Phase 1: Internal Programs & Policies

The San Francisco Public Library’s Racial Equity Action Plan will advance equity for our workforce and community.
SFPL Racial Equity Action Plan

PHASE 1: INTERNAL PROGRAMS & POLICIES

FORWARD

The presentation of the Library’s Racial Equity Action Plan, Phase 1 coincides with a remarkable epoch in our nation’s history. A once-in-a-century global pandemic profoundly disrupted life as we knew it, a spate of murders led to an intense season of civic action demanding that #BlackLivesMatter and a divisive election fomented polarization in an already divided nation—all of these events have further exacerbated and laid bare the racial inequities suffered by communities of color. Public libraries have a unique and vital role to play in advancing equity and addressing racial divides. This Racial Equity Action Plan is a ray of light, an important step towards driving out the darkness referenced by Dr. Martin Luther King, Jr. in his famous quote:

Darkness cannot drive out darkness; only light can do that. Hate cannot drive out hate; only love can do that.

With this plan, San Francisco Public Library is both looking deep within itself while opening up and being honest with our library family and with the public about how our institution has fallen short in helping advance racial equity and what we are going to do to right the ship and steer a new path forward. The Plan is the culmination of two years of work that started with the creation of the Library’s first Racial Equity Committee comprised of diverse staff representing various levels of the organization.

The group’s co-chairs, Community Engagement Manager Alejandro Gallegos and African American Center Librarian Shawna Sherman, participated in the Government Alliance on Race and Equity, a year-long training for government employees that provides the knowledge, skills and framework to help dismantle systems of oppression within and outside government agencies. Under their leadership, the Committee has made strides on normalizing discussions about race at the Library while supporting current employees and encouraging them to begin thinking of library services through a racial equity lens. The Committee launched a new REAL (Racial Equity At the Library) Talk educational series to build greater competency and to foster robust and honest discussions around racial equity in a safe environment. This dynamic and compassionate cohort has been instrumental in driving this work forward and pushing us to have the difficult yet productive conversations that will deliver real and lasting change. This Plan represents their best thinking, and it sets the stage for the outward facing work we will do with the public and our community of loyal and devoted patrons in Phase 2.

We want to acknowledge Mayor London N. Breed and the Board of Supervisors for their vision for a more diverse, equitable and inclusive San Francisco and for their decisive action with the creation of the City’s first-ever Office of Racial Equity. A very special thank you to our colleagues and leadership at the Office of Racial Equity for guiding us through this process. They provided the foundation on which we are building the Library of the future, one that centers equity, inclusion and social justice.

Lastly, we would like to thank the Library Commission for both partnering with and supporting us on this journey and for their valuable wisdom.
This is a critical moment. Our country is in the midst of a racial reckoning and consciousness raising. The framework that was put forward by San Francisco and the Office of Racial Equity is one of the finest anywhere. Once again San Francisco is leading the way. I applaud San Francisco Public Library for taking this important step forward and articulating its goals and vision for racial equity at the Library and in our City. This work requires us to be accountable and transparent in ways that we have not in order to realize our goals. I, along with my colleagues on the Commission, look forward to rolling up my sleeves and to getting started. – Commission President Dr. Mary J. Wardell-Ghirarduzzi

RACIAL EQUITY ACTION PLAN BACKGROUND

The Office of Racial Equity (ORE) was established in July 2019 (Ordinance No 188-19) as a division of the San Francisco Human Rights Commission and in December 2019 Shakirah Simley was named ORE's Director. Creation of ORE was a result of advocacy and organizing by Black City workers, labor leaders and community members to address the City’s growing racial disparities, and the history of structural and institutional racism in San Francisco’s delivery of services to the public and in its own internal practices and systems. ORE is authorized to enact a citywide Racial Equity Framework, to direct Departments of the City and County of San Francisco to develop and implement Racial Equity Action Plans, and to analyze the impacts of pending ordinances, as well as various other policy and reporting functions. The ordinance also requires City departments to designate employees as racial equity leaders acting as liaisons with ORE, and the Department of Human Resources to assess and prioritize racial equity within the City’s workforce. And finally, the ordinance authorizes ORE to create a budget equity tool to determine whether budgets benefit or burden communities of color.

PLAN REQUIREMENTS

In June 2020 ORE issued a draft Racial Equity Framework and Racial Equity Action Plan template to departments for Phase 1. Phase 1 of the ORE Racial Equity Action Plan (REAP) focuses on internal programs and policies, the workforce, and boards/commissions. The ORE’s Phase 1 plan template includes seven categories: (1) hiring and recruitment; (2) retention and promotion; (2) discipline and separation; (4) diverse and equitable leadership and management; (5) mobility and professional development; (6) organizational culture of inclusion and belonging; and, (7) boards and commissions. The deadline for delivery of Phase 1 REAP to ORE is December 31, 2020. ORE is still in the process of developing the Phase 2 template; it will focus on City procurement, contracting/grants, and delivery of programs to San Franciscans. Beginning in 2022, departments will prepare annual reports on their REAP progress and the next REAP Phase 1 update will be in due by December 31, 2023.

Defining Racial Equity:

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

– Adapted from Anti-Oppression Resource and Training Alliance (AORTA)
OVERVIEW OF SFPL’S RACIAL EQUITY ACTION PLAN

San Francisco Public Library’s Racial Equity Action Plan (REAP) supports the department’s prioritization of racial equity for our workforce and community. The REAP will guide our work over the next three years across the department and will be integrated into our strategic priorities. Our Phase 1 REAP work was a collaborative effort and included: an 18-member cross-divisional Racial Equity Committee, Human Resources, Finance, Research, Strategy & Analytics, Community Programs & Partnerships, Access Services, Facilities, IT, and Library Administration (see Appendix F for staff names). The Phase 1 SFPL REAP structure follows the ORE Framework template and includes the following:

- Department background
- REAP development process
- Action plan details by each of the seven-focus area that indicate:
  - Departmental goals: overall departmental goal for each focus area
  - Specific action items: specific acts to accomplish the departmental goals
  - Lead(s): staff accountable for the action item
  - Status: action item’s current status
  - Timeline: action item’s timeline, typically listed by the targeted end date
  - Indicators: action item’s measurement(s)
  - Resources committed: what is needed to accomplish an action item
  - Implementation plan: plan details to accomplish an action item
- Current workforce demographic data
- Employee survey data
- Vulnerable populations served assessments
- SFPL’s current strategic priorities
- Racial Equity Glossary

SFPL RACIAL EQUITY LEADS

- Alejandro Gallegos, Community Engagement Manager
- Shawna Sherman, Acting African American Center Manager
- Maureen Singleton, Chief Operating Officer

Email Contact: citylibrarian@sfpl.org
DEPARTMENT BACKGROUND

FY 21 Annual Budget: $151.7M
Number of employees: 873 active employees as of November 2020

San Francisco Public Library (SFPL) was established as a free library in 1879. Since then, it has grown into a large system of 28 library facilities and four mobile libraries with more than 533,000 registered users and total circulation of 10.9 million materials in 2019-2020. It employs approximately 873 active employees in a variety of job classifications as of November 2020. The SFPL won the Gale/Library Journal annual award for Library of the Year in 2018, in recognition of its sustained efforts to meet community needs. In the Office of the Controllers biennial citywide survey of city agencies SFPL consistently ranks amongst the best rated departments by citizens and in 2019 received an “A-” rating, the highest grade ever given to a City department since the first City survey in 1996. The mission of the SFPL is to ensure free and equal access to information, knowledge, independent learning, and the joys of reading for the City’s diverse community and is governed by a seven-member Library Commission. Like many libraries, SFPL adheres to a Library Bill of Rights which advocates for free and open access to information and promotes campaigns like, "All Are Welcome" within its library buildings.

While aiming to serve the community, the Library also recognizes San Francisco has a long history of creating and/or enforcing laws, policies, and institutions that have promoted white supremacy and perpetuated racial inequities in the City and County of San Francisco, much of which is difficult to document due to historical erasure. The conditions that have created such racial inequities are also compounded by the intersection of race with class, gender, sexuality, immigration status, disability, and other social identities and experiences that result in inequitable treatment or opportunities.

In 2018 SFPL joined the Government Alliance for Race Equity (GARE), along with other city departments, providing library staff training, tools, and support to build the capacity to combat racial inequities in the department. In FY 19, Library administration created the SFPL Racial Equity Task Force and later solidified its work as permanent committee to further this work. The committee is made up of a diverse group of 18 employees in varying classifications and representing workgroups of the Library, which includes the addition in 2020 of Research, Strategy & Analytics, Custodial, and Security.

The SFPL recognizes, stark disparities continue to exist for City residents along racial lines. Race predicts worse outcomes for People of Color across key indicators, including education, income, health, and incarceration, among others. For example, household income for White households is close to three times that of Black families and close to double that of American Indian and Latinx households, respectively. Of inmates in San Francisco County Jail 53% are Black, while they only comprise about 5% of the City’s total population. In 2018, American Indian and Black San Franciscans were more than three times likely to be unemployed than Whites (11.9% and 12.5% versus 3.6%, respectively); and unemployment rates were similarly high for Native Hawaiian / Pacific Islanders (8.8%) and Latinxs (9.4%).

