

REINVESTING AND RENEWING

FOR THE 21ST CENTURY



San Francisco Public Library

A Community and Economic Benefits Study of
San Francisco's Branch Library Improvement Program

September 2015



Acknowledgments

City of San Francisco

San Francisco Mayor Ed Lee

San Francisco Public Library

Luis Herrera, City Librarian
Michael Lambert, Deputy City Librarian
Maureen Singleton, Chief Financial Officer
Roberto Lombardi, Chief of Facilities
Michelle Jeffers, Chief of Community Programs & Partnerships
Laura Lent, Chief of Collections & Technical Services
Christine Murdoch, Budget Manager
Chris Norman, Administrative Analyst
Elsie Wong, BLIP Project Manager
Cody Zeger, City Hall Fellow
Cathy Delneo, Chief of Branches

San Francisco Library Commission

Teresa Ono, President
Susan Mall, Vice-President
Zoe Dunning, Commissioner
John Lee, Commissioner
Michael Peter Nguyen, Commissioner
Dr. Mary Wardell Ghirarduzzi, Commissioner

City and County of San Francisco, Office of the Controller

Inger Brinck, City Performance
Randle McClure, City Performance

San Francisco Public Works

Mohammed Nuru, Director
Edgar Lopez, City Architect
Mindy Linetzky, Deputy Director of Communications & Public Affairs

Consultant Team

Brian Murphy, BERK, Project Manager
Annie Saurwein, BERK, Lead Analyst
Montana James, BERK, Analyst
Jennifer Tippins, BERK, Analyst
Michele Eakins-TeSelle, BERK, Graphic Design Support
Randall Homan, Gestalt Graphics, Graphic Designer



San Francisco Public Library



REINVESTING AND RENEWING

FOR THE 21ST CENTURY

A Community and Economic Benefits
Study of San Francisco's Branch Library
Improvement Program

September 2015

Contents

	The Branch Library Improvement Program.....	1
	BLIP Investments Across San Francisco	4
	BLIP Investments Over Time.....	6
	The Benefits of the BLIP Approach.....	8
	Bayview – A Neighborhood Reconnected	10
	Mission Bay – A Neighborhood and Its Library Grow Together	12
	Serving San Francisco in the 21st Century.....	15
	Safety and Accessibility	18
	North Beach – A Modernization Long Awaited.....	20
	21 st Century Adaptations	21
	Ortega and Portola – Neighborhood Centers for Learning	23
	Quantifying the Benefits of BLIP Investments in 21 st Century Branches	25
	Catalyzing Neighborhood Vitality	27
	Community Engagement and Visioning	32
	Street and Neighborhood Vitality.....	33
	Glen Park, Ingleside, and Visitacion Valley – Community Catalysts.....	34
	Quantifying the Benefits of BLIP Investments in Neighborhoods.....	36
	Preserving Resources and History	37
	Green Buildings	40
	Historic Preservation	41
	Richmond/Sen. Milton Marks Branch Library – A Carnegie Preserved and Reinvented as a 21 st Century Library	42
	Quantifying the Benefits of Preserving Resources and History	43
	Stimulating Economic Activity	45
	Support for San Francisco Businesses.....	46
	Quantifying the Benefits of Stimulating Economic Activity.....	47
	Bayview – A Hyper-Local Economic Engine	48
	Summary of Quantifiable Benefits	49
	Recommendations for Future Investments	57
	Sources	62

“While the focus of the BLIP program was to ensure seismic safety and full accessibility, the 24 completed library projects have gone so much further to bridge the technology divide; create safe and welcoming spaces for children, teens, and community; and offer educational opportunities that enable all our residents to succeed in the 21st Century economy. Our civic efforts have provided needed resources so our residents, our youth, our families and our seniors can all share in our City’s prosperity.”

Mayor Ed Lee



The Branch Library Improvement Program

A Renaissance for Neighborhood Libraries

The San Francisco Public Library plays a critical role in the San Francisco community. Katy Tang, District 4 Supervisor, describes the Library as “the great equalizer for our diverse residents. It connects people to the information they need, job resources, safe teen spaces, computers, and amazing classes that enhance quality of life for everyone.” In return, San Franciscans are loyal champions of their library system. Nothing illustrates this more than the significant, voter-approved funding that has redefined the library system over the past 30 years.

In 1988, voters passed Proposition A, a \$109.5 million bond issue to build a new Main Library. At the

time of its passage, Prop. A was the largest bond program in San Francisco Public Library’s history, and it fed into one of the City’s largest ever construction projects, with the new Main Library opening in April 1996.

In 1994, while the Main Library was still under construction, voters passed Proposition E, known as the Library Preservation Fund. This established 15 years of secure funding by dedicating a percentage of City funds for the library system. This reliable stream of funding allowed the Library to expand operating hours and update and expand its resources. In a demonstration of residents’ affinity for the neighborhood

branch system, Prop. E required that the City provide a minimum level of service at the Main Library and at least 26 branch libraries for the fund’s duration.

Soon after the opening of the new Main Library in 1996, the Chinatown and Mission libraries were remodeled to make them seismically sound and accessible to individuals with limited mobility. A new Ocean View Branch was built as well just a few years later.

The visible success of these projects was in stark contrast to an aging and declining neighborhood system. With some branches facing potential closure due to accessibility and safety concerns, libraries in general



Merced Branch interior post-BLIP



Parkside Branch exterior post-BLIP

were challenged by fundamental changes in the way people access information.

Libraries around the country were increasingly trying to meet the needs of a wider range of patrons demanding access to emerging technology and materials beyond those traditionally accessible in libraries. To remain relevant in this new era, forward-thinking library systems embraced the emerging model of a “21st Century library.” As stated in the Aspen Institute’s 2014 report *Rising to the Challenge: Re-Envisioning Public Libraries*, “The physical library will become less about citizens checking out books and more about citizens engaging in the business of making their personal and civic identities. As more information moves to digital formats, public libraries will hold less material locally in their physical collections.”

Representative of previous eras, San Francisco’s jewel box Carnegies, Work Projects Administration era investments, and 1950s mid-Century modern branch libraries could no longer meet the evolving needs of library patrons or allow SFPL to deliver on its promise to the community. Built as repositories of books, they were not designed to meet current demands for community and programming spaces, technological amenities, and updated resources.

In 2000, San Franciscans passed a bond measure to update and strengthen the physical structure of the City’s branch libraries,



Grand Opening of the renovated Bernal Heights Branch

approving issuance of a \$106 million bond program to build and refurbish 24 neighborhood branch libraries.

This measure initiated a nearly \$200 million campaign to update, revitalize, and preserve the San Francisco Branch Library system, known as the Branch Library Improvement Program (BLIP). BLIP's goals were to:

- Reduce seismic risk of the branch libraries and comply with the Americans with Disabilities Act.
- Replace leased facilities with City-owned buildings.
- Meet the needs of the new and evolving 21st Century Library model.
- Build a system-wide support service center for library collections and branch operations.

BLIP was a partnership among

SFPL, San Francisco Public Works, and the Friends of the San Francisco Public Library. Public Works contributed its expertise in implementing large-scale capital investments by managing the program. The Friends supplemented its public sector partners in three critical areas: successfully advocating for passage of the bond measure; raising private support to augment public investments as shown on page 4; and supporting community engagement through the Neighborhood Library Campaign. The combined and complementary strengths of this multi-agency, public-private partnership were essential to BLIP's success.

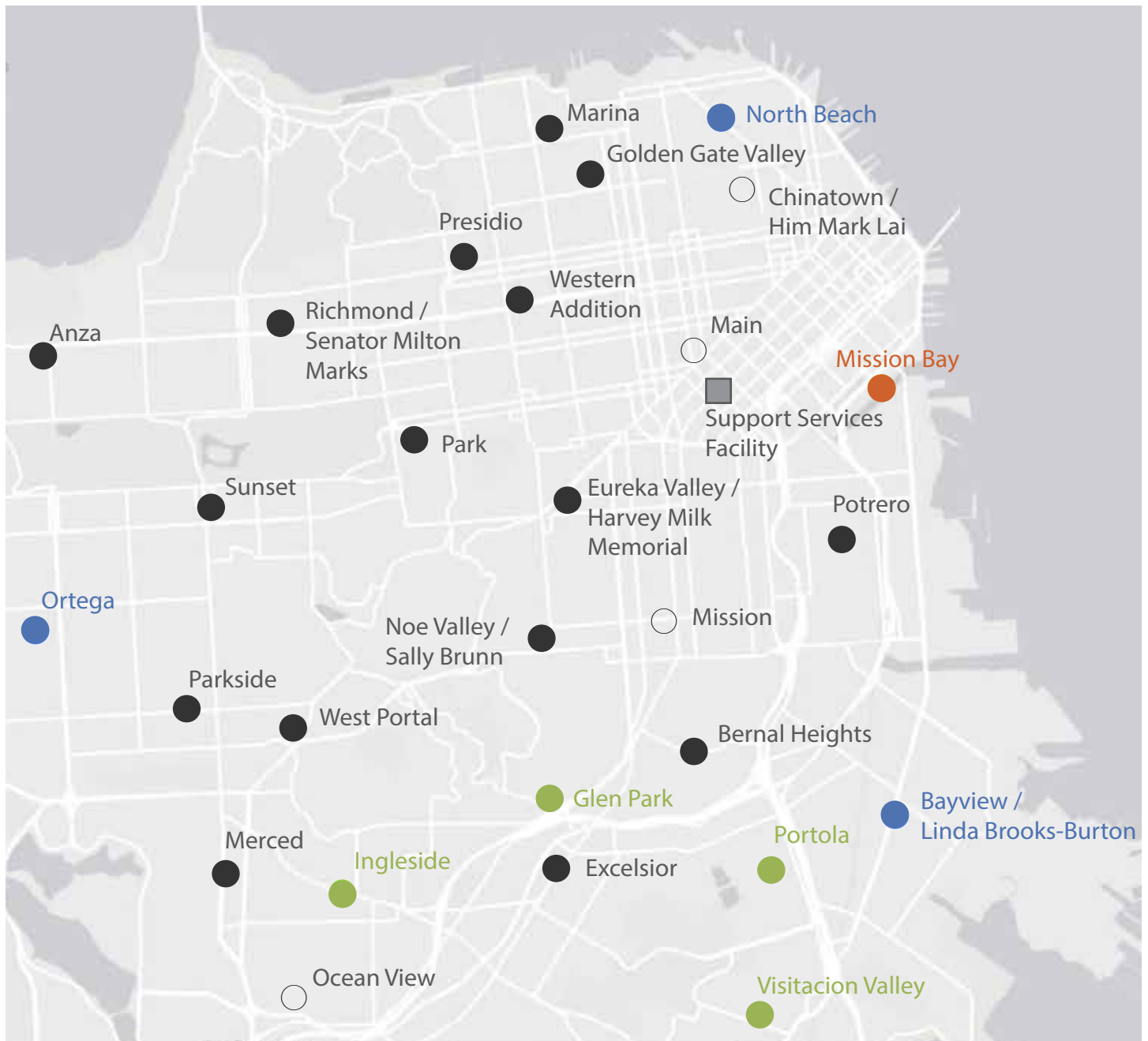
The program kicked off in 2002 with the first renovation project at the Excelsior Branch. This marked a 14-year period of reinvesting in and renewing San Francisco's beloved branch library system (the BLIP period began after the

