

Department of Records and Information Services

Mission and Commitment

The mission of the Department of Records and Information Services (DORIS) is to foster a more equitable civic life by preserving and providing access to the historical and contemporary records of New York City municipal government. To achieve this, the Department ensures that City records are properly maintained following professional library, archival and record management practices and makes materials available to diverse communities both online and in person.

DORIS is dedicated to fostering an environment that is equitable, diverse, and inclusive. DORIS is committed to ensuring access to its services for all individuals and to actively identifying, preventing, and eliminating barriers which may prevent access to its resources.

As stewards of historical and contemporary records of city government, DORIS has a unique responsibility to facilitate every New Yorker's access to records documenting government decisions and interactions. This also includes and encourages the agency to review how government actions may have caused harm to marginalized communities, fostering a sense of transparency and accountability.

As part of our commitment to racial equity, DORIS also has a responsibility to maintain a diverse workforce and, to this end, will continue outreach efforts to youth and young adults to guide them towards records management, library, archival, and conservation sciences programs, as well as provide paid internships to engage new audiences in the field. Through these actions, DORIS is dedicated to advancing racial equity, addressing historical harms, and ensuring that our city's records are accessible, inclusive, and reflective of all communities.

Racial Equity Goals

Short-Term

1. **Goal:** Analyze and leverage programming to highlight and uplift the histories of historically marginalized communities so that DORIS remains vigilant and aware of historical harm and community resilience
 - a. **Outcome:** By 2027, increase the percentage of programs and events that include content addressing subjects that have been historically overlooked to 25% of all programming.
 - b. **Strategies:**
 - Conduct a needs assessment to identify underrepresented histories in current programming

- Identify primary communities for outreach using data and collaborate with civic partners within target communities to tailor communication
- Develop a calendar of events to highlight themes of historical harm and resilience and evaluate impact of programming through feedback from community stakeholders to ensure continued relevance and inclusivity.

c. **Indicators:**

- Number of programming events connected to the library and archival collections
- Percent of programming events that reflect the histories of historically marginalized communities
- Percent of participants reporting increased awareness of DORIS collections and services

2. **Goal:** Expand access to our library and archival collections by increasing partnerships with community-based organizations in historically underserved neighborhoods in the city by 20%, so that all New Yorkers have the opportunity to readily learn and interact with the agency's services

a. **Outcome:** By 2027, increase partnerships with community-based organizations in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and/or historically underserved areas of the city as part of volunteer and programming outreach by 20%.

b. **Strategies:**

- Identify community-based organizations in historically underserved neighborhoods and develop partnership agreements that outline mutual goals and shared access to collections and services
- Co-create outreach programs tailored to local needs and interests and regularly assess partnership impact and adjust programming based on feedback from partner organizations

c. **Indicators:**

- Increase in number of new partnerships with community-based organizations in historically underserved neighborhoods
- Increase in number of New Yorkers in historically underserved neighborhoods participating in DORIS programming
- Increase in number of participants reporting awareness of DORIS collections and services

Medium-Term

1. **Goal:** Advance equity in information management, preservation, and access by developing and implementing targeted training for DORIS staff and records officers across city agencies biannually with greater than 90% participation
 - a. **Outcome:** By 2028, publish training resources for record officers across city agencies and ensure 100% of agency-wide and division-specific trainings are implemented.
 - b. **Strategies:**
 - Conduct gap analysis to identify staff knowledge of equity concepts in information management
 - Develop or source training modules on equity and anti-racism in library and archival practices
 - Develop collaborative framework for implementing this across records management, library, and archival teams
 - Evaluate training effectiveness through post-training surveys and regular staff feedback
 - c. **Indicators:**
 - Percent of required city employees who complete enhanced Online Records Management training
 - Percent of agency divisions that engage with specific trainings on equity
 - Number of accepted and standardized Subjects and Names added to the collection guides' site
 - Number of agency record retention schedules reviewed using a racial equity framework
2. **Goal:** Develop and implement tools and platforms to improve public access to our collections, focusing on reaching diverse, historically underrepresented communities, and involving them in identifying and describing figures in our digital records to deepen understanding of our shared history
 - a. **Outcome:** By 2028, increase events that engage communities of color in remediating online content and/or metadata associated with the collections of the Archives and Library by 25%.
 - b. **Strategies:**
 - Identify baseline data for accessibility in user-experience on digital platforms across the agency using Google analytics and census data

- Conduct user research to understand accessibility challenges faced by marginalized communities
- Research available technological solutions to language and broader accessibility barriers to collections
- Improve online platforms that showcase collections to expand user access and ease
- Deploy training to all staff on using accessibility equipment and software
- Host community information-gathering sessions around the tools so we can incorporate feedback

c. **Indicators:**

- Number of visits by users in TRIE neighborhoods and/or historically underserved communities
- Increased percent of public-facing staff trained to use tools and platforms
- Number of engagement sessions held to receive input from underrepresented communities