As part of GARE work, RE Committee members learned that campaigns stating that "All Are Welcome," on their face are true, but the goal of our race equity work involves analyzing data with a race equity lens in mind and recognizing that while we say “All Are Welcome” some may still encounter barriers to using our services. Although the City has taken steps to undo the damage caused by past policies and practices, racial
disparities continue to the present day. Despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent in San Francisco.

In the 1950s and beyond, particularly in the context of a national Civil Rights Movement, systemic racism in San Francisco became much less explicit. Moving away from overtly race-based exclusionary policies regarding land or business ownership, the City’s more recent and increasingly sophisticated racism has been defined by inaction or lack of intervention with regards to racial discrimination in employment, housing, neighborhood choice (through implicit exclusionary zoning), education, health care, or the criminal justice system. Libraries are not immune to structural racism.

In libraries systemic racism is harder to define, especially in California. It is also important to remember that like almost every aspect of social life in the south, public libraries were segregated and underfunded. Many prominent African American's alive in that era – Richard Wright, Alice Walker, John Lewis – have stated publicly how this lack of access had an impact on their lives. Walker, once a San Francisco resident, said she still thinks of her early experiences being barred from the public library in her hometown of Eatonton, Georgia, whenever she enters a library building. Even though San Francisco libraries were not segregated, we could wonder: Did the many African American migrants from the south, who contributed to a black population boom in the City during the war years, feel the same way?

As early as 1971, Judy Yung, the then 25-year-old librarian at the Chinatown branch and part of the “changing image of the typical librarian and typical library,” promoted a community centered library service that included native languages and less stringent rules for patrons not used the public service. “Just the fact that administration has put ethnic people in ethnic communities is a big step,” she told the San Francisco Chronicle.

There is also data from a 1978 survey of Library Services in San Francisco: Citizen Usage and Attitudes, conducted by the Friends of the San Francisco Public Library with the San Francisco Foundation, which showed a majority of library users were White, English speaking, and college educated. It highlighted a need for more language materials, and people who reported never using the library responded they didn’t know where the libraries were and found it difficult using the service in English.

Today, lack of information on race impedes the Library’s ability to measure race equity. While services have expanded –SFPL now has an African American Center, a Chinese Center, and a Filipino Center at its Main Library and circulates almost one million non-English materials – a broader survey on patron use by race is needed to know how patrons rate our services in Black, Indigenous, People of Color (BIPOC) communities.

The reason for this lies in the tenets of the organization. Protecting library user privacy and keeping confidential information that identifies individuals, or that connects individual use of library books, materials, equipment, programs, facilities, and/or staff assistance, is an integral principle of SFPL. Once library materials are returned, we keep no record of what a patron has borrowed. The Library and the City recommitted to this policy with the 2003 resolution protecting library users right to privacy against the USA Patriot Act. As part of our Racial Equity Action Plan, SFPL will be taking a look at whether race is considered private information or if it can be gathered to further the goals of the Library.

Additionally, as part of the Racial Equity Action Plan process SFPL will be analyzing hiring and recruitment practices. While there are currently no reports on the Library’s hiring practices, in 1973, the San Francisco Chronicle reported a group of 8 Black librarians in the system elicited the help of the NAACP and charged
institutional racism and discrimination around the employment of Black and other minority employees. And in 1981, SFPL created an Affirmative Action Program with the goal to remove barriers to employment at the Library and achieve population parity in all job categories. At the time, the professional class of SFPL was 81.7 percent White, 6.5 percent Black, 1.8 percent Hispanic, and 10.1 percent Asian, with 1.2 Filipino representation. There was a para-professional class of 42 percent White, 32 percent Black, 6 percent Hispanic and 20 percent Asian, including 8 percent Filipino. Service and Maintenance programs were majority Black at 46.9 percent, White at 31.3 percent, Hispanic 12.5 percent, 9.4 percent Asian, including 3.1 percent Filipino. The goal, the report stated, to recruit and hire minority and male employees, which was made illegal in California with 1989’s California Proposition 209.

Today, while leadership is the whitest part of the workforce at 65 percent White, the percent of the professional class of 3630 Librarians is now at 54 percent White, with 27 percent of the entry level librarian workforce identifying as Asian. Stark differences in pay are where we see differences today with people of color tending to earn less on average. While our workforce is far more diverse than it was in the 1980s, there are still gaps in the hiring of Black and Brown communities in the library’s professional class and in management positions.

The Library has learned that analysis of its policies can and do show how inequities persist and this is evident in the recent study of library fines. Library data found that patrons across all branches accrue fines at similar rates, but locations serving low-income areas have higher average debt amounts and more blocked users. This led to, on September 16, 2019, the elimination of overdue fines for all Library patrons, erasure of all outstanding overdue fines from patrons’ records, which restored access to many patrons who have need of the Library’s resources.

The Library will continue to center work and allocate its resources on racial and social equity; it acknowledges and apologizes for the history of racist, discriminatory and inequitable library policies that have resulted in racial disparities; and will work to develop proactive strategies to address and redress structural and institutional racism, in collaboration with Black and American Indian communities and communities of color. These actions are reflected in this plan.

SFPL’S REAP DEVELOPMENT PROCESS

After the Office of Racial Equity (ORE) issued the Phase 1 Racial Equity Action Plan template in summer 2020, the Library identified its Racial Equity Leaders from its Racial Equity Committee to begin planning the process to build the Library’s REAP. The REAP team consists of the Library’s Racial Equity Committee, which is a diverse group of 18 employees in varying classifications and representing workgroups of the library, Human Resources, Finance, Community Programs & Partnerships, Access Services, Facilities, IT, and Library Administration. See Appendix F for a full list of the Library’s REAP team members. Key REAP development tasks rested with the Racial Equity Committee members and Human Resources. Other Library divisions and units were consulted as needed for information applicable to given REAP action item tasks and implementation plans. The committee focused its effort on collaboratively developing Section 6, Organizational Culture of Inclusion and Belonging. The committee co-chairs and the committee management team liaison met with Human Resources staff to build out Sections 1-5 (hiring and recruitment; retention and promotion; discipline and separation; diverse and equitable leadership and management; and, mobility and professional development). The committee co-chairs and the committee management team liaison developed Section 7, Boards and Commissions. Racial Equity Committee members and Human Resources staff provided feedback throughout the
development process — even while members were actively serving as Disaster Service Workers. The committee co-chairs also met with the City Librarian to discuss the plan development and communicated about the plan progress at various intervals. The committee co-chairs met with ORE and the Library’s City Attorney to review the draft plan in early fall 2020. The Racial Equity Committee and Human Resources will collaborate on the plan implementation.

SFPL’S ACTION PLAN

(see the following page)
### SECTION 1. HIRING & RECRUITMENT

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>ACTIONS</th>
<th>LEAD(s)</th>
<th>STATUS</th>
<th>TIMELINE</th>
<th>INDICATORS</th>
<th>RESOURCES</th>
<th>COMMITTED</th>
<th>IMPLEMENTATION PLAN</th>
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<tbody>
<tr>
<td>1.1.1.</td>
<td>(b)</td>
<td>review demographic information of Library's workforce for diversity and inclusivity with REC, Research, Strategy &amp; Analytics and Management Team</td>
<td>In Progress FY 22, Quarter 1</td>
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<td>1.1.2.</td>
<td>(e)</td>
<td>data will be reviewed with the REC and Management Team to determine if recruitment goals are being met and if recruitment goals need to be adjusted</td>
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<td>1.1.3.</td>
<td>(a)</td>
<td>Participate in citywide effort to develop equitable and inclusive hiring and recruitment policies; and, (b) REC and Library HR to review, develop and recommend policies FY 22, Quarter 2 using learnings from citywide efforts and Library specific staff demographic survey</td>
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<td>1.2.1.</td>
<td>(a)</td>
<td>Participate in citywide effort to assess minimum qualifications; and,(b) by FY 22, Quarter 3 engage stakeholders including the REC regarding the need for MLIS for 3630 and develop alternative route to librarianship from the 3610 - 3618 positions</td>
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<td>1.2.2.</td>
<td>(b)</td>
<td>require Library Requests for Proposals comply with standards for equitable and inclusive hiring by or in FY 24, Quarter 3</td>
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<td>1.2.3.</td>
<td>(a)</td>
<td>Convene internal working group consisting of the Library's Volunteer Coordinator and representatives from REC, Divisional SMEs, Management Programs &amp; Partnerships, Chief of Branches, Chief of Main to review existing stipends (Board of Advising Youth &amp; Board of Trustees); (b) staff serving as mentors for youth and fellows</td>
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<td>1.2.4.</td>
<td>(a)</td>
<td>Assess number of summer placements over the past two years from Mayor's OFA program for YouthWorks &amp; MYEPP and SFPL's Youth Engaged in Library Leadership (YELL) by location by FY 21, Quarter 4; (b) formalize program and tasks by division by FY 21, Quarter 4; (c) determine which divisions will increase summer/seasonal participation by FY 21, Quarter 4; (d) ensure programs include survey of participants and mentors at the end of the program, FY 22, Quarter 3;</td>
<td>In Progress FY 22, Quarter 4</td>
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<td>2.1.1.</td>
<td>(b)</td>
<td>assess library classifications that previously did not require a four-year college degree but now do to determine the need for the change by FY 22, Quarter 3; and,</td>
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<tr>
<td>2.1.2.</td>
<td>(b)</td>
<td>require Library Requests for Proposals comply with standards for equitable and inclusive hiring by or in FY 24, Quarter 3</td>
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<td>2.1.3.</td>
<td>(a)</td>
<td>Engage subject matter expert Library managers and supervisors and Library Racial Equity Committee to develop recruitment outlets by FY 22, Quarter 1, and plan for outreach to those outlets;</td>
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<td>2.1.4.</td>
<td>(a)</td>
<td>In FY 19 the Library partnered with SEIU and DHR to review job and in some cases update specifications in the 3600 classification series: 3602, 3610, 3616, 3618, 3630, 3632, and 3634, and preservation unit job classifications;</td>
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<td>2.1.5.</td>
<td>(b)</td>
<td>Library HR will advocate with DHR to update Library job specifications as needed and will participate in citywide efforts to modify and improve job descriptions and the City's job application process; and,</td>
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<td>2.1.6.</td>
<td>(b)</td>
<td>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.</td>
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<td>2.1.7.</td>
<td>(a)</td>
<td>In FY 20, the Library added multiple questions concerning EEO to the job application packet, including questions such as “Are you a U.S. citizen?”, “Can you speak English?”, “Do you have a high school degree or equivalent?” and “Are you a veteran?”. The Library also modified the application packet to include language in the consent form for applicants who are minors.</td>
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**Notes:**
- EEO: Equal Employment Opportunity
- REC: Racial Equity Committee
- SMEs: Subject Matter Experts
- DHR: Department of Human Resources