ballot measure passed in 2000 and ended with the opening of the last branch in 2014, although some spending occurred in the fiscal year following that period).

In 2007, San Franciscans again demonstrated their support for their library by passing Proposition D with a staggering 75% of the vote. Prop. D renewed the Library Preservation Fund and authorized the issuance of lease revenue bonds to secure funding to complete the Branch Library Improvement Program. With the continued commitment to a robust branch system, libraries would remain accessible to San Franciscans in neighborhoods across the city.



BLIP Investments Across San Francisco



BERK Consulting, 2015

Type of Investment

- New Branch Library
- New Building Replacing Owned Building
- New Building Replacing Leased Building
- Renovated Building
- Not Included in BLIP
- Support Services Facility

Sources, Expended and Encumbered as of June 2015	Actuals	2013\$	2015\$
Public Sources, including City Bonds and Library Preservation Fund	\$166.9 M	\$196.2 M	\$206.9 M
Earned Income, including Interest Proceeds and Developer Fees	\$9.2 M	\$11.2 M	\$11.8 M
Friends of the SFPL Contribution	\$9.8 M	\$11.4 M	\$12.1 M
Total	\$186.0 M	\$218.8 M	\$230.8 M

Sources: City and County of San Francisco OpenBook, 2015 and SFPL, 2015.

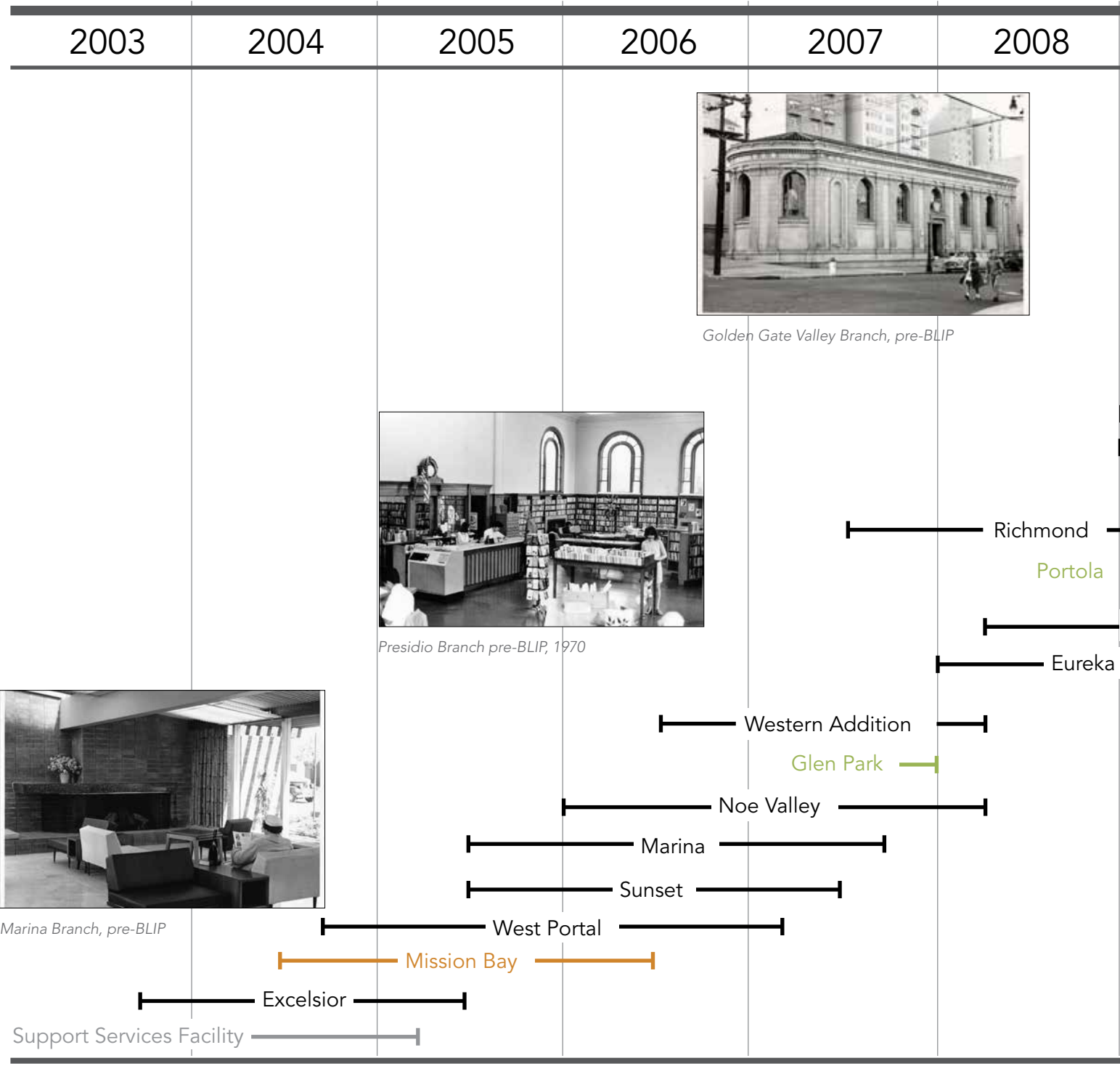
Uses	
New, City owned branches replacing leased facilities	4
New branches replacing older facilities	3
New branch	1
New support services facility	1
Renovated branches	16
	25

Source: BERK, 2015.



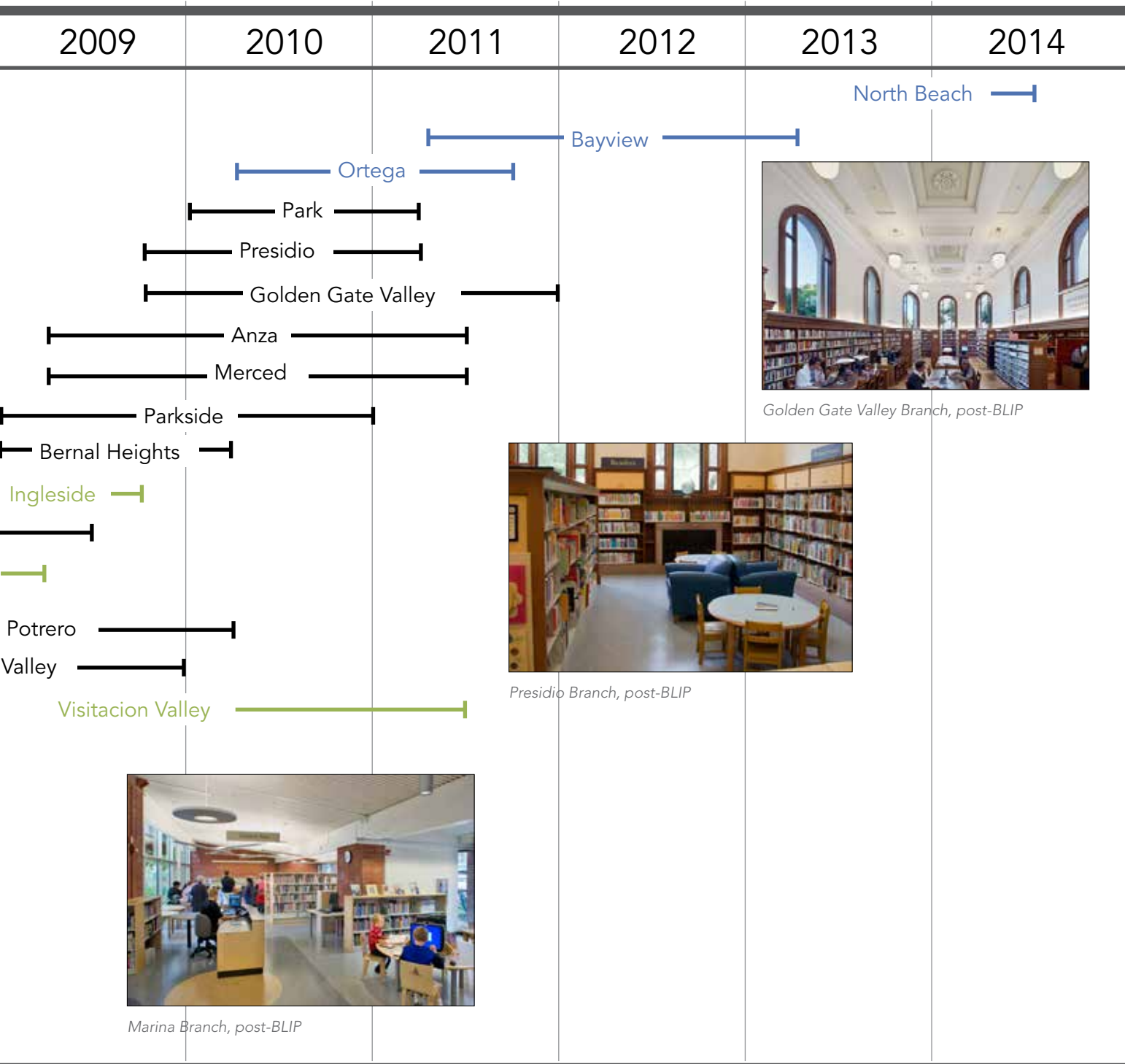
Post-BLIP interior of the Ingleside Branch

