

# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part A

*Submit to ORE by March 2, 2022*

**Department name: San Francisco Public Library**

**Date: April 28, 2022**

#### ***Reflections from Department Leadership***

**What specific racial inequities and disparities within your department are you focused on addressing in 2022?**

The Library will be focusing on making continued progress towards accomplishing the goals and objectives outlined in our department's Racial Equity Action Plan – Phase I (REAP), specifically addressing racial disparities and improving internal culture within the department.

As part of our REAP, the Library conducted a comprehensive staff survey (see goal 6.1.7) that proved to be illuminating in identifying specific areas that require our immediate collective attention. For example, it revealed that as a group, Black/African Americans, which make up 6.5% of our workforce, are more dissatisfied at work due to racial disparities. The survey highlighted the fact that a lack of time and a safe space to address and discuss challenging issues related to race were barriers to advancing racial equity initiatives. The survey also underscored that many of our part-time staff in the neighborhood branches, which are predominately People of Color, felt that the 4-day work week vs. 3-day week was a barrier to advancing their educational goals towards full-time library work.

With these survey results in mind, we will be further refining our goals and objectives for Phase I to specifically address the inequities experienced by BIPOC staff. We need to gather additional data and continue discussions with BIPOC staff to better understand the root causes of the disparities highlighted in the staff survey results. Work is underway in 2022 to review and analyze discipline, separation and training information to determine what that data tells us and then what next steps are needed to support our staff. Additionally, we'll be embarking on a comprehensive strategic planning process, centering racial equity, that will

include an in-depth staff engagement process to better understand pain points and to take steps to address issues, barriers and challenges faced by our BIPOC colleagues.

In order to help us move this work forward, the Library has hired its first Racial Equity Manager for Public Services, a new management position that reports directly to the City Librarian. In addition, to working internally with staff to move racial equity policy initiatives forward, she will be the single point of accountability for development and implementation of the Library's public facing Racial Equity Action Plan (Phase II). Having a dedicated person solely focused on facilitating the execution of our racial equity goals will help alleviate the burden on staff who have been moving this work forward on top of their regular duties.

While we pursue our goals to improve our internal culture, the Library will continue to apply a racial equity lens to its public service. For example, we have committed to improving service delivery to our local Native American community with whom we worked on our Land Acknowledgement. We will be building out our collections resources and collaborating on displays at the Main Library that focus on Native culture, history and contemporary contributions to society, specifically stewardship of the environment. The Library also has three capital projects underway in the Mission, Chinatown and Ocean View communities for which we will use a racial equity lens and extensive constituent engagement to ensure that the buildings are responsive to the needs of the community.

**Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?**

As department head, I have been engaged with the co-chairs of the Library's Racial Equity Committee (REC) from the beginning of our racial equity initiatives that predate the Office of Racial Equity. I launched the Library's Racial Equity Task Force in 2018 and began working with the group, which eventually became a standing committee, to start developing a plan for the Library to address racial inequities in how the Library provides service to the community, as well as improving organizational culture. The Library's executive leadership team attended the City's Implicit Bias training as a group with the Library's Commission President in attendance as well.

As City Librarian, I have supported the creation of new positions including a Senior Personnel Analyst in our Human Resources Department, dedicated to supporting the internal activities of the REAP – Phase I, and the aforementioned Racial Equity Manager for Public Services. The

Library's Chief Operating Officer (COO) has also served as a Racial Equity Leader to be a liaison from the Library's leadership team with the REC and provide ongoing support from the Office of the City Librarian.

Furthermore, I have cultivated partnerships with other City and County of San Francisco departments including the Human Rights Commission, the Human Services Agency, the Department of Homelessness & Supportive Housing, the San Francisco Unified School District, the Office of the Treasurer & Tax Collector, the Department of Children, Youth & Families; and the Sheriff's Department to advance equity initiatives in collaboration with the San Francisco Public Library. Some highlights from this collaborative work include the following initiatives:

- The Library eliminated fines, which disproportionately impacted low-income communities, in 2019.
- The Library hosted Community Learning Hubs in 9 branch libraries to support distance learning for City's most vulnerable youth during the pandemic public school shutdown.
- The library distributed 10 books to each SFUSD student (500,000 books) in summer 2021.
- Summer Together Book Giveaway – The Library distributed 44,000 books by BIPOC authors to youth living in public housing in summer 2021.
- The Library secured a \$2 million grant from The Andrew W. Mellon Foundation to support a collaboration between San Francisco Public Library (SFPL) and the American Library Association aimed at improving and expanding library services for incarcerated individuals both locally and nationally.
- The Library is partnering with the SF Financial Justice Project to provide free access to tablets with digital collections including eBooks, streaming music and video, to the justice involved population incarcerated at County Jail.

The last fiscal year and a half have been particularly challenging for the Library. In the summer of 2020 fully two-thirds of our workforce were deployed as disaster service workers. We also had roughly 100 retirements. We have been slowly coming back from a staffing shortage that has also corresponded with our reopening. A lack of staff capacity has been a barrier to advancing some of our racial equity goals. However, despite these challenges, I applaud the team for accomplishing some major goals, including the Library's first-ever Racial Equity Action Plan, Land Acknowledgement, which was adopted in April 2021, and a Racial Equity resolution, which was adopted in June 2021. The REC, many of whom were deployed or working remotely, also moved forward with its REAL (Racial Equity at the Library) talks, which help to normalize discussions about race at the Library. I have and will continue to participate in these discussions to help advance my own knowledge of the issues so that I can help

facilitate change within the organization and in the community by activating the Library's resources to help address racial disparities in areas such as education, employment and digital literacy.

**Acknowledged by [name] and [title], [date], [signature]**

Michael Lambert, City Librarian – April 28, 2022

*Michael Lambert*

## **1. Hiring and Recruitment**

### **Goals and performance measures**

#### **1.1 Goal: Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's Racial Equity Action Plan.**

**1.1.1 Goal:** Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.

Performance Measures:

- Library HR participation in Citywide efforts
- Barriers Assessment Completed

**1.1.2 Goal:** Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.

Performance Measures:

- Departmental workforce demographic information is analyzed annually
- Goals for recruitment and hiring developed and recommended annually based on results

**1.1.3 Goal:** Draft and release an equitable and inclusive inclusivity statement to include in job announcements.

Performance Measures:

- Statement is created and available and included in recruitment materials

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

**1.2.1 Goal:** Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.

**1.2.2 Goal:** Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.

Performance Measures for 1.2.1 & 1.2.2:

- Expand outreach efforts
- Tracking mechanism developed for outreach efforts
- Candidate pool is increasingly more diverse and referred from a variety of sources

**1.2.3 Goal:** Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education and professional experiences.

Performance Measures:

- Library HR participation in Citywide efforts to modernize job descriptions and minimum qualifications
- Job descriptions are simplified
- Identify Library job descriptions that should be prioritized for updating

**1.2.4 Goal:** Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.

Performance Measures:

- Changes to DHR's requirements regarding minimum qualifications

**1.2.5 Goal:** Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.

Performance Measures:

- Supplemental questions only utilized when writing skills are important to the position

**1.2.6 Goal:** Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.

Performance Measures:

- Internal review completed of positions requiring four-year degrees that previously did not

**1.2.7 Goal:** Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally competent skills to their work.

Performance Measures:

- Third Party recruiter compliance with equitable and inclusive hiring standards

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

**1.3.1 Goal:** Review, simplify and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education and professional experiences. Include multiple ways to apply to a position.

Performance Measures:

- Library HR participation in citywide efforts to modernize job descriptions and minimum qualifications
- Job descriptions are simplified
- Identify Library job descriptions that should be prioritized for updating

**1.3.2 Goal:** Identify and secure a minimum of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.

Performance Measures:

- # of Opportunities for All placements and mentors

**1.3.3 Goal:** Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. (SFUSD's Career Pathways Program).

Performance Measures:

- Volunteer/Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources

**1.3.4 Goal:** Include opportunities to expand collective knowledge regarding diversity, equity and inclusion.

Performance Measures:

- Increase the number of opportunities during internship/fellowship/volunteer using current outlets and partnerships
- Formalize robust internship, fellowship, pre-apprenticeship and apprenticeship programs and departmental summer placements, and provide equal opportunity towards permanent employment
- Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. (SFUSD's Career Pathways Program)

**1.3.5 Goal:** Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity to address fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.

Performance Measures:

- Tracking system implemented
- Volunteer/Internship/fellowship program updated as needed

**1.4 Goal: Commit to standardized, transparent and participatory recruiting and onboarding.**

**1.4.1 Goal:** Maintain a standardized interview process with structured interview questions.

Performance Measures:

- Continue to utilize standardized interview process with a set of inclusive interview questions

**1.4.2 Goal:** Ensure a diverse hiring panel for each interview.

Performance Measures:

- Continue to utilize diverse hiring panel for each interview
- Compile data of demographic composition of panels for the past two years and track diversity of interview panels going forward

**1.4.3 Goal:** Train staff on conducting interviews, taking care to focus on implicit bias and equity (includes interns and fellows).

Performance Measures:

- # staff completing DHR's Fairness in Hiring for Hiring Panels (already part of the Library HR's interview process)
- Compliance with existing requirement that interview panelists complete DHR's Fairness in Hiring for Hiring Panels training (currently it's tracking via LMS or internal training team)
- Requirement that panelists interviewing interns, volunteers and fellows complete DHR's Fairness in Hiring for Hiring Panels training
- Any additional training opportunities identified

**1.4.4 Goal:** Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.

Performance Measures:

- DHR implements new applicant tracking system

**1.4.5 Goal:** Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.



Performance Measures:

- Continue current practice of sharing all job announcements for Library classifications with all Library staff

**1.4.6 Goal:** Decrease and close lags and long wait times in hiring, interviewing and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.

Performance Measures:

- Summary of recently implemented hiring process improvements shared with REC
- Periodic review of hiring process to identify any improvements

**1.4.7 Goal:** Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows and freelancers.

Performance Measures:

- All new employees are processed similarly regardless of position
- Volunteers, interns and fellows complete an onboarding process

**1.4.8 Goal:** Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.

Performance Measures:

- Support DHR's efforts to expanded certification rule as a default

**1.5 Goal: Commit staffing in both Library Human Resources and in public services to actualize the Library's Racial Equity Action Plan.**

**1.5.1 Goal:** Dedicate staffing to oversee, implement and maintain the Library's Racial Equity Action Plan in concert with the Library's Racial Equity Committee (REC) and other support staff.

Performance Measures:

- Hire 1.0 FTE Project-based Human Resources Equity, Diversity & Inclusion Senior Analyst
- Hire 1.0 FTE Librarian Racial Equity Program Specialist

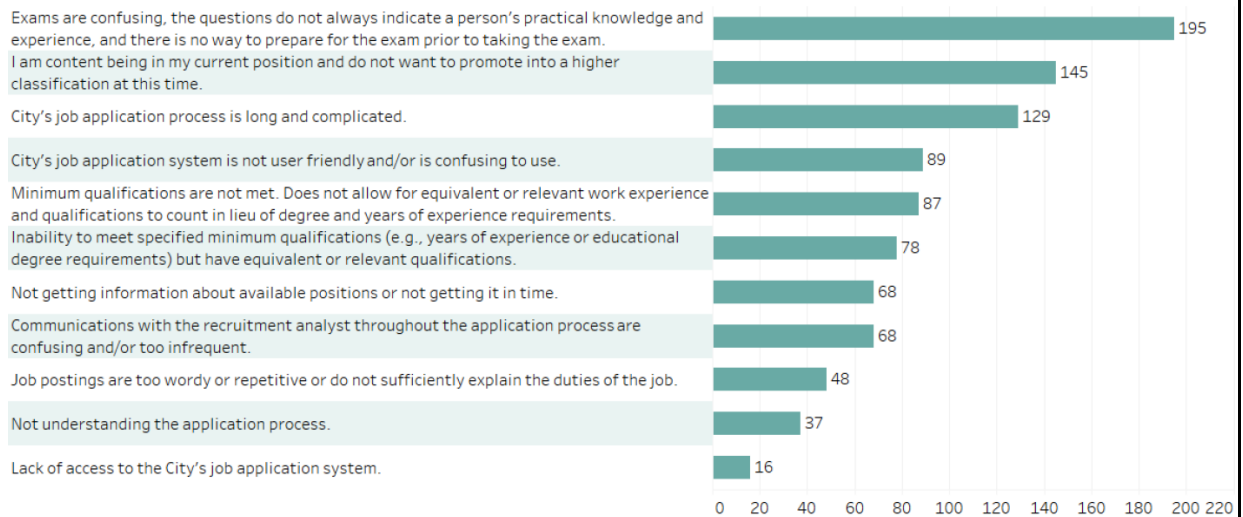
## Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

### 1.1.1 Goal:

- Participated in citywide efforts to assess and address barriers and collaborated with stakeholders; Participated in DHR Diversity Recruitment efforts; Participated in DHR Modernization Program focused on creating a robust candidate experience, including modifying job posting language and participating in workgroups focused on the structure and implementation of SmartRecruiters. One of our Library HR staff has participated in the Modernization Program since its inception and has given feedback throughout the process
- Worked with REC Survey workgroup to add a question on the annual staff survey about applicant barriers, see example:

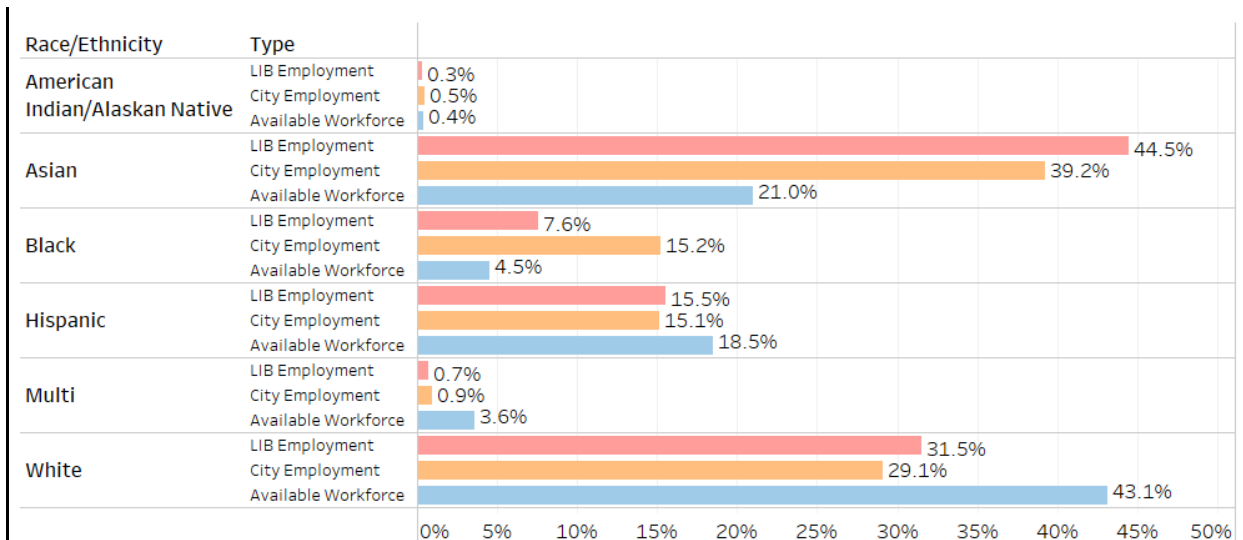
11. At the San Francisco Public Library, we define barriers to employment as any substantial challenge that may prevent a person from obtaining a job or advancing their career. Challenges you believe have limited you from applying for a position include: # of respondents: 369



- Currently evaluating top ranked barriers from survey results to determine action steps and working with REC to identify strategies to overcoming application barriers

### 1.1.2 Goal:

- Compiled analysis of departmental workforce demographics by classification, race/ethnicity and other characteristics (see chart below); Information was presented to REC and senior leadership team.



- Library HR collaborated with REC, the Library’s Research, Strategy and Analytics team (RSA) and other stakeholders to develop annual staff survey logistics, questions and implementation to help inform hiring and recruitment goals
- Library HR identified and recommended recruitment and hiring goals with feedback from REC and senior management team

**1.1.3 Goal:**

- Participated in citywide efforts to develop equitable and inclusive hiring and recruitment policies (DHR Diversity Recruitment and DHR Modernization Program)

**1.2.3 Goal:**

- In FY19 reviewed job specifications and in some cases updated specifications in the 3600-classification series
- Participated in DHR Modernization Program workgroup to review how to write inclusive job postings. From this workgroup, DHR is compiling job posting templates

**1.2.5 Goal:**

- Library currently reviews and will continue to review the need for supplemental questions for each recruitment process administered by the Library to continue to ensure that supplemental questions are used for positions that require writing as part of their job duties

**1.4.1 Goal:**

- Interview questions around Diversity, Equity and Inclusion were developed and shared with the REC for feedback. DEI questions are now standard in every interview at the

Library. Level of DEI questions to be included in the interview is determined by whether an applicant is interviewing for a managerial/supervisory or individual contributor position. HR analysts have been working with the hiring manager to include DEI questions in the interview

- HR Recruitment Team reviewed interview process and assessed gaps in process. Identified bottlenecks within the interview process that can be improved through the process improvement initiatives and implemented those initiatives

**1.4.2 Goal:**

- Library currently requires and will continue to require diverse hiring panels for interviews
- Currently in the process of compiling data of demographic information (race/ethnicity, gender, classification) of prior interview panelists and track diversity of interview panels going forward

**1.4.3 Goal:**

- Library currently requires and will continue to require interview panelists to complete DHR's Fairness in Hiring for Hiring Panels training
- Tracked staff who have completed the Fairness in Hiring for Hiring Panels training
- Library HR worked with DHR to provide a list of training specific for Library staff focused on Diversity, Equity and Inclusion (Managing Implicit Bias, Communicating Across Cultures and Effects of Privilege on Equity)

**1.4.4 Goal:**

- Library HR currently participates and will continue to participate in citywide monthly working groups related to hiring modernization and implementation of the SmartRecruiters' job application system
- Library HR shared feedback during DHR working group sessions and contributed to the outcome of the new applicant tracking system
- Library HR presented to the REC SmartRecruiters' capabilities and intended outcomes with regards to creating a more streamlined hiring process and a more welcoming experience for candidates

**1.4.5 Goal:**

- Library currently shares and will continue to share all job announcements with all staff via email and via the Library's Personnel Office Notes to promote to diverse networks

- Library HR is currently creating a tracking document to which outlets we use to share job announcements. We will be tracking this by job class, job title, date the announcement was shared and how (e.g., LinkedIn, email to all staff, etc.)

**1.4.6 Goal:**

- In FY19, Library HR completed process improvement work aimed at reducing time to hire in key classifications 3602 and 3630, and implemented process changes that simplified the department’s position approval submittal, streamlined the interview process and expedited the reference check process

**1.5.1 Goal:**

- Hired 1.0 FTE Human Resources Equity, Diversity, and Inclusion Senior Analyst
- Hired 1.0 FTE Librarian Racial Equity Manager

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

**1.1.1 Priorities:**

- Share feedback with DHR Modernization Team to create a candidate experience survey in SmartRecruiters to further assess potential barriers for applicants
- Develop a presentation to REC to share process improvements made to Library’s hiring process (also part of 1.4.6)
- Once top barriers to employment are identified, we will determine which barriers can be addressed by the DHR Modernization Program and which ones the Library can address specifically. Will assess action items and keep the REC and senior leadership team apprised of action items

**1.1.2 Priorities:**

- Review with REC and senior leadership team to evaluate if recruitment goals were met

**1.1.3 Priorities:**

- REC in collaboration with HR will develop recruitment inclusivity statement to include in job announcements and recruitment materials

### **1.2.1 and 1.2.2 Priorities:**

- Engage subject matter expert Library managers and supervisors and REC to develop recruitment outlets and plan outreach to increase BIPOC applicant pool, particularly in job classifications where BIPOC are not well-represented
- Develop tracking mechanism in collaboration with RSA to track outreach efforts
- REC and other stakeholders to identify community-based organizations and BIPOC professional networks, re-entry programs and other outlets to foster relationships

### **1.4.1 Priorities:**

- HR Recruitment Team will communicate implementation steps on process improvement made to the interview process to the REC
- Continue to build out interview question bank based on job classification and competency to help streamline the interview process

### **1.4.2 Priorities:**

- Develop strategies in collaboration with the REC to expand the pool of diverse panelists to serve on interview panels

### **1.4.3 Priorities:**

- Continue to offer DEI courses that are specific to Library staff
- Chief of Community Programs and Partnerships and Chief Operating Officer to require staff involved in interviewing interns, volunteers and fellows are also trained

### **1.4.5 Priorities:**

- Develop an outreach plan that can be used and customized for each Library recruitment, recruitment targets and goals and the applicant pool of where job announcements were posted

### Notes:

- **Sections 1.2.7, 1.3.1, 1.3.2, 1.3.3, 1.3.4, and 1.3.5 are related to internships, fellowships, pre-apprenticeship and apprenticeship programs. These sections do not have a lead assigned to them. It is a priority to have the appropriate person assigned to lead these areas**
- Section 1 of REAP is the section with the most tasks assigned. Library HR has a small number of staff dedicated to this section in addition to other workload assigned
- Some deadlines for sections were revisited as they are influenced by DHR timelines

- DHR Modernization Team will review and confirm if SmartRecruiters can generate reports on which recruitment outlets where most impactful. Reporting can help us pinpoint recruitment outlets that help us recruit BIPOC applicants
- Performance measures for 1.2.3 revised
- Changed 1.1.3 goal to include inclusivity statement instead of policy. Library adheres to all fair and equitable policies as administered by DHR regarding recruitment and hiring

## **2. Retention and Promotion**

### **Goals and performance measures**

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

**2.1.1 Goal:** Track deployment and the given functions of all Disaster Service Workers (DSW) (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.

Performance Measures:

- Implement tracking mechanism
- Analyze demographic data

**2.1.2 Goal:** Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.

Performance Measures:

- Complete budget analysis
- Define funding principles for bridging funding gaps
- Track demographic and classification data should layoffs occur

**2.1.3 Goal:** Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including but not limited to masks, gloves, gowns and access to hand washing and sanitizing materials.

Performance Measures:

- Establish PPE access protocol via the COVID Command Center
- Communicate access protocol and availability of PPE to DSW workers

**2.1.4 Goal:** Offer and clearly communicate additional benefits for compensation, paid sick leave and flex time for deployed workers.

Performance Measures:

- Send regular communications (email, memos, staff meetings etc.) regarding compensation, paid sick leave and flex time benefits
- Increase employee awareness of additional benefits through periodic emails to all staff and a dedicated intranet page that shares such benefits
- Explore additional opportunities to provide additional benefits to deployed Library DSWs, such as rain gear, facial coverings, etc.

**2.1.5 Goal:** Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.

Performance Measures:

- During the City's DSW orientation, information was shared with staff about the Department of Environment's Essential Worker Ride Home Program to ensure staff knew where to locate information about this benefit
- Communications with individual deployed DSW staff to resolve scheduling and transportation challenges as needed

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

**2.2.1 Goal:** Conduct annual internal reviews of salary standards against industry standards to ensure parity.

Performance Measures:

- Share results of salary reviews with REC, senior leadership team and DHR via a presentation with a reporting of findings



**2.2.2 Goal:** Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies (e.g. parental leave policy, short-term disability, etc.).

Performance Measures:

- Annual assessment of benefit usage by employees; address any identified issues

**2.2.3 Goal:** Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.

Performance Measures:

- Review usage of PTO

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

**2.3.1 Goal:** Determine standard factors considered for raises and promotions. Make this information available to staff.

**2.3.2 Goal:** Develop a formal and transparent process for raises and promotions.

Performance Measures for 2.3.1 and 2.3.2:

- Complete assessment of standard factors for raises and promotions
- Increase communication about raises and promotions by FY24, including during annual Performance Plan and Appraisal Report (PPAR) process

**2.3.3 Goal:** Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.

Performance Measures:

- Compliance with applicable labor contract provisions related to acting assignments
- Complete assessment of current acting assignment process and implement improvements

**2.3.4 Goal:** Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst series (182x series). A "drop-off" classification within the Library is a job classification where employee diversity (e.g., race, ethnicity, gender) within the job class decreases as compared to the diversity of other job classifications within the job classification series progression. Set forth strategies and training opportunities to support employee development to achieve mobility.

Performance Measures:

- Perform assessment to identify “drop off” classifications
- Engage REC and other stakeholders to develop strategies and opportunities to support employee development

**2.3.5 Goal:** Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities within the City. A “dead-end” job within the Library is a job classification where there is little or no opportunity for upward mobility into a higher job classification.

Performance Measures:

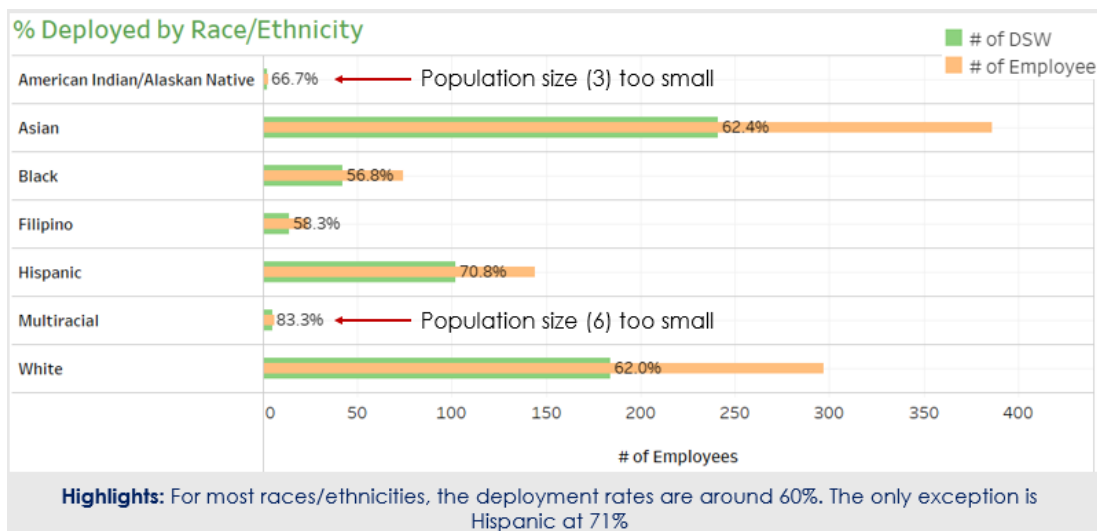
- Perform assessment to identify “dead end” classifications
- Engage REC and other stakeholders to develop strategies and opportunities to support employee development

**Changes implemented over the 2021 calendar year**

*If relevant, include action numbers from the RE Action Plan.*

**2.1.1 Goal:**

- Implemented a DSW deployment tracking tool of deployed Library DSW employees
- Reviewed and analyzed Library workforce demographics versus data of Library employees deployed as DSWs during the public health emergency; Developed visual graphs of DSW data and presented to senior management team and REC, see example below:



- Developed Lessons Learned document to capture areas where the Library could improve upon should there be another emergency of this magnitude. Lessons described include:
  - Better communication and coordinated efforts with COVID Command Center (CCC)
  - Provide enhanced benefits and resources for DSWs
  - More customized approach and resources to transitioning back to Library from DSW deployment
  - More frequent emergency preparedness training

**2.1.2 Goal:**

- Finance conducts revenue and expenditure analysis and identified budget shortfalls (on an ongoing basis) in concert with the Controller's Office
- Finance defined principles to bridge funding gaps
- Reviewed civil service rules on layoffs, however no layoffs were required or implemented
- Applied racial equity lens to any budget reductions

**2.1.3 Goal:**

- During the public health emergency, Library shared communication on ways DSWs can communicate PPE needs; Facilities Director visited food banks to inspect the sites and address concerns
- Library HR contacted CCC and followed through to address and resolve Library DSW issues related to PPE needs

**2.1.4 Goal:**

- Library HR shared with Library staff all Dept. of Human Resources (DHR) information regarding compensation, paid sick leave and other available benefits via email on an ongoing basis during the public health emergency
- Library HR worked with DHR and PPSD to ensure part-time workers who worked full-time onsite DSW schedules received adjusted award of floating days off (based on hours worked, not work schedule type)
- Library HR obtained premium pay for DSWs assigned bilingual duties prior to DHR certification
- Library HR responded to all inquiries from DSWs related to compensation and benefits, leaves, timekeeping, self-certification, leaves and all other questions
- Library HR helped obtain lead pay for staff after verification from CCC

**2.1.5 Goal:**

- During the public health emergency, Library advocated for staff on a variety of issues: work location, work schedule, PPE, premium pay and other working conditions
- Library HR shared resources with staff in order to provide mental health and wellness support
- Library reviewed work assignment locations and coordinated with CCC to share options (e.g. free parking, Muni, BART, shuttle, ride home options)
- Library HR advocated for staff with CCC to resolve transportation challenges before deployment and shared feedback with CCC on concerns related to transportation and worked to resolve issues

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

**2.2.1 Priorities:**

- Collaborate with stakeholders to identify comparable library systems and classifications for which salary surveys should be conducted
- Review salaries of similar positions in comparable library systems and American Library Association (ALA)/California Library Association (CLA)
- Conduct salary analysis and compare results; Share results with REC and DHR; Make recommendations to DHR for salary changes

**2.3.4 and 2.3.5 Priorities:**

- Analyze data to determine drop-off classifications at the Library FY22, Q4
- Analyze data to determine dead-end classifications at the Library FY22, Q4

**Notes:**

- All DSW related information from REAP was presented to senior leadership and to the REC. Feedback and input were collected as part of the Lessons Learned documentation. DHR demographics data of DSWs was not available
- The original deadline dates did not correctly reflect the additional work needed to complete tasks, and timeframes need to be revised accordingly
- This section has numerous action items assigned. The Library has a small number of staff dedicated to this section in addition to other workload assigned

### **3. Discipline and Separation**

#### **Goals and performance measures**

#### **3.1 Goal: Create a clear, equitable and accountable protocol for disciplinary actions.**

**3.1.1 Goals:** Track disciplinary actions and analyze subsequent disaggregated data and establish a schedule and structure for periodic review of disciplinary actions by FY22, Quarter 4.

**3.1.2 Goals:** Track probationary releases, medical separations and disciplinary separations and analyze subsequent disaggregated data. Establish a schedule and structure for periodic review of separation actions by FY22, Quarter 4.

#### Performance Measures:

- Complete assessment of HR's current disciplinary action and separation tracking processes
- Complete trend analysis
- Develop action plans to address any identified biases with key stakeholders
- Identify strategies to promote equitable disciplinary actions and separations (i.e., supervisory/managerial training, coaching, etc.)
- Establish a schedule and structure for periodic review of disciplinary actions and separations
- Review any procedures and systems through a racial equity lens to address any inconsistent practices

**3.1.3 Goal:** Train supervisors on bias and equitable and compassionate discipline and separation.

#### Performance Measures:

- Supervisors and managers complete Implicit Bias training and 24 Plus training
- Collaborate with REC and other stakeholders to identify additional training opportunities for supervisors and staff in anti-bias, diversity, equity and inclusion and performance management and discipline

**3.1.4 Goal:** Implement alternative dispute resolution opportunity, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures.

Performance Measures:

- Participate in citywide efforts to develop and implement alternative dispute resolution opportunities
- Share SFPL feedback and recommendations on citywide alternative dispute resolution program in the citywide working group

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

Performance Measures:

- Review current disciplinary process and tracking system
- Complete analysis of disciplinary actions for trends pointing toward inconsistencies or bias
- Update disciplinary process and tracking system if needed
- Establish a schedule and structure for periodic review of disciplinary actions
- Explore opportunities and capacity to develop online materials and/or training related to disciplinary actions and performance management

### **Changes implemented over the 2021 calendar year**

*If relevant, include action numbers from the RE Action Plan.*

#### **3.1.1 and 3.1.2 Goals:**

- Library HR conducted internal review of current discipline tracking process and improved tracking processes. Improvements to the existing tracking system include:
  - Added demographic information
  - Standardized drop-down menus
  - Improved capabilities to create dashboards
  - Ensured consistency with DHR's tracking system
- Library HR conducted an analysis of Library disciplinary actions, probationary releases and medical separations over the past three years to identify trends or biases. Our findings indicated we have an overall low number of disciplinary actions relative to workforce. Disciplinary actions are so low that a pattern or trend could not currently be detected

- Reviewed results with HR Director and Chief Operating Officer (COO) and will review results with DHR SFPL Management Team and REC
- Developed schedule and structure for HR Director to review with COO annually: disciplinary actions and separations over the previous year

**3.1.3 Goal:**

- In process is an update to the Library Performance Appraisal process to require 24 Plus training and implicit bias completion within the probationary period for all supervisors and managers
- Budget analyzed to ensure adequate funding for 24 Plus and anti-bias training
- Library HR communicated with REC and stakeholders to identify DHR training opportunities for supervisors and staff in anti-bias, diversity, equity and inclusion

**3.1.4 Goal:**

- DHR launched the Citywide Peer Mediation Program. The Program manager, with DHR, provided a presentation on the program to the REC on March 3, 2022. One Library staff member has participated as a mediator in the City’s Peer Mediation Program. This program is still in the pilot phase

**3.1.5 Goal:**

- In conjunction with 3.1.1, current disciplinary tracking system was reviewed and improved, and analysis completed
- Developed and finalized action plans in respond to findings
- Developed schedule and structure for HR Director to review with COO annually disciplinary actions and separations over the past year; conducted a trend analysis; identified any biases and/or themes and developed action plans as needed

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

**3.1.1 and 3.1.2 Priorities:**

- Implement and evaluate action plans based on disciplinary action and separations data. Priority one will be to remind staff about policies on attendance requirements and EEO policies. Next, we will also work with managers to give general guidance and best practices around attendance and EEO policies

**3.1.3 Priorities:**

- Mandate all PPARs for supervisory classifications to include 24 Plus training completion within the probationary period by June 30, 2022
- Collaborate with REC and Library chiefs to review opportunities for additional training related to performance management and discipline

**3.1.4 Priorities:**

- DHR Peer Mediation Program Manager presented Program to REC. The Program Manager asked for feedback from the REC provided during the presentation on how to promote this program for use at the Library
- Communicate Citywide Peer Mediation Program to Library staff once DHR shares communication. Program will also be promoted in the REC newsletter to all staff

**3.1.5 Priorities:**

- Explore opportunities and capacity to develop online materials and/or training related to disciplinary actions and performance management in addition to what DHR offers

**Notes:**

- Goal 3.1.2 has been revised to track probationary releases and medical separations [noted in Goals and Performance Section]
- Performance measures and implementation plan have changed due to the fact that DHR cannot provide data related to participation in the Citywide Mediation Program. SFPL previously included in REAP that we would develop a tracking tool of who has participated in the program. However, due to confidentiality, DHR will not provide names of individuals who have participated in the program and received mediation services. Currently, DHR is not accepting new applications for mediators. Once this cycle opens again, SFPL will encourage staff to apply. Communication of the program will come from DHR to promote to other city departments as services become available
- Changes have been made in the implementation plan for 3.1.5
- In general, process reviews, collaborations and analysis have taken longer than previously anticipated in the first submittal of the REAP



## **4. Diverse and Equitable Leadership**

### **Goals and performance measures**

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

##### **4.1.1 Goal:** Develop and include in job announcements an inclusivity statement.

Performance Measures:

- Alignment of Library hiring and recruitment policies with citywide framework
- Development of annual recruitment priorities with feedback from REC and senior leadership team
- Communicate final recruitment priorities with REC and senior leadership team
- Communicate inclusivity statement in recruitment materials
- Increase diversification of outreach and recruitment efforts to attract diverse candidate pools for senior leadership recruitments

##### **4.1.2 Goal:** Commit to ongoing racial equity training and development for leadership.

Performance Measures:

- Library's senior leadership to complete DHR's Managing Implicit Bias Training and Introduction to Implicit Bias Training
- Incorporate additional diversity, equity and inclusion training into the senior leadership team's annual PPAR for completion

##### **4.1.3 Goal:** Incorporate senior leadership demographics in the departmental annual report and/or other public-facing reporting.

Performance Measure:

- Provide senior leadership demographic data in the department annual report in compliance with DHR's policy on Age, Gender and Race/Ethnicity Data

##### **4.1.4 Goal:** Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. Department management will need to review all responses to see whether any of them qualify as EEO.

Performance Measures:

- Design anonymous feedback tool and set clear goals
- Identify patterns and trends through quantitative and qualitative data
- Benchmark results
- Identify solutions and implementation plan
- Review outcomes and adjust as needed

**Changes implemented over the 2021 calendar year**

*If relevant, include action numbers from the RE Action Plan.*

**4.1.1 Goal:**

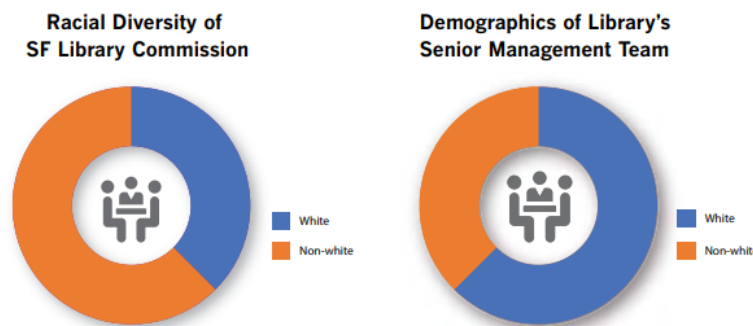
- In progress: in collaboration with REC members, researching best inclusivity statements before we begin to create our own
- Annual recruitment priorities have been developed and shared with REC and senior leadership team

**4.1.2 Goal:**

- Each member of the Library's senior leadership team completed DHR's Managing Implicit Bias Training and Introduction to Implicit Bias Training

**4.1.3 Goal:**

- Senior leadership demographics of department included in annual reporting starting in FY20, see excerpted chart below:



**4.1.4 Goal:**

- In 2021, a working group (COO, IT, HR) developed an anonymous feedback tool and review and response process with input from the REC. The SF Public Library Virtual Employee Feedback System launched on Jan. 5, 2022.

- The tool is located prominently on the SFPL StaffNet homepage (Intranet) and reminders about the tool are sent to staff periodically via email. [Link to Form](#).

### **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

#### **4.1.1 Priorities:**

- In tandem with other REAP sections, finalize DEI priorities focused on recruiting and hiring diverse candidates. HR Team to work with REC and other stakeholders for input and feedback
- Communicate hiring and recruitment inclusivity statement in job announcement materials beginning July 1, 2022

#### **4.1.2 Priorities:**

- Conduct research to identify possible additional DEI training opportunities for SFPL senior leadership to include in annual training plans—include stakeholders such as REC for recommendations. Work with City Librarian and COO to communicate about training plans to senior leadership and incorporate into PPARs

#### **4.1.4 Priorities:**

- Monitor feedback tool and data to gain insight for senior leadership into themes on what we are doing well and areas to improve

#### **Notes:**

- Section 4.1.1 goal evolved to create an inclusivity statement in all job announcements and recruitment materials
- One of the HR Leads for this section transitioned to another department, which means less people power to complete tasks in this section
- The original deadline dates did not correctly reflect the additional work needed to complete tasks. Timeframes need to be revised accordingly

## **5. Mobility and Professional Development**

### **Goals and performance measures**

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

**5.1.1 Goal:** Require formal training for all staff regardless of full/part-time status or seniority.

Performance Measures:

- # of trainings completed by staff
- Assessment of current scope and level of required training completed
- Additional required training identified and offered
- Communication with staff of required trainings by classification
- Discussion of formal training during PPAR process

**5.1.2 Goal:** Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends and payments.

Performance Measures:

- # of conferences attended by staff.
- # of staff asking for reimbursement for the first time.
- SFPL Training Survey results
- # of non-librarian classifications attending conferences

**5.1.3 Goal:** Offer opportunities for continual and extended learning. Include in the annual budget.

Performance Measures:

- Increase in training budget for learning opportunities
- Increase in EOC budget for learning opportunities
- # of trainings etc. completed by staff
- Increased classification variety taking advantage of reimbursement opportunities

**5.1.4 Goal:** Encourage participation in professional development by sharing external opportunities that are related to the Department's missions and goals. Provide financial support for paid opportunities.

Performance Measures:

- SFPL Training Survey results
- # of communications sent out to staff
- # of staff participating

**5.1.5 Goal:** Track professional and skill development via excel tracking tool and assess annually, specifically looking to target underrepresented staff of color. Tracking includes required training and conferences attended.

Performance Measures:

- Develop tracking mechanism and process for the overall tracking training and conferences attended.
- # of staff of color utilizing professional development opportunities or reporting satisfactory and sufficient opportunity to utilize professional development (via staff survey)

**5.2 Goal: Encourage collaboration between staff and supervisors that are consistent and thoughtful.**

**5.2.1 Goal:** Develop an annual Performance Plan and Appraisal Review (PPAR) and evaluation for all staff, part-time and fulltime. Highlight advancement opportunities during annual PPAR.

Performance Measures:

- # of PPARs completed, including the number of PPARs completed that contain a list of training and development opportunities for staff to complete

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

**5.3.1 Goal:** Include in annual PPAR process, an opportunity for an employee to request additional professional opportunities not covered in previous REAP sections. In addition, ensure staff are aware of the process for accommodation requests. Ensure the overall process is clear, simple and easily accessible.

Performance Measures:

- Develop communication for supervisors to use while having professional development discussions with staff during PPAR process

- Send annual reminders of tuition reimbursement programs
- % of staff aware of programs through reports on EMMA software indicating how many opened emails and clicked on links
- Number of Family Friendly Workplace Ordinance and Reduced Work Schedule Program submissions

**5.3.2 Goal:** Incorporate an assessment of staff needs into the annual Performance Plan and Appraisal Review (PPAR) process.

Performance Measures:

- Utilization of PPAR to list training and development opportunities for staff development

**5.3.3 Goal:** Assign spaces for staff to take breaks and/or be in community with one another

Performance Measures:

- # of staff breakrooms increases
- Host annual staff recognition and years of service to promote staff engagement

**5.3.4 Goal:** Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals.

Performance Measures:

- Annual survey with disaggregated data and feedback (cross-reference Action Item 6.1.7)
- Communication with staff about new and existing benefits

**5.3.5 Goal:** Respect religious and cultural practices of employees.

Performance Measures:

- Study annual staff survey results to better understand issues related to self-expression in the workplace
- Increase in staff survey responses indicating a feeling of inclusion and/or wellness in the workplace

## **Changes implemented over the 2021 calendar year**

*If relevant, include action numbers from the RE Action Plan.*

### **5.1.1 Goal:**

- Working with stakeholders to capture all mandatory trainings by classification. Currently collaborating with stakeholders to identify additional trainings, if any, related to diversity, equity, inclusion or related to job-specific skills that should be recommended as required training
- In collaboration with the REC, developed a training and professional development mission statement and philosophy that outlines the importance of an equitable training and professional development culture at the Library. These items will be communicated on our StaffNet (intranet) Training Webpage and referenced as we promote training opportunities

### **5.1.3 Goal:**

- A training catalogue was created to list training opportunities currently available to Library staff
- Budget increased to \$240k in FY22 in order to provide more training opportunities to staff
- Promote opportunities for learning through emails, newsletter and REC's networks
- HR Training has offered different training series for staff, including:
  - o Career pathways (Grow Your Career & Effective Interviewing Skills)
    - Grow Your Career was offered: December 2021, March 2022, & June 2022
    - Effective Interviewing Skills was offered: April 2022 & June 2022
  - o Supervisory training (24 Plus for Supervisors & Managers)
    - 24 Plus was offered: October/November 2021 & May/June 2022
  - o Equity series (Managing Implicit Bias, Communicating Across Cultures, & The Effects of Privilege on Equity)
    - Managing Implicit Bias was offered: September 2021, October 2021, November 2021, December 2021, April 2022, May 2022, & June 2022
    - Communicating Across Cultures was offered: October 2021, November 2021, December 2021, March 2022, April 2022, May 2022, & June 2022
    - Effects of Privilege on Equity was offered: February 2022, April 2022, May 2022, & June 2022

**5.1.4 Goal:**

- Continue to share professional development and training opportunities in Personnel Office Notes and other communications
- Funding has been identified and included in budget for more training opportunities. Monies not spent in FY22 will carry forward to FY23 and the Finance team will plan to build an ongoing training budget request for racial equity in the next budget cycle

**5.2.1 Goal:**

- Documented detailed steps to complete the PPAR process for supervisors and individual contributors and shared with all staff in June of 2021
- Developed tip sheet for supervisors on how to have effective conversations about professional development with their staff; tip sheet included sample questions for supervisors to initiate conversations with staff; tip sheet was shared with all supervisors and managers in July of 2021
- Library HR developed an internal communication plan about PPAR process for individual contributors and supervisors, including timelines and deadlines

**5.3.3 Goal:**

- Established a communication schedule and strategy to alert staff about Employee Assistance Program on a regular and ongoing basis via using the EMMA email platform. Communication will go out every six months
- In process of planning annual staff recognition and years of service to promote staff engagement
- In process of publishing a webpage dedicated to EAP information and HR policies

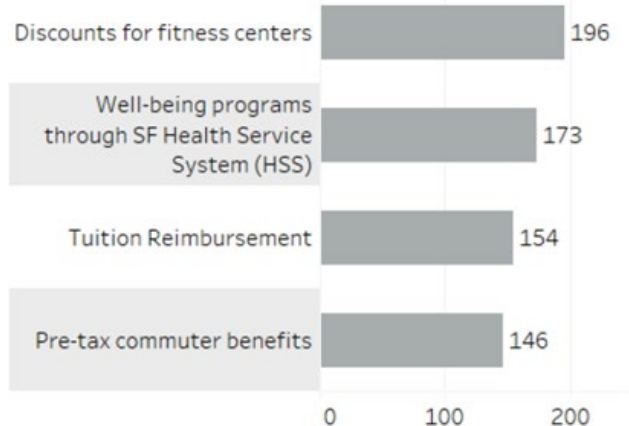
**5.3.4 Goal:**

- Question added to the annual staff survey about which benefits staff would like to learn more about (e.g. tuition reimbursement, pre-tax commuter benefits, discounts for fitness centers and well-being programs). See results:



**9. The City provides a number of benefits to City employees. I would like to learn more about the following:**

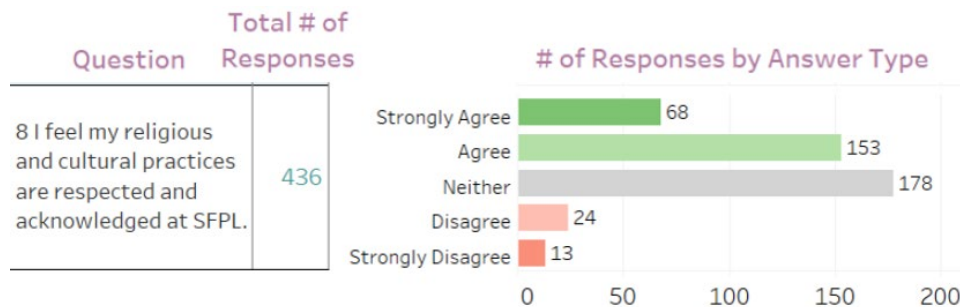
# of respondents: 318



- Library HR is in the process of finalizing and publishing a webpage with information about the benefits staff requested to learn more about through the survey
- In process of developing communication plan to remind staff of these benefits

**5.3.5 Goal:**

- Library HR established a communication schedule and strategy to alert staff about EEO policies on a regular and ongoing basis
- Question added to the annual staff survey to assess how employees feel their religious and cultural practices are respected in the workplace, see below:



- EEO Policies are included in the City and County of San Francisco Onboarding Checklist, which is given to each new employee
- Library HR in process of finalizing and publishing webpage with EEO policies on intranet

## **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

### **5.1.1 Priorities:**

- Finalize and publish required trainings by classification by September 30, 2022
- Engage Supervisors/Managers, Chiefs and REC around additional required training focused on implicit bias by classifications by September 30, 2022
- Develop communication plan to share information to staff and management by September 30, 2022

### **5.1.2, 5.1.3, and 5.1.4 Priorities:**

- Improve tracking system of Educational Opportunities Fund (EOC) process and ensure reimbursement information is easily available to staff
- Strategize on how to improve utilization of EOC funds across job classifications and different advertising methods to promote these funds
- Document the different ways staff can receive reimbursement for conferences or training opportunities
- Compile list in collaboration with stakeholders of professional organizations, including those who offer professional development opportunities for City workers and public libraries
- Distribute and post list of professional organizations as a resource for employee development during supervisor/individual contributor professional development conversations
- HR to collaborate with REC to communicate process for staff to attend conferences and professional development opportunities
- Require supervisors to include discussion of conference attendance, trainings, professional development opportunities during PPAR process
- Engage stakeholders in training for implicit bias for all staff
- Continue to share information about training and professional development opportunities via Personnel Office Notes (PON), newsletters, email and REC networks
- Create a dedicated webpage on StaffNet for training and professional development

### **General Priority:**

- Collaborate with REC on best approach in promoting training and development resources and new HR webpages

Notes:

- 5.1.1 subgoals changed to focus on required training and outlined specific stakeholders. 5.1.2 subgoals changed to focus on improving tracking process for EOC funds and informing staff of this particular reimbursement method. 5.1.4 subgoals changed to focus on promotion of opportunities. 5.3.1 goal and subgoals focused on requests for development opportunities not covered in other sections
- Accommodations are defined as focus on requests for development opportunities
- The original deadline dates did not correctly reflect the additional work needed to complete tasks. Timeframes need to be revised accordingly
- This section has numerous action items assigned. The Library has a small number of staff dedicated to this section in addition to other workload assigned

## **6. Organizational Culture of Belonging and Inclusion**

**Goal:** SFPL promotes a culture of inclusiveness within its workforce that ensures traditionally underserved communities of color and identities are welcomed and able to fully participate without discrimination and barriers to access. SFPL will be transparent about gaps in policies and procedures, work to address biases and seek regular input from staff. This is work that centers the needs of the employee in recognition of varying disabilities and identities, and also takes into the consideration the well-being and safety of employees at the workplace.

**Performance Measures:**

- Increase in employee engagement, specifically our most dissatisfied employees, using the benchmark created with the 2021 SFPL Annual Staff Survey

### **2021 Department Highlights, Accomplishments, and Changes**

- SFPL Library Commission adopted a Racial Equity resolution on June 17, 2021 (Action items 6.1.1. (b))
- Hired a 1244 Diversity Equity and Inclusion HR Analyst who started 2/15/2021 (Action item 6.1.2. (b)).
- Hired a 922 Racial Equity Manager for Public Services who started 4/4/2022 (Action item 6.1.2. (c)).
- Monthly affinity group meetings launched in November 2021 for combined BIPOC staff (Action item 6.1.5.).

- Quarterly REAL Talk discussion series implemented for All Staff meetings. Topics have included talks on Critical Race Theory, Librarian Awe, Coping through Stress and an overview on Structural Racism in the Library (Action item 6.1.6.(a))
- A once a month brown bag reading/listening and discussion group on racial equity topics instituted (Action item 6.1.6.(b))
- The SFPL Annual All Staff survey launched in October 2021 with 48% percent completion rate. Results have been reported to staff and have informed REAP priorities for FY23. **See Appendix A for a summary of survey results** (Action item 6.1.7.)
- Racial Equity language added to the exhibit proposal form along with guidelines, [see website](#). (Action item 6.1.8.)
- Created a page on the library's Staffnet that includes archived Racial Equity employee newsletters, archived REAL Talks, our REAP, Small Bites discussion articles, the library's anonymous feedback tool and other suggested resources for staff. (Action 6.2.3.(a))
- A bi-monthly Racial Equity newsletter is sent to All Staff via email (Action 6.2.3.(b))
- A Racial Equity Lens tool was developed and piloted.

#### **Department Priority Actions for 2022**

- Increase participation in racial equity discussions for staff outside the 3630 staff.
  - Institute focus groups to find out more from specific staff groups found in the survey to be dissatisfied, especially African American staff, Librarian IIs, Facilities and Custodial departments
- Create a more robust online presence for racial equity work, which will include space for staff to share information on racial equity work
- Launch a strategic planning process that includes input from staff and the community
- Launch Racial Equity Lens training FY23
- Use the RE Lens to find opportunities in which to invest and better support communities by examining and prioritizing our community engagement activities (6.4.2.)

## 7. Boards and Commissions

**Goal:** Ensure the [Library Commission](#) is diverse and commission members represent the community being served.

**Performance Measures:**

- Diversity of members on respective policy body
- New members made to feel welcomed and supported

### 2021 Department Highlights, Accomplishments, and Changes

- Provided Library Commission member demographics in the department [annual report](#) beginning with the FY20 annual report (Action Item 7.1.2)
- Adopted a Ramaytush Ohlone Land Acknowledgement resolution on [April 15, 2021](#) (Action Item 7.1.6)
- Adopted a Racial Equity resolution on [June 17, 2021](#) (Action Item 7.1.3)
- Committed to ongoing racial equity training for Library Commissioners (Action Item 7.2.2)
- Provided closed captioning for remote meetings and translation services when requested (Action Item 7.2.1)

### Department Priority Actions for 2022

- Review and revise the Library Commission bylaws to align with the department's racial equity action plan (Action Item 7.1.1)
- Collaborate with the Library Racial Equity Manager to regularly schedule racial equity items on the Commission agenda (Action Item 7.1.4)
- Develop a mentorship program for new commissioners (Action Item 7.2.3)

## Department Resourcing for Phase 1 RE Action Plan

**Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021.** *Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:*

San Francisco Public Library's Phase 1 Racial Equity Action Plan (REAP) supports the department's prioritization of racial equity for our workforce and community. The REAP work is the result of dedicated staff work that began in 2018 when SFPL created a Racial Equity Committee (REC) and joined the Government Alliance for Race Equity (GARE), along with other city departments. GARE provided Library staff with the training, tools and support to build the capacity to combat racial inequities in the department. The Library's REC is a 21-member cross-divisional committee that includes representation from Branch Libraries, the Main Library, Human Resources, Finance, Research, Strategy & Analytics, Community Programs & Partnerships, Access Services, Facilities, Public Affairs and Library Administration. In 2021, the REC consisted of two co-chairs, one management team liaison, four positional members and 14 members who serve overlapping two-year terms. Of the REC members, four served as Racial Equity Leaders in 2021, Shawna Sherman, Alejandro Gallegos, Maria Mastrokyriakos and Maureen Singleton. All REC members, including the co-chairs, did their racial equity work in addition to their other job duties and responsibilities, with one exception, the Diversity, Equity & Inclusion HR Analyst Maria Mastrokyriakos, who is dedicated full-time to staff racial equity work.

Please see [Appendix B for the SFPL REC organization chart as of April 2022](#), which includes the new Racial Equity Manager Naomi Jelks, who started her position on April 4, 2022. The REC members, Human Resources staff and the City Librarian Office staff were the leads on implementing the REAP Phase 1 work. Additional staff throughout the organization provided support as needed to actualize the action item tasks in the SFPL Phase 1 REAP due in FY21 and FY22.

For additional information on SFPL racial equity activities and resources please see [Part B, Budget Equity Tool: Department Inventory](#).

### **What changes, if any, do you plan for 2022?**

In 2022, SFPL hired Naomi Jelks as its Racial Equity Manager. Ms. Jelks started her position on April 4, 2022 and is dedicated full-time to SFPL's racial equity work. Ms. Jelks and Maria Mastrokyriakos will assume the REC co-chair roles and Ms. Jelks will also serve as the Management Team Liaison. A portion of the SFPL REC membership will transition off the committee when their term ends, and new members will join the committee at the beginning of FY23. SFPL anticipates working with racial equity consultants in 2022 to evaluate our Phase 1 priorities, plan management and plan for REAP Phase 2 work once the Office of Racial Equity (ORE) issues the Phase 2 guidance and template(s). Any resulting changes to our Phase 1 REAP will be shared with ORE, our staff and posted on our department's website.

## **Attachments**

### **Workforce and board/commission demographic data**

*Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.*

**See Appendix C for the SFPL Staff & Commission Demographics.**

### **Racial Equity Action Plan**

San Francisco Public Library must build a culture, space, and workplace that is accessible and welcoming to all current and future employees, and to actively build an environment in which all people, regardless of background, identity or ability, can be equal participants. In this way, our staff at all organizational levels can reflect the communities we serve. The development of SFPL's Racial Equity Action Plans will direct us to 1) assess current conditions in seven key focus areas for all employees, especially for Black, indigenous and People of Color, 2) to identify necessary staffing and resources, 3) to hold ourselves accountable by setting timely, measurable goals and commitments, 4) intentionally address interpersonal and institutional racism within our organization.

A safe, equitable workplace is an actively anti-racist workplace. Creating an inclusive workplace means aligning with the lived realities of people of color. The completion of [SFPL's Phase 1 Racial Equity Action Plan](#) is a necessary step in this work.

# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part B

*Submit final to ORE by May 1, 2022*

*Attend ORE working sessions in January-February 2022 to develop Part B.*

<b><i>Attachment</i></b>
<b>Budget Equity Tool: Department Inventory</b> <i>Completed department inventory spreadsheet on following pages.</i>



**Department Inventory Tool: FY 22-23 Budget**

ORE Version: April 28, 2022

About this worksheet		
Department name	Date last updated	Notes
San Francisco Public Library		Initial inventory submitted as part of department progress report, per guidance from Office of Racial Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services		
Issue area	Brief description	Notes or examples
1. Racial equity training and staff engagement	Fund department-wide racial equity education and training efforts led by the SFPL Racial Equity Committee or through DHR training.	Racial Equity At the Library (REAL Talk) speaker series; Small files staff group discussions; implicit bias training; Communications Across Cultures training; Cultural Competency & Inclusion; Developing Cross Cultural Intelligence; Cultural Humility in Public Libraries; Antiracist Collection Development and Programming
2. Racial Equity Action Plan (REAP) development and implementation support	Consultant and service support to help further implement Phase 1 REAP work and support the development and implementation of SFPL's REAP Phase 2 work.	Allocate \$0.3M for the Racial Equity Committee & Racial Equity Manager to continue the REAP work, including Phase 2 development, survey support and special projects
3. BIPOC representation in SFPL circulating collections & access to collections	Improve BIPOC representation in circulating collections with an initial focus on Black and Native American authors; Expand the successful book giveaway program.	Target an initial ongoing investment of \$0.2M for BIPOC authors; \$1.3M for Scholastic@home, Everybody Reads and Summer Stride (summer learning program)
4. Learning differences and outreach services	Expand the learning differences librarian support for the system and dedicate outreach services in the Tenderloin.	Expand the learning differences librarian capacity from 1 FTE to 3 FTE for students and adult learners; dedicate 1.0 FTE Tenderloin outreach librarian
5. Capital Investments for the Mission, Chinatown and Ocean View branch libraries, the Library Improvements for Tomorrow (LIFT) program	Begin the Mission renovation, fully fund the Chinatown capital project to advance the project and continue funding to advance a brand new ~20K square foot branch library for Ocean View.	Allocate a total of \$32.5M for LIFT over FY 23 & FY 24 to advance three capital projects

B. Item name and description			C. Overall resources			D. Racial equity alignment	E. Racial equity-related activity information							
Name of activity, function, program, service, or initiative			Estimated FTEs and/or budget amount			Department priority equity issue areas	Locations	Open to general public or application/referral required	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget improvements	Names of contracted providers or consultants for racial equity improvements, if any
Brief description of purpose <i>Suggest 50 words or less. Note any intended demographics or communities</i>			Funding type <i>Note whether funding is City general fund, restricted government source, or other</i>			<i>List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.</i>	<i>Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples</i>	<i>1 - General public; 2 - Application or referral required</i>	<i>Suggest 10 words or less</i>	<i>Suggest 30 words or less</i>	<i>Suggest 30 words or less. See list on next tab for examples.</i>	<i>Suggest 30 words or less. See list on next tab for examples. If none, leave blank</i>		<i>Include as attachment if too many to list in cell</i>
African American Center	The African American Center on the third floor of the Main Library welcomes students, researchers and anyone interested in learning more about the historical, political and cultural experiences of African Americans in California and beyond. In addition to housing a collection of reference materials that span a range of subject areas the Center also partners with other Library departments and community organizations to sponsor exhibits and programs that are free to the public.	1 - Public-facing activity or service 2 - For other City departments 3 - Within department only	1.0 FTE 3632 Librarian II, 1.0 FTE 3630 Librarian I	Restricted Government Source: the Library Preservation Fund	Book vendors can vary based on collection needs & may include: Baker & Taylor, Brodart, Midwest Library Services, Ingram, Altris		Main Library, Tenderloin & Civic Center	1 - General public	Estimated population in San Francisco, 48,000	Aim to serve the African American Community, but also serve all	low income, children and youth, seniors	Advisory committee or commission	2.0 FTE	Book vendors can vary based on collection needs & may include: Baker & Taylor, Brodart, Midwest Library Services, Ingram, Altris  Center staff must be engaged with the Collections & Technical Services staff on material ordering and transcribing collections from solely reference to circulating materials  Programming vendor needs: TBD
Chinese Center	The Chinese Center, part of the International Center, contains books in English and in Chinese about China, Chinese culture and the Chinese in United States.	1 - Public-facing activity or service	1.0 FTE 3630 Librarian I	Restricted Government Source: the Library Preservation Fund	Book & AV vendors can vary based on collection needs & may include: Actraace, Eastwind, Kingstone		Main Library, Tenderloin & Civic Center	1 - General public	Data collection strategies are under development	Aim to serve the Chinese American and immigrant community	low income, children and youth, seniors, immigrant communities, people whose primary language is not English	Advisory committee or commission	1.0 FTE	Book & AV vendors can vary based on collection needs & may include: Actraace, Eastwind, Kingstone