**References:**
- Version 1, December 2020

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**Updated December 2020**
<table>
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<tr>
<th>Framework</th>
<th>Objective</th>
<th>Activities and Outcomes</th>
<th>Estimated FY 22, Quarter 3</th>
<th>Estimated FY 22, Quarter 4</th>
<th>Estimated FY 22, Quarter 5</th>
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<tr>
<td>1.4.4.</td>
<td>Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</td>
<td>Library Human Resources</td>
<td>In Progress FY 22, Quarter 2</td>
<td># of opportunities during internship/fellowship/volunteer Training funds for diversity, equity, and inclusion are in progress</td>
<td>Exploration of opportunities to expand collective knowledge regarding diversity, equity, and inclusion for volunteers, interns, and fellows.</td>
</tr>
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</table>
### SUBSECTION 2.3.

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

- **Assessment performed to identify “drop off” classifications**
  - Analyze data to determine drop-off classifications at the Library beginning with 3600 series classifications by FY 22, Quarter 4
  - Library HR; RSA; Human Resources and Analytical staff; Subject Matter Experts, REC
  - Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.

- **Assessment of current process completed and improvements implemented**
  - Review current process for acting assignments that involves communicating with eligible staff to discuss their eligibility; conducting chats with interested employees; and assigning an employee to an acting assignment; and,
  - FY 22, Quarter 2 review current process for acting assignments that involves communicating with eligible staff to discuss their eligibility; conducting chats with interested employees; and assigning an employee to an acting assignment.

- **Increased communication about raises and promotions, including during **
  - Increase feedback with staff about process for raises and promotions, including what is contained within applicable compensation, pay, and development opportunities that may prepare staff to compete for promotions during annual PPAR process beginning FY 23

- **Divisions to communicate with the Department of Human Resources about promotions and other opportunity**
  - Divisional managers and supervisors to incorporate into annual PPAR

#### 2.3.2. Develop a formal and transparent process for raises and promotions.

- **Assessment of process for raises and promotions complete**
  - Development of a formal and transparent process for raises and promotions, including feedback mechanism to provide input for process improvements beginning FY 23

- **Divisions to communicate with the Department of Human Resources about promotions and other opportunities**
  - Divisional managers and supervisors to incorporate into annual PPAR

#### 2.3.3. Create paths to promotion that are transparent and work to advance equity.

- **Assessment performed to identify “drop off” classifications**
  - Analyze data to determine drop-off classifications at the Library beginning with 3600 series classifications by FY 22, Quarter 4
  - Library HR; RSA; Human Resources and Analytical staff; Subject Matter Experts, REC
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- **Divisions to communicate with the Department of Human Resources about promotions and other opportunities**
  - Divisional managers and supervisors to incorporate into annual PPAR

#### 2.3.4. Assess and improve promotes and promotions to simplify, clarify, and to reflect the value of the various roles.

- **Assessment of promotes and promotions complete**
  - Review promotes and promotions to simplify, clarify, and to reflect the value of the various roles.

- **Division to communicate with the Department of Human Resources about promotes and promotions**
  - Divisional managers and supervisors to incorporate into annual PPAR

#### 2.3.5. Develop plans and strategies for the management of employees who have been classified as non-contingent.

- **Assessment performed to identify “drop off” classifications**
  - Analyze data to determine drop-off classifications at the Library beginning with 3600 series classifications by FY 22, Quarter 4
  - Library HR; RSA; Human Resources and Analytical staff; Subject Matter Experts, REC
  - Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.

- **Assessment of current process completed and improvements implemented**
  - Review current process for acting assignments that involves communicating with eligible staff to discuss their eligibility; conducting chats with interested employees; and assigning an employee to an acting assignment; and,
  - FY 22, Quarter 2 review current process for acting assignments that involves communicating with eligible staff to discuss their eligibility; conducting chats with interested employees; and assigning an employee to an acting assignment.

- **Increased communication about raises and promotions, including during **
  - Increase feedback with staff about process for raises and promotions, including what is contained within applicable compensation, pay, and development opportunities that may prepare staff to compete for promotions during annual PPAR process beginning FY 23

- **Divisions to communicate with the Department of Human Resources about promotes and promotions**
  - Divisional managers and supervisors to incorporate into annual PPAR

<table>
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<th>ACTION</th>
<th>DESCRIPTION</th>
<th>STATUS</th>
<th>TIMELINE</th>
<th>INDICATORS</th>
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<tbody>
<tr>
<td>(a) Implement a DSW deployment tracking tool of deployed SFPL DSW employees by FY 20, Quarter 4; Tracking mechanism implemented</td>
<td>Implemented</td>
<td>FY 20, Quarter 4 for DSW age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc.</td>
<td>Compare SFPL workforce demographics to the DSW tracking data, FY 21, Quarter 3; and,</td>
<td>-demographic data analyzed</td>
</tr>
</tbody>
</table>
3.1.2. Train supervisors on bias and equitable and effective discipline. Be sure training includes implicit bias training, including training for all new hires in supervisorial classifications by FY 22, Quarter 4; and, where possible, track and analyze the number of participants completing required training:

- # of participants completing implicit bias training: 100%

3.1.3. Train supervisors on bias and equitable and effective discipline. Be sure training includes implicit bias training, including training for all new hires in supervisorial classifications by FY 22, Quarter 4; and, where possible, track and analyze the number of participants completing required training:

- # of participants completing implicit bias training: 100%

3.1.4. Develop a plan for tracking and analyzing disciplinary actions. Be sure training includes implicit bias training, including training for all new hires in supervisorial classifications by FY 22, Quarter 4; and, where possible, track and analyze the number of participants completing required training:

- # of participants completing implicit bias training: 100%

4.1.1. Assess Library's existing recruitment policies to identify reference to equity and inclusion by FY 21, Quarter 4; and:

- Development of equity and inclusion priorities completed

4.1.2. Communicate Library's equity and inclusion priorities with stakeholders by or in FY 22, Quarter 1; and:

- Library has communicated its equity and inclusion priorities with stakeholders

5.1.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs. Be sure training includes implicit bias training, including training for all new hires in supervisorial classifications by FY 22, Quarter 4; and, where possible, track and analyze the number of participants completing required training:

- # of participants completing implicit bias training: 100%
Assessment of current processes complete

Improvements to processes completed and communicated

Discussion of conferences during PPAR process

Increase in number of first-time conference attendees; increase in requests for conference attendance; increase in attendance by non-librarian and non-staff; assess current process for staff to attend conferences and procedures for reimbursement by FY 22, Quarter 1; formalize a process for staff to attend conferences. Make stipends, and payments.

Library HR; Finance; Divisional Subject Matter Experts; STADCOM and EOC

Complete an assessment of training opportunities currently offered and funded by FY 22, Quarter 2; funding for training and/or conferences and professional development; staff time to attend as applicable; funding and education for staff time to attend training and learning opportunities

Library HR; Finance; Divisional Subject Matter Experts; Library Commission Affairs Analyst, Library Commission; REC; HR's Equity, Division & Inclusion Analyst, Racial Equity Program

Create a process where staff can submit accommodation requests to the department's administration. The overall awareness of Employee Assistance Program and the availability of training and education opportunities for staff are important. The need for an assessment of staff needs is essential.

Library HR; Management Team; Divisional Subject Matter Experts; Facilities staff time to assess breakrooms; Human Resources staff time to communicate about the Employee Assistance Program and HR training and education opportunities for staff to attend conferences and procedures for reimbursement by FY 22, Quarter 1; annual identification of and communication about advancement opportunities during PPAR process by FY 21, Quarter 4.