BLIP Investments Over Time



Branches under construction:

- New Branch
- New Building Replacing Owned Building
- New Building Replacing Leased Building
- Renovated Building



The Benefits of the BLIP Approach



Restored features at Park Branch post-BLIP

“Without BLIP, we would have certainly seen the deterioration of the entire branch library system.”

Ron Miguel, Former President, San Francisco Planning Commission

BLIP was truly a *program*, rather than a piecemeal, incremental approach to investing in branches one by one. What might have taken 30 years through regular capital funding was accomplished in an energetic 14-year period, delivering accessible, high performing branches across the community. Thanks to this systematic approach, both the BLIP process itself and the network of renewed branches function more effectively than they otherwise would have.

The BLIP approach established programmatic goals for the transformation of branches in a more ambitious manner than with an incremental approach. This is evidenced by contrasting BLIP investments with the more modest pre-BLIP improvements made to the Chinatown and Mission branches.

The BLIP approach leveraged centralized project management provided by San Francisco Public Works and community engagement, making both of these functions stronger than they may have otherwise been. Through weekly team meetings involving Public Works, the City Librarian, Deputy City Librarian, and other library staff, the BLIP projects were examined individually as well as in the

framework of the larger mission of delivering high quality library services to all San Franciscans.

Public engagement efforts involved countless meetings and going door-to-door to solicit community input on exactly how each branch should be reshaped. There are numerous examples of how this community input affected the final project, including:

- The spacious community meeting space at the Ortega Branch, which features sliding doors to accommodate larger groups.
- Hyper-local hiring practices utilized in the construction of the new Bayview Branch.
- After hours access to community meeting room space at nine of the branch libraries.

While the results of the BLIP approach can be seen in the transformations of individual branches, it is important to appreciate the value at the system level. BLIP was essential to maintaining San Francisco’s neighborhood based branch system and the equity of access it provides across the community. This is illustrated by increases in circulation per capita system-wide.

Describing and Quantifying the Impacts of BLIP

The next sections of this report describe BLIP's impact in four areas:



Serving San Francisco in the 21st Century



Catalyzing Neighborhood Vitality



Preserving Resources and History



Stimulating Economic Activity

A later chapter summarizes the impact BLIP has had on the San Francisco community in quantitative terms. Separate analyses describe the **Return on Investment** and **Economic Benefits** generated by the community's investment in its system of neighborhood branch libraries. The results of these calculations are previewed in the text below. Before delving into those details, the following four pages feature profiles of the Bayview and Mission Bay branches. These stories share some commonalities and are radically different. Taken together, they are emblematic of the BLIP process and the benefits produced by BLIP.

For every dollar invested in the BLIP Program, San Francisco realized a return of between **\$5.19 and \$9.11**.

The capital investments and additional operating spending associated with BLIP contributed **more than \$330 Million** in indirect and induced benefits to the San Francisco economy.



LIBRARY PROFILE

Bayview – A Neighborhood Reconnected

The Bayview neighborhood branch has long been a well-used public space in the Bayview and Hunters Point neighborhoods. When the Bayview/Anna E. Walden Branch was built in 1969, it replaced a storefront library space that had been serving the neighborhood since 1927.

The building was a welcome improvement to the community, but became known to many in the neighborhood as “the bunker” due to its design – it was a virtually windowless brick building. When BLIP took on the Bayview branch in 2004, the local community was a part of the process from start to finish.

The residents of Bayview knew what they wanted and made sure their voices were heard. The Bayview public meetings during the BLIP process were consistently well attended and the community was there every step of the way to advocate for their new branch library.



The community advocated for the city to change the bidding process so that contractors and local residents would have employment opportunities during the construction of the new branch. Their efforts proved successful, and neighborhood construction firms were engaged for parts of the work, bringing construction dollars and employment to the neighborhood. The general contractor and half of the subcontractors for the project were

based in Bayview and the project had 68% local business enterprise (LBE) contractor participation. Deeply involved in the library’s design, construction, and public art selection, the community was determined that their new branch would represent their unique neighborhood history and spirit, inside and out.



The Bayview YMCA provided temporary space for the library to operate from during construction, allowing services to continue. The new Bayview/Linda Brooks-Burton Branch opened on February 23, 2013 and with it, Bayview stepped out of the dark, confined space of the old library, and into the bright, colorful, and vibrant new branch. Through the BLIP improvements, the Bayview/Linda Brooks-Burton Branch gained over 2,000 square

feet of library space, expanded collections, and added a state of the art programming room with built-in media equipment. The room was designed to be accessible for community use during and after normal library hours. The branch also provides 19 public access computers for its community and two quiet study rooms.



With two living roof gardens to manage storm water runoff, solar panels to ensure sustainable energy sources for the building, and a lighting system that responds to the level of natural light in the building, the branch is more sustainable and more beautiful than ever. It has a landscaped courtyard where patrons can read outside. Glass panels highlight Bayview's unique history and culture, and the work of a local artist is featured in the courtyard and children's reading area.



The Bayview/Linda Brooks-Burton Branch remains a neighborhood pillar, serving as an important meeting space, a community center to reconnect with neighbors, and a resource to utilize whether you are searching for a job or honing a new hobby. This role of the library has not changed. What has changed, however, is the vibrancy, community pride, and usage of the space. Patron visits to the library went from just over 79,000 in fiscal year 2011-12 to nearly 100,000 in fiscal year 2013-14. It is now a popular after-school space for teens and youth and a place of

community, familiarity, cultural access, comfort, and safety.

The Bayview neighborhood's journey from "the bunker" to its new branch exemplifies the values of the Branch Library Improvement Program. The new branch was one of 10 libraries nationwide selected by *Library Journal* as a New Landmark Library. Bayview's branch is a story of the power of the community and a demonstration of how much San Francisco neighborhoods care about their libraries.



Renaming celebration of the Bayview/Linda Brooks-Burton Branch, 2015

“Working class families and the working poor would have been disproportionately impacted if BLIP had not happened in Bayview. If our branch library had not kept pace with overall public and private investment in the neighborhood, over time it might have become obsolete and the families that used it made to feel like second class citizens.”

Jeffrey Betcher, Executive Director, Quesada Gardens Initiative



Bayview Branch pre-BLIP, 1970



LIBRARY PROFILE

Mission Bay – A Neighborhood and Its Library Grow Together



The grand opening of the Mission Bay Library in July 2006 was an

important milestone in the creation of San Francisco's newest neighborhood. The Mission Bay area has been through time a salt marsh, a lagoon, an industrial shipbuilding district, and a center of clam and oyster industries. In November 1998, the San Francisco Board of Supervisors established the Mission Bay North and South Redevelopment Project Areas, and since that time Mission Bay has rapidly evolved into a thriving neighborhood.

Mission Bay is now home to the University of California at San Francisco Mission Bay campus

and the California Institute of Regenerative Medicine, as well as the headquarters of Gap Inc., parent company of Banana Republic, Old Navy, and other clothing lines. The neighborhood features the Giant's stadium and is a mix of office buildings, luxury condominiums, and affordable housing. It is home to over 9,000 people.

The new Mission Bay Branch played an important role in this transformation. When it opened, the library was the first public, community gathering space in the neighborhood. Housed in the ground floor of a mixed-use building that combines affordable senior housing, retail space, an adult day health center, and a large community room, the library is designed to meet the needs of Mission Bay's diverse community.

This location, embedding the library in the heart of the emerging Mission Bay community, was purposefully and diligently pursued. SFPL brokered a deal with the local redevelopment agency to acquire its space in the bottom floor of affordable senior housing, making the new branch integral to the community it would serve. While this complex deal complicated the process, the Library pursued this option because it best advanced BLIP's goal of branch library reinvestments to strengthen San Francisco's existing, and in this case, new, neighborhoods. The Mission Bay Branch Library Campaign Committee worked for two years to raise awareness and interest in the new branch within the community.