B. Item name and description			C. Overall resources			D. Racial equity alignment	E. Racial equity-related activity information							
Name of activity, function, program, service, or initiative			Estimated FTEs and/or budget amount	Funding type	Names of contracted service providers or consultants, if any	Department priority equity issue areas	Locations	Open to general public or application/referral required	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any
Brief description of purpose Suggest 50 words or less. Note any intended demographics or communities			Activity/service type 1 - Public-facing activity or service 2 - For other City departments 3 - Within department only	Note whether funding is City general fund, restricted government source, or other	Include as attachment if too many to list in cell	List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.	Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples	1 - General public 2 - Application or referral required	Suggest 10 words or less	Suggest 30 words or less	Suggest 30 words or less. See list on next tab for examples.	Suggest 30 words or less. See list on next tab for examples. If none, leave blank.	Estimated FTEs and/or budget specifically for racial equity improvements	Include as attachment if too many to list in cell
Filipino American Center	The Filipino American Center, a part of the International Center, is designed to highlight the Filipino American experience. The Center contains material in English, Filipino and other dialects from the Philippines. Filipino fiction, literature and history are a significant part of the collection.	1 - Public-facing activity or service	1.0 FTE 3630 Librarian I	Restricted Government Source: the Library Preservation Fund	Book vendors can vary based on collection needs & may include: Arkipelego Books, Baker & Taylor, Brodart, Midwest Library Services, Ingram	3	Main Library, Tenderloin & Civic Center	1 - General public	Data collection strategies are under development	Aim to serve the Filipino American and immigrant community	low income, children and youth, seniors, Immigrant communities, people whose primary language is not English	Advisory committee or commission	1.0 FTE	Book vendors can vary based on collection needs & may include: Arkipelego Books, Baker & Taylor, Brodart, Midwest Library Services, Ingram
James C. Hornell LGBTQIA Center	The James C. Hornell LGBTQIA+ Center is the gateway to the Library's broader collections documenting lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual and allies' history and culture, with a special emphasis on the San Francisco Bay Area.	1 - Public-facing activity or service	1.0 FTE 3632 Librarian II 1.0 FTE 3630 Librarian I	Restricted Government Source: the Library Preservation Fund	Book vendors can vary based on collection needs & may include: Baker & Taylor, Brodart, Midwest Library Services, Ingram, Alibris	3	Main Library, Tenderloin & Civic Center	1 - General public	Data collection strategies are under development	Aim to serve the LGBTQIA+ community	LGBTQIA+ and gender-nonconforming population	Advisory committee or commission	2.0 FTE	Book vendors can vary based on collection needs & may include: Baker & Taylor, Brodart, Midwest Library Services, Ingram, Alibris
Latin/Hispanic Community Collection	The Latin/Hispanic Community Collection is under development and is a part of the International Center, contains books in English and in Spanish about Latin/Hispanic culture and the Latin/Hispanic communities in the United States.	1 - Public-facing activity or service	1.0 FTE 3630 Librarian I	Restricted Government Source: the Library Preservation Fund	Book vendors can vary based on collection needs & may include: Baker & Taylor, Brodart, Midwest Library Services, Ingram, Alibris	3	Main Library, Tenderloin & Civic Center, and throughout the City	1 - General public	TBD	SF's Latinx population is 134,000, and the Spanish speaking population is 67,224. According to Data USA.	People born in Southern, Central or Latin American countries, as well as US born individuals whose parents, grandparents or previous generations were born in Southern, Central or Latin American countries, Spanish speakers and people who speak and read languages indigenous to Southern, Central or Latin American Countries.	Advisory committee or commission	1.0 FTE	Book vendors can vary based on collection needs & may include: Baker & Taylor, Brodart, Midwest Library Services, Ingram, Alibris
Human Resources Diversity, Equity, and Inclusion Specialist and staff training	Dedicated DEI Senior HR Analyst to advance and support departmental racial equity work. Funding for staff, dedicated funding for racial equity via vendors and the Department of Human Resources.	3 - Within department only	1.0 FTE 1244 Sr. HR Analyst; \$0.2M in FY22 for DEI training; ongoing training budget needs are TBD	Restricted Government Source: the Library Preservation Fund	Department of Human Resources; Vendors may vary from year to year but can include: Lynda.com; Niche Academy; Infopeople; Udemy; American Library Association; Be the Change.	1	N/A; staff service	3 - N/A	Active employees, estimated at 892 people as of April 2022	BIPOC staff	BIPOC staff	1.0 FTE	Vendors may vary from year to year but can include: Lynda.com; Niche Academy; Infopeople; Udemy; American Library Association; Be the Change	
Racial Equity Manager	The Racial Equity Manager for Public Services, a new management position that reports directly to the City Librarian, will work internally with staff to move racial equity policy initiatives forward and serve as the single point of accountability for development and implementation of the Library's public facing Racial Equity Action Plan (Phase II).	1 - Public-facing activity or service	1.0 FTE 0922 Manager I; \$300K one-time non-personnel services monies in FY23; ongoing funding needs will be addressed in future budget cycles	Restricted Government Source: the Library Preservation Fund	Vendors to be determined based on needs and the vendor solicitation processes	2	City-wide	3 - N/A	N/A	BIPOC	BIPOC	1.0 FTE	TBD beginning in FY23	
Jail & Reentry Services	Since 2018, SFPL's Jail and Reentry Services program has been providing dedicated library services to incarcerated adults. Through a partnership with the San Francisco Sheriff's Office, JARS offers in-jail library service. JARS librarians also provide reference by mail and reentry support, and have been serving youth at the Juvenile Justice Center for almost 20 years.	1 - Public-facing activity or service	1.0 FTE 3632 Librarian II; 1.0 FTE 3630 Librarian I; 0.5 FTE 3610 Librarian Aest 0.5 FTE 3602 Page \$180K for collections	Restricted Government Source: the Library Preservation Fund	Book vendors can vary based on collection needs & may include: Baker & Taylor, and Ingram	3	City and County correctional facilities	2 - Application or referral	Our currently incarcerated patrons fluctuate around 900	48% of those incarcerated in SF are Black (about 5% of SF's total population), 40% white (unless if white includes Latin/Hispanic)	Currently incarcerated people; low income communities; people with behavioral health issues, formerly incarcerated people; LGBTQ+ and gender nonconforming population	Advisory committee or commission	3.0 FTE	Book vendors can vary based on collection needs & may include: Baker & Taylor, and Ingram
BIPOC representation in SFPL circulating collections & access to collections	Improve BIPOC representation in circulating collections with an initial focus on Black and Native American authors; expand the successful book giveaway program. A part-time Stegner Center Librarian will be dedicated to partnering with the American Indian Cultural District on collections and other services in collaboration with Native Americans as original stewards of the land.	1 - Public-facing activity or service	0.50 3632 Librarian II in the Stegner Center to collaborate with AICD; \$200K for BIPOC author collections; \$1.3M for book giveaways	Restricted Government Source: the Library Preservation Fund	To be determined based on collection development efforts with staff and city partners	3	City-wide	1 - General public	TBD	BIPOC	BIPOC; children & youth	Advisory committee or commission	0.5 FTE dedicated staff at the Stegner Center to collaborate with the AICD. Other staff support collection development and the book giveaway efforts	To be determined based on collection development efforts with staff and city partners
The Bridge at Main: Learning Differences Librarians	Hire and train 2.0 FTE 3630 Learning Differences Librarians to provide support in structured literacy methods for adult literacy tutoring and FOG Readers tutoring for grades 1 - 4. Both programs reach learners who may have dyslexia or learning difference or who were otherwise unable to thrive in the educational system. Lead Learning Differences Librarian: 1.0 FTE 3632 Librarian II.	1 - Public-facing activity or service	2.0 FTE 3630 Librarian I; 1.0 FTE 3632 Librarian II	Restricted Government Source: the Library Preservation Fund	N/A	4	Main Library and Branch locations	2 - Application or referral required	Project Read: 34 FOG Readers; "to be updated"	Project Read: 70% Black, 5% Latinx, 5% Asian, 17% White; FOG Readers: "to be updated"	Project Read: Learners guide the direction of their own tutoring and program offerings; FOG Readers: Community organizations such as support for families provide valuable input	Advisory committee or commission	2.0 FTE	N/A
Main Library - Tenderloin Outreach Librarian	Increased outreach activities in the Tenderloin District focused on engaging the community with the Main Library as its neighborhood branch; the position will have the benefit of the T. Olinas Plan developed by Main staff and the SF Fellow. The targeted community for phase one of the plan is youth and families and new Americans.	1 - Public-facing activity or service	1.0 FTE 3630 Librarian I	Restricted Government Source: the Library Preservation Fund	N/A	4	Main Library, Tenderloin & Civic Center	1 - General public	TBD	Immigrant communities	low-income and immigrant communities	Participatory public decision-making with community-based organizations and other Tenderloin partnerships	1.0 FTE	N/A

B. Item name and description			C. Overall resources			D. Racial equity alignment	E. Racial equity-related activity information																						
Name of activity, function, program, service, or initiative <i>Suggest 10 words or less</i>			Brief description of purpose <i>Suggest 50 words or less. Note any intended demographics or communities</i>			Activity/service type 1 - Public-facing activity or service 2 - For other City departments 3 - Within department only			Estimated FTEs and/or budget amount			Funding type <i>Note whether funding is City general fund, restricted government source, or other</i>			Names of contracted service providers or consultants, if any <i>Include as attachment if too many to list in cell</i>			Complete only for line items that are aligned with a department priority equity issue area (D) <i>If data is not collected within department, enter "not available"</i> <i>If data needs is collected but needs further analysis, enter "to be updated"</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Department priority equity issue areas <i>List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Locations <i>Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples.</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Open to general public or application/referral required 1 - General public 2 - Application or referral required											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Estimated number of people served <i>Suggest 10 words or less</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Estimated racial/ethnic demographics of people served <i>Suggest 30 words or less</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Additional demographics of people served <i>Suggest 30 words or less. See list on next tab for examples.</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Community input and decision-making opportunities <i>Suggest 30 words or less. See list on next tab for examples. If none, leave blank.</i>											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Estimated FTEs and/or budget improvements specifically for racial equity											
Name of activity, function, program, service, or initiative			Brief description of purpose			Activity/service type			Estimated FTEs and/or budget amount			Funding type			Names of contracted service providers or consultants, if any			Names of contracted providers or consultants for racial equity improvements, if any <i>Include as attachment if too many to list in cell</i>											
Library Collections			The Library purchases materials in various formats and multiple languages to support the City's diverse community. Enhancements to the Library budget are responsive to usage data and community requests. Print books remain the primary material format for patrons, however, eMedia circulation continues to grow.			1 - Public-facing activity or service			FY23 Collections Budget (aka Book Budget) is \$23M, which is approximately 13% of the Library's operating budget; this is the total Collections Budget and not just collections in other languages or BIPOC communities - additional analysis and metrics need to be refined to determine key data and therefore adjust purchase decisions. Collections staff will audit collections			Restricted Government Source: the Library Preservation Fund			Chinese & Korean Languages: Actraze, Eastwind, Kingstone; Spanish Language: Latin American Book Source, Tomo Books; Russian & other Slavic Languages: Globus, Sentrum Marketing, US Marketing Corp.; German, French, Italian, or other European Languages: Otto Harrassowitz; Vietnamese Languages: Tu Luc Bookstore; South Asian Languages: D.K. Agencies; Other Collection Vendors: Arkipelago Books, Baker & Taylor, Brodart, Midwest Library Services, Ingram, Altius, and others as needed			3 Citywide 1 - General public Estimated 800,000 All diverse communities of the City and County of San Francisco low income, children and youth, seniors, immigrant communities, people whose primary language is not English, LGBTQIA+, people with disabilities Advisory committee or commission						16 FTE, plus Collections & Technical Services Division staff who facilitate the purchasing and provision of collections for the public Book vendors can vary based on collection needs & may include: Chinese & Korean Languages: Actraze, Eastwind, Kingstone; Spanish Language: Latin American Book Source, Tomo Books; Russian & other Slavic Languages: Globus, Sentrum Marketing, US Marketing Corp.; German, French, Italian, or other European Languages: Otto Harrassowitz; Vietnamese Languages: Tu Luc Bookstore; South Asian Languages: D.K. Agencies; Other Collection Vendors: Arkipelago Books, Baker & Taylor, Brodart, Midwest Library Services, Ingram, Altius, and others as needed Staff must be engaged with the Collections & Technical Services staff on material ordering and transitioning collections from solely reference to circulating materials					

**Department Inventory Tool: FY 22-23 Budget**

ORE Version: April 28, 2022

About this worksheet		
Department name	Date last updated	Notes
San Francisco Public Library		Initial inventory submitted as part of department progress report, per guidance from Office of Racial Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

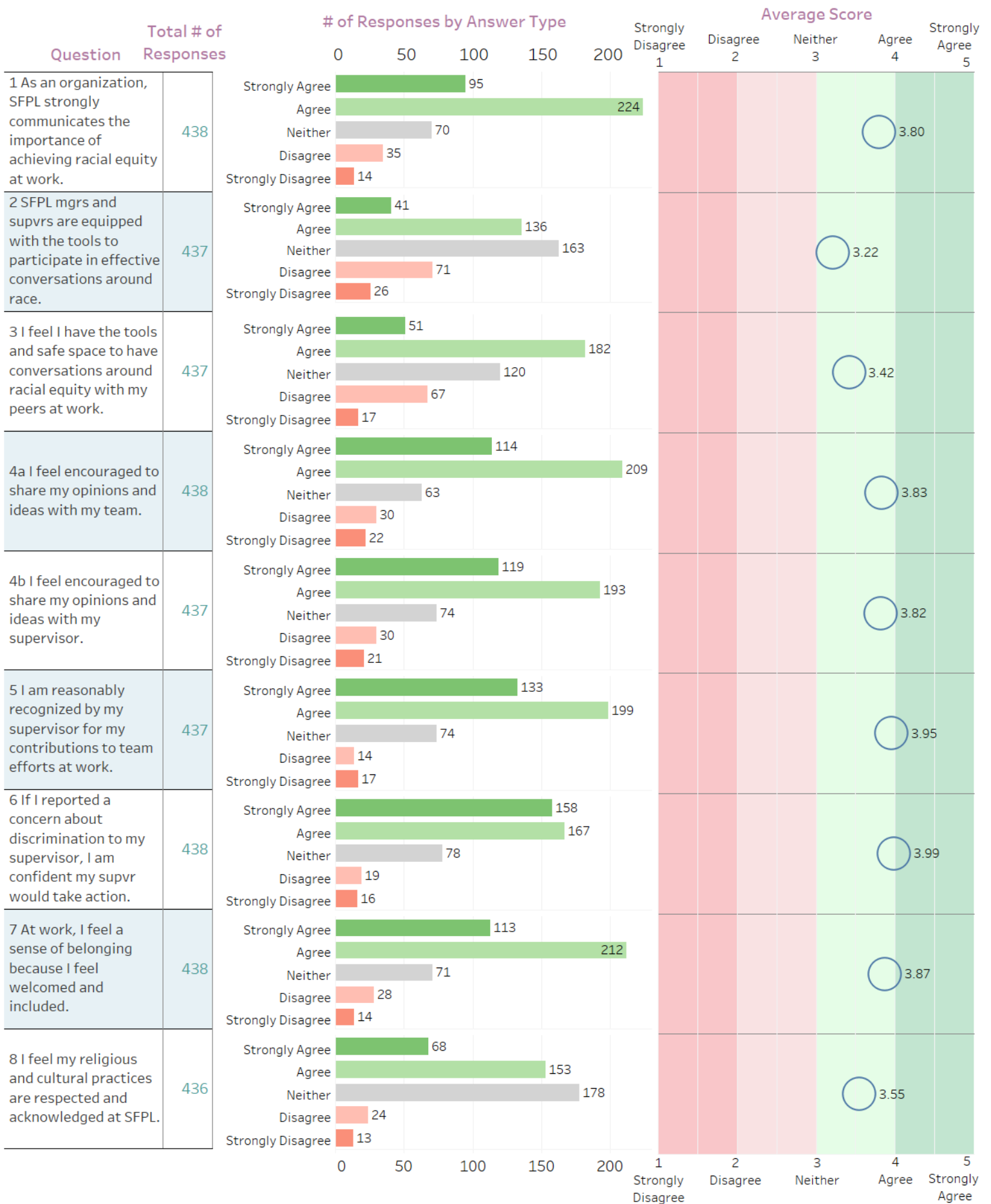
A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services		
Issue area	Brief description	Notes or examples
1. Racial equity training and staff engagement	Fund department-wide racial equity education and training efforts led by the SFPL Racial Equity Committee or through DHR training.	Racial Equity At the Library speaker series; Small Bites staff group discussions; implicit bias training; Communications Across Cultures training; Cultural Competency & Inclusion; Developing Cross Cultural Intelligence; Cultural Humility in Public Libraries; Antiracist Collection Development and Programming.
2. Racial Equity Action Plan (REAP) development and implementation support	Consultant and service support to help further implement Phase 1 REAP work and support the development and implementation of SFPL's REAP Phase 2 work.	Allocate \$0.3M for the Racial Equity Committee & Racial Equity Manager to continue the REAP work, including Phase 2 development, survey support, and special projects
3. BIPOC representation in SFPL circulating collections & access to collections	Improve BIPOC representation in circulating collections with an initial focus on Black and Native American authors; Expand the successful book giveaway program.	Target an initial ongoing investment of \$0.2M for BIPOC authors; \$1.3M for Scholars@Home, Everybody Reads, and Summer Stride (summer learning program)
4. Learning differences and outreach services	Expand the learning differences librarian support for the system and dedicate outreach services in the Tenderloin.	Expand the learning differences librarian capacity from 1 FTE to 3 FTE for students and adult learners; dedicate 1.0 FTE Tenderloin outreach librarian
5. Capital investments for the Mission, Chinatown, and Ocean View branch libraries, the Library Improvements for Tomorrow (LIFT) program	Begin the Mission renovation, fully fund the Chinatown capital project to advance the project; and continue funding to advance a brand new ~20K square foot branch library for Ocean View.	Allocate a total of \$32.5M for LIFT over FY 23 & FY 24 to advance three capital projects

SFPL Capital Investments FY23 & 24												
B. Item name and description				C. Overall resources			D. Racial equity alignment	E. Racial equity-related activity information				
Name of activity, function, program, service, or initiative	Brief description of purpose	Capital Project Category	Project Links/Documents	Estimated budget amount	Funding type	Funding Status & Information	Department priority equity issue areas	Locations	Open to general public or application/referral required	City Department Project Leads	Project Status	Community input and decision-making opportunities
<i>Suggest 10 words or less</i>	<i>Suggest 50 words or less. Note any intended demographics or communities</i>	1 - Facility Renovation 2 - New Facility			<i>Note whether funding is City general fund, restricted government source, or other</i>		<i>List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.</i>	<i>Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples</i>	1 - General public 2 - Application or referral required 3 - NA			<i>Suggest 30 words or less. See list on next tab for examples. If none, leave blank</i>
Mission Branch Library Renovation	Goals of this project include the restoration of a community meeting space to the building, returning the primary building entrance to its original location on 24th Street, returning a grand central staircase to the building, improving the facilities for children and teens, adding restroom capacity and restoring the grand reading room on the upper level.  These are lofty goals, but with the community's participation and our team's creativity, the Mission Branch will continue as a neighborhood treasure for many generations to come.	1 - Facility Renovation	<a href="#">Mission Branch Library Renovation</a>	\$24.7M		\$21.5M funded through FY22; remaining \$3M included in the proposed FY23 budget to fully fund the Mission renovation project	5	Mission	1 - General public	SFPL; Public Works	Construction Bid Issuance; anticipated May 2022	Community engagement in project development

Chinatown Branch Library Renovation	<p>In collaboration with the community and with architects from San Francisco Public Works, the Library aims to transform the Chinatown / Him Mark Lai Branch Library into an energy efficient, safe and resilient neighborhood library while maintaining the building's inherent charm. We plan to incorporate 21st-century library practices, building systems and technology into this landmarked 1921 Carnegie library.</p> <p>Specific goals of this project include the restoration of the grand reading room on the upper level, developing improved paths of travel throughout the library, improving the facilities for children and teens and improving the overall design and layout of the building.</p> <p>These are lofty goals, but with the community's participation and our team's creativity, the Chinatown Branch will continue as a neighborhood treasure for many generations to come.</p>	1 - Facility Renovation	<a href="#">Chinatown Branch Library Renovation</a>	\$29.4M	Restricted Government Source: the Library Preservation Fund, General Fund	\$21.4M funded through FY22; approximately \$8M is included in the FY23 proposed budget to fully fund the project at \$29.4M; the FY24 budget assumes \$3M for cost escalations for the Chinatown renovation project	5	Chinatown	1 - General public	SFPL; Public Works	Design Phase: through December 2022	Community engagement in project development
New Ocean View Branch Library	<p>In collaboration with the community and with architects from San Francisco Public Works, the Library aims to provide the Ocean View Branch community with a new energy efficient, safe and resilient neighborhood library. We aim to incorporate 21st-century library practices, building systems and technology to best serve the needs of the community.</p>	2 - New Facility	<a href="#">Ocean View New Branch Library Facility</a>	\$47M		\$14M funded through FY22; \$3.5M included in the FY23 proposed budget & \$15M in the FY24 proposed budget. Remaining funding need is \$14.5M to be funded in subsequent budget cycles	5	Oceanview/Merced/Ingleside	1 - General public	SFPL; Public Works	Preliminary Planning Assessment: Planning Department Letter anticipated May 2022	Community engagement in project development

# Appendix A

## FY2022 Annual REAP Staff Survey - Quantitative Responses Summary

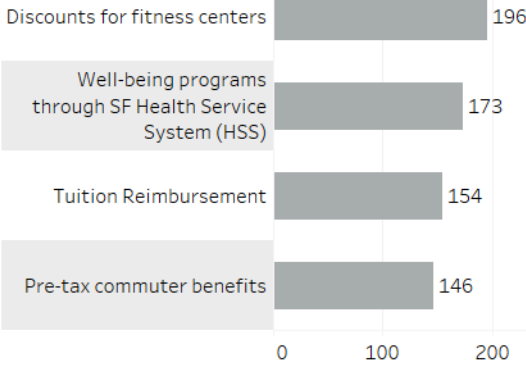


## Quantitative Responses Summary - Part 2

all values represent # of checkmarks received; multiple checkmarks were allowed for all questions

### 9. The City provides a number of benefits to City employees. I would like to learn more about the following:

# of respondents: 318



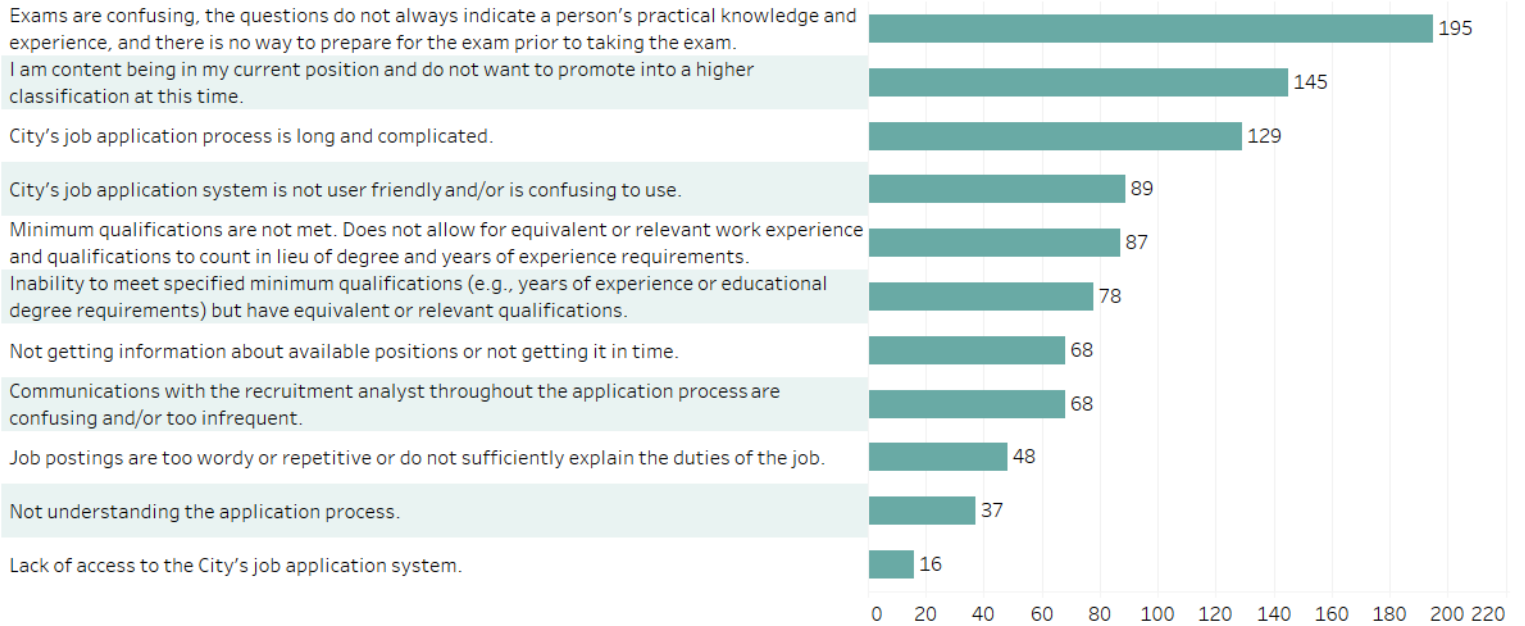
### 10. SFPL values staff from all backgrounds and identities to have equitable opportunities to advance their careers. Potential barriers may impede staff from feeling supported in their career growth. Please click on all the barriers you have experienced.

# of respondents: 237



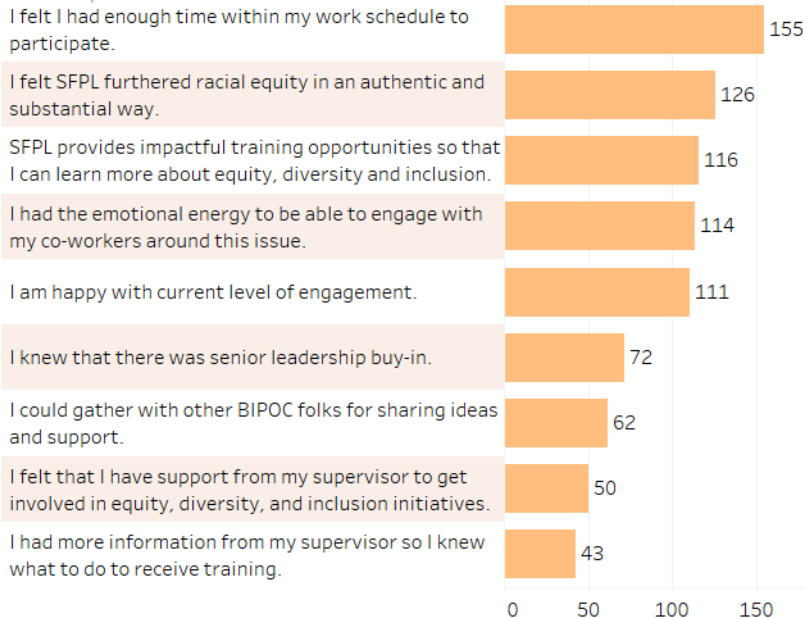
### 11. At the San Francisco Public Library, we define barriers to employment as any substantial challenge that may prevent a person from obtaining a job or advancing their career. Challenges you believe have limited you from applying for a position include:

# of respondents: 369



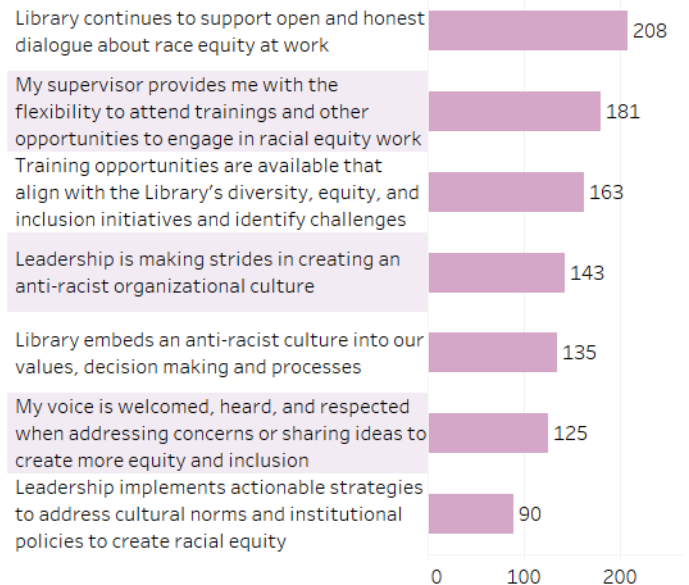
### 12. I would become more active in advancing racial equity at work if...

# of respondents: 377



### 13. Describe ways you feel supported in engaging in racial equity in the workplace.

# of respondents: 368



## FY2022 Annual REAP Staff Survey - Qualitative Responses Summary

#	Question	# of Comments	Sentiment Breakdown	Top 3 Themes
1	As an organization, SFPL strongly communicates the importance of achieving racial equity at work.	73	positive 19% neutral 14% negative 67%	lots of talk but no action seeing good start management lacks diversity
2	SFPL managers and supervisors are equipped with the tools to participate in effective conversations around race.	82	positive 12% neutral 37% negative 51%	depends on who they are provide them with necessary training/tools not sure
3	I feel I have the tools and safe space to have conversations around racial equity with my peers at work.	71	positive 20% neutral 34% negative 46%	comfortable within own branch/dept/team feel safe/comfortable with only a few trusted people yes with peers; no with leaders (e.g., upper mgmt, HR, DHR, upper class.)
4a	I feel encouraged to share my opinions and ideas with my team.	60	positive 30% neutral 35% negative 35%	yes for within own branch/dept/team; no for upper management yes for within own branch/dept/team can't speak up if own ideas are different from REC's
4b	I feel encouraged to share my opinions and ideas with my supervisor.	54	positive 20% neutral 41% negative 39%	yes only because comfortable with own supervisor yes with direct supervisors; no with supervisors' supervisors direct supervisors are great but they have no autonomy
5	I am reasonably recognized by my supervisor for my contributions to team efforts at work.	39	positive 33% neutral 28% negative 38%	yes within own branch/dept/team have seen work being stolen and credited to wrong person yes with direct supervisors; no with supervisors' supervisors
6	If I reported a concern about discrimination to my supervisor, I am confident my supervisor would take action.	46	positive 20% neutral 39% negative 41%	supervisor will, but not confident HR/upper mgmt/DHR will do anything reported but nothing changed wouldn't report due to fear of retaliation
7	At work, I feel a sense of belonging because I feel welcomed and included.	46	positive 30% neutral 41% negative 28%	yes within own branch/dept/peers; no with upper management or CCSF yes for own branch/dept difficult because not everyone is open to accepting others
8	I feel my religious and cultural practices are respected and acknowledged at SFPL.	79	positive 24% neutral 37% negative 39%	not religious don't (want to) discuss religion at work don't have any religious or cultural practices
9	The City provides a number of benefits to City employees. I would like to learn more about the following:	45	positive 20% neutral 36% negative 44%	aware of these benefits and use them if applicable more updated info on these benefits (StaffNet page outdated) tuition reimbursement process not easy to understand and discouraging
10	Barriers experienced in feeling supported in career growth include:	112	positive 19% neutral 20% negative 62%	inflexibility around scheduling at the branches (e.g. 4-day rule for pages) haven't experienced any barriers lack of coverage at the branches
11	Challenges you believe have limited you from applying for a position include:	85	positive 2% neutral 9% negative 88%	inflexible work schedule (including 4-day work schedule and part-time) exams too long, wordy, outdated and doesn't reflect what we do favoritism/nepotism
12	I would become more active in advancing racial equity at work if...	59	positive 10% neutral 24% negative 66%	elimination of poor labor practices, e.g. inflexible scheduling, short staffing if it can happen during paid hours would like to know some practical steps/actions that can be taken
14	How could we improve diversity racial equity and inclusion in our organization	158	positive 16% neutral 20% negative 64%	allow 3-day schedule for pages management lacks diversity more investment and sincerity from upper management
22	Demographics - Other	28	positive 21% neutral 21% negative 57%	allow 3-day schedule for pages thank you for this opportunity to share upper management needs to do better

0% 20% 40% 60% 80% 100%  
% of Total



# Appendix B

## Racial Equity Committee

**\*Maureen Singleton**  
MTEAM LIAISON/RE LEAD  
Chief Operating Officer

**\*Naomi Jelks**  
MTEAM LIAISON/RE LEAD  
Racial Equity Manager  
Starting 04.04.2022

**\*Shawna Sherman**  
CO-CHAIR/RE LEAD  
African American Center  
Program Manager

**\*Alejandro Gallegos**  
CO-CHAIR/RE LEAD  
Community Engagement  
Manager

**\*Maria Mastrokyriakos**  
RE LEAD  
Diversity, Equity, and  
Inclusion HR Analyst

**Denise Schmidt**  
Collections and Cataloging  
Manager

**Queena Chen**  
Junior Management Assistant

**Jason Hill**  
Early Learning Coordinator

**Kathryn Patterson**  
Director of Communications

**Marcus Lange**  
Contracts Manager

**Melissa Mendiola**  
Adult Services Librarian

**Tramaine Johnson**  
Manager of Security Operations  
& Emergency Planning

**Eun Lee**  
Senior Data Analyst

**Tami Suzuki**  
Adult Services Librarian

**Gregory Hom**  
Adult Services Librarian

**Jimmy Tran**  
Materials Manager

**Michelle Waddy**  
Talking Books & Braille  
Center Program Manager

**Michele Williams**  
Library Page

**Jensa Woo**  
Adult Services Librarian

**Jennifer Woo**  
Acting Branch Manager  
Adult Services Librarian

**Meredith Steiner**  
Children's Services Librarian

**Janine Mogannam**  
Children's Services Librarian

# Appendix C

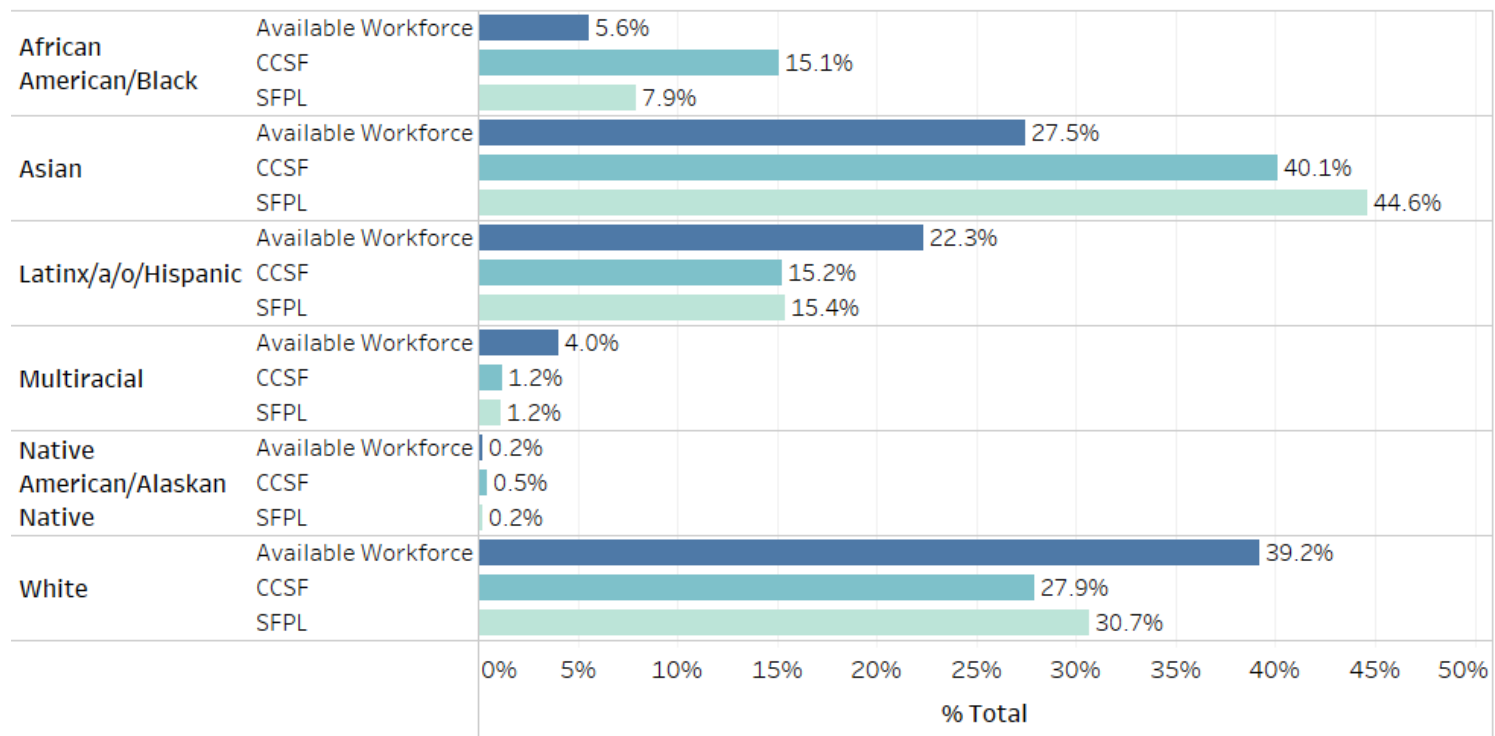
## Staff and Commission Demographics

### Workforce and board/commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

#### Available Workforce vs. CCSF Workforce vs. SFPL Workforce

SFPL has a diverse staff of about 900 employees. Compared to the race/ethnicity distribution of the SF Bay available workforce, percentages of African American/Black and Asian are higher, and those of Latinx, Multiracial and White are lower for the SFPL workforce. Compared with the CCSF workforce, percentages of Asian and White are higher, while percentage of African American/Black is lower and those of Latinx and Multiracial are about the same.



\* Available Workforce also includes 1.14% for Other.

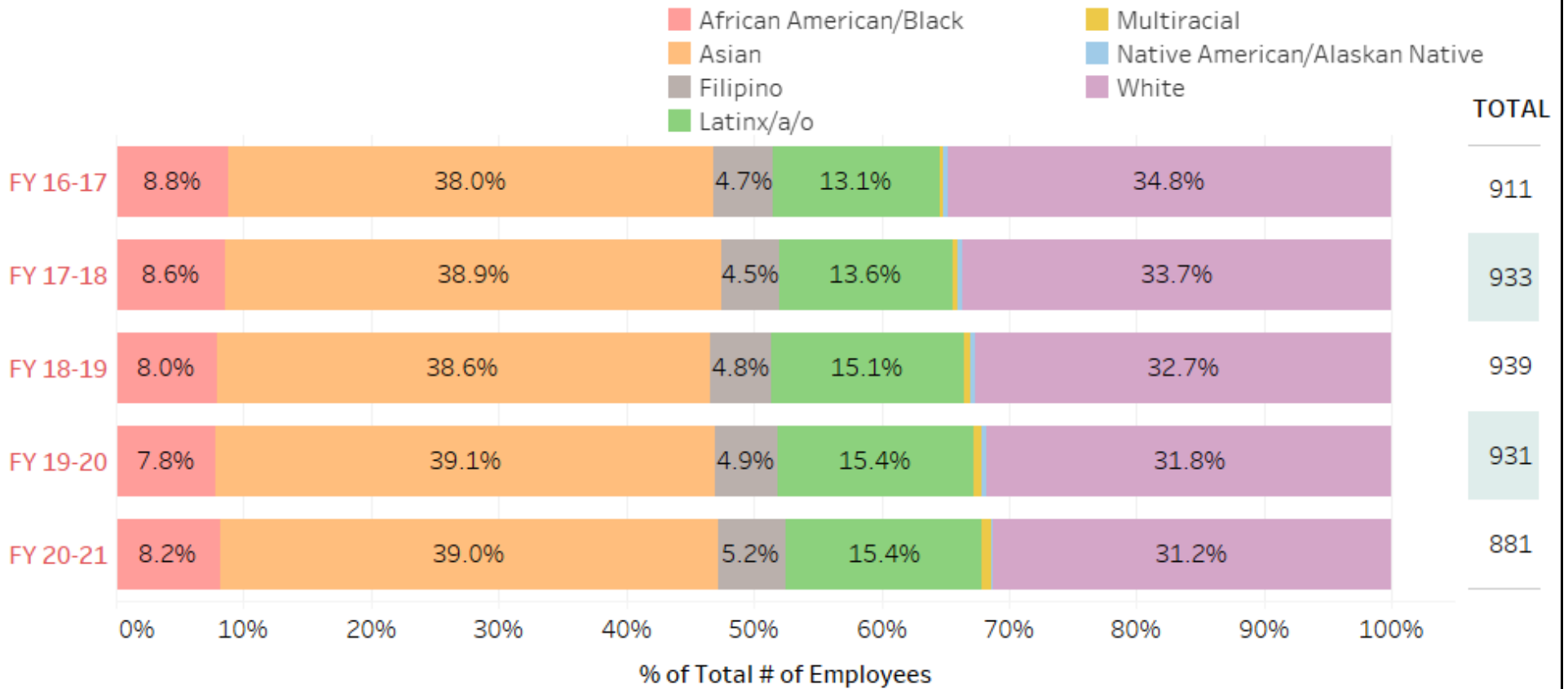
#### Data Source

CCSF & SFPL: DHR's Race/Ethnicity by Department (by Individual Department(s)), 7/1/2021 data

Available Workforce: U.S. Census 2020 Decennial Census, Population 18 Years and Over for Alameda, Contra Costa, Marin, Napa, San Francisco, Santa Clara, Santa Cruz, Solano and Sonoma Counties

### Race/ethnicity Distribution of SFPL Workforce – 5-Year View

The race/ethnicity distribution of the SFPL workforce remained largely the same in the past 5 years, with a range of approximately 65-69% people of color.



Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022

## Race/Ethnicity Distribution and Median Salary by Job Group (February 2022 Data)

Close to 50% of SFPL's staff are library paraprofessionals (Library Assistant, Page and Technical Assistant 1 & 2) and 28% are library professionals (Librarian 1, 2 & 3). More than half of library professionals are white, whereas close to half of paraprofessionals are Asian. Of the 6 job groups with annualized median income exceeding \$100,000, white was overrepresented for 4 and Asian for 2. Of the 5 job groups annualized median incomes of which are lower than the department median (\$87,178), Asian was overrepresented in 3, as well as being the largest racial group for 1 while not being overrepresented, and African American/Black was overrepresented in 1.

	African American/ Black	Asian	Filipino	Latinx/a/o	Multiracial	Native American/ Alaskan Native	White	Grand Total	Annualized Median Income
Custodian	27.8%	46.3%	3.7%	18.5%			3.7%	54	\$ 70,798
HR Professional		72.7%	18.2%	9.1%				11	\$ 116,506
IT Professional		71.4%	4.8%	14.3%			9.5%	21	\$ 118,508
Librarian 1	2.2%	27.0%	4.3%	10.8%	0.5%		55.1%	185	\$ 105,950
Librarian 2	7.8%	21.6%		17.6%	2.0%		51.0%	51	\$ 117,260
Librarian 3	5.9%	17.6%		17.6%			58.8%	17	\$ 129,324
Library Assistant	7.1%	54.8%	4.8%	13.1%			20.2%	84	\$ 77,272
Library Page	7.8%	38.9%	6.6%	17.2%	0.8%	0.4%	28.3%	244	\$ 62,946
Library Technical Assistant 1	11.4%	52.9%	1.4%	11.4%			22.9%	70	\$ 90,974
Library Technical Assistant 2	2.3%	55.8%	4.7%	20.9%			16.3%	43	\$ 98,930
Management	12.5%	12.5%		6.3%		6.3%	62.5%	16	\$ 181,051
Management Assistant	9.1%	18.2%	27.3%	18.2%			27.3%	11	\$ 88,894
Other	4.5%	31.8%	4.5%	9.1%	4.5%		45.5%	44	\$ 98,657
Security Officer	33.3%	13.3%	16.7%	23.3%			13.3%	30	\$ 79,040
Supervisor	21.4%	28.6%	7.1%	21.4%			21.4%	14	\$ 84,591
<b>Grand Total</b>	<b>76</b>	<b>340</b>	<b>47</b>	<b>133</b>	<b>6</b>	<b>2</b>	<b>291</b>	<b>895</b>	<b>\$ 87,178</b>

Source: SF Reports & Analytics - People and Payroll, data retrieved February 2022

\* Management includes all MEA (Municipal Executives Association) positions

Supervisor includes all supervisor-level positions (e.g., Custodial Supervisor, Media Production Supervisor)

Other includes job groups with fewer than 10 people (including finance professionals, administrative analysts, stationary engineers, etc.)

Six employees who have dual employment are counted twice under their permanent job class as well as temporary as needed classification

### Changes in Number of Staff from Dec 2020 to Feb 2022 by Race/Ethnicity and Job Group

SFPL's total number of staff went from 909 employees in December 2020 to 895 in February 2022. The numbers of African American/Black, Filipino and White increased, whereas the numbers decreased for Asian, Latinx and Native American. The number of Asian staff decreased by 18 employees, with more than half of the reduction coming from the Library Assistant and Page classifications.

	African American/ Black	Asian	Filipino	Latinx/a/o	Multiracial	Native American/ Alaskan Native	White	Grand Total
Custodian	3	-1		-2				
HR Professional		1		1			-1	1
IT Professional		1		2				3
Librarian 1		-2	-1	-1	-1		-1	-6
Librarian 2	1	-1		-2	1		-5	-6
Librarian 3		1					2	3
Library Assistant	-1	-6		-2				-9
Library Page		-7	-1	-3	-1		15	3
Library Technical Assistant 1	1	2		-1			-2	
Library Technical Assistant 2		-1						-1
Management							-1	-1
Management Assistant	1	-2		-2				-3
Other		-3		-1	1		-3	-6
Security Officer	2	-1	2	2		-1		4
Supervisor		1	1	1			1	4
Grand Total	7	-18	1	-8	0	-1	5	-14

Data Source: SF Reports & Analytics - People and Pay, data retrieved December 1, 2020 and February 7, 2022

Median Income by Race/Ethnicity – Five-Year View & % Change in Median Income between FY17 and FY21

In FY2021, the median incomes of all races/ethnicities except White were around \$75,000; for White, the median income was about 25% higher at \$95,082. The median income for White employees, in fact, has been about 25% higher than the others throughout the past five years. Comparing median incomes between FY2017 and FY2021, incomes jumped more than 22% for African American/Black, Filipino, Multiracial and White, and about 14% for Asian and Latinx.

	African American/ Black	Asian	Filipino	Latinx/a/o	Multiracial	White	Grand Total
FY 16-17	\$59,878	\$65,364	\$59,878	\$65,364	\$61,009	\$77,402	\$70,837
FY 17-18	\$61,672	\$67,314	\$64,493	\$67,314	\$70,564	\$79,716	\$71,396
FY 18-19	\$63,518	\$69,342	\$67,548	\$69,342	\$78,208	\$85,618	\$74,776
FY 19-20	\$68,718	\$72,124	\$72,943	\$72,124	\$83,395	\$89,726	\$81,354
FY 20-21	\$74,282	\$74,282	\$74,282	\$75,127	\$74,854	\$95,082	\$83,798

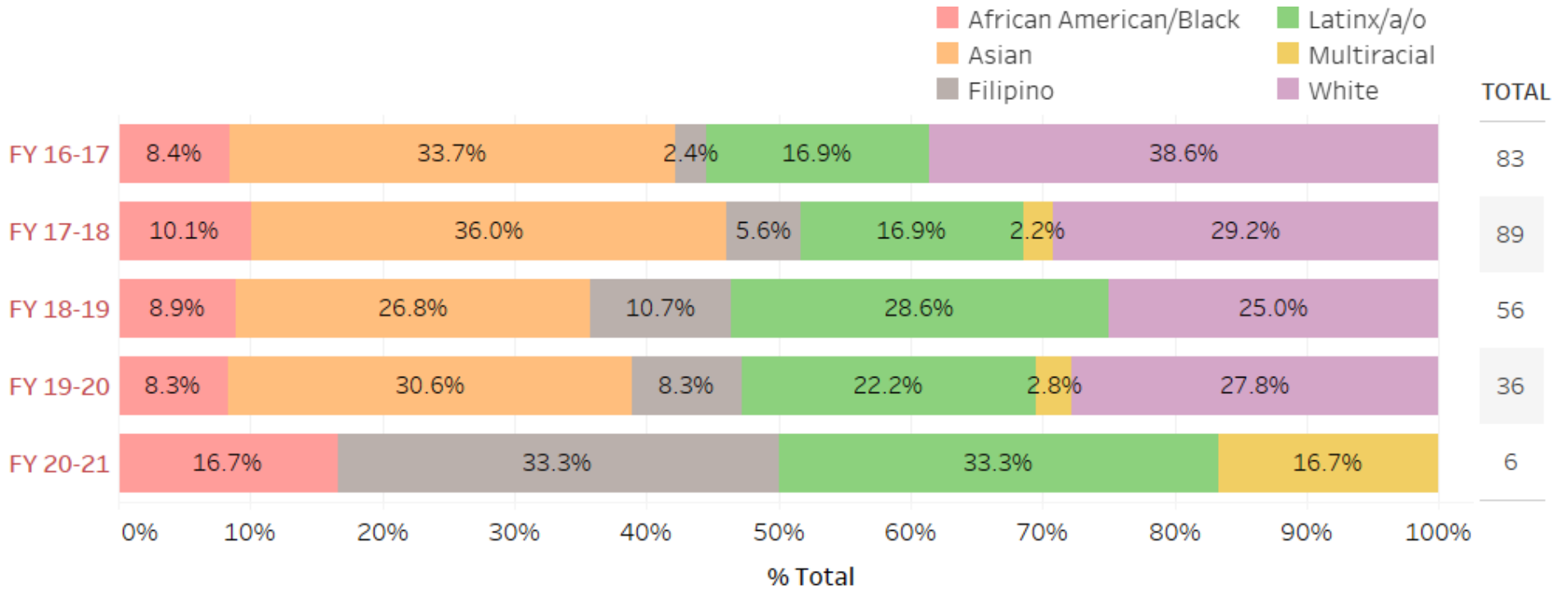
	African American/ Black	Asian	Filipino	Latinx/a/o	Multiracial	White	Grand Total
	24.1%	13.6%	24.1%	14.9%	22.7%	22.8%	18.3%

\* Native American/Alaskan Native is excluded due to small population size (maximum of 3)

Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022

### Race/Ethnicity Distribution for New Hires – Five-Year View

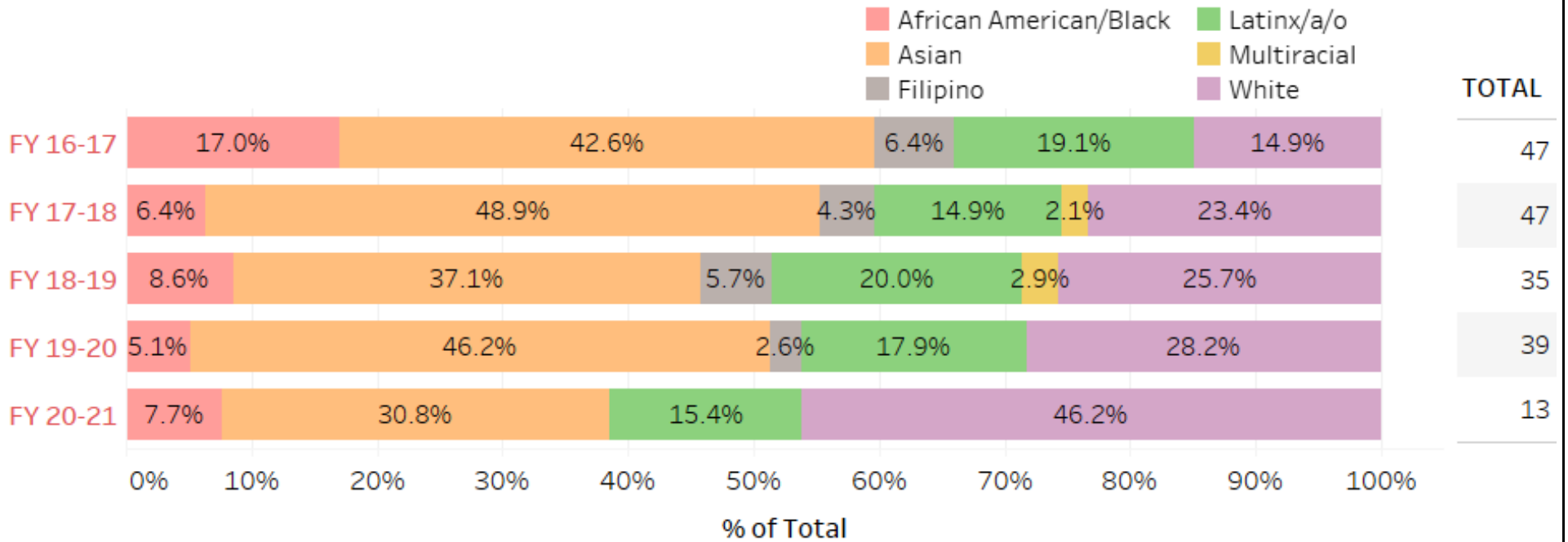
There were only 6 new hires in FY2021 due to a hiring freeze during the pandemic. Looking at FY2017 through FY2020, however, the percentages of White and Asian new hires have been decreasing whereas they were increasing for Filipino and Latinx. The percentages remained about the same for African American/Black. For White and Asian, new hires are coming on board in percentages lower than their current shares of the SFPL workforce; for Filipino and Latinx, however, in higher percentages than their current shares; and for African American/Black, the percentage mirrors the current share.



Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022

### Race/Ethnicity Distribution for Promotion – Five-Year View

There were only 13 promotions in FY2021 due to a hiring freeze during the pandemic. Looking at FY2017 through FY2020, close to half of promotions went to Asian candidates, and Latinx candidates were another race/ethnicity with a share of promotions consistently higher than their share of workforce.

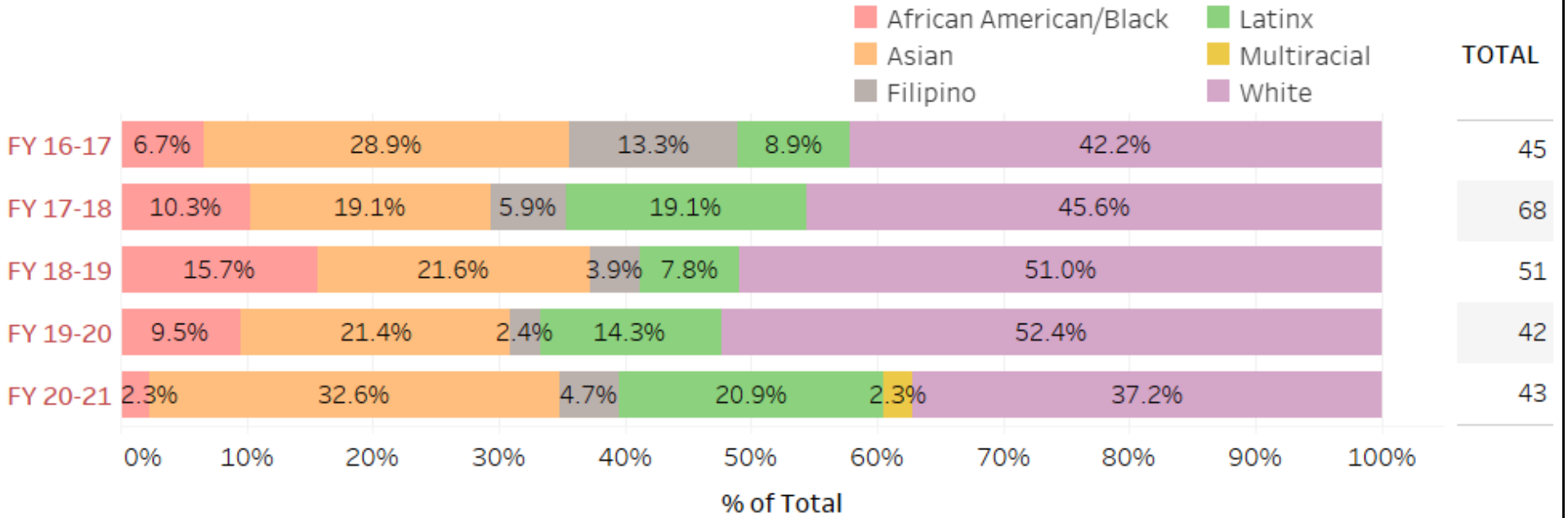


Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022



### Race/Ethnicity Distribution for Separation Initiated by Employee – Five-Year View

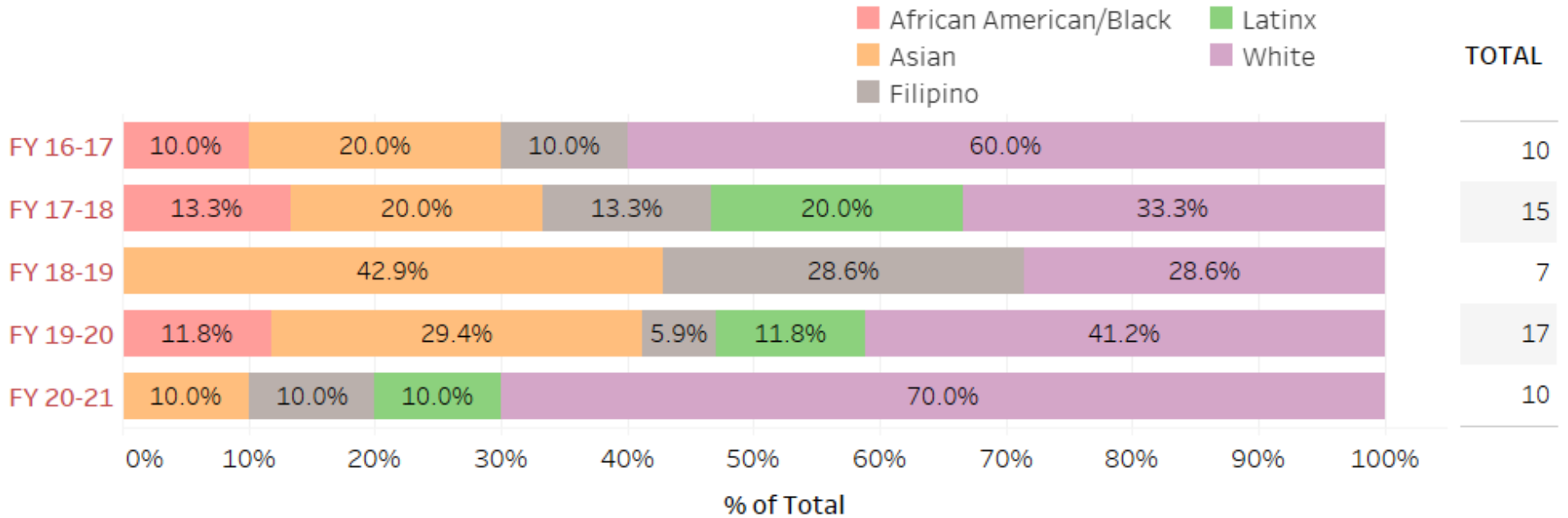
Employee-initiated separation includes retirements and resignations.



Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022

### Race/Ethnicity Distribution for Separation Not Initiated by Employee – Five-Year View

Separations not initiated by an employee include probationary releases, medical separations (including death) and disciplinary separations. From FY2017 to FY2021, SFPL did not have any disciplinary separations.



Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022

### Race/Ethnicity Distribution of Library Commission Members (February 2022)

SFPL has 7 commission members, 4 of whom are white and 3 non-white.

	#	%
Non-White	3	43%
White	4	57%
Grand Total	7	100%

Data Source: SF Reports & Analytics - People and Pay, data retrieved February 2022