Library Commission Affairs Analyst, Library Commission; REC; HR's Equity, Division & Inclusion Analyst, Racial Equity Program

Preparation Phase FY 23, Quarter 4 and ongoing

Ensure that the department's mission, policies, and procedures are updated and available to the public. Racial Equity Committee

SFPL promotes a culture of inclusiveness within its workforce that ensures traditionally underserved communities of color... and identities, and also takes into the consideration the well-being and safety of employees at the workplace.

SFPL’s Action Plan includes the following:... and any new benefits being offered annually.

Library HR; DHR; Finance

Management Team; RSA; Library HR; Completed N/A

In Progress FY 23, Quarter 2

SFPL promotes a culture of inclusiveness within its workforce that ensures traditionally underserved communities of color are... and also takes into the consideration the well-being and safety of employees at the workplace.

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<tbody>
<tr>
<td>6.1.1</td>
<td>Continue the REALTalk discussion series among library staff with extra effort to reach beyond the 3600 class. Hold these sessions at least once a quarter;</td>
<td>Library Leadership Team</td>
<td>Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>IT, HR</td>
<td>Ensure that all staff meetings center a diverse range of voices and ideas in collaborative and/or structured spaces;</td>
<td>All staff receive communications. IT In Progress Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Include additional options of engagement: book club, or film series, article and podcast discussions, healing circles and racial equity speakers;</td>
<td>Library Leadership Team</td>
<td>Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>IT, Human Resources</td>
<td>Staff will participate in trainings, conferences, and webinars by the library staff to promote inclusion and foster diversity;</td>
<td>Ongoing staff participation and feedback</td>
<td></td>
</tr>
<tr>
<td>6.1.3</td>
<td>Findings shared on StaffNet, staff email, Racial Equity Newsletter, and All Staff email addresses along with the library’s website;</td>
<td>Library Leadership Team</td>
<td>Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>IT, Human Resources</td>
<td>The physical presence of compelling exhibits throughout the library that allow visitors to share information and experiences;</td>
<td>Ongoing staff participation and feedback</td>
<td></td>
</tr>
<tr>
<td>6.1.4</td>
<td>Promotions: in-house newsletter “At the Library”, website, posters, flyers and e-Newsletters;</td>
<td>Library Leadership Team</td>
<td>Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>IT, Human Resources</td>
<td>Assisted Listening Systems will be available for use in Branch libraries or Main Library;</td>
<td>Ongoing staff participation and feedback</td>
<td></td>
</tr>
<tr>
<td>6.1.5</td>
<td>Staff members who host or present live online programs (or in person programs) are trained and know how to request Portable Assistive Listening Systems when participants request the accommodation in advance and know how to assist individuals who ask to use Assistive Listening Systems;</td>
<td>Library Leadership Team</td>
<td>Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>IT, Human Resources</td>
<td>By FY 22, Quarter 3 – A plan will be made for hiring stenographers or working with remote captioners to correct captioning, as needed.</td>
<td>Ongoing staff participation and feedback</td>
<td></td>
</tr>
<tr>
<td>6.1.6</td>
<td>All staff receive communications. IT In Progress Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>Ongoing</td>
<td>Increase in staff feedback, participation, and response to communications</td>
<td>IT, Human Resources</td>
<td>By FY 22, Quarter 4 – SFPL Finance Office staff and the Access Services manager began working with DT and SFGOV-TV to make it possible for SFPL to pay for live remote captioning through a work order.</td>
<td>Ongoing staff participation and feedback</td>
<td></td>
</tr>
<tr>
<td>NUMBER</td>
<td>ACTION</td>
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</tr>
<tr>
<td>4.1.1</td>
<td>Transforming services</td>
<td>Visioning Program &amp; Team</td>
<td>Progress</td>
<td>Adoption of strategic plan; engagement with community; alignment with organizational strategies</td>
<td>Increased engagement with library staff, community partners, and stakeholders; increased utilization of digital platforms</td>
<td>Full-time Librarian position; additional funding for marketing and outreach materials; support for community programming and events</td>
<td>Funding for strategic plan development and implementation; community partnership funding</td>
<td></td>
</tr>
<tr>
<td>4.1.2</td>
<td>Increasing staff bandwidth/creating capacity</td>
<td>LGH/Equity Task Force</td>
<td>Finalized/Plan</td>
<td>Year 1 &amp; 2: Increase staffing for community programming and digital equity initiatives; Year 3 &amp; 4: Expand staff to support increased demand</td>
<td>Increased digital equity programming; increased community engagement and capacity building</td>
<td>Full-time Equity Coordinator; additional funding for community outreach and engagement</td>
<td>Staffing commitments include LGH/Equity Coordinator, LGH/Equity Task Force, Modesty Task Force, CPP/Communications</td>
<td></td>
</tr>
<tr>
<td>4.1.3</td>
<td>Training and professional development</td>
<td>Library Staff</td>
<td>Ongoing</td>
<td>Continuous professional development opportunities for all staff</td>
<td>Increased staff awareness and capacity to deliver quality services</td>
<td>Ongoing professional development opportunities; additional funding for training materials and resources</td>
<td>Staffing commitments include LGH/Equity Coordinator, Library Staff, LGH/Equity Task Force, Modesty Task Force, CPP/Communications</td>
<td></td>
</tr>
<tr>
<td>4.1.4</td>
<td>Increasing library resources and accessibility for underserved client populations</td>
<td>Library Staff</td>
<td>Ongoing</td>
<td>Increase in translated materials; dedicated translation staff</td>
<td>Increased in-language content; dedicated staff for translation services</td>
<td>Funding for contract translation services; dedicated translation staff</td>
<td>Staffing commitments include LGH/Equity Coordinator, LGH/Equity Task Force, Modesty Task Force, CPP/Communications</td>
<td></td>
</tr>
<tr>
<td>4.1.5</td>
<td>Improving digital equity for all employees</td>
<td>Library Staff</td>
<td>Ongoing</td>
<td>Increase in digital equity training; increased engagement with community partners</td>
<td>Increased digital equity training; increased community engagement and capacity building</td>
<td>Funding for digital equity training; ongoing engagement with community partners</td>
<td>Staffing commitments include LGH/Equity Coordinator, Library Staff, LGH/Equity Task Force, Modesty Task Force, CPP/Communications</td>
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<td>4.1.6</td>
<td>Engaging in community partnerships and coalitions to address community needs</td>
<td>Library Staff</td>
<td>Ongoing</td>
<td>Increase in community partnerships; increased engagement with community partners</td>
<td>Increased community partnerships; increased engagement with community partners</td>
<td>Funding for community partnerships; ongoing engagement with community partners</td>
<td>Staffing commitments include LGH/Equity Coordinator, Library Staff, LGH/Equity Task Force, Modesty Task Force, CPP/Communications</td>
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<tr>
<td>4.1.7</td>
<td>Improving digital equity for all employees</td>
<td>Library Staff</td>
<td>Ongoing</td>
<td>Increase in digital equity training; increased engagement with community partners</td>
<td>Increased digital equity training; increased community engagement and capacity building</td>
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**Table Notes:**
- **NUMBER:** Action number.
- **ACTION:** Description of the action.
- **SDR:** Source of resources.
- **STATUS:** Status of the action.
- **TIMELINE:** Timeline for the action.
- **INDICATORS:** Indicators for the action.
- **RESOURCES COMMITTED:** Resources committed to the action.
- **IMPLEMENTATION PLAN:** Implementation plan for the action.

**Version 1, December 2020**
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**SUBSECTION 7.1.**

(1) Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; City Attorneys; Access Services; Human Resources; Finance.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst.
  - Plan and coordinate training.

- **Outcomes achieved:**
  - City Librarian; IT web services to coordinate closed captioning.

- **Support needed:**
  - Access Services; IT web services.

(2) Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for accommodation services.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Access Services; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Access Services; Library Commission Affairs Analyst; Commission.

(3) Ensure that accommodation services are accessible to everyone.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; City Attorneys; Access Services.
  - Funding for accommodation services.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Access Services; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Access Services; Library Commission Affairs Analyst; Commission.

(4) Foster a culture of inclusion, diversity, and equity.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(5) Create a mentorship program between newer and more experienced board/commission members.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(6) Ensure that all board/commission members have access to necessary training.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(7) Implement inclusive protocols for board/commission meetings.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(8) Continue to track the commissioners implicit bias training status.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(9) Develop a mentorship program between newer and more experienced board/commission members.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(10) Ensure that all board/commission members have access to necessary training.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(11) Implement inclusive protocols for board/commission meetings.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(12) Continue to track the commissioners implicit bias training status.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

(13) Develop a mentorship program between newer and more experienced board/commission members.

- **Resources needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.
  - Funding for training via the Department of Human Resources or vendors.

- **Implementation:**
  - Library Commission Affairs Analyst; City Librarian; Chief Operating Officer.

- **Outcomes achieved:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

- **Support needed:**
  - City Librarian; Library Commission Affairs Analyst; Commission.

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APPENDICIES

Appendix A: San Francisco Public Library’s FY 21 Workforce Demographics

Appendix B: San Francisco Public Library’s Survey Data

Appendix C: Vulnerable Populations Engagement Assessment - Details FY 20

Appendix D: Vulnerable Populations Engagement Survey FY 21

Appendix E: SFPL Strategic Priority Summary – FY 21

Appendix F: San Francisco Public Library’s REAP Team

Appendix G: Racial Equity Glossary
CURRENT SFPL WORKFORCE DEMOGRAPHICS

Diversity

San Francisco Public Library is a diverse institution that in many ways reflects the demographics of its surrounding community. Figure 1 below shows the demographic distribution of the SFPL workforce as of November 2020. Of approximately 875 SFPL employees, Asian (44.5%) and White (31.5%) represent the largest two groups of staff. Hispanic (15.5%) and Black (7.6%) represent the bulk of the remainder, with American Indian/Alaskan and Multiracial approximating a total of about 1 percent.

Figure 1. SFPL Race/Ethnicity Distribution vs. City Employment and Bay Area Workforce

In comparison with City and County of San Francisco workforce data, SFPL is moderately overrepresented in the Asian (+5.3%), White (+2.4%) and Hispanic (+0.4%) cohorts, while underrepresented in the Black (-7.6%), American Indian/Alaskan (-0.2%) and Multiracial (-0.2%) cohorts.
Pay Inequities

As Figure 2 below shows, an examination of annual salary data, however, shows that there are racial inequities in median employee income at SFPL.

Figure 2. SFPL Race/Ethnicity Median Employee Income vs. San Francisco County Media Household Income

<table>
<thead>
<tr>
<th></th>
<th>SFPL Median Employee Income</th>
<th>% of SFPL Median Employee Income</th>
<th>San Francisco County Median Household Income</th>
<th>% of SF County Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaskan Native</td>
<td>$70,278</td>
<td>86%</td>
<td>$61,250</td>
<td>59%</td>
</tr>
<tr>
<td>Asian (including Filipino)</td>
<td>$72,124</td>
<td>85%</td>
<td>$88,016</td>
<td>84%</td>
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<tr>
<td>Black</td>
<td>$70,278</td>
<td>86%</td>
<td>$30,442</td>
<td>29%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>$72,124</td>
<td>88%</td>
<td>$72,578</td>
<td>69%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>$70,044</td>
<td>86%</td>
<td>$114,399</td>
<td>109%</td>
</tr>
<tr>
<td>White</td>
<td>$91,806</td>
<td>113%</td>
<td>$132,154</td>
<td>126%</td>
</tr>
<tr>
<td>All</td>
<td>$81,354</td>
<td></td>
<td>$104,552</td>
<td></td>
</tr>
</tbody>
</table>

Sources: U.S. Census 2018 American Community Survey 5-Year Estimates & City and County of SF Dept of Human Resources

Despite a median employee income of $81,354 annually, every race/ethnicity except for White (+$10,452) falls substantially below the organizational median. American Indian/Alaskan, Asian, Black, Hispanic and Multiracial employees all fall within a range of 86-89 percent of the SFPL median, roughly $10,000 below that mark. White pay, on the other hand, is 13 percent greater than the organizational median.

A comparison of San Francisco County household income shows a much greater variance between race/ethnicity, ranging from earnings at 29 percent of the median for Black households to 126 percent for White households. While the SFPL range of median incomes is much narrower as a result of civil service rules, there is a clear skew toward White employees in pay at the expense of other employees.

For further examination, SFPL broke out the workforce into 15 general categories of staff, as shown below in Figure 3. Asians, with a 45 percent share of all staff, have the largest shares of Custodian, HR Professional, IT Professional, Management Assistant (tied with Hispanic), Library Assistant, Library Page, Library Technical Assistant I and Supervisor (tied with Black) positions. Black staff have the greatest share of Supervisor (tied with Asian) and Security Officer positions; Hispanic staff have the largest share of Management Assistant (tied with Asian) positions; and White staff, with a 32 percent share of all staff, have the largest share of Stationary Engineers, Management, Librarian 1, 2 & 3 and Other positions.
Figure 3. SFPL Race/Ethnicity and Income Distribution by General Job Category

<table>
<thead>
<tr>
<th>Job Group</th>
<th>American Indian/Alaskan Native</th>
<th>Asian</th>
<th>Black</th>
<th>Filipino</th>
<th>Hispanic</th>
<th>Multiracial</th>
<th>White</th>
<th>Grand Total</th>
<th>Annualized Median Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodian</td>
<td>48.1%</td>
<td>22.7%</td>
<td>3.7%</td>
<td>22.2%</td>
<td>3.7%</td>
<td>54</td>
<td>$66,086</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationary Engineer</td>
<td>30.0%</td>
<td>10.9%</td>
<td>10.0%</td>
<td>10.0%</td>
<td>40.9%</td>
<td>16</td>
<td>$101,842</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Professional</td>
<td>70.0%</td>
<td>20.0%</td>
<td>10.0%</td>
<td>10.0%</td>
<td>30.9%</td>
<td>16</td>
<td>$110,474</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Professional</td>
<td>77.8%</td>
<td>22.2%</td>
<td>5.0%</td>
<td>5.0%</td>
<td>11.1%</td>
<td>18</td>
<td>$110,172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management*</td>
<td>5.9%</td>
<td>11.3%</td>
<td>11.3%</td>
<td>5.3%</td>
<td>64.7%</td>
<td>17</td>
<td>$166,764</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Assistant</td>
<td>28.6%</td>
<td>21.4%</td>
<td>28.6%</td>
<td>21.4%</td>
<td>16.0%</td>
<td>16</td>
<td>$83,940</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Librarian 1</td>
<td>27.2%</td>
<td>2.1%</td>
<td>4.7%</td>
<td>11.0%</td>
<td>1.0%</td>
<td>53.9%</td>
<td>191</td>
<td>$98,878</td>
<td></td>
</tr>
<tr>
<td>Librarian 2</td>
<td>21.1%</td>
<td>5.3%</td>
<td>4.7%</td>
<td>11.3%</td>
<td>1.0%</td>
<td>54.1%</td>
<td>57</td>
<td>$109,460</td>
<td></td>
</tr>
<tr>
<td>Librarian 3</td>
<td>14.5%</td>
<td>7.1%</td>
<td>4.9%</td>
<td>21.4%</td>
<td>34.6%</td>
<td>14</td>
<td>$120,892</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Assistant</td>
<td>55.9%</td>
<td>7.5%</td>
<td>4.3%</td>
<td>14.0%</td>
<td>18.3%</td>
<td>93</td>
<td>$72,124</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Page</td>
<td>0.4%</td>
<td>42.3%</td>
<td>7.9%</td>
<td>7.1%</td>
<td>13.7%</td>
<td>1.2%</td>
<td>22.4%</td>
<td>241</td>
<td>$50,724</td>
</tr>
<tr>
<td>Library Technical Assistant 1</td>
<td>52.6%</td>
<td>7.0%</td>
<td>4.6%</td>
<td>15.8%</td>
<td>21.9%</td>
<td>114</td>
<td>$84,916</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security Officer</td>
<td>10.0%</td>
<td>10.0%</td>
<td>20.0%</td>
<td>20.0%</td>
<td>20.0%</td>
<td>16</td>
<td>$72,696</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td>35.0%</td>
<td>2.5%</td>
<td>2.5%</td>
<td>10.0%</td>
<td>2.5%</td>
<td>47.5%</td>
<td>46</td>
<td>$85,076</td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>3</td>
<td>358</td>
<td>69</td>
<td>46</td>
<td>341</td>
<td>6</td>
<td>285</td>
<td>905</td>
<td>$81,354</td>
</tr>
</tbody>
</table>

*Management includes all MEA (Municipal Executives Association) positions
*Security Officer 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 analyst, etc.)

Generally speaking, it is worth noting that positions within the Stationary Engineer, HR Professional, IT Professional, Management and Librarian 1, 2 & 3 categories are higher-paid relative to the other categories. Those seven highest-paid categories are predominantly comprised of staff who are Asian or White.
Disaster Service Worker Support

SFPL has been at the forefront of deploying Disaster Service Workers (DSWs) to address the ongoing COVID-19 emergency response. The orange shaded area in Figure 4 below represents deployed SFPL DSWs, which, as of the week of December 6, 2020, included 202 staff members.

Throughout the COVID-19 emergency, SFPL staff have provided over 9,400 weeks of DSW service, with as much as 45 percent of the Library workforce on assignment from May to September 2020. The bulk of remaining staff are working in either their regular work location (blue shaded area) or remotely (yellow shaded area).
Management/Library Commission

SFPL remains committed to racial diversity at all levels of the organization, including within management and the Library Commission. As Figure 5 below shows, 63 percent of the Library Commission is Non-white, while 37 percent are White. In the Library’s management positions, 65 percent are White whereas 35 percent are Non-white.

Figure 5. Library Commission and Senior Management Team Demographics

NEXT STEPS

SFPL's review of the data to date includes workforce demographic descriptive statistics but they are by no means meant to be exhaustive. SFPL has plans to further analyze the intersection of race/ethnicity with other relevant characteristics, as reliable data becomes available. Further analyses could include the following: correlation and regression analyses between race/ethnicity and income, gender, job classification and age; race/ethnicity and hiring/retention/promotion/disciplinary/separation information; race/ethnicity and internship/fellowship/volunteer data; race/ethnicity and Disaster Service Worker (DSW) deployment; race/ethnicity and training information; race/ethnicity and staff survey response information. Other analyses could also be performed as needed and as new data sources become available.
SFPL SURVEY DATA OVERVIEW

SFPL began its Race Equity work in 2018 by participating in a training offered by the Government Alliance for Race Equity. Two staff members attended the once a month, year-long training and in the middle of the process formed the SFPL Race Equity Task Force (now committee) to help further the work. To prepare for our plan, we distributed a survey in September 2019 and also formed the REALTalk (Racial Equity At the Library) staff program discussion series to start normalizing conversations around race. Information from our survey and evaluations from our REALTalk programs are presented here.

The committee emailed the anonymous 2019 survey to all members of staff via a Survey Monkey link and encouraged participation for two-weeks. One hundred and thirty-nine members of staff, representing about 15 percent of the Library’s workforce, completed the survey. A large majority of respondents came from SFPL workers in the 3600 classification series, a group which handles the majority of the materials-based library work, and a range of other professional positions, like management assistant; more than 70 percent of participants identified as people of color. We wanted the survey to serve as a benchmark in order to measure our work toward creating a culture around open discussion and action toward racial equity and we have plans to release it every year. Our survey did not address training opportunities and professional development for staff and did not address general feelings of safety and inclusion at work as discussed in the ORE Racial Equity Framework from June 2020, but survey responses to our open-ended questions did address these issues. We will be revising our survey to include these topics in the future.

Survey questions asked respondents to agree or disagree to statements using a five-point scale:

- How knowledgeable are you with the concept of racial equity?
- SFPL is committed to racial equity.
- Leadership and management of SFPL demonstrate support of racial equity.
- SFPL demonstrates hiring, recruitment, retention and promotion practices with regard to racial equity.
- SFPL demonstrates engagement and outreach practices aligned with racial equity.
- Programming at SFPL is conducted in support of racial equity.

It also included three open-ended questions:

- Do you have any suggestions to promote a more racially equitable library?
- Are there ways that you see SFPL addressing and promoting racial equity?
- Do you have any additional comments about racial equity at SFPL?

Results are shown below combining the Strongly Disagree/Disagree and Agree/Strongly Agree categories and include a summary of responses to open ended questions. Overall, respondents reported knowledge around the concept of racial equity, felt Library and leadership is committed to racial equity work and offers external programming with a racial equity lens. Respondents were less likely to agree that the Library took race equity as a factor in hiring, recruitment, retention and promotion and encouraged the Library to put in protections for staff who are racially harassed by patrons.
How knowledgeable are you with the concept of racial equity?

- Disagree
- Neutral
- Agree

SFPL is committed to racial equity.

- Disagree
- Neutral
- Agree

Leadership and management at SFPL demonstrate support for racial equity.

- Disagree
- Neutral
- Agree
While some survey respondents felt the library already strives toward race equity, most responses to the open-ended questions included ways SFPL could do better regarding internal employee functions and include these responses:

- Librarians and leadership are whiter than other classes and should be diversified.
- Staff need a place to air grievances about racial inequity in the library, both internally and from patrons.
- The Library should offer more anti-bias training and opportunities for learning around racial equity.
- Pathways to higher classifications, including mentoring, professional development and tuition reimbursement are needed.
- Some people experience bigotry in the workplace, this was especially noted around rule enforcement towards African Americans.
- Part-time staffing schedules limit the ability of People of Color to have jobs at the Library.

In terms of our outward facing services, many comments in the open-ended questions recommended the Library could improve in these areas:

- More outreach to communities currently not utilizing the Library, including developing more relationships with social clubs and community organizations.
• More materials published in multiple languages, including PSA's in multiple languages.
• A more diverse collection of electronic materials in different languages.
• More public participation in decision making around programming and outreach.
• Integration of books by and about People of Color into all SFPL branches and not simply targeting them to different neighborhoods.
• More diverse programming beyond themed months.

The SFPL Racial Equity Committee, as part of a plan to start normalizing discussions around race and educating staff about race equity work, also hosted two REALTalk Programs prior to closure due to COVID-19; one in October 2019 and another in January 2020. A total of 80 people attended these programs. We surveyed participants in those programs and highlight their suggestions here for promoting Racial Equity at the Library. Note, these recommendations were not included in the current Phase 1 of the REAP, but will be explored as part of the Library's ongoing Racial Equity work:

• Protect staff from racial abuse from the public, both micro-aggressions and outright racial slurs
• Promotional interview coaching
• Promote based on successful work and not on really biased tests
• Think about ways to serve diverse populations, beyond themed month programming
• Tuition help for movement into the 3630 class. (It requires a masters)
• Open up the library space for community stakeholders
• Could library card be a free Muni ride once a week or some other way to subsidize or encourage access
• Training: How to work with people from different backgrounds
• Survey community groups to find out how they feel about the library
## Office of Racial Equity:

### Vulnerable Populations Engagement Assessment - Details

**SAN FRANCISCO PUBLIC LIBRARY: FY 20**

Completed by: Michelle Jeffers Chief, Community Programs & Partnerships  
michelle.jeffers@sfpl.org  
Date: 07/13/2020

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<thead>
<tr>
<th>POPULATION</th>
<th>STAKEHOLDER ENGAGEMENT</th>
<th>% OF BUDGET</th>
<th>$ OF BUDGET</th>
<th>CRITICAL ISSUES</th>
<th>MEASURABLE ACTIVITIES</th>
</tr>
</thead>
</table>
| African American               | Library Services and Programs & Partnerships via African American Affinity Center | 5.6         | 8.2 M       | Digital equity and access  
Affordability of housing and other services  
Jobs, career and technology assistance  
Literacy and learning opportunities for all ages                                                                                                           | Direct Service                  |
| Indigenous, Native American, American Indian | Library Services, Programs & Partnerships | 0.7         | 1.03 M      | Digital equity and access  
Affordability of housing and other services  
Jobs, career and technology assistance  
Literacy and learning opportunities for all ages                                                                                                          | Direct services                 |
<table>
<thead>
<tr>
<th>POPULATION</th>
<th>STAKEHOLDER ENGAGEMENT</th>
<th>% OF BUDGET</th>
<th>$ OF BUDGET</th>
<th>CRITICAL ISSUES</th>
<th>MEASURABLE ACTIVITIES</th>
</tr>
</thead>
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<td>Pacific Islander/Native Hawaiian</td>
<td>Library Services</td>
<td>0.5</td>
<td>0.78M</td>
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<td>Direct Services</td>
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<td>Affordability of housing and other services</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jobs, career and technology assistance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Literacy and learning opportunities for all ages</td>
<td></td>
</tr>
<tr>
<td>Asian American</td>
<td>Library Services and Programs &amp; Partnerships via AFFINITY CENTERS: Chinese Center and Filipino Center</td>
<td>36</td>
<td>52.81M</td>
<td>Digital equity and access</td>
<td>Direct Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Affordability of housing and other services</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jobs, career and technology assistance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Literacy and learning opportunities for all ages</td>
<td></td>
</tr>
<tr>
<td>Latino/Hispanic</td>
<td>Library Services and Programs &amp; Partnerships via AFFINITY CENTER – Latino Hispanic Community Room</td>
<td>15.2</td>
<td>22.30M</td>
<td>Digital equity and access</td>
<td>Direct Services</td>
</tr>
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<td>Affordability of housing and other services</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Jobs, career and technology assistance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Literacy and learning opportunities for all ages</td>
<td></td>
</tr>
<tr>
<td>People with disabilities and</td>
<td>Library services and social worker partnership</td>
<td>Budget breakdown for this service not available at this time</td>
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<td>Digital equity and access</td>
<td>Direct Services</td>
</tr>
<tr>
<td>medical conditions; people with</td>
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<td></td>
<td></td>
<td>Affordability of housing and other services</td>
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<td>mental health and behavioral</td>
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<td></td>
<td></td>
<td>Jobs, career and technology assistance</td>
<td></td>
</tr>
<tr>
<td>issues.</td>
<td></td>
<td></td>
<td></td>
<td>Literacy and learning opportunities for all ages</td>
<td></td>
</tr>
<tr>
<td>POPULATION</td>
<td>STAKEHOLDER ENGAGEMENT</td>
<td>% OF BUDGET</td>
<td>$ OF BUDGET</td>
<td>CRITICAL ISSUES</td>
<td>MEASURABLE ACTIVITIES</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Detained and justice involved community</td>
<td>Library services via Jail and Reentry Services library division based at SF County Jails and Juvenile Hall</td>
<td>Budget breakdown not available at this time</td>
<td>Digital equity and access &lt;br&gt;Affordability of housing and other services &lt;br&gt;Jobs, career and technology assistance &lt;br&gt;Literacy and learning opportunities for all ages</td>
<td>Direct Services</td>
<td></td>
</tr>
<tr>
<td>Transgender, Gender Variant, Intersex People &lt;br&gt;Lesbian, Gay, Bisexual, Queer People</td>
<td>Library Services and Programs &amp; Partnerships via the Hormel LGBTQIAA Center</td>
<td>Budget breakdown not available at this time</td>
<td>Digital equity and access &lt;br&gt;Affordability of housing and other services &lt;br&gt;Jobs, career and technology assistance &lt;br&gt;Literacy and learning opportunities for all ages</td>
<td>Direct Services</td>
<td></td>
</tr>
</tbody>
</table>
Office of Racial Equity:

Vulnerable Populations Engagement Survey

Many community stakeholders as well as City employees believe San Francisco is complicit in creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City. To address these concerns and perceptions, we encourage City departments to assess their engagement and support of underrepresented, historically marginalized communities. The Office of Racial Equity will work with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those departments to end those practices. This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current FY 20/21 budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low level budget allocations advance equity and support those most in need. As we prepare for budget hearings in August 2020, and given Mayor Breed and the SF Board of Supervisors' focus on equity and support for historically marginalized communities this budget season, City agencies have an opportunity to compile and assess this information in preparation for Budget Hearings. Given the impact of COVID-19, please include your department's work in COVID-19 response, re-opening and/or recovery/forward planning. Please complete BOTH: 1. This overview survey 2. Vulnerable Populations Engagement Details (Microsoft Word template) Please complete both parts by 6pm on Monday, July 13th, 2020.