“The library has improved the availability of space and services in Mission Bay. Without it, there really wouldn’t be any other public spaces. It speaks to what they were trying to do in this area. Instead of just building a bunch of condos, they are really balancing the neighborhood and building an accessible, complete community.”

Shawntel Ridgle, Director, Bright Horizons University Child Care at Mission Bay

As a relatively new neighborhood, Mission Bay is still finding its way.

The neighborhood library plays a strong role in strengthening and engaging the community and supporting its evolution.

Library staff are recognized as very active in and connected to the community, attending community meetings and forming partnerships with neighborhood organizations, businesses, and schools. With more than 6,500 participants at early learning programming in 2013, local daycare and school staff know their librarians well, and the library coordinates its summer programming with nearby centers, supporting the early learning and literacy development of Mission Bay’s children.

21st Exemplifying the 21st Century Library concept, the Mission Bay Branch is open, bright, comfortable, and casual. It features a designated teen area, a quiet reading room with views of Mission Creek, and two private study rooms. Responding to the community’s high concentration of non-native English speakers, the branch has a robust collection of books and newspapers in a variety of languages including Chinese, Russian, and Spanish. Residents of

the senior housing upstairs often come down to the library to read the morning newspaper or a book in their native language and to engage with their neighbors and fellow community members.

The library is fully ADA accessible and features a large print reader for the visually impaired and an adaptive technology enabled computer for public use. The library provides free wireless access for its patrons, and 18 public access computers with office software and internet access.



The Mission Bay Branch is located near public transportation and the Mission Creek Park greenbelt, situating it as a sustainable building that is closely tied to the

beauty of the neighborhood. The building has solar panels, flooring made from recycled tires, and maintains a robust recycling and waste diversion plan.

The Mission Bay Branch has matured with its neighborhood in the past 10 years. Stakeholders note that, if BLIP had not happened, the space now occupied by this vital neighborhood center would likely be filled by additional housing or retail development. The library serves as the anchor and community gathering space needed for Mission Bay to join the ranks of San Francisco’s great neighborhoods.



Readers at the new Mission Bay Branch

“Without investing in their neighborhood branch libraries, San Francisco may have become a very different place. By completing the Branch Library Improvement Program in such a systematic and efficient way, we were able to transform neighborhoods and give San Francisco great pride in these true civic anchors.”

City Librarian Luis Herrera



21st Serving San Francisco in the 21st Century

While it may not have been immediately apparent to the average visitor in the early 2000s, San Francisco's branch libraries were threatened by growing pressures on multiple fronts.

Many branches were failing physically, with some deemed seismically unsafe and others inaccessible to patrons with limited mobility. While the importance of earthquake safety in San Francisco and compliance with the Americans with Disabilities Act may be obvious, it is also true that San Francisco's branch libraries exemplified the community's value of social equity, quality of life, and community. Allowing the branch system to deteriorate or diminish was unacceptable.

Increasing pressures on libraries in general compounded these concerns with physical structures. The internet was changing how people access and share information. Urban libraries in

particular needed to change to remain relevant to those who could suddenly download books, magazines, and media from the comfort of their home. SFPL had to transform its libraries into 21st Century libraries, with expanded spaces for community events and library programming, dedicated places for children and youth, increasingly advanced technologies, and updated and expanded collections.

The Branch Library Improvement Program enabled SFPL to address both of these challenges, making the system seismically safe and transforming an outdated system into an accessible network of 21st Century neighborhood libraries.



Marina Branch pre-BLIP

BLIP prepared **SFPL** to meet the demands of the **21st Century**, leading to an increase of library space, collections, and electronic and online resources.

27

SFPL branches with free, public WiFi post-BLIP.



Presidio Branch post-BLIP

Investments in 21 st Century Libraries	Pre-BLIP	Post-BLIP	Increase
Total Square Feet	147,939	196,187	33%
Weekly Access Hours at Branches	1,112	1,352	22%
Collection Size	2,424,147	2,834,410	17%
Public Access Computers	403	946	135%
Public Meeting Rooms	13	21	62%
Annual Children and Youth Program Participation	84,158	282,294	235%
Annual Non-Native English Program Participation	1,411	6,330	349%
Public Satisfaction with Services at the Branch Libraries	77%	85%	8%

BERK Consulting, 2015

NOTE: Pre-BLIP and Post-BLIP years represented vary depending on when new libraries were finished.

Safety and Accessibility

When it decided to pursue a bond measure in 2000, SFPL knew that maintaining its neighborhood branch system was key to preserving an equitable level of library access and service for all San Franciscans. Failing buildings, ever-changing technology, and shifting library usage patterns posed a significant challenge for the library system.

With 75% of the branch system buildings constructed prior to 1950, some neighborhood branches were failing from a purely physical point of view. Some branches were deemed seismically unsafe and others were inaccessible to patrons with limited mobility, a compelling need.

In 2000, 12 of the neighborhood branch library buildings were given a Seismic Hazard Rating of 3, and three were given a Seismic Hazard Rating of 4. On this Seismic Hazard Rating scale used by the



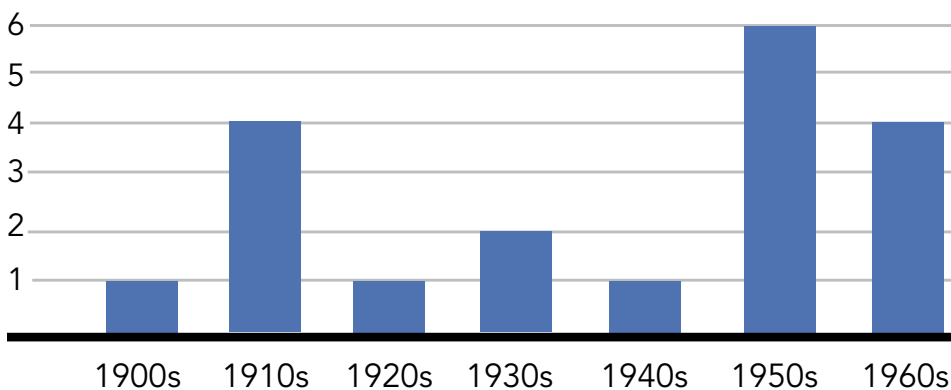
Historic photo of Bernal Heights Branch

City of San Francisco, a rating of 3 means a building would have “poor performance” in an earthquake, and that “structural and nonstructural damage are anticipated, which would pose appreciable life hazards to occupants” (Strong, 2014. See full list of resources cited at end of report.). A building with a 3 rating may not be able to be repaired after an earthquake.

A rating of 4 on the scale suggests

“very poor performance,” resulting in “extensive structural and nonstructural damage, potential structural collapse” and posing significant life hazards to occupants. These high seismic hazard ratings in 15 of the 27 branch libraries posed substantial reason for concern and suggested a need for action to ensure that residents and patrons of the libraries would be safe in the event of an earthquake.

Year of construction for branches improved through BLIP



In addition to the 19 branches tallied in the chart at left, BLIP led to the development of 5 new City-owned branch buildings.

BERK Consulting, 2015



Patrons at the Parkside Branch, circa 1950

In addition to these safety concerns, with so many branch buildings constructed prior to 1950 (well before the passage of the Americans with Disabilities Act in 1990), many branches were not accessible to all San Francisco residents. Nine libraries prevented access to one or more floors of the building for individuals with disabilities, and many did not allow access to restrooms or amenities.

As BLIP bond funding was approved by voters, SFPL was facing a number of complaints about lack of access for persons with disabilities, including mobility, auditory, and visual disabilities. If BLIP had not occurred, the library system would have been vulnerable to legal challenges. Hurried and minimal retrofits would not have served the

long-term needs for access and seismic safety.

Further complicating the status of branch libraries before BLIP, many of the older branch buildings had been constructed with hazardous materials such as lead and asbestos. If access improvements and seismic issues were addressed on an incremental basis using annual operating funds, they certainly would have triggered major code upgrades related to electrical, mechanical, and data systems. SFPL's regular budgets for operations and maintenance would not have been sufficient to comprehensively address the improvements the buildings required.

Moreover, SFPL recognized that it did not want to simply meet minimum accessibility

“ One of the primary problems for older people is isolation. The library offers a place to go and read, to interact with other people; I think that is a huge deal and a big value for our older residents. ”

Jewelle Gomez,
Former President
San Francisco Library Commission

requirements. With the support of local voters, it chose to make substantial investments to ensure that a high level of service would become the reality for all San Franciscans citywide.

A particularly strong example of the physical challenges faced by the aging library system is the story of the North Beach Branch, which is profiled on the following page.



LIBRARY PROFILE

North Beach – A Modernization Long Awaited

21st Before its replacement through BLIP, the old **North Beach Branch** was a cinder block structure constructed in 1959. It was a split level building with no elevator, making entire floors of library space inaccessible to individuals with mobility disabilities. By 2000, the library was no longer large enough to meet the needs of its community. The building was given an Seismic Hazard Rating of 3, meaning it likely posed life hazards to occupants in an earthquake. In the spring of 2010, the library was forced to move its programming to the clubhouse at the Joe DiMaggio Playground nearby because the programming

space could not be accessed by those in wheelchairs. With the Library unable to uphold its promise to the community and meet its service priorities, it was clear that changes were needed.