3. **Goal:** Leverage primary source materials from the Archives and Library to promote informed discussions on structural racism and racial equity, particularly for educators and students

a. **Outcome:** Empower students to have meaningful and informed conversations on structural racism and racial equity by expanding the showcasing of primary source content from our collections about historically underrepresented communities by 10% to bolster curricula used by the Department of Education and CUNY.

b. **Strategies:**

- Collaborate with NYC Public Schools and the City University of New York to identify curricula needs and select primary sources to integrate from the Archives and Library collections that highlight issues of structural racism and inequities
- Develop educator toolkits or support their development in partnership with volunteers, academic experts, and racial equity organizations
- Analyze data to identify primary communities for outreach and identify civic partners within the communities to tailor educational materials, such as blogs, or curriculum aids to content that addresses structural racism

c. **Indicators:**

- Number of NYCPS or CUNY curricula that incorporate content from the Municipal Library and/or Archives that reflect the City's diversity and/or can be used to facilitate discussions about inequities

- Number of educator toolkits developed by DORIS that speak to structural racism and inequities
 - Number of students and educators engaged in the agency's educational programs
 - Percent of students and educators engaged who are located in schools within TRIE neighborhoods
4. **Goal:** Implement equitable and inclusive recruitment practices to ensure DORIS addresses any underrepresentation of staff in certain roles within the agency through equitable recruitment and hiring practices for all vacancies
- a. **Outcome:** By 2028, ensure 100% of open positions have an actionable recruitment plan to increase applications from individuals from underrepresented communities and provide a representative applicant pool.
 - b. **Strategies:**
 - Conduct a review of the current workforce to identify any disparities, disaggregated by demographic information
 - Develop internship and fellowship programs in library and archival professions
 - Partner with local schools, colleges, and professional organizations to promote careers in these fields
 - c. **Indicators:**
 - Demographics of workforce, new staff, and applicants⁶⁵
 - Number of new partnerships developed to foster recruitment pipelines
 - Number of outreach and recruitment events aimed at students from underrepresented communities
 - Number of community members engaged at job fairs and presentations.

Long-Term

1. **Goal:** Implement pay equity analysis to address traditional racial disparities and occupational segregation in library, archives, and record management positions so that all work is valued
- a. **Outcome:** By 2034, develop an assessment to determine pay equity across DORIS and ensure 100% of full-time staff meet internal pay equity standards.
 - b. **Strategies:**

⁶⁵ For informational and communication purposes only.

- Conduct a comprehensive review of pay to identify disparities based on race and position analyzing compensation against the True Cost of Living (TCOL) standard published by the NYC
- Analyze city salaries and industry pay practices to develop a framework for implementing an equitable pay structure across job titles and functions, including records titles across all city agencies
- Develop and implement a policy to regularly review and adjust pay to maintain equity⁶⁶

c. **Indicators:**

- Percent of salaries that pass pay equity assessment and TCOL measure
- Percent change in compensation differences over time, across demographic groups, referencing average pay by title, disaggregated by race, gender, and ethnicity
- Percent of staff salaries reviewed against and meeting internal pay equity standards

2. **Goal:** Identify and address any occupational segregation in the Records Officer titles within the agency's workforce so employees of color are not underutilized in comparison to their representation in the profession.

a. **Outcome:** By 2034, eliminate under-representation in 100% of job category titles using the guidance of the Mayor's Office of Equity & Racial Justice.

b. **Strategies:**

- Analyze the demographics of current staff by job category titles
- Provide professional development, training, and mentorship programs to support employees in advancing to these positions and leadership roles
- Analyze hiring, promotion and retention trends in Record Officer titles to identify any barriers
- Work with organizations who offer job placement for underserved communities

c. **Indicators:**

- Percent of agency employees participating in mentorship opportunities
- Underutilization data for library, archives, records management positions (specifically management specialist job titles)

⁶⁶ Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 424 for further information.

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.

Spotlight Wins

- The agency successfully developed and began implementing the first phase of the plan to address gaps in collection descriptions through the *In Her Own Name* project. This initiative aims to update metadata for women in the digital collections who are identified only by their husband's name or title. As a starting point, we have earmarked hundreds of images of women from diverse racial and ethnic backgrounds to be identified through research conducted by volunteers at agency-hosted events. The agency is also developing a similar initiative focused on identifying individuals in images from the David Dinkins Administration.
- The agency has developed several curriculum aids that leverage the rich collections of the Archives and Library. These resources are designed to support K-12 educators by deepening students' understanding of key topics and themes, all while engaging them with primary sources unique to our institution. Our latest educational toolkits cover a range of compelling subjects, including [Community Activism in NYC's Chinatown](#), [LGBTQ Activism in 1970s and 1980s NYC](#), [Asian Americans' Academic Experiences](#), and the [Electrification of NYC](#). Each toolkit includes primary source materials, background information, discussion questions, and activities tailored to enrich classroom instruction. With the assistance of volunteers, the agency is working to identify more underrepresented stories of diverse communities to be explored using the collections of the Archives and Library. Additionally, the agency offers free educational programming to local schools and prioritizes schools in TRIE neighborhoods for outreach.