Full Department Name: San Francisco Public Library
First and Last Name: Michelle Jeffers
Email: michelle.jeffers@sfpl.org
Division: Community Programs & Partnerships
Position: Chief, Community Programs & Partnerships

What is your current role, if any, in your Department in regards to racial equity? (Select all that apply)

<table>
<thead>
<tr>
<th>Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am the/a Racial Equity Leader for my Department</td>
</tr>
<tr>
<td>I am a member of my Department's Racial Equity Working Group</td>
</tr>
<tr>
<td>✓ I am a part of the Leadership Team for my Department</td>
</tr>
<tr>
<td>I am a part of the Human Resources Team for my Department</td>
</tr>
<tr>
<td>I am a part of the Finance Team for my Department</td>
</tr>
<tr>
<td>I am a part of the Community Engagement Team for my Department</td>
</tr>
<tr>
<td>Other:</td>
</tr>
</tbody>
</table>
1. Which communities of color do you serve? (Select all that apply)

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

Other:

2. What other vulnerable groups/communities do you serve? (Select all that apply)

| ✓ | Seniors and Older Adults |
| ✓ | Children and Youth |
| ✓ | Transgender, Gender Variant, Intersex People |
| ✓ | Lesbian, Gay, Bisexual, Queer People |
| ✓ | People with Disabilities and Medical Conditions |
| ✓ | People with Mental Health and Behavioral Health Issues |
| ✓ | People with Limited-English Proficiency |
| ✓ | Undocumented People |
| ✓ | People Facing Food Insecurity |
| ✓ | People who are Subjected to Intimate Partner Violence |
| ✓ | Public Housing Residents |
| ✓ | Caregivers |
| ✓ | Detained/Justice-Involved People |
| ✓ | Shift, Temporary Gig, Low-wage Workers |
| ✓ | Low-income Students |
People facing Digital Access/Connectivity Issues
✓ People who Rely Exclusively on Public Transit
✓ Under/Uninsured People
✓ Unbanked/No Access to Credit/Debit Cards
Other:

Overview of Engagement Activities

Please provide an overview of your engagement activities with communities of color and other vulnerable groups. Note: In the "Vulnerable Populations Engagement Assessment - Details" document, you can provide specifics for each of the groups you have identified in the table provided.

3. Please describe your community engagement activities with individuals and groups in San Francisco’s communities of color.

San Francisco Public Library (SFPL) is committed to its vision that All Are Welcome in the library and makes every effort to engage with all communities throughout San Francisco. SFPL leads a robust slate of annual programs and exhibitions, workings with artists, performers, authors and literary organizations from the city’s diverse communities of color. The Library’s prioritizes programming themes that recognize citywide diversity efforts such as Black History Month, Latino Hispanic Heritage Month, Asian Pacific Islander American month, Southwest Asian and North African Heritage, Women’s History Month and Indigenous People’s month. In addition to participating and partnering with many varied communities around the city, SFPL also engages communities of color with 1:1 service via direct library service at its 28 locations. SFPL also prioritizes services to neighborhood libraries in specific city equity zones and, via its fleet of bookmobiles, to ensure robust staffing, collections, services and programs for those in vulnerable populations and hard-to-reach communities.

4. Based on your work, what critical issues do these communities face?

Digital equity and access, affordability of housing and other services Jobs, career and technology assistance Literacy and learning opportunities for all ages.

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders)

Much of this effort is led by the Main Library’s Affinity Centers and staff, specifically the African American Center, the Chinese Center, the Filipino Center, the Latino Hispanic Community Room, and the Hormel LGBTQIAA Center. Recent engagements around library-sponsored programs, exhibits, services and partnerships include: Northern California MLK Jr Foundation; Mission Cultural

**Budget Considerations & Impacts**

This section assesses your department's FY20/21 budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations:

$151.70 million total for FY 21, including $6.85 million for capital (approved October 1, 2020). The budget is developed in collaboration with Library division chiefs who submit proposals for their respective division needs. The budget is based on seven strategic priorities: Premier Urban Library, Literacy & Learning, Youth Engagement, Organizational Excellence, Digital Strategies, Partnerships for Excellence, and Facilities Maintenance & Infrastructure.

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget?

SFPL's performance is monitored by the Controller's Office - City Performance Unit via Performance Measures on the Livability Scorecard, and the 5-year Open Hours Assessment to identify needs and support for vulnerable populations. Last year, the library worked with the San Francisco Financial Justice Project to evaluate data and impacts and make a case for eliminating revenue from library overdue fines to improve equity to library services for all San Franciscans.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes?

✓ Yes
   No
9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here:

The Library budget is subject to a minimum of two public hearings before the San Francisco Library Commission, allowing community input into the final budget proposals that are submitted to the Board of Supervisors.

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

Staff salaries and benefits are the Library’s largest budget item, representing approximately 2/3 of its annual budget.

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

Library collections including books, movies, music, databases and eResources make up the second largest projected expenditure at $19.61 million.

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

For FY 21 the top three cost categories are labor at $99.71 million, library collections at $19.61 million, and services of other departments at $11.95 million. Services of other departments includes requested services such as Public Works Bureau of Building Repair maintenance services and pass-through costs such as SFPUC for light, heat, and power costs.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

On average, this would be equipment purchases such as vehicles, library lending kiosks, check out machines and related equipment to facilitate the borrowing of library materials. This makes up $0.7 million in annual expenditures in FY 21.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve?

Communities of color make up 59.8% of the library population which amounts to $86.6 million of the library’s operating budget. However, the library collects only limited data on race, which would make it difficult to breakdown the library’s specific spending on vulnerable populations.
15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department’s ability to advance equity?

Limited funding for capital improvement projects to renovate and build our neighborhood branches and the economic impact of COVID19.

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts.

Current COVID19 related budget constraints will postpone the construction of a new, community library in the Ocean View neighborhood as well as delay renovations to the Chinatown branch library. These capital projects will be partially mitigated by increased outreach and activities for these neighborhoods.

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures?

| ✓  | Staff Time |
|    | Grants to Community-Based Organizations |
| ✓  | Direct Service(s) |
| ✓  | Recruitment and Hiring |
| ✓  | Events |
|    | Other: |

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity?

Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.

The Library’s budget realignment activities are to be determined pending the completion of the Library’s racial equity plan. Based on phase 1 of this process, it is anticipated that there will be additional spending on staff training, a mentor program, a recruitment program and budgeting for equity speakers/activities.
Focus Areas

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

19. Does your spending address specific equity needs?
Please refer to your previous responses about expenditures.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Largest expenditure</th>
<th>Second largest expenditure</th>
<th>Lowest expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Racial Disparities</td>
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<tr>
<td>Disability Access</td>
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<td>Public Safety</td>
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<td>Economic development</td>
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<tr>
<td>Academic Achievement</td>
<td>✓</td>
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<td>Climate and Environment</td>
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<td>Housing and Homelessness</td>
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<td>Transportation and Mobility</td>
<td>✓</td>
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<td>Justice System</td>
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<tr>
<td>Community Health and Wellness</td>
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<td>Workforce and Fair Employment</td>
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<tr>
<td>Information Technology and Digital Equity</td>
<td>✓</td>
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<tr>
<td>Education, Knowledge and Community Wisdom</td>
<td>✓</td>
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<tr>
<td>Wealth Building and Economic Justice</td>
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<tr>
<td>Arts and Culture</td>
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<tr>
<td>Food Justice and Sovereignty</td>
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<tr>
<td>LGBTQIA+ and Gender Justice</td>
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</tbody>
</table>
20. How do you get feedback on the success of your proposed spending? The return on investment?

<table>
<thead>
<tr>
<th></th>
<th>Largest Expenditure</th>
<th>Second largest Expenditure</th>
<th>Lowest Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus groups/interviews with stakeholders</td>
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<td></td>
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<tr>
<td>Results based evaluation</td>
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<td></td>
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<tr>
<td>Unbiased data collection</td>
<td>✓</td>
<td></td>
<td>✓</td>
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<tr>
<td>Participatory budgeting</td>
<td></td>
<td></td>
<td>✓</td>
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<tr>
<td>Performance on key indicators</td>
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<td>✓</td>
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</tbody>
</table>
San Francisco Public Library

Mission: We work to ensure free and equal access to information, knowledge, independent learning, and the joys of reading for our diverse community.