That did not mean, however, that the reinvestment process was smooth and easy. Heated community debates centered on which site to use and whether the old building should be preserved. One of the first branches to start the BLIP planning process, the North Beach Library opened in May 2014, the last of the BLIP projects to be completed.



The newly constructed LEED Gold building is nearly 40% larger than the old space and offers a community meeting room and dedicated children's and teen spaces. The

library adjoins the Joe DiMaggio Playground, complementing the park, and returning the old library's footprint to greenspace. The library and the playground now provide a cohesive, accessible community focal point where both children and adults can play and learn.

The North Beach story is essential to understanding the impact of the Branch Library Improvement Program. Had BLIP not occurred, the North Beach Library would likely have been closed given the severe accessibility and seismic safety concerns, diminishing San Francisco's commitment to a robust branch library system. Thanks to the community investment in libraries, the North Beach community now has a functional, accessible 21st Century library open to all.

21st Century Adaptations

As quickly as technologies change, so too do economies, social norms, and the needs and desires of library patrons in the 21st Century. San Francisco Public Library keeps an eye to current and future demands, calibrating services to meet the evolving needs of the community, and keeping pace with new technologies and methods of learning. SFPL is currently focused on six Strategic Priorities that fundamentally could not be met without the platform created by BLIP investments:

- Premier Urban Library
- Literacy and Learning
- Youth Engagement
- Digital Strategy
- Partnerships for Excellence
- Organizational Excellence

Many of the pre-BLIP libraries were not equipped to achieve these goals. They were too small and too constrained in collections, technologies, and public spaces. Through BLIP, libraries expanded their collections, improved their technology resources, increased community meeting space, and expanded service via community partnerships.

In planning BLIP investments, libraries were designed for flexibility to adapt to future changes in library service. This will allow easy modification to address future needs, extending the relevant lifespan of the facility. Some book shelves are placed on wheels, enabling their placement to be easily reconfigured; many branches have raised flooring so electrical conduits are easily accessible and adaptable. WiFi in every branch supports laptop, phone, and tablet usage instead of fixed public access computers.



Opening event at the North Beach Branch post-BLIP

“ The library has really transformed itself in the past several years from a stuffy place to a fun, interactive, engaging place where you can meet friends, have fun, and learn. ”

Maria Su, Executive Director,
Department of Children,
Youth & Their Families

The expansion of free WiFi to every branch in the system and a 135% increase in the number of public access computers helps to lessen the digital divide. This is critical to social equity as more and more industries rely on online job applications and high levels of digital literacy.

A big focus of BLIP was creating more public spaces and places supportive of small and large



Reading at the North Beach Branch post-BLIP

group interactions. Most branches updated as part of BLIP now have public meeting rooms with high quality media equipment. These rooms are used both for library programming and community gatherings. Other spaces support individual and group-oriented homework, experimentation with technology, and play as well as learning.

Nine community meeting rooms are open to the public after normal operating hours, meaning that members of the public can use the facilities without the complexity and cost of having library staff present. This innovative model exemplifies the spirit of BLIP, using public resources to provide excellent service to the community by “turning over the keys” of what is in fact a public resource.

The SFPL Strategic Priorities for Literacy and Learning, Youth Engagement, and Partnerships for Excellence meld together through collaboration with local schools and daycare centers. Outreach to and partnerships

with local schools is an important aspect of the services provided by the neighborhood branches. In Mission Bay, for example, the branch librarian and staff are active in the community. They regularly reach out to local childcare centers and schools to notify administration and teachers about summer programs or learning opportunities. By providing services such as the Tree Frog Treks program in the library, the neighborhood branch allows preschools and childcare centers to save resources by not having to pay for these services themselves.

The Ortega and Portola branches are co-located with neighborhood schools and illustrate the power of partnership and collaboration in San Francisco neighborhoods. These branches are described on the following pages.

“ In 2001, the San Francisco Arts Commission collaborated with the Public Library on the Branch Library Improvement Program Arts Master Plan. The goal of the Plan was to integrate public artwork into 10 of the newly constructed or renovated branch libraries through a community-based artist selection process. The Arts Commission is incredibly proud of the resulting collection of artworks, which reflects the rich cultural heritage of San Francisco and the diversity of our regional creative community. We encourage the public to visit each branch library to discover these incredible works of art. ”

Tom DeCaigny, Director of Cultural Affairs, City & County of San Francisco



LIBRARY PROFILES

Ortega and Portola – Neighborhood Centers for Learning

21st The new **Ortega Branch** is located between Sunset Elementary School and AP Giannini Middle School on the edge of the West Sunset Playground. The proximity to two neighborhood schools and the playground enables the branch to function as an integrated piece of the learning infrastructure of the neighborhood. The branch is conveniently located, comfortable, and a powerful resource for neighborhood students and teachers. In 2013, two years after the new branch opened, over 22,000 students participated in youth programming at the Ortega Branch.

When planning for the new branch, SFPL heard clearly that community members wanted a public space where they could gather and connect with their neighbors. In addition to gaining 84% more square feet of library space, the new branch has a large community room with retractable walls to allow for larger community gatherings. These sliding walls open to the children’s area and can be opened simultaneously to create an expansive, integrated space. Combined with expanded programming and Chinese language materials, this feature means the branch is able to increase the year round learning and engagement of students from both nearby schools, both in English and Chinese.



A LEED Gold certified building, the Ortega Branch boasts a living roof and ocean views. It has 20 public computers and wireless internet access, as well as a defined teen area and a space with interactive learning features for young children.



Post-BLIP, the **Portola Branch** is now located between two schools – the Martin Luther King Jr. Academic Middle School and the ER Taylor Elementary School – and has played a major role in engaging youth and encouraging literacy and learning. Previously housed in a leased space on a busy street, the Portola Branch’s location posed a hazard to children and families. In planning for the new

branch, the City was able to purchase property from the San Francisco Unified School District, starting a more official partnership between the library system and the schools.

With 88% more space, Portola Branch is now able to offer its community and youth the space they need to play, learn, and grow. The new branch is often filled with students after school lets out and over 3,200 neighborhood students participated in class visits to the library in the 2013-2014 school year.

The new building features a community room that allows for expanded programming, such as story time and after-school homework help, as well as a bigger children's area to make space for school visits. As with other BLIP branches, the new Portola Branch has a designated teen space where older children



Ortega Branch post-BLIP

can read and learn at their comfort level. Of the attendees at youth programming in 2013-14, over 1,500 were teens engaging in summer reading programs, media skills programs, and community outreach events.

Through BLIP, the library was also able to increase its Chinese

and Spanish language materials, expanding access and learning for more community members. In a neighborhood as diverse as Portola, access and inclusion are integral to the library being able to provide quality, 21st Century Library services to all members of the community.



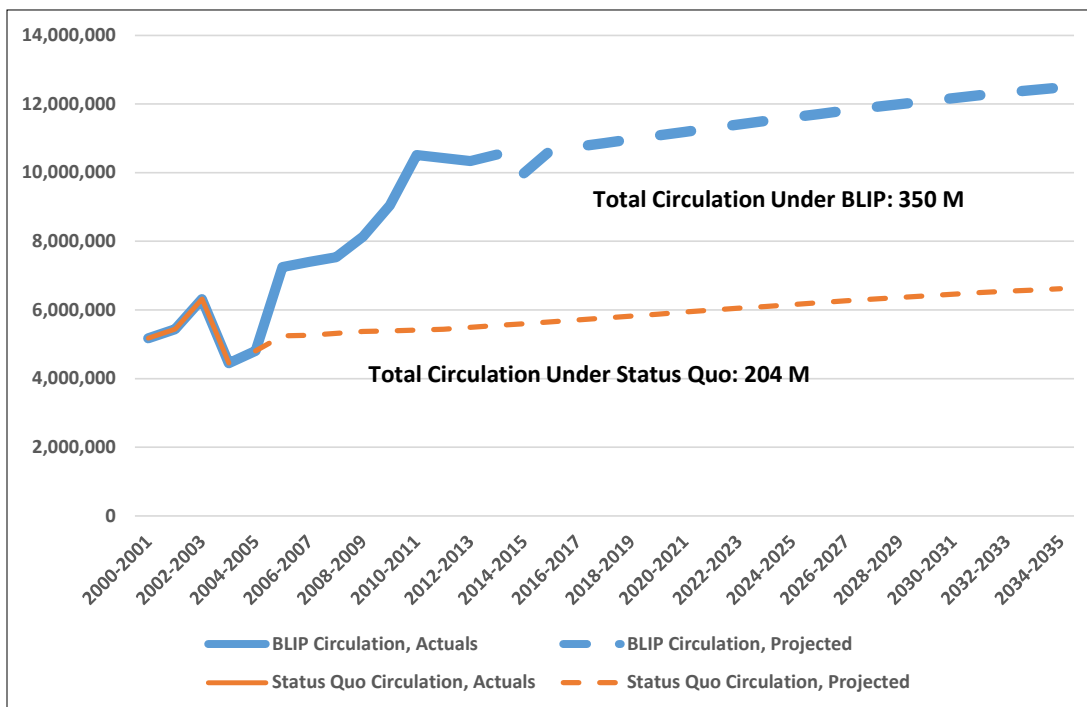
Family carrying home books after visiting the Portola Branch

Quantifying the Benefits of BLIP Investments in 21st Century Branches

In addition to making SFPL branches seismically safe and ADA accessible, BLIP made branch library buildings and resources more relevant to 21st Century users. These improvements, which included more spaces for interaction and group learning, greater access to a variety of technologies, and more dedicated spaces for specific user groups

such as youth or teens, increased library usage. The chart below compares real and projected circulation under BLIP to what circulation might have been like if the pre-BLIP system had been maintained. The value of this increase in usage is reflected in the Return on Investment calculations presented later in this report.

Comparison of Total Circulation: BLIP vs Status Quo, FY 2000-01 to 2034-35



Real and projected circulation under BLIP compared to what circulation might have been like if the pre-BLIP system had been maintained

Sources: SFPL, 2015; BERK, 2015.

“The Mission Bay Library brought together an emerging new neighborhood in San Francisco, effectively utilizing a mixed-use space that connects senior housing, commuters, young families with children, and new residents. The branch provides a place to satisfy the curiosities of life with ready access to materials and assistance from a team of librarians. The Mission Bay Branch brings so much to the neighborhood that many residents would not have access to or be able to afford otherwise.”

Glenn Ramisky, resident of Mission Bay
and Friends of SFPL Board Member



Catalyzing Neighborhood Vitality

Through the Branch Library Improvement Program, SFPL amplified investments in branch libraries to become investments in neighborhoods. Libraries became community development catalysts, sparking, responding to, and advancing community aspirations.

Whether North Beach, Bernal Heights, the Haight, or Mission Bay, the identity and daily life of San Franciscans is shaped by the character and features of their local neighborhood. Along with other amenities such as restaurants, coffee shops, and parks, branch libraries can contribute significantly to neighborhood vitality, safety, and walkability, making San Francisco a desirable place to live.

SFPL employed a deliberate and thoughtful approach to reinvesting in neighborhoods when it invested in branch libraries. The BLIP process entailed significant

creative effort to engage and activate local residents, understanding the vision they held for their community. From there, strategic choices were made about using BLIP to advance that vision. This was not the easy path. Specific sites, creative public/private partnerships, and particular designs were needed to make it happen, complicating the process and greatly magnifying the impact.

Through these efforts, BLIP is recognized not only for creating 21st Century neighborhood branches, but also for energizing, enhancing, and even helping form those neighborhoods.

Portola Branch was the 14th branch to open in San Francisco. It first opened in 1927 as a deposit station and its location varied over the years as its various leases changed or were renegotiated. The most recent pre-BLIP leased space occupied a modest 3,427 square feet.





The new Portola Branch opened in February 2009. The new City-owned branch, with its stable location at 380 Bacon Street, communicates SFPL's commitment to the neighborhood and to the neighborhood branch system. The building is about twice as large as the previous space and features interactive learning features for children and a north-facing garden.



North Beach Branch was constructed in 1959, and encroached on the Joe DiMaggio Playground by taking up a section of the western side of the playground. As a split-level building, the branch was not ADA compliant, limiting access to many community members. The branch was considered by many to be too small and located poorly on the playground.

The new North Beach Branch opened in May 2014. With a new location on a former parking lot, the demolition of the old North Beach Branch returned greenspace to the Joe DiMaggio Playground and gave the community a larger, more neighborhood-centered library that now faces the playground. At 8,500 square feet and fully ADA accessible, it is meeting the needs of North Beach residents today and for generations to come.





Opening event at Western Addition Branch post-BLIP

Community Engagement and Visioning

BLIP investments in the neighborhood-based branch system were investments in the city's neighborhoods, both reflecting and amplifying the character and aspirations of the local community. SFPL leadership deliberately shaped the BLIP process to understand, respond to, and advance community visions, using library investments as neighborhood catalysts.

The community engagement process for each of the 24 BLIP projects was robust and multi-tiered, with each project featuring three, four, or as many as ten meetings, depending on the complexity of the project and the level of community participation. Typically, the first meeting focused on soliciting general feedback from the community regarding

neighborhood priorities, as well as thoughts on what they wanted from their branch library. The second meeting focused on initial plans or ideas for the library renovation or construction, with subsequent meetings carrying forward through the design and construction phases. The process culminated in a grand opening – a community celebration – of each new or renovated branch.

The Friends of SFPL spearheaded community-based fundraising efforts to engage and build support among residents and to ensure that residents were a major part of their library's transformation. Some processes used design competitions and others used in-depth workshops. For the Richmond Branch, architects and project managers hosted a three-day workshop in which community members helped re-draw the design for their branch library. The communities that would utilize and enjoy these libraries most were integral to the

“ BLIP really tailored the planning process for the Ortega Branch to the needs of the Sunset community. Our library is one of the busiest in San Francisco, and the BLIP process listened to and acted upon the needs of the local neighborhood. ”

Clarice Moody,
Sunset neighborhood resident

branch design and construction choices, including the art selections that would be housed in the branches.

The impacts of this thorough and inclusive engagement have been significant. The branch libraries more closely reflect the needs, desires, and character of the communities they serve. In addition, the engagement process fostered new relationships and new partnerships. More than once, even the seemingly undesirable side effects of construction, such as having to temporarily house library services in other community spaces or provide service at a busy neighborhood corner via bookmobiles, resulted in expanded and improved community relationships. When housed together for temporary periods, community groups and library staff built new relationships and found new ways to work together. These expanded community relationships followed library staff as they moved into the new or renovated facilities.

Street and Neighborhood Vitality

Investment in any property, be it residential, commercial, or civic, has ripple effects on neighboring properties, the street, and the neighborhood at large. Investment communicates pride of place and nicer looking buildings encourage other improvements. Perhaps most importantly, new commercial or public uses draw additional traffic, adding to the vitality of the area. A new library – or a reinvented library that draws significantly higher usage – increases pedestrian activity, draws patrons into nearby shops and restaurants, enhances public safety, and strengthens neighborhood identity and sense of place.

These neighborhood benefits were deliberately and strategically magnified by BLIP's design and execution. Some BLIP projects offered unique opportunities for catalyzing neighborhoods. As

“ We wanted to find sites where the library could have a greater impact on the community than in the past. The Library chose to be a community development partner. We negotiated deals with housing providers and the owners of a grocery store, and we took a lot of care to engage community members and understand their vision for their neighborhood. In the end, BLIP investments had huge positive impacts on San Francisco communities. ”

described on pages 12 and 13, the Mission Bay Branch helped define, center, and energize development of the City's newest neighborhood. In determining the best location for the new branch, SFPL made an impactful – and challenging – decision to house it in a mixed-use building, entering into an innovative public-private partnership with a low income housing developer. Also housed in the building are an adult day health center, affordable senior housing, retail space, and a large community meeting room. This location places the Mission Bay library in the very center of the emerging neighborhood.

In Glen Park, Ingleside, Portola, and Visitacion Valley, very small leased library branches were replaced by larger, City-owned 21st Century library spaces. The siting and design of these new buildings were chosen to best meet the needs of the local community and to have the greatest possible impact on the vitality of the neighborhood.

Susan Hildreth, former City Librarian



Opening event at Eureka Valley/Harvey Milk Memorial Branch post-BLIP



LIBRARY PROFILES

Glen Park, Ingleside, and Visitacion Valley – Community Catalysts



The **Glen Park** neighborhood got its start as a streetcar suburb in the late 19th century and is often referred to as having a village-like feel. Glen Park's first library opened in 1927, and after stays in several different buildings over the years, it was most recently in a tiny 1,500 square foot space on Chenery Street. In October 2007, the Glen Park neighborhood branch opened at its new location – an 8,500 square foot space on Diamond Street near the Glen Park BART station.

The new branch is located on the second floor of a mixed-use building. SFPL entered into an agreement with a developer to

construct a mixed-use project, allowing for the co-location of the Glen Park Branch with a local grocery store, placing the library directly in the center of the community. The building also contains residential units. With considerably more space and a central location, the new branch offers the neighborhood the space and resources it needs to thrive as a community.



The **Ingleside Branch** is an anchor for the Ocean Avenue commercial corridor. For nearly 85 years, the library occupied various leased storefronts and buildings. The new Ingleside neighborhood branch opened on a prominent corner in September 2009.

The Ocean Avenue corridor has recently seen significant mixed-use redevelopment.

“Ingleside Library provides basic services for people who live nearby and creates a lot of pedestrian activity. The importance of foot traffic can't be overestimated in creating a pedestrian-based neighborhood commercial district. All the shops in the neighborhood benefit from the energy created by the library.”

Dan Weaver, Executive Director, Ocean Avenue Association

The Ingleside Branch is one of the only public spaces in this commercial strip and its presence keeps the neighborhood an active, welcoming space. The first building constructed as part of the Balboa Park Station Area Plan, it is close to a variety of transit options and within walking distance of many residences.

The new building boasts a landscaped outdoor courtyard, ample interior natural light, and a high roof canopy to provide energy efficient cooling and enable future solar panel installation.

The **Visitacion Valley** Branch is an inviting, environmentally sound beacon of progress in Visitacion Valley. A neighborhood that has been one of the more underserved in the city, the new branch library brings new resources, amenities, and a renewed sense of community



to this neighborhood. The new branch, located on the neighborhood's main corridor, helped revitalize the community's commercial strip. Opened in July 2011, the new library is LEED Gold certified and is over 7,000 square feet larger than the small neighborhood branch it replaced.

The old branch that served Visitacion Valley was a small, leased storefront space. For the BLIP construction of the new branch, a lot with a vacant grocery store was purchased to be the site of the new library. The vacant store had been a problem for the neighborhood, being the site of various crimes and drug related offenses. The vacant building was demolished and the new branch took its place. During the construction process for the new Visitacion Valley Branch, the community successfully lobbied the City to enact legislation to use

developer fees to support library construction and other community amenities, further supporting the residents of Visitacion Valley.

Having a spacious, state of the art library in the Visitacion Valley neighborhood has contributed to truly changing the character of the neighborhood. The residents now have access to a quiet study room, a program room with built-in media equipment for community events, landscaped outdoor courtyards, 17 public use computers, and updated and expanded collections. With a new branch library that exemplifies the 21st Century library model and a design that mirrors the culture and history of the community, Visitacion Valley has gained a truly public space that will serve the community for years to come.



Conversation at the Glen Park Branch post-BLIP

Quantifying the Benefits of BLIP Investments in Neighborhoods

There is no doubt that BLIP increased neighborhood vitality, character, and safety. There is also no way to quantify these benefits. While library improvements may have enhanced the property values of nearby residential and possibly even commercial properties, it is very difficult to quantify this amount, or – more importantly – to conclude that this led to a net increase in property values within the City of San Francisco as a whole. Similarly, while there is substantial anecdotal evidence that strongly suggests that library

improvements boosted pedestrian traffic, enhanced neighborhood vitality, and contributed to local businesses and public safety, these benefits cannot be isolated sufficiently from other community enhancements and attributed to BLIP. These benefits, while substantial, are not included in the Return on Investment and Economic Benefits calculations presented later in this report.



Exterior of Glen Park Branch post-BLIP



Preserving Resources and History

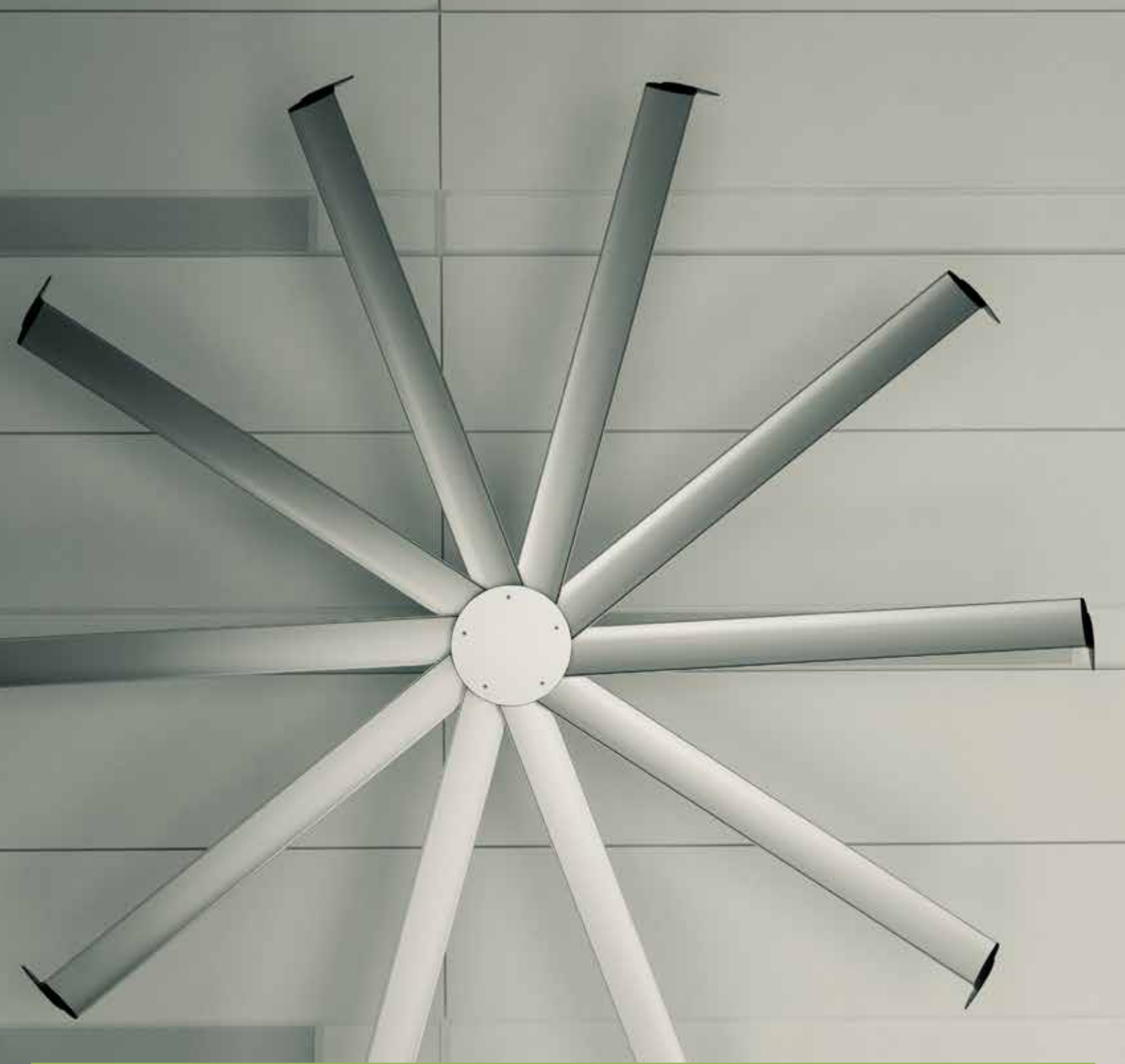
The implementation of the Branch Library Improvement Program exemplifies the San Francisco community's commitment to resource conservation and the protection of historic assets.

Buildings have a huge impact on the environment, consuming a significant share of our nation's energy and water usage. In 2008, San Francisco established green building standards and resource reduction targets for municipal construction projects, addressing site planning, energy and material use, water management, and indoor environmental quality. Through the Branch Library Improvement Program new branches are located with easy access to residential populations and public transit, have energy efficient designs and fixtures, incorporate the use of recycled

materials, and feature natural lighting, windows that open, and environmentally sound materials.

The preservation and rehabilitation of existing buildings is extremely resource efficient, consuming fewer new resources and reducing construction waste. It is also a way to preserve a physical connection to the community's history.

BLIP exemplifies the San Francisco community's environmental commitment and its desire to preserve its architectural legacy. Through BLIP, San Francisco continues to lead, serving as a model for the rest of the nation.



Saving Energy and Resources	Fiscal Year 2010-11	Fiscal Year 2013-14	Change
Kilowatts of Electricity used in Library Facilities	9,352,695 kWh	8,647,239 kWh	-705,456 kWh
Gallons of Water used in Library Facilities	10,851,984 gal	10,247,070 gal	-604,914 gal
% of Waste Stream Recycled/Composted	74%	79%	+5%

8 LEED Gold Branches



Anza Branch



Bayview Branch



Golden Gate Valley Branch



Ortega Branch



Visitation Valley Branch



Park Branch



North Beach Branch

2 LEED Silver Branches



Presidio Branch



Parkside Branch

**The U.S. Green Building Council certifies buildings through its Leadership in Energy and Environmental Design (LEED) program. Criteria include sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.*



Sunset Branch ribbon cutting ceremony post-BLIP

California knows well the pressures that the changing climate puts on resources, populations, and local and state governments. Facing one of the most severe droughts on record, it is imperative that communities institute aggressive policies around conservation and environmental protection. In the state that often leads the nation in environmental initiatives, San Francisco continues to be a leader in this area. This focus on resource conservation extends to and melds with a desire to preserve local history, as retaining and renovating older buildings achieves both aims.

Green Buildings

Nationally, buildings constitute a large share of our energy consumption and generate an equally large share of carbon emissions. It is estimated that buildings consume 73% of all electricity and nearly 15% of all

potable water (US Green Building Council, 2015). In the City of San Francisco, buildings are estimated to “consume 54% of all energy, 80% of all electricity, and generate 56% of all carbon emissions” (City and County of San Francisco, 2011).

The benefits of following more sustainable building practices are proven and far reaching. Nationally, green buildings are shown to consume 25% less energy and 11% less water, have 19% lower maintenance costs, and 27% higher occupant satisfaction levels (U.S. Green Building Council, 2015).

These statistics, coupled with the very real climate effects being felt in California, compelled the City of San Francisco to codify its environmental values and provide a sustainable future for its residents. In 2008, the City of San Francisco established green building requirements for new

“ The branches now have great lighting and better ventilation, which is really important. The library feels like it is made of good materials, which creates a more comfortable and positive space for the public. ”

Jack Tse, Corridor Manager,
Portola Neighborhood Association

“ I think library staff felt really involved in shaping improvements through BLIP. Their needs and comforts were taken into consideration in the design and construction. This increases productivity, and job satisfaction, as staff feel very cared for as professionals, resulting in better service for the public as well. ”

Jewelle Gomez, Former President
San Francisco Library Commission

and renovated residential and commercial buildings. As part of its consolidated Environmental Code, San Francisco determined that new municipal construction larger than 5,000 square feet must be at least LEED Gold certified, while projects with a smaller footprint must aspire to the same standards, though certification is not required.

SFPL quickly adopted these principles and requirements in implementing BLIP. As part of its work towards “building and maintaining healthy, diverse communities,” SFPL worked closely with San Francisco Public Works to ensure that neighborhood branches would meet and, where possible, exceed the City’s sustainable building requirements.

This guiding principle impacted every step of the process, from materials selection and sourcing to disposal of construction waste to decisions about whether to build or renovate. With new sites, locations close to transit were chosen to encourage alternative modes of transportation. Durable, sustainable, recycled, and locally sourced materials were used in construction and drought-resistant, native plants were used to beautify the library spaces.

In addition to a focus on the natural environment, attention to the quality of the indoor environment benefits both patrons and staff who spend their working days within library walls. Natural lighting, windows that open, and low-toxin materials all contribute to a comfortable, safe, and productive environment.

Historic Preservation

Green building and historic preservation goals are aligned and mutually reinforcing. Preserving historic buildings means reusing existing buildings and materials which decreases the environmental impacts of creating new materials and disposing of older construction that is demolished and sent to the landfill.

SFPL chose to renovate rather than replace 16 library buildings, using existing resources and structures and retaining the history represented by those original branch buildings. Five of San Francisco’s seven Carnegie libraries were renovated and some were expanded as part of BLIP (the others, Chinatown and Mission, had been renovated and reopened in 1996 and 1999 respectively). Having been neighborhood

features for upwards of 115 years, these libraries were established contributors to their communities and registered historic landmarks.

Other branches, such as Marina and Parkside were built in the 1950s. By preserving existing building features, the renovation of libraries like these diverted tons of waste from the landfill and reused a range of materials, from furniture and bookshelves to the original bricks and woodwork.

The Richmond Library’s BLIP renovation is a powerful example of a community’s ability to preserve the history of its neighborhood library while creating a more sustainable and environmentally friendly building that is better equipped to meet patrons’ needs for decades. This story is told in more detail on the following page.



Noe Valley/Sally Brunn Branch post-BLIP



LIBRARY PROFILE

Richmond/Sen. Milton Marks Branch Library – A Carnegie Preserved and Reinvented as a 21st Century Library

 The fourth branch established in the San Francisco Public Library system, the Richmond neighborhood branch first opened its doors in 1892. In the early 20th Century, as Andrew Carnegie's library philanthropy was in full swing, a new Richmond Branch was built on 9th Avenue, the first library built in San Francisco with Carnegie funds. Opening in 1914, the branch served the Richmond community for many decades.

As the library building aged, seismic and ADA concerns grew pronounced. The library was renovated and expanded through BLIP, reopening in May 2009. The newly renovated building offers an additional 4,000 square feet of space, a two story atrium, a teen space, and children's room.

The Richmond Branch's journey through the BLIP process was not a typical one. Having been designated a historic landmark in 2005, any renovations had to meet the treatment of historic properties standards of the U.S. Secretary of the Interior. Meeting these standards and the community's high expectations for historic preservation, as well as meeting SFPL's goal of remaking the Richmond Carnegie as a 21st Century Library was not always a smooth path.

“During the community outreach process in the Richmond District the architects and planners listened and used the suggestions of the neighborhood and library users. Residents were actually able to help draw the plan for the new library.”

Ron Miguel, Former President,
San Francisco Planning

Through an intensive public engagement process, the new identity of the Richmond neighborhood library slowly came to light. At the first public engagement meeting, the community completely rejected the architect's first proposal for building renovations. A week later, the team was back in the Richmond, hosting a three-day workshop in which neighborhood residents themselves sketched out the renovation.

The result is a beautifully restored and expanded Carnegie building, with all of the major original features still in place, including the back wall of the building and the historic front stairs. Through the renovation, the original integrity and character of the Carnegie

building was maintained, while at the same time adding 4,000 additional square feet of space. The renovation masterfully integrated technology, additional space, increased energy efficiency and sustainability principles, and historic preservation. The project was recognized by the American Public Works Association's Northern California chapter with a Project of the Year Award for architectural and engineering accomplishments.

After 95 years, the Richmond/Sen. Milton Marks Branch had become an important part of the community. Through BLIP, its community ensured that it would continue to play a vital role in the 21st Century.

Quantifying the Benefits of Preserving Resources and History

BLIP libraries are more energy efficient than their predecessors, consuming less energy and producing less waste per square foot than they did previously. While BLIP increased the total square footage of these branches by about a third, thanks to these energy efficiency improvements, total energy use increased by much less than this. Changes in energy use, along with other operating changes related to BLIP, have been factored into our Return on Investment and Economic Benefits calculations later in this report.



Upper floor of the addition to Richmond/Senator Milton Marks Branch post-BLIP

“The Branch Library Improvement Program allowed us to strategically modernize the San Francisco Public Library – standardizing access, systems, and library assets. Not only did this encourage system equity, it gave local design firms and construction contractors multiple opportunities for work – providing jobs for San Franciscans.”

Mohammed Nuru, Director,
San Francisco Public Works



Stimulating Economic Activity

San Francisco is often described as a highly livable city, with strong neighborhoods, access to the outdoors, and urban amenities such as restaurants, walkable business districts, parks, and libraries. But with stratospheric real estate costs and a high cost of living, San Francisco is an extremely challenging place to live or run a business for many.

The City of San Francisco pursues many strategies and policy measures to address this gap. In 2015, Mayor Ed Lee's three top priorities – shared prosperity, housing, and a minimum wage ordinance – are reflective of these continuing efforts, as are the community's long-standing measures to support local business enterprises and non-discrimination in contracting. These policies acknowledge the importance of local small businesses and the challenges they face in competing for public contracts against larger enterprises and businesses from outside the area. San Francisco

establishes participation goals for Local Business Enterprises (LBE), designed to increase the share of public sector contract dollars that are received by LBEs.

BLIP met and exceeded these minimum requirements, contributing to a healthy ecosystem of small, very small, and "micro" local businesses through goal-setting and vigorously pursued strategies.

Support for San Francisco Businesses

A recent analysis by the U.S. Bureau of Labor and Statistics that took into account the cost of housing, utilities, and household furnishings and equipment, found that San Francisco tied with Washington, DC as the most expensive city in the country (Dzombak, 2014). This cost of living translates to higher wages, which can put small local businesses at a competitive disadvantage when competing with larger firms or firms with a labor pool based outside of San Francisco.

The City has taken deliberate action to increase the competitiveness of small, very small, and “micro” Local

Business Enterprises (LBE) when competing for City contracts. These protections are established in Chapter 14B of the City’s Administrative Code. Through its LBE program, the City provides bid discounts and micro set asides, as well as assistance in winning City subcontracts through goals established for most City contracts.

Throughout the BLIP construction process, SFPL and San Francisco Public Works worked hard to meet or exceed the intent and spirit of these policies. To ensure that the administration of BLIP exemplified San Francisco’s focus on leveling the playing field for all local businesses, the bond program leadership established guidelines called the Design Excellence Program which facilitated hiring a diverse and skilled cohort of local designers for the BLIP work. This approach changed the way the

City selected vendors for the BLIP projects, establishing selection criteria that focused on excellence in design, and encouraged established designers to pair up with smaller firms. By focusing more on innovation and creativity, rather than depth of resume, Design Excellence increased access to women/minority owned businesses, disadvantaged businesses, and emerging talent in the San Francisco area. The Design Excellence Program took the spirit of the City’s LBE guidelines and provisions and operationalized them in an effective and clearly defined program.

A clear example of the effectiveness of these programs and others piloted by BLIP is the construction of the new Bayview Branch. During the process of designing and constructing that branch, BLIP project managers successfully introduced new project delivery methods, encouraging hiring in a hyper-local manner. More than 68% of the firms employed in the project were Local Business Enterprises. This story is told in greater detail in the profile following this section.

Using such innovative methods, BLIP project managers ensured that in addition to providing San Francisco with a reinvented library system and contributing real dollars to local communities through the local hiring and sourcing of materials, BLIP piloted a successful new way to hire locally and ensure access to City contracting for a diversity of small businesses.



A busy day at the Eureka Valley/Harvey Milk Memorial Branch post-BLIP



Grand opening at Potrero Branch post-BLIP

Quantifying the Benefits of Stimulating Economic Activity

The BLIP program was a major capital program that required significant direct spending that stimulated the economy and created jobs for San Francisco residents. BLIP spending went to private contractors, including local construction, building supply, and transportation firms. This money flowed through to the individuals they employ directly and through subcontractors, and then to the

local shops, restaurants, and service providers where these individuals spend portions of their paychecks.

Beyond construction, many post-BLIP libraries have higher operating costs. Additional staff are needed to support increased usage of library services and larger, more sophisticated facilities require slightly more resources to operate and maintain.

This capital and operations spending has created indirect and induced economic impacts which are represented in the Economic Benefits calculations summarized in the next chapter.

“ Revitalizing a city’s library system happens once in a generation, if you’re lucky. BLIP allowed San Francisco to focus on the design and functionality of library buildings to meet the need for library services now and in the future, and be sustainable facilities that are built to last. ”

Charles Higuera, San Francisco Public Works and former Library Commission President



LIBRARY PROFILE

Bayview – A Hyper-Local Economic Engine



One of the important stories to tell when considering the impacts of BLIP is the effect of construction spending in each of San Francisco's neighborhoods. When it came to the construction of the new Bayview/Linda Brooks-Burton Branch, the community made it clear that interpreting local hiring to mean hiring San Franciscans was not local enough. Residents demanded that individuals in the Bayview neighborhood be hired for the construction jobs and the City heeded that call, changing its policies and creating opportunities for Bayview residents to work on their own neighborhood library.

The City continued a strong public engagement process throughout

the project and closely monitored the contractors who won the work, ensuring that their subcontractors were also as local as possible. The result was a \$13.5 million project built by a Bayview-based general contractor who hired half of the necessary subcontractors from the local neighborhood. The project had over 68% Local Business Enