> <p>Improve application questions</p>	<p>A broader community network</p>	<p><u>Examples</u></p> <p>Increase awareness of the Arts Commission opportunities in marginalized communities</p> <p>Provide a new and more accessible opportunity for marginalized artists</p>	<p>Increase relationships and program participation in marginalized communities</p> <p>Increase the diversity of applicants and artists chosen</p>	<p>Create more inclusive, equitable and impactful programming</p> <p>Increase artistic opportunities in marginalized communities</p>
	<p>Develop an Advisory Committee</p> <p>Revise the language and lens in the call for Commissioners</p> <p>Partner with other organizations</p>	<p>Brainstorm list (started at April meeting)</p> <p>Past collaborations</p>	<p>Increase and strengthen relationships in marginalized communities</p>	<p>Develop an intersectional group that is more representative of the diversity in our city</p>	<p>Have proportional or equitable representation in leadership</p>
	<p>Schedule second AC retreat</p> <p>Improve and strengthen M/V/V</p>	<p>Clear language to guide</p> <p>Develop short policy statement</p>	<p>Clarify our commitment to equity</p>	<p>Decision-making is guided by and based in equity</p> <p>Measureable outcomes identified</p>	<p>Clear organizational pathway towards equity</p>

***A Theory of Change:***

<p><b>Problem (Need) Statement</b></p> <p>What is the <i>societal problem or need</i> that you're trying to address?</p> <p><b>Who</b> is experiencing it or affected by it?</p>	
<p><b>Assumptions about Causes</b></p> <p>What are your assumptions about <b>why</b> the problem or need exists?</p> <p>What <b>risk factors</b> cause or contribute to the problem/need?</p>	
<p><b>Solution</b></p> <p>What strategies, programs, and practices <b>are effective</b> at addressing the problem/need?</p> <p>Are the solutions <b>meaningful</b>?</p> <p>Is the impact <b>measurable</b>?</p>	