



SFPL Racial Equity Action Plan

Phase I: Internal Programs, Practices, and
Policies

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Collaboration



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And contributions from Access Services, Adult Services, The Bridge, Facilities, Finance, IT, and Youth Services

Racial Equity Action Plan

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.

What is a racial equity action plan?

Why is it necessary?

How was it developed?

How will we use it?



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Median Employee Income

	SFPL		San Francisco County	
	Median Employee Income	% of SFPL Median Employee Income	Median Household Income	% of SF Median Household Income
American Indian/Alaskan Native	\$ 70,278	86%	\$ 61,250	59%
Asian (including Filipino)	\$ 72,124	89%	\$ 88,016	84%
Black	\$ 70,278	86%	\$ 30,442	29%
Hispanic	\$ 72,124	89%	\$ 72,578	69%
Multiracial	\$ 70,044	86%	\$ 114,399	109%
White	\$ 91,806	113%	\$ 132,154	126%
All	\$ 81,354		\$ 104,552	

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

Income Distribution by Job Category

Job Group	American Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	Grand Total	Annualized Median Income
Custodian		48.1%	22.2%	3.7%	22.2%		3.7%	54	\$ 66,066
Stationary Engineer		30.0%	10.0%	10.0%	10.0%		40.0%	10	\$ 101,842
HR Professional		70.0%		20.0%			10.0%	10	\$ 110,474
IT Professional		77.8%		5.6%	5.6%		11.1%	18	\$ 110,175
Management*	5.9%	11.8%	11.8%		5.9%		64.7%	17	\$ 166,764
Management Assistant		28.6%		21.4%	28.6%		21.4%	14	\$ 82,940
Librarian 1		27.2%	2.1%	4.7%	11.0%	1.0%	53.9%	191	\$ 98,878
Librarian 2		21.1%	5.3%		19.3%		54.4%	57	\$ 109,460
Librarian 3		14.3%	7.1%		21.4%		57.1%	14	\$ 120,692
Library Assistant		55.9%	7.5%	4.3%	14.0%		18.3%	93	\$ 72,124
Library Page	0.4%	42.3%	7.9%	7.1%	18.7%	1.2%	22.4%	241	\$ 58,734
Library Technical Assistant 1		52.6%	7.0%	2.6%	15.8%		21.9%	114	\$ 84,916
Supervisor*		30.0%	30.0%		20.0%		20.0%	10	\$ 72,696
Security Officer	3.8%	19.2%	30.8%	11.5%	19.2%		15.4%	26	\$ 73,762
Other*		35.0%	2.5%	2.5%	10.0%	2.5%	47.5%	40	\$ 89,076
Grand Total	3	358	69	46	141	6	286	909	\$ 81,354

Source: City and County of SF Dept of Human Resources

* Management includes all MEA (Municipal Executives Association) positions

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

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



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Anatomy of the REAP

7 Sections:

- 1) Hiring and Recruitment
- 2) Retention and Promotion
- 3) Discipline and Separation
- 4) Diverse and Equitable Leadership and Management
- 5) Mobility and Professional Development
- 6) Organizational Culture of Inclusion and Belonging
- 7) Boards and Commissions

Anatomy of the REAP

- **Actions** - specific acts to accomplish to achieve departmental goals
- **Indicators** - quantifiable measure of an action's success
- **Resources Committed** - what is needed to perform actions
- **Implementation Plan** - plan on how the action will be accomplished; month, quarter, year
- **Timeline** - dates tracking progress
- **Lead** - staff, committee, or body responsible for the action
- **Status** - the action's current status



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1 Hiring and Recruitment

The San Francisco Public Library will practice inclusive recruitment, actively seek out diverse job candidates and people with non-traditional backgrounds by partnering with non-traditional outlets and organizations. It will assess barriers to access for BIPOC/marginalized groups in order and develop strategies to increase racial equity in the library profession, especially within the managerial level.



[Section 1, Subsection 2, Specific Action 1]

1.2.1 Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts.

Indicators: (a) Outreach efforts increasingly more diverse, (b) Tracking mechanism developed for outreach efforts, (c) Candidate pool is increasingly more diverse and referred from a variety of sources

Implementation: (a) 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; (b) develop tracking mechanism in collaboration with RSA to track outreach efforts by FY 22, Quarter 2; (c) the SFPL Racial Equity Committee will work with Library Human Resources to identify community-based organizations and BIPOC professional networks, re-entry programs, and other outlets to help in fostering relationships to aid in outreach for all library classes, and especially those currently not well-represented by BIPOC by or in FY 22, Quarter 2.

2 Retention and Promotion

SFPL will develop a strategic focus for and provide scaffolding, including formalized mentoring, to bring people of color from within its ranks into higher classifications. This includes developing a clear and intentional path for promotion and advancement. This work will also study the current COVID-19 deployment and continue to support and advocate for library DSWs.



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2.3.3 Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.

