

Vision 2030

San Francisco Public Library Strategic Plan: 2024-2030



San Francisco Public Library



SFPL 書站

LA PARADA DEL LIBRO

Young boy perusing titles at the ribbon cutting event for the new SFPL Book Stop located in the resident lounge of the Hunters View public housing complex.

Table of Contents

Introduction	05
Vision, Mission & Values	23
Strategic Priorities	31
Organizational Shifts	75
Looking Forward	91

Complementary materials found in separate Vision 2030 Insights & Appendix



Introduction

On July 28, 2023, SFPL staff celebrated the milestone of reaching 12 million annual circulation, surpassing pre-pandemic levels.

A New Chapter for San Francisco Public Library



Dear San Francisco,

As we turn the page on the first quarter of the 21st century, San Francisco Public Library (SFPL) embarks on a pivotal transition in our organization's history. This important milestone marks the introduction of a new mission and strategic framework. Founded in 1879, SFPL is one of the longest continuously running institutions in San Francisco with a successful track record of providing access to robust collections and highly trained and skilled staff. SFPL's mission statement was last revised in 1996, when we celebrated the opening of the new Main Library. Since then, the Library has witnessed extraordinary growth in utilization, patronage and innovation in how our patrons consume information and engage with a full range of library services. In recent years, as one of the highest-rated city departments in San Francisco, SFPL has expanded services to address a more complex and dynamic environment with ever-evolving demands on our trusted institution.

With the twenty-five-year renewal of the Library Preservation Fund by San Francisco residents in November 2022, the Library aspires to be essential stewards of the community's resources and is well positioned to continue delivering a high level of service in meeting some of our community's most pressing needs for generations to come. This new strategic plan represents the culmination of a year-long effort to capture the aspirations of the community and engage every segment of the Library's workforce and will guide the direction of SFPL's service delivery for the remainder of this decade and beyond.

To inform our new strategic plan, SFPL worked closely with a team of strategy and industry experts to conduct hundreds of hours of in-depth community and staff engagement sessions. We solicited feedback from a diverse range of San Francisco residents and stakeholders—prioritizing high-need communities in our approach—by conducting surveys and focus groups in every supervisorial district and at each of our 28 physical locations. This community input shaped our vision and every facet of our updated strategic priorities.

Through this extensive collaboration, we have designed our mission to better reflect the myriad opportunities to meet our residents' needs for library programs and services. San Francisco Public Library endeavors to connect our diverse communities to learning, opportunities and each other as we support a democratic, equitable and vibrant San Francisco. Moreover, we are embracing a new set of core values and strategic priorities aimed at enhancing our services to better meet the changing needs of our community.

This plan will act as a living document which will help us bring future service initiatives to reality, improve the quality of life for all San Francisco residents and maintain SFPL's position as an industry-leading urban library. While this document lays out our roadmap for the future, it is flexible and will evolve as the needs of our community change and new opportunities arise. This plan will guide all decision-making and resource allocation, as our staff adopt new models of service to operationalize our strategic priorities and fulfill our mission.

With the completion of our strategic planning process and the approval of this plan by our San Francisco Public Library Commission, I welcome our residents, community leaders, and staff to embrace this moment and participate in the exciting next chapter of our beloved institution. I look forward to ushering in the future of the mighty San Francisco Public Library in partnership with all of you. Thank you San Francisco for your continued patronage and stalwart support of our library system.

In community,

Michael Lambert

City Librarian

San Francisco Public Library

March 21, 2024

The Charge

At the project's outset, the Strategic Planning Team used the following guidelines to inform their approach.



Strategic Planning All-Staff Workshop

Take a Bold Approach

Expand the definition of what a library can be, building on SFPL's position as a leader and innovator in the field.

Embody Our Aspirations

Be demonstrative of the future we envision for SFPL in the planning process.

Center Communities

Within the planning process, reach every segment of SF's resident population through a thoughtful community engagement process.

Empower Staff

Collaborate with SFPL employees on core components of the plan, in the process seeding skills and beliefs needed to bring the plan to life.

Who Participated

To inform the future of the Library, the Strategic Planning Team worked with four core groups, informing and guiding the plan's development in various capacities.

PARTNERS

13 Interviews with City of San Francisco

- City Administrator
- Dept. of Aging and Adult Services
- Dept. of Child Support Services
- Dept. of Children, Youth and Their Families
- Dept. of Early Childhood
- Dept. of Homelessness and Supportive Housing
- Dept. of Public Health: Office of Health Equity
- Human Rights Commission
- Human Services Agency
- Mayor's Office of Housing and Community Development
- Planning Dept.
- Recreation and Parks Dept.
- San Francisco Unified School District

11 CBOs and Partner Organizations Consulted



STAFF



5 Strategic Planning Workshops with **32** Staff Ambassadors

Sessions included staff from across all parts of the organization and these meetings enabled co-creation of core elements of the plan with an emphasis on developing the new values.

15 Staff Meetings & Workshops
Various internal groups ranging in scale from 15 to 300+ people in all staff meetings.

460 Completed Staff Surveys

5 Subject Matter Experts Staff Work Sessions on Strategic Priorities

LEADERSHIP

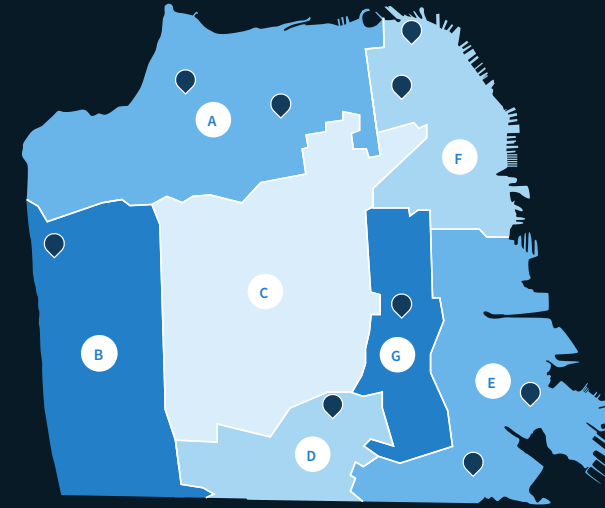
32 Working Group Meetings

9 Steering Committee Meetings

5 Management Team Meetings

7 Commissioner Interviews **5** Commission Presentations

COMMUNITY



9 Branch Tours

Tours and conversations with staff at each branch around specific community needs and opportunities.



2,283 Branch User Intercept Surveys

In 5 different languages (English, Chinese, Spanish, Russian and Tagalog) at all 27 branches and the Main library during open hours, varying days of the week and time of day.



19* Community Focus Groups

Included people who live in all 11 districts as well as priority populations. Worked with the Philip Randolph Institute, Chinatown Community Development Center and the Youth Arts Exchange to support recruitment from priority populations:

- Teens
- Residents with Disabilities
- Chinese Speakers
- Filipinos
- Spanish Speakers
- Parents
- Elders
- Black/African American Residents



* Additional informal focus group conducted with Council of Neighborhood Libraries. The Council of Neighborhood Libraries promotes dialogue among and between Branch Libraries, San Francisco neighborhoods and library and city decision-makers.