SAN FRANCISCO’S VISION

Be the premier public library in the nation

- Provide safe and welcoming access to library collections via contact free service model – SFPL To Go
- Increase community awareness and usage of San Francisco Public Library through targeted outreach and marketing efforts to reach new users and underserved neighborhoods.
- Provide programming and services to residents experiencing homelessness through the Library’s Social Worker Program.

Support the economic recovery of San Francisco

- Be responsive to City and County of San Francisco’s needs for library staff to serve as Disaster Service Workers during the COVID-19 public health emergency.
- Help individuals with virtual programming to support job searching and skills development, and connect business owners with government aid and services.
- Expand Smart Money financial coaching program.

Continue strong community partnerships

- Partner with the Department of Children, Youth & Families (DCYF) and the Recreation & Parks Department to support distance learning for vulnerable youth at neighborhood-based community hubs.
- Strengthen partnership with SFUSD and parochial and private schools to promote online educational access to eLearning resources for students.

Engage youth in learning, workforce and personal growth

- Support virtual enrichment and STEM learning opportunities for school age children.
- Provide job training, internships, college prep, and educational support for teens and transitional age youth.

Support and celebrate reading & learning

- Host the 16th Annual One City One Book: San Francisco Reads featuring Know My Name by author Chanel Miller.
- Support the 2020 Poet Laureate Selection Committee in naming San Francisco’s next Poet Laureate.
- Deliver programs, services and exhibitions that foster equity, inclusion and community connection.

Excel in operational and fiscal management and professional development

- Develop Racial Equity plan to promote more equitable outcomes for city residents.
- Debut new collections inventory management system for greater efficiency and improved customer experience.

Provide facilities to meet 21st century needs

- Partner with San Francisco Public Works to renovate the historic Mission Branch Library.
SFPL Racial Equity Action Plan Team

San Francisco Public Library’s Phase 1 Racial Equity Action Plan is the result of dedicated staff work that began in 2018 when SFPL joined the Government Alliance for Race Equity (GARE), along with other city departments. GARE provided Library staff training, tools, and support to build the capacity to combat racial inequities in the department. The most recent work on our plan started after the Office of Racial Equity issued the Phase 1 Racial Equity Action Plan template in summer 2020. The Library’s Racial Equity Action Plan collaboration includes the following staff and units/divisions within SFPL:

Racial Equity Committee:

Alejandro Gallegos, Shawna Sherman, Maureen Singleton, Helen Mar, Queena Chen, Charles Coleman, Gregory Hom, Tramaine Johnson, Eun Lee, Chela Lucas, Melissa Mendiola, Janine Mogannam, Kate Patterson, Denise Schmidt, Meredith Steiner, Jimmy Tran, Michelle Waddy, Michele Williams, Jennifer Woo

Library Human Resources:

Lori Regler, Meiyi Ouyang, Anna Owens, Jamie Shih, Sharon Tam, Vivian Yeung

Research Strategy and Analytics:

Randy McClure, Eun Lee

City Librarian’s Office:

Helen Mar

Contributions from:

Access Services, Adult Services, The Bridge, Facilities, Finance, IT, and Youth Services

The SFPL REAP reflects staff’s collective ideas and collaborative efforts. We cannot thank our REAP team enough for the work already done and for the important work we will undertake to actualize our plan. We would also like to thank the Human Rights Commission staff and the Office of Racial Equity staff for their leadership and assistance throughout the plan development process. We look forward to working with all our partners.
RACIAL EQUITY GLOSSARY

The San Francisco Public Library’s Racial Equity Action Plan (REAP) adopts the racial equity glossary found in the Office of Racial Equity’s Citywide Racial Equity Framework, Phase 1: Internal Programs and Policies, posted in June 2020. The Office of Racial Equity’s glossary and source citations are noted below and will be referenced as needed to assist with implementation of the Library’s REAP.

ANTI-BLACKNESS
Anti-Black racism is hostility towards, opposition to, pathologizing of and racism towards Black people and culture, manifested through individual, internalized, interpersonal, institutional or systemic interactions, decisions, processes, and outcomes.

BIPOC
Black, indigenous and people of color. Specifically naming Black and indigenous people acknowledges they have and continue to face the worst impacts of white supremacist culture.

BIAS
Prejudgment in the evaluation of one group and its members relative to another. Acting on bias can be discriminatory and when combined with power, can create negative outcomes for particular groups. Implicit bias is when bias is unconscious, as racial bias often is. Explicit bias refers to conscious prejudice against a group or groups. When addressing bias, for example in a process or individual, the focus should not be on intent, but rather on the impact and outcomes that result.

DEGREE INFLATION
Requiring a college degree for jobs that previously did not require one. Also known as “upcredentialing.”

DIVERSITY
Includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. A broad definition includes not only race, ethnicity and gender — the groups that most often come to mind when the term diversity is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and physical appearance. It also involves different ideas, perspectives and values.¹

BELONGING
Belonging means more than having access, it means having a meaningful voice, and being afforded the opportunity to participate in the design of political, social, and cultural structures.²

EQUITY
Full and equal access to opportunities, power and resources, whereby all people may thrive and prosper regardless of demographics.

² Othering & Belonging Institute
ETHNICITY
A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.

Examples of different ethnic groups are: Cape Verdean, Haitian, African American (Black); Chinese, Korean, Vietnamese (Asian); Cherokee, Mohawk, Navaho (Native American); Cuban, Mexican, Puerto Rican (Latino); Polish, Irish, and Swedish (White).³

IMPLICIT BIAS (see Bias)

INCLUSION
Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power.⁴

INDIVIDUAL OR INTERNALIZED RACISM
Racism that exists within individuals. It is when one holds negative ideas about his/her own culture, even if unknowingly. Xenophobic feelings or one’s internalized sense of oppression/privilege are two examples of individual or internalized racism.

Examples: skin bleaching/whitening products, group/self-blaming, unconscious practices.

INSTITUTIONAL RACISM
Refers to institutional and cultural practices that perpetuate racial inequality. Benefits are structured to advantage powerful groups at the expense of others.

Example: racial profiling by law enforcement, Jim Crow segregation laws, grocery store redlining practices.

INTERPERSONAL RACISM
Racism that occurs between individuals. It is the holding of negative attitudes towards a different race or culture. Interpersonal racism often follows a victim/perpetrator model.

Examples: hate speech or symbols.

INTERSECTIONALITY
A concept and frame coined by Professor Kimberlé Crenshaw in 1989 that describes a lens for seeing the way in which various forms of inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts.⁵

OCCUPATIONAL SEGREGATION
The separation of workers into different industries or seniority levels based on demographics, occurs across numerous intersections of race, gender, nativity, and physical and cognitive disability.

⁴ Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. OpenSource Leadership Strategies Some Working Definitions
⁵ Adapted from https://time.com/5786710/kimberlecrenshaw-intersectionality/.
OTHERING
A set of dynamics, processes, and structures that engender marginality and persistent inequality across any of the full range of human differences based on group identities. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, and skin tone.  

RACE
A political construction created to concentrate power with white people and legitimate dominance over non-white people.

RACIAL EQUITY
A set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

SYSTEMIC RACISM
The joint operation of institutions to produce racialized outcomes, even in the absence of racist intent. Indicators include power inequalities, unequal access to opportunities, and differing policy outcomes by race. Systemic racism is cumulative, pervasive, and durable.

Examples: Prison industrial complex, unequal educational outcomes.

UPSKILLING
A process for teaching employees new skills so they can thrive in their current positions and also increase employability for other opportunities. Upskilling includes training programs and development opportunities.

WHITE PRIVILEGE
Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.

STRUCTURAL WHITE PRIVILEGE
A system of white domination that creates and maintains belief systems that make current racial advantages and disadvantages seem normal. The system includes powerful incentives for maintaining white privilege and its consequences, and powerful negative consequences for trying to interrupt white privilege or reduce its consequences in meaningful ways. The system includes internal and external manifestations at the individual, interpersonal, cultural and institutional levels.

The accumulated and interrelated advantages and disadvantages of white privilege that are reflected in racial/ethnic inequities in life-expectancy and other health outcomes, income and wealth and other outcomes, in part through different access to opportunities and resources. These differences are maintained in part by denying that these advantages and disadvantages exist at the structural, institutional, cultural, interpersonal and individual levels and by refusing to redress them or eliminate the systems, policies, practices, cultural norms and other behaviors and assumptions that maintain them.

6 The Problem of Othering: Towards Inclusiveness and Belonging - Othering and Belonging
7 OpenSource Leadership Strategies. Some Working Definitions
8 Adapted from Anti-Oppression Resource and Training Alliance (AORTA).
INTERPERSONAL WHITE PRIVILEGE
Behavior between people that consciously or unconsciously reflects white superiority or entitlement.

CULTURAL WHITE PRIVILEGE
A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other worldviews.

INSTITUTIONAL WHITE PRIVILEGE
Policies, practices and behaviors of institutions – such as schools, banks, non-profits or the Supreme Court – that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as white, and maintaining or increasing disadvantages for those racial or ethnic groups not defined as white. The ability of institutions to survive and thrive even when their policies, practices and behaviors maintain, expand or fail to redress accumulated disadvantages and/or inequitable outcomes for people of color.

WHITE SUPREMACY
An historically-based, institutionally perpetuated system of exploitation and oppression of continents, nations and peoples of color by white peoples and nations of the European continent for the purpose of maintaining and defending a system of wealth, power and privilege.11

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