Indicators: **(a)** Compliance with applicable labor contract provisions, **(b)** Assessment of current process completed and improvements implemented

Implementation: **(a)** Conduct annual assessment of acting assignment and interim appointments to ensure staff are not working in these roles/assignments for extended periods without compensation in violation of applicable labor contracts by FY 21, Quarter 4; **(b)** by FY 22, Quarter 2 review current process for acting assignments that involves communicating with eligible staff about their interest in the assignment, conducting chats with interested employees, and assigning an employee to an acting assignment; and, **(c)** engage stakeholders and modify process as needed by FY 22, Quarter 3

3 Discipline and Separation

SFPL will analyze current discipline and separation data by race and develop action plans based on biases identified. SFPL will focus on developing relationships and empathy and will set a norm that all interactions and behaviors will be respectful and antiracist, including training for all managers on anti-racist discipline practices.



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3.1.1 Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

Indicators: **(a)** Assessment of HR's current disciplinary action tracking process completed; **(b)** trend analysis completed; **(c)** action plans developed to address any identified biases with key stakeholders; **(d)** schedule and structure established for periodic review of disciplinary actions

Implementation: **(a)** Review current disciplinary action tracking process by FY 22, Quarter 2; **(b)** complete trend analysis by FY 22, Quarter 3; **(c)** develop action plans to address any identified biases with key stakeholders by FY 22, Quarter 4; and, **(d)** establish a schedule and structure for periodic review of disciplinary actions by FY 22, Quarter 4

4 Diverse & Equitable Leadership

SFPL will be transparent about the make-up of its current leadership and look for ways to diversify the leaders within its ranks. SFPL will produce an annual report with information on the race of its leadership. Leadership will be continuously trained in anti-bias and anti-racist frameworks and leadership will provide employee engagement opportunities for staff to provide feedback.



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4.1.2 Commit to ongoing racial equity training and development for leadership.

Indicators: **(a)** DHR implicit bias training completed by Library's senior management team; **(b)** Annual training plans reflecting diversity, equity, and inclusion training for Library's senior management team developed and incorporated into annual PPAR; **(c)** # diversity, equity, and inclusion training completed by Library's senior management team

Implementation: **(a)** Assess current level of DHR implicit bias training and diversity, equity, and inclusion training completed by Library's senior management team by FY 21, Quarter 4; **(b)** review additional diversity, equity, and inclusion training opportunities for senior Library leadership by FY 22, Quarter 1, including recommendations from REC; and, **(c)** develop annual training plan for senior Library leadership reflecting implicit bias, and diversity, equity, and inclusion training, and incorporate training plans into annual PPAR requirements by FY 21, Quarter 4

5 Mobility & Professional Development

SFPL encourages all employees toward opportunities to move up within the ranks of the organization and will work to provide robust professional development opportunities for staff through, training and workshops, and opportunities to go to conferences. SFPL will track by race who is using training opportunities and inform staff of possibilities for learning and advancement through its annual PPAR process. SFPL is committed to honoring the whole worker.



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

Indicators: **(a)** List of conferences and attendees compiled; **(b)** Assessment of current processes complete; **(c)** Improvements to processes completed and communicated; **(d)** Discussion of conferences during PPAR process; **(e)** Increase in: number of first-time conference attendees, in requests for conference attendance, in attendance by non-librarian and non-management staff

Implementation: (a) Compile list of conferences and staff planned to attend conferences by FY 22, Quarter 2 if travel is permitted in COVID-19 environment for FY 22; (b) assess current process for staff to attend conferences and procedures for reimbursement by FY 22, Quarter 1; (c) implement improvements to processes including tracking all requests whether approved or denied; (d) Finance to update and communicate training materials on reimbursement process by FY 22, Quarter 3 ; (e) HR and committees to communicate process for staff to attend conferences and encourage supervisors to include discussion of conference attendance during PPAR process by FY 22, Quarter 4

6 Organizational Culture of Inclusion and Belonging



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

6.1.4 Regularly report to staff, board, and commissioners on RE Action Plan updates.

Indicators: **(a)** Ongoing reporting; **(b)** Annual report or presentation to library committees

Implementation: (a) FY21 Q3, Reinstitute presentations to functional work groups updating SFPL on committee work related to the REAP and encourage feedback. Present to: Library Commission, Management Team, Main Managers, Adult Services, Youth Services, etc.

7 Boards and Commissions



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Seats on the Library Commission will represent the community that the department serves. The commission will review its bylaws and SFPL policies and procedures with a racial equity lens to eliminate language that perpetuates implicit bias and track progress. SFPL will provide training for commissioners on anti-racist work and affirm its commitment with a resolution supporting race equity work at the library.

7.1.4 Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.

Indicators: **(a)** # of policies passed with RE lens; **(b)** Budget equity completed

Implementation: **(a)** Complete hiring of Library Commission Affairs Analyst and finalize SFPL REAP in FY 21, Quarter 2; **(b)** generate a tool to track policies passed with Racial Equity lens in FY 22, Quarter 2; **(c)** implement the Office of Racial Equity's budget equity tool in FY 21 with the FY 22 & 23 budget submission when tool is provided in concert with the Chief Financial Officer

Next Steps

- Review plan with Office of Racial Equity
- Complete edits based on feedback from Library Commission and ORE
- Formally submit plan by 12/31, 5pm



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Thank you for your continued support and encouragement