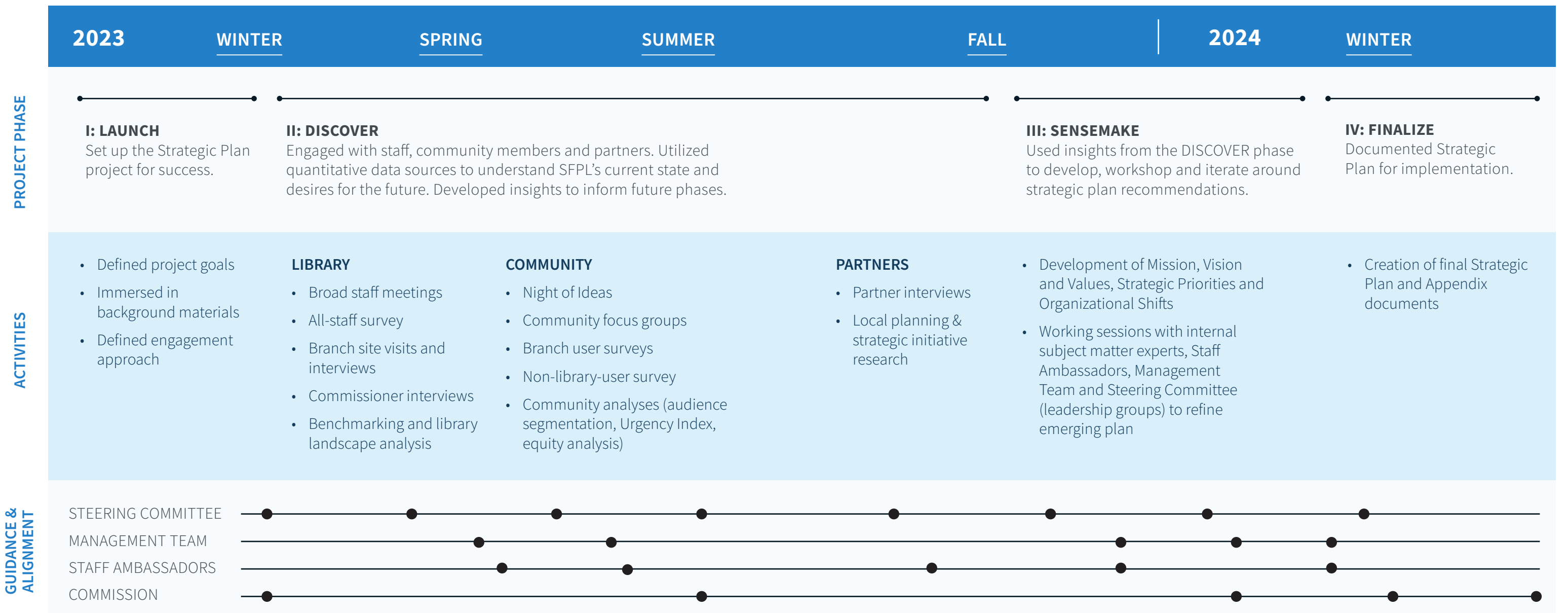
604 Non-Library-User Survey Responses

Utilized data from the 2023 City Survey which had a total of 2,530 total respondents and 604 non-library-user respondents.



Planning Process

Throughout 2023, the Strategic Planning Team conducted the following four phases of work with the guidance of the Steering Committee, Management Team, Staff Ambassadors and the SFPL Commission.



Community and Staff-Driven Process

The strategic planning process comprised many opportunities to collect input and feedback from staff members and the broader community.



Participants in the May All-Staff Workshop share their hopes for the future of San Francisco and the Library.



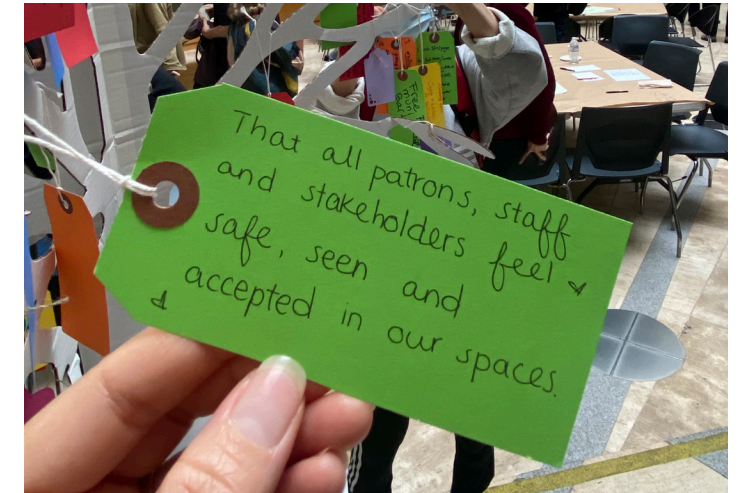
Post-it notes written by library staff members capture their favorite things about living in San Francisco.



Community members share some of the Library's challenges and what they believe all people should have access to during the March 2023 Night of Ideas.



Staff Ambassadors share their experiences using the draft strategic plan to prioritize and design future initiatives.



A desire for the future shared at the September 2023 All-Staff Workshop.



Community members craft the future of the city and SFPL narratives during the March 2023 Night of Ideas.

Acknowledgments

The San Francisco Public Library would like to thank everyone who contributed to and supported the development of this plan.

Staff Ambassadors, for helping the Strategic Planning Team understand SFPL’s strengths and opportunities, co-creating specific plan elements and providing essential feedback and guidance:

Alice Chan	Jaime Wong	Maria Mastrokyriakos
Ana Elisa de Campos Salles	Jamilla Hyatt	Maricela Leon-Barrera
Chazorae Savattere	Jeremy Jacinto	Mel Reyes
Christina Moretta	Jimmy Tran	Nick Ott
Cristina Mitra	Joanna Arteaga La Spina	Rachel Fiege
D’Arion Curry-Matthews	Khanh Lu	Sam Genovese
Eun Lee	Leni Matthews	Shirley Yoshida
George Tran	Lia Ryland	Stephon Carson
Guillvin Magno	Luis Francisco Cardona	William Alvites
Hai-Qing Chen	Lyman Villaraza	William Ching
Ileana Pulu	Marciel Gamiño-Murphy	

The following Community Organizations, for their help in recruiting diverse groups of community members to speak with as part of the focus groups:

Eryn Kimura and Shakirah Simley at Booker T. Washington Community Service Center	Raffaella Falchi Macias at Youth Arts Exchange
Jackie Flin and Kurt Grimes at A. Philip Randolph Institute	Sandy Jiang and Malcolm Yeung at Chinatown Community Development Center

SFPL Commissioners:

Connie Wolf, President
Pete Huang, Vice-President and Strategic Planning Steering Committee Member
Jarie Bolander
Dr. Mary J. Lomax-Ghirarduzzi
Dr. Eurania López
Susan Mall
Teresa Ono

The following City partners for their expertise and thought leadership:

City Administrator
Dept. of Aging and Adult Services
Dept. of Child Support Services
Dept. of Children, Youth and Their Families
Dept. of Early Childhood
Dept. of Homelessness and Supportive Housing
Dept. of Public Health: Office of Health Equity
Human Rights Commission
Human Services Agency
Mayor’s Office of Housing and Community Development
Planning Dept.
Recreation and Parks Dept.
San Francisco Unified School District

The following organizations for their support and advocacy:

Council of Neighborhood Libraries
Friends of The San Francisco Public Library

SFPL Strategic Planning Staff (Working Group and Management Team) :

Christy Estrovitz, Assistant Chief of Branches
Dolly Goyal, Chief of Public Services
Graham Galloway, Strategy Analyst
Jason Blandon, Acting Chief Information Officer
John Cunha, Facilities Director
Kate Patterson, Director of Communications
Katrin Reimuller, Assistant Chief of Main
Lori Regler, Director of Human Resources
Margot Shaub, Commission Affairs Analyst
Maureen Singleton, Chief Operating Officer
Meiyi Ouyang, Principal Human Resources Analyst
Michael Lambert, City Librarian
Michelle Jeffers, Chief of Community Programs and Partnerships
Mike Fernandez, Chief Financial Officer
Naomi Jelks, Racial Equity Manager
Randle McClure, Chief Analytics Officer
Rebecca Alcala-Veraflor, Chief of Branches
Shellie Cocking, Chief of Collections and Technical Services

2024 San Francisco Public Library Strategic plan developed in coordination with:

Gensler
Margaret Sullivan Studio
Contigo Communications
Corey, Canapary & Galanis Research
Harmonic Design

**Our Vision,
Mission
and Values
will guide
everything
we do.**

Vision

A democratic, equitable
and vibrant San
Francisco for everyone

Mission

Connect our diverse
communities to learning,
opportunities and each other

Values

Well-being • Community • Equity
Collaboration • Exploration

Plan Organization

Strategic Priorities are the roles we will embody to best serve the community in alignment with our Vision, Mission and Values.

Organizational Shifts are how we will evolve internally to realize our Strategic Plan.

Strategic Priorities



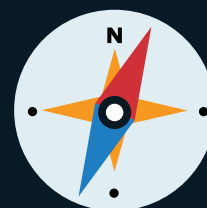
Literacy Champion



Cultural Amplifier



Community Catalyzer



Thoughtful Navigator



Resource Provider

Organizational Shifts

Promote Well-being and Safety

Prioritize the Community

Adopt a Growth Mindset

Embrace Collaboration

Proactively Connect

Infuse the Spirit of SF





Vision, Mission & Values

Trans Leadership & Caring Futures panel at the 2023 Night of Ideas featuring Marcel Pardo Ariza, artist; Honey Mahogany, SF Democratic Club & Transgender District; Anjali Rimi, Parivar Bay Area; Nicole Santamaria, El/La Para Trans Latinas and Pau Crego, former executive director of the Office of Transgender Initiatives.

Vision

Our aspiration for the future of San Francisco and desired community outcomes resulting from our efforts.



Danza Azteca Xitlalli-Xolotl troupe members link arms with community members and staff of the San Francisco Public Library and Department of Public Works to celebrate the groundbreaking for the Mission Branch Library renovation.

We strive for a city governed “by the people, for the people.” This requires a robust civil society and people having the tools they need to make informed decisions

Speaks to our hope for a city where all groups have access to the resources and opportunities necessary for improving the quality of their lives

A democratic, equitable and vibrant San Francisco for everyone

Captures the energy and diversity (of experience, inhabitants, etc.) we envision for San Francisco

We envision that every single individual in San Francisco feels welcomed, included and appreciated

Mission

What we will do to achieve our Vision.

It represents the purpose of the organization based on our role in the community.



SFPL celebrates the 2023 graduates of the Career Online High School program with a ceremony and reception at the Main Library.

Captures the active role SFPL plays in people's lives

References our focus on our communities, while recognizing the spectrum of needs. "Our" speaks to a familiarity that only comes from deep immersion

Connect our diverse communities to learning, opportunities and each other

Identifies the outcomes we strive to generate to reach our overarching goal of enriching lives:

- *Learning: the active state of acquiring knowledge (literacy, classes, skill-building and providing access to information and resources)*
- *Opportunities (giving people the tools to realize their goals)*
- *Each other (speaks to our increased emphasis on enabling moments of connection and relationship building)*

Values

What guides our behavior and beliefs within our organization and towards the communities we serve.



PEN America hosts its first-ever Freedom to Learn Student Summit for high school students in Northern California at the Mix at Main. This unique day of thematic workshops and activities led by PEN America student leaders and staff, help equip students with the knowledge and skills necessary to combat book banning and educational censorship to preserve the freedoms to read and learn in their schools, libraries and communities across the region and beyond.

WELL-BEING

We prioritize well-being by creating a safe, respectful and supportive environment.

- Communicates that commitment to patron and staff safety is a top priority
- Well-being was rated the #1 personal value in an all-staff survey
- This value addresses the community's need to feel physically and psychologically safe while at the Library, and the Library's role in providing access to the resources needed to support overall well-being

EQUITY

We advance equity by providing access to free, high-quality resources and impactful opportunities.

Evolves the previous SFPL value of 'Access'

Inspired by a common request to communicate SFPL's commitment to excellence as a distinguishing factor

COMMUNITY

We strengthen our communities when we come together to engage, inspire, celebrate and learn from each other.

- Highlights SFPL's belief in the importance of actively immersing itself and participating in its communities
- Applies to both the communities SFPL serves and the communities that make up SFPL's staff

COLLABORATION

We embrace diverse perspectives through thoughtful collaboration.

Intentionally invites more perspectives in the organization to be a necessary part of future decision-making

Reinforces SFPL's commitment to collaboration both within and outside of the organization as an essential component of collective impact

EXPLORATION

We inspire all to harness the power of learning and discovery, wherever imaginations and curiosities lead.

Acknowledges the Library's traditional and vital role as a learning institution

Focuses on the process of discovery that SFPL champions over outcomes



Strategic Priorities

The Main Children's Center brought the community together for a special storytime, book giveaway, bubble-making, a clown performance and more at the April 2022 Family Fun Day on the Fulton Street steps.

Strategic Priorities

Our strategic priorities are based on community feedback and offer five specific roles SFPL will embody to best serve the community.

Overview:

Programs and services can *and should* fall into more than one category, with SFPL providing multiple benefits to the community through all our offerings.

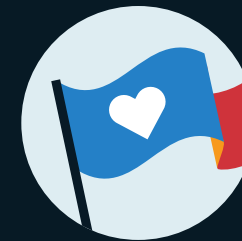
Each Strategic Priority includes:

- A definition of the priority and its community benefit.
- Specific strategies we'll use to provide the intended benefits. For each strategy, we've identified the associated community needs, relevant current offerings and the desired outcomes (a starting point for evaluating our progress in executing the Strategic Plan). More details on the community needs can be found in the Strategic Plan Appendix document.
- Two to three Featured Initiatives. These represent future projects SFPL is committing to pursue in alignment with each Strategic Priority.



Literacy Champion

Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.



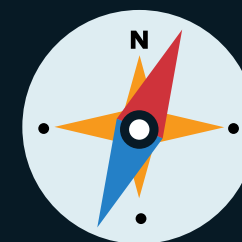
Cultural Amplifier

Facilitate cultural experiences that celebrate and deepen understanding of the diverse communities of San Francisco.



Community Catalyzer

Foster experiences both within and beyond the Library that create and strengthen social connections.



Thoughtful Navigator

Serve as a caring and knowledgeable gateway, helping people find and use library, community and city resources to realize their goals.



Resource Provider

Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.



Literacy Champion

Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.

“The homework center to help parents and kids out is needed. Parents don’t always know how to help their kids, and they might run out of patience...so that is a huge help for parents.”

SPANISH-SPEAKERS FOCUS GROUP
(TRANSLATED)

“There are members of our community with limited English who would feel more welcomed at the library if things were run in a language they are fluent in.”

SOUTH CENTRAL FOCUS GROUP
(MISSION DISTRICT)



SFPL free book giveaway at SFUSD Enrollment Fair



Literacy Champion Strategies

Strategy 1

Expand the impact and scope of current core literacy programs to support reading and writing skill development for all ages.

CURRENT OFFERINGS

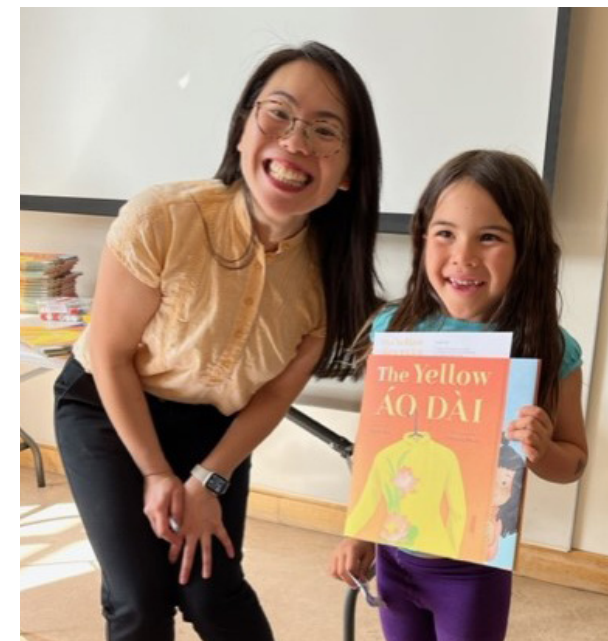
- Storytime
- Every Child Ready to Read
- Youth Bookmobile
- The Bridge
- Scholars@Home
- Home library development
- FOG Readers
- Project Read
- Career Online High School (COHS)
- English Language Learners
- Book giveaways

COMMUNITY NEEDS

- High-quality educational opportunities for all
- Literacy aid for all, especially young children
- English-language education for non-native English speakers

OUTCOMES

- All kindergarteners are ready to read
- All students are reading at grade level by 3rd grade
- Improved basic literacy skills for adults



Illustrator Minnie Phan toured branch libraries during her 2022 Summer Stride campaign.

Strategy 2

Bridge education gaps and minimize learning loss through expanding out-of-school-time learning opportunities, including homework support.

CURRENT OFFERINGS

- Summer Stride
- Scholar Library Card
- The Mix (teen space at The Main)
- College and Career Workshops
- STEM Challenge
- In-Person Homework Help
- Brainfuse - Live on-on-one Online Homework Help

COMMUNITY NEEDS

- Homework help
- Extra student support

OUTCOMES

- Educational (in alignment with SFUSD PK-12 Core Curriculum) and emotional, social, thinking and learning developmental milestones reached by more students



Literacy Champion Strategies

Strategy 3

Expand and optimize content types and instructional format to support all 21st century literacies, including media, digital, financial and civic.

CURRENT OFFERINGS

- Connect with Tech Week
- Work It Program
- Financial literacy programming
- Digital literacy programming

COMMUNITY NEEDS

- High-quality educational opportunities for adults
- Digital skills support
- Educational instruction and resources in their primary language
- Help with life skills, including personal finance and career navigation

OUTCOMES

- Better navigation of government, institutional and financial systems by individuals

Strategy 4

Support the development of the skills and behaviors required to participate effectively in civic life, including staying informed, understanding government processes and exercising rights of citizenship and intellectual freedom.

CURRENT OFFERINGS

- San Francisco Ballot Proposition Database
- Voter Information Pamphlets and Ballots

COMMUNITY NEEDS

- Places to support civic activities and engagement
- Help understanding governmental systems

OUTCOMES

- Residents engaged in civic activities
- Higher voter turnout



Graduates from the Bridge at Main's Computer Basics Class.



Literacy Champion Featured Initiatives

Enhanced School Literacy Readiness

Partner with the San Francisco Unified School District, Department of Early Childhood and Department of Children, Youth and Their Families to ensure that San Francisco children are meeting literacy milestones with an emphasis on kindergarten readiness and grade-level reading by the end of third grade.

Implementation: Phase 2



Connected Learning Hubs

Dedicate a minimum level of programming for connected learning at all locations for school-aged youth during out-of-school-time to integrate their personal interests with access to pro-social activities, academic support and enrichment while supporting emotional and social well-being.

Implementation: Phase 2



Implementation Key:

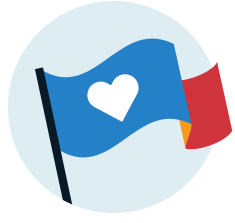
Phase 1 Phase 2 Phase 3



- Dark orange indicates timing of kick off
- Light orange indicates continued activity



A future where high-quality math tutoring is available at connected learning hubs across all branches.
Illustration: Margaret Sullivan Studio



Cultural Amplifier

Facilitate cultural experiences that celebrate, center and deepen understanding of the diverse communities of San Francisco.

“San Francisco doesn’t [celebrate/acknowledge Black culture] well. It’s limited to a specific floor on a specific month. This library [Bayview], especially back in the day, had at least a Black space. It should be much more present.”

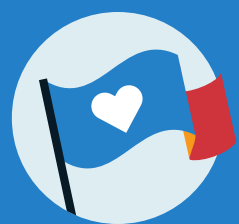
SOUTHEAST FOCUS GROUP (BAYVIEW, HUNTERS POINT, POTRERO, DOG PATCH, VISITACION VALLEY)

“I think understanding the culture and how we view the world is important.”

SPANISH-SPEAKERS FOCUS GROUP (TRANSLATED)



Grammy and Emmy-award-winner Lucky Diaz performs a family concert at SFPL's Tricycle Music Fest



Cultural Amplifier Strategies

Strategy 1

Develop offerings and experiences at the Library that facilitate cultural exchanges to deepen our understanding of ourselves and each other.

CURRENT OFFERINGS

- Biennial International Filipino-American Book Festival
- More than a Month
- SF Pride
- Exhibits and exhibitions
- Genealogical research through the General Collections & Humanities Center
- Drag Laureate
- Poet Laureate
- Culture and heritage celebrations

COMMUNITY NEEDS

- Ways to learn and share diverse cultural histories, especially those which have been historically misrepresented or erased

OUTCOMES

- Local artists, presenters and performers are given a showcase for their work.
- Heightened visibility, appreciation and empathy for San Francisco's diverse cultural identities



Kenneth Green, Jr. at the opening of Toward a Black Aesthetic: Kenneth P. Green, Sr.'s Photographs of the 1960s and 70s, which celebrates the work of the Oakland Tribune's first Black photographer.

Strategy 2

Connect people to diverse arts and culture experiences across San Francisco.

CURRENT OFFERINGS

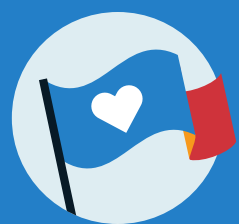
- Discover & Go
- Night of Ideas
- Artist in Residence programs
- San Francisco Civic Art Collection
- Exhibits and exhibitions

COMMUNITY NEEDS

- Low-cost/free exposure and access to arts and cultural events
- Low-cost/free access to materials, instruction, equipment and spaces for creative expression and storytelling
- Ways to learn and share diverse cultural histories, especially those which have been historically misrepresented or erased

OUTCOMES

- Equitable exposure to arts and culture
- More public engagement in arts and culture citywide
- Heightened visibility, appreciation and empathy for San Francisco's diverse cultural identities



Cultural Amplifier Strategies

Strategy 3

Enable creators with the tools, materials and knowledge to explore creative passions.

CURRENT OFFERINGS

- Arts and crafts programming across branches
- The Mix (teen space at The Main)

COMMUNITY NEEDS

- Low-cost/free access to materials, instruction, equipment and spaces for creative expression and storytelling

OUTCOMES

- Hobbyists have equitable access to creative opportunities
- Self-discovery of creative interests

Strategy 4

Provide creative professionals with paid opportunities and new audiences for their work.

CURRENT OFFERINGS

- Night of Ideas
- Artist in Residence programs
- Laureate programs
- Native American Film Festival
- Bay Beats
- Rotating art exhibits
- Film screenings
- Author events
- Fulton Street activation projects

COMMUNITY NEEDS

- Fair compensation opportunities for artists and creatives

OUTCOMES

- Professionals have equitable access to creative opportunities
- Stronger creative economy



Flying Angels Chinese Dance Company, which regularly performs at branch open houses and during Lunar New Year events.



Cultural Amplifier Featured Initiatives

Enhanced Affinity Center Efforts

Create a dedicated Latinx Affinity Center at Main and expand SFPL's partnerships with local Native and Indigenous centered organizations to build greater connections with our Latinx and Native communities and enhanced cultural awareness among residents. Build upon current Affinity Center efforts to engage in collaborative, systemwide efforts and ensure programs and outreach are accessible in all communities.

Implementation: Phase 2



Expanded Cultural Exhibits

Expand partnerships with local artists and arts nonprofits to support exhibitions that uplift local talent and celebrate the cultural diversity of San Francisco, its neighborhoods and residents.

Implementation: Phase 2



Community Storytelling and Local History Initiatives

Host varied opportunities where community members can record and share stories about themselves, their families and their communities to embrace local history and celebrate our distinct communities. Library staff will support patrons in learning successful techniques of interviewing and in the production of oral histories.

Implementation: Phase 3



Implementation Key:

Phase 1 Phase 2 Phase 3



- Dark orange indicates timing of kick off
- Light orange indicates continued activity



A future where community members record and tell their stories at the Library. Illustration: Margaret Sullivan Studio



Community Catalyzer

Foster experiences both within and beyond the Library that create and strengthen social connections.

“I want activities to enable easy community interaction and socialization. Our communities are too solitary; people need to meet each other and help each other.”

BRANCH USER SURVEY

“I loved the adult craft projects. I remember sitting in this room and just being with different people. It was really fun, and it gave me a sense of community.”

SOUTH FOCUS GROUP (EXCELSIOR, OCEAN VIEW, OUTER MISSION, INGLESIDE)



2023 Summer Stride Artist, Author and Illustrator K-Fai Steele gives a live demonstration at the SFPL Children's Center



Community Catalyzer Strategies

Strategy 1

Offer experiences that bridge generations, rooted in shared interests and passions.

CURRENT OFFERINGS

- Intergenerational computer literacy programs
- YELL - Paid Teen Interns

COMMUNITY NEEDS

- Activities and opportunities for older adults to socialize
- Opportunities to meet new people, socialize and learn from peers and neighbors
- Meet people with differing perspectives

OUTCOMES

- Stronger social connections, especially across generations and socioeconomic backgrounds
- Enhanced community health and well-being

Strategy 2

Provide off-site services to reach priority, high-urgency audiences who don't typically use the Library.

CURRENT OFFERINGS

- Bookmobiles
- Book kiosks (Treasure Island, Hunters View, etc.)
- Mobile programming and outreach
- Jail and Reentry Services (JARS)

COMMUNITY NEEDS

- More accessible library services

OUTCOMES

- New audiences benefit from library spaces and services



Story Walk with children's book author Shawn Harris.



Community Catalyzer Strategies

Strategy 3

Foster shared experiences that facilitate new relationships and expertise-sharing between community members.

CURRENT OFFERINGS

- One City One Book: San Francisco Reads
- Night of Ideas
- Branch Open Houses

COMMUNITY NEEDS

- Ways to meet new people
- Guidance and information from neighbors with experience
- Reasons to leave the house (without spending money)

OUTCOMES

- Increased sense of belonging
- Enhanced community health and well-being
- Stronger social connections



Participants in the Youth Engaged in Library Leadership (YELL) visit artist Windy Chien's studio.



Community Catalyzer Featured Initiatives

Enhanced Intergenerational Programming

Host more intergenerational programs at branches and off-site community spaces to foster greater understanding, support lifelong learning for older adults and seniors and help overcome feelings of loneliness and social isolation.

Implementation: Phase 1



Outdoor Space Activation

Optimize SFPL's outdoor spaces – including the Fulton Street plaza outside the Main Library – with community displays and events to enhance quality of life in the neighborhood, support pro-social activities and foster connection and community. Events could include live music, summer programming for families and Bay Beats.

Implementation: Phase 3



Implementation Key:

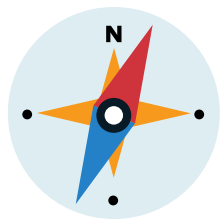
Phase 1 Phase 2 Phase 3



- Dark orange indicates timing of kick off
- Light orange indicates continued activity



*A future where people of all ages connect over their love of gardening in an outdoor space adjacent to one of the branches.
Illustration: Margaret Sullivan Studio*



Thoughtful Navigator

Serve as a caring and knowledgeable gateway, helping people find and use library, community and city resources to realize their goals.

“For people new to San Francisco, new to America, the library should always be...someplace that you can go to get some resources.”

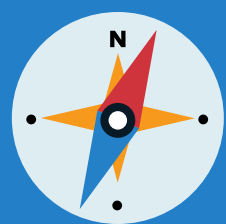
*SOUTHWEST FOCUS GROUP
(BAYVIEW, HUNTERS POINT, POTRERO,
DOG PATCH, VISITACION VALLEY)*

“I would like the research librarians to be people you can go to for really strong referrals to social services.”

*NORTHEAST FOCUS GROUP
(CHINATOWN, FINANCIAL DISTRICT, RUSSIAN
HILL, TENDERLOIN AND SOUTH OF MARKET)*



Outreach event at La Fénix affordable housing complex in the Mission where patrons were outfitted with refurbished laptops.



Thoughtful Navigator Strategies

Strategy 1

Guide immigrants and high-need residents towards vital services and comprehensive support networks, taking a tailored approach based on specific needs.

CURRENT OFFERINGS

- Lawyers in the Library
- Health and Safety Associates (HASA)
- Jail and Reentry Services (JARS)

COMMUNITY NEEDS

- Assistance utilizing social services, healthcare and education systems
- Customized resource recommendations based on needs and cultural background
- Resources and outreach in native languages

OUTCOMES

- A sense of welcoming and support, especially for newcomers and immigrants
- Essential resources accessed and utilized by residents
- Higher quality of life

Strategy 2

Take a warm approach to orient newcomers to the neighborhood and branch, fostering a sense of belonging.

CURRENT OFFERINGS

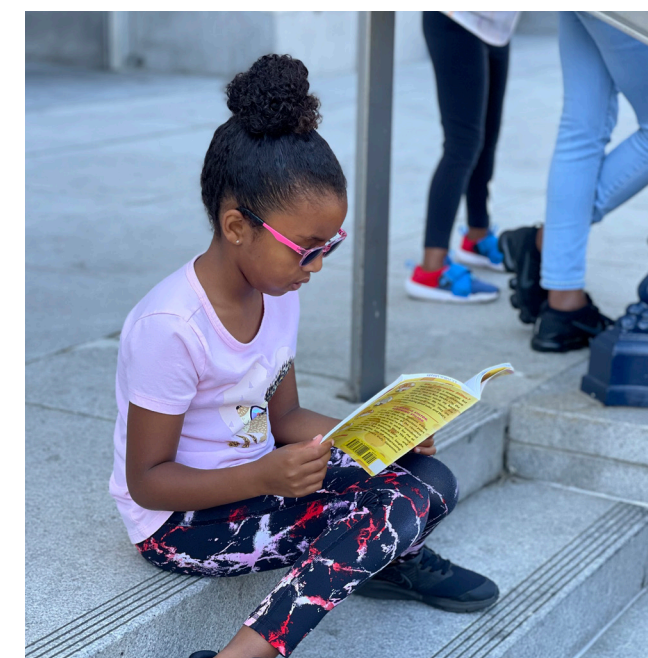
- Branch Open Houses

COMMUNITY NEEDS

- Help navigating a new neighborhood
- A sense of belonging and connection in a new city
- Ways to find local communities within a new city

OUTCOMES

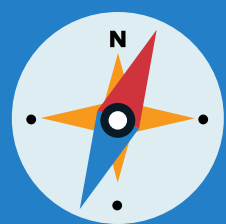
- A sense of welcoming and support, especially for newcomers and immigrants
- Essential resources accessed and utilized by residents
- Personal connections between patrons and library staff



Family Fun Day on Fulton St.



Mission Branch staff participate in the Sunday Streets event on Valencia Street.



Thoughtful Navigator Strategies

Strategy 3

Support the whole family's well-being by offering a centralized, approachable starting point to address intertwined needs (e.g., navigating a career switch while caring for small children).

CURRENT OFFERINGS

- Big San Francisco Play Date
- Community Baby Shower
- Fisher Children's Center
- Learning Differences Resource Collection
- The Bridge
- FOG Readers
- Project READ

COMMUNITY NEEDS

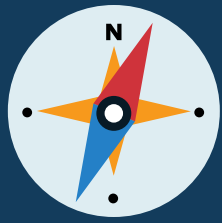
- Support and guidance for the whole family
- Childcare solutions to make classes for parents accessible (e.g. simultaneous youth and adult programming/classes)

OUTCOMES

- Strong support networks for parents and caregivers
- Enable whole family achievement



Librarian Xima Avalos leads a group of promotoras through the Main Library. With support from the Friends of the San Francisco Public Library and in partnership with Mission Graduates, the Library is piloting a new outreach strategy based on the community-based health model of using trusted leaders ("promotoras") to share information among their peers.



Thoughtful Navigator Featured Initiatives

Gateway to SF Pathways to Citizenship Initiative

Partner with the SF Office of Civic Engagement and Immigrant Affairs (OCEIA) to provide robust support, services and programs for immigrants, refugees and their families in a safe and welcoming environment.

Implementation: Phase 2



Promotora Outreach Program

Partner with local community organizations to recruit community-based “Promotoras” – or ambassadors – to help further engage Latinx, Black/African American, Arabic-speakers, recent immigrants from China and low-income residents and connect them with library resources.

Implementation: Phase 1



Implementation Key:

Phase 1 Phase 2 Phase 3



- Dark orange indicates timing of kick off
- Light orange indicates continued activity



A future where immigrants can access support and resources at the Library. Illustration: Margaret Sullivan Studio



Resource Provider

Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.

“When you walk into a library (ideally) it gives me confidence. When it provides all of these things, more than we ever thought that they will. It’s my place to go. I belong. I have reason to be here. I can get what I need. I don’t have to go to 10 different places. I can learn how to cook here. I can visualize. I can learn culture here.”

ELDER FOCUS GROUP

“I like the instrument class idea. My son wants to learn the guitar right now, and it is really hard to provide that on a low-income.”

SPANISH SPEAKERS FOCUS GROUP
(TRANSLATED)



Members of San Francisco’s recovery community gather in front of City Hall with District 6 Supervisor Matt Dorsey, City Librarian Michael Lambert and librarian Doreen Horstin to celebrate the launch of the Read to Recovery program.



Resource Provider Strategies

Strategy 1

Provide community members with core library services, including books, media, equipment and spaces that align with their interests, accessibility needs and personal growth goals.

CURRENT OFFERINGS

- Physical collections
- Printing, copying, scanning and faxing
- Talking Books and Braille Center
- Meeting rooms
- Print and media collections
- eLibrary
- Book giveaways

COMMUNITY NEEDS

- Access to no- and low-cost resources and experiences
- Collections catering to youth, diverse cultural backgrounds and non-English speakers
- Tech-enabled spaces for meeting and studying

OUTCOMES

- Increased usage and enjoyment of materials and spaces
- Less money spent on access to books, media, spaces and technology

Strategy 2

Inspire skill-building, passion development and new interests through access to SFPL's unique collections and nontraditional resources (e.g., Library of Things, event access and specialized arts and design equipment).

CURRENT OFFERINGS

- Discover & Go!
- DIY Digilab
- The Mix (teen space at The Main)
- Fix-It clinics

COMMUNITY NEEDS

- Accessible exposure to experiences that normally require specialized equipment or fees to access

OUTCOMES

- Increased usage and enjoyment of materials and spaces
- New skills developed and passions discovered
- Increased attendance at SF recreation and cultural institutions



Participant in the Youth Engaged in Library Leadership (YELL) program leads an art workshop.



Resource Provider Strategies

Strategy 3

Champion digital equity through access to emerging technologies and the spaces that support them.

CURRENT OFFERINGS

- Free Wi-Fi, desktop computers and laptop kiosks in the branches
- The Mix (teen space at The Main) laptop kiosk
- Partnership with Mayor's Office of Digital Equity
- Refurbished Computer Distribution Program by The Bridge and SFPL IT

COMMUNITY NEEDS

- Access to emerging and future-forward technologies
- Tech-enabled spaces for meeting and studying

OUTCOMES

- Access to emerging-tech-dependent opportunities for under-resourced communities
- Accessible exposure to experiences that normally require specialized equipment or access fees



Patrons learn how to use digital tools at a multi-lingual computer literacy class.



Resource Provider Featured Initiatives

Expanded Workforce Development Opportunities

Develop internship, fellowship or workforce development opportunities for young adults, college students or recent graduates to support the next generation on their professional journey.

Implementation: Phase 2



Read to Recovery Initiative

Support recovery efforts in the San Francisco community with providing additional resources and materials supporting addiction recovery, harm reduction and prevention for those affected by substance abuse.

Implementation: Phase 1

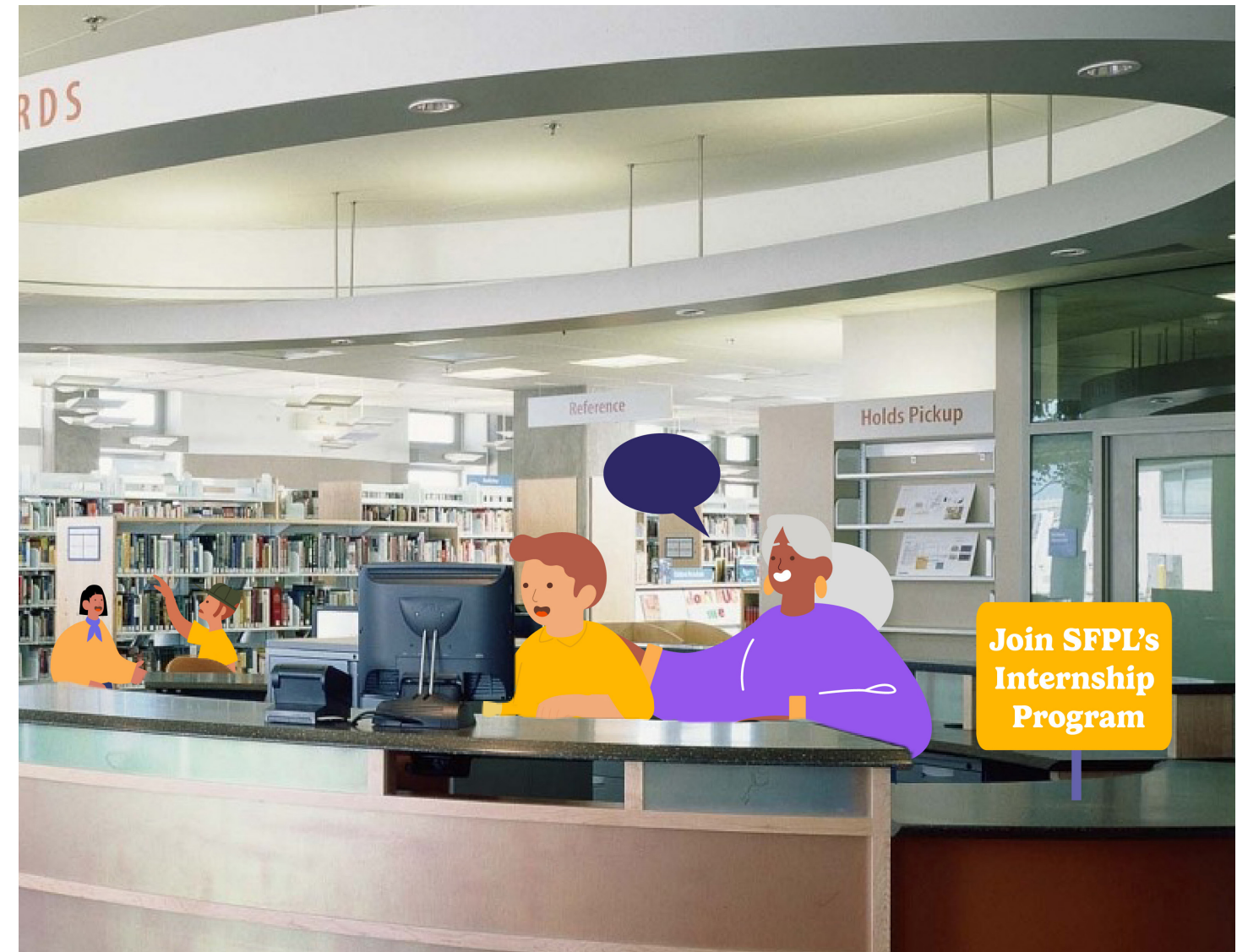


Implementation Key:

Phase 1 Phase 2 Phase 3



- Dark orange indicates timing of kick off
- Light orange indicates continued activity



A future where students and recent graduates can learn essential job skills at the Library.
Illustration: Margaret Sullivan Studio



SF PRIDE

Organizational Shifts

Staff celebrate the beginning of summer and the launch of a new Summer Stride campaign featuring artwork by Minnie Phan.

Organizational Shifts

These service model shifts will direct how SFPL internally realizes its Vision, Mission, Values and Strategic Priorities.

Overview:

We will use the Organizational Shifts in two ways. The first is as a blueprint for the organizational evolution needed to realize the Strategic Plan. The second is as a guide for how best to react to organic, evolving and new opportunities in alignment with the plan.

Each Organizational Shift consists of the following:

- One-sentence description of how the organization must evolve
- Opportunities that arise from each Shift. Based on Community and Staff engagement, these capture how SFPL can build on its strengths and respond to challenges in a way that creates the most positive impact.



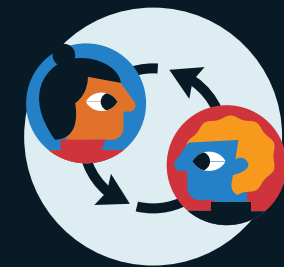
PRIORITIZE THE COMMUNITY in all we do to meaningfully meet residents' needs and empower them to realize their aspirations.



ADOPT A GROWTH MINDSET to evolve and adapt to changing circumstances.



EMBRACE COLLABORATION with our partnerships and networks, amplifying our impact and fostering creativity.



PROACTIVELY CONNECT patrons to our services, with a focus on driving awareness and equitable access.



INFUSE THE SPIRIT OF SF into the design and delivery of the Library experience.



PROMOTE WELL-BEING AND SAFETY of staff and community members while remaining a welcoming place for all.



Prioritize the Community

in all we do to meaningfully meet residents' needs and empower them to realize their aspirations.

OPPORTUNITIES

- Elevate the **community's needs as our primary decision driver**, providing focus and increasing the impact of library services
- Unite around a **process and best practices for incorporating community input** into the development of library experiences through consistent engagement and feedback loops
- **Leverage the diverse expertise** of partners, community members, and library staff to guide equitable offering development
- **Expand the languages** in which programs and services are offered to **directly reflect primary languages** spoken in branch neighborhoods



Swing Into Stories at Golden Gate Park.



Adopt a Growth Mindset

to evolve and adapt to changing circumstances.

OPPORTUNITIES

- Build on SFPL's belief in the power of learning to **emphasize discovery over achievement**, internally and externally
- Create **flexibility in role responsibilities** so teams can more easily work across functions to respond to patron needs in thoughtful and creative ways
- Support the continued evolution of the Library by **creating the space and time needed to experiment** with new approaches
- Support the **professional growth of staff members**



Community members craft the future of the city and SFPL narratives during the March 2023 Night of Ideas.



Embrace Collaboration

with our partnerships and networks, amplifying our impact and fostering creativity.

OPPORTUNITIES

- Build on existing trust and relationships with other city organizations **to lead a collective impact approach** to achieve mutually beneficial goals
- **Create networks of partner services and programs** to expand offerings while optimizing library effort
- **Develop a shared infrastructure** with partners to support deeper integration and amplification of efforts
- Evolve internal culture and ways of working to **embrace diverse staff perspectives** and **reap the benefits of collaboration**



SFPL staff give out free books to children and youth for Junior Giants day at Oracle Park.



Proactively Connect

patrons to our services, with a focus on driving awareness and equitable access.

OPPORTUNITIES

- **Drive awareness** around the breadth of library offerings, **shifting perceptions** around why and how to use the Library
- **Deliver personalized, anticipatory customer service** that uncovers additional opportunities for the Library to create impact
- **Lean into a community-development-mindset** (e.g., enabling participation, ownership, empowerment) to create community transformation versus focusing on transactional information delivery
- **Deliver specialized services** (programming similar to the Mix, certain career programs, etc.) off-site and to branches to increase ease of access for high-urgency groups
- Work to reinforce lifelong relationships with patrons by **identifying the most common lapse points and ways to re-engage**



Special Swing into Stories event featuring special guest San Francisco Fire Chief Jeanine Nicholson.



Infuse the Spirit of SF

into the design and delivery of the Library experience.

OPPORTUNITIES

- Articulate and refine the characteristics that define an SFPL library experience, including amplifying attributes that reflect the culture of San Francisco
- Spark curiosity and employ play and joy more overtly in library experiences to draw people in and drive depth of connections with SFPL
- Continue to support local creatives through the Library's offerings
- Better utilize the diversity of staff skills and interests to better reflect the unique character of San Francisco through our diverse staff



Staff of the "Queerest Library Ever" at the 2023 San Francisco PRIDE Parade.



Promote Well-being and Safety

of staff and community members while remaining a welcoming place for all.

OPPORTUNITIES

- Lead the charge on **finding innovative and sustainable solutions** to safety issues facing today's urban libraries
- **Foster pro-social activities** to generate positive foot traffic to offset safety issues
- **Better support staff health and well-being** to enable a more profound community impact



Patrons take part in an origami workshop at the Merced Branch Open House.

Looking Forward

Overview:

This Strategic Plan represents our detailed aspirations for San Francisco Public Library. Now that we've defined what future we're striving towards and SFPL's role in realizing it, the hard work begins. This document will serve as our guide as we dive into implementing these goals.

We are committed to the execution of this plan and will be providing updates on our progress to the public through Library Commission meetings. We will be restructuring our various committees in alignment with this Strategic Plan, developing detailed work plans and finding ways to incentivize staff efforts in realizing this vision for the future. We will also be setting ourselves up to take advantage of organic opportunities that emerge in alignment with plan goals.

The following pages begin to define a high-level, three-phased approach to implementation.

Additional details on each approach can be found in the Vision 2030 Insights and Appendix Document.



The Mix VR headset demonstration.

Priorities for Implementation

Each approach falls into one of three phases, outlining the beginnings of a staged implementation process. We will further develop the activities under each phase through detailed work plans. The phase placement denotes when implementation will begin (and not necessarily be completed).



PHASE 1

Organizational Impact

OUTCOME: A purposeful culture where staff are living SFPL's Values and developing the capabilities to realize the Strategic Plan

Culture:

- Socialize and integrate the Strategic Plan into all aspects of the organization

Skills & Talents:

- Reduce organizational silos and enable cross-functional collaboration
- Realign staff time/resource allocation to align with Strategic Priorities
- Work towards building/creating a workforce that accurately reflects and understands the diversity of the communities SFPL serves

Partnerships:

- Share SFPL's capabilities and goals in alignment with the Strategic Plan and develop shared objectives with partners
- Leverage partners for their deep community knowledge and relationships as well as engagement expertise

Spaces:

- Develop a new facilities master plan in alignment with strategic plan

Offerings:

- Use community interests and needs as the primary decision drivers for which programs, services and collections are offered
- Treat partnership offerings as an extension of the Library
- Reorient offerings to reflect Strategic Priorities

Communications:

- Reinforce consideration of employee well-being through governance and communications
- Evolve brand and communications to reflect and bring to life our new Vision, Mission and Values

Operations:

- Realign processes and policies to better support cross-functional teamwork
- Evolve safety processes to make the Library feel more welcoming for all

PHASE 2

Community Impact

OUTCOME: A library that is genuinely community-centered in how it works and in what it delivers

Skills & Talents:

- Develop cross-trained, flexible teams
- Further leverage staff's non-role-specific creative passions, expertise and talents in the development and delivery of offerings aligned with Strategic Priorities
- Train, develop and hire to build competencies in identified areas

Partnerships:

- Continue to utilize partnerships and external creators to offer more of the atypical offerings that capture the unique attributes of San Francisco

Spaces:

- Identify and implement space evolutions (indoor and outdoor spaces) in alignment with the Strategic Plan

Offerings:

- Target a variety of communities through programming to increase the number and diversity of patrons at the Library
- Expand access to high-urgency, high-priority groups without access to a convenient SFPL location
- Realign service offerings to support lifelong patron-library relationships
- Develop experience principles in alignment with Strategic Plan: the core attributes that define an SFPL program, including those that reflect the unique qualities of SF

Communications:

- Expand the community's perceptions of the Library through awareness campaigns that reflect the true range of offerings
- Tailor communications and outreach strategy to the unique needs/norms of each distinct community served (starting with highest need)

Operations:

- Streamline and optimize systems to provide more time for high-impact staff activities
- Develop an internal initiative that supports the development of innovative offerings
- Develop processes around new service lines to respond to community needs
- Develop new systems (including CMS) and policies for disseminating information internally (including services offered and partnerships)
- Develop the policies and processes to support a personalized, anticipatory customer-service service model

PHASE 3

Comprehensive Impact

OUTCOME: SFPL is fully realizing the Strategic Plan and broadening its impact in San Francisco

Culture:

- Create value and pride in the depth of understanding of the Library offerings and use of knowledge management systems

Partnerships:

- Form a collective of partners that, when combined, address human development needs and support growth at all stages of life
- Establish a shared set of best practices and assessment measures amongst partners
- Develop a comprehensive partnership service catalog documenting all partners and their offerings

Spaces:

- Extend services to spaces outside of the Library (e.g., senior living communities or Rec & Parks Centers) to reduce friction impeding access for priority and high-urgency audiences

Offerings:

- Expand access to high-urgency, high-priority groups without access to a convenient SFPL location
- Equitably redistribute library services throughout the system with a focus on priority and high-urgency patrons

Communications:

- Evolve patron communication norms to support a more proactive, high-quality service model

Operations:

- Further define the educational and emotional, social, thinking and learning developmental milestones that offerings deliver against
- Develop streamlined policies and processes that effectively facilitate long-term, reciprocal partnerships, making it easy for partners to understand how to work with SFPL



Connect with Us

Website
sfpl.org

Main Library Address
 San Francisco Public Library
 100 Larkin Street
 San Francisco CA 94102-4733

Telephone Lines
 (415) 557-4400
 (415) 557-4433 (TTY)
 Youth Centers Librarians (415) 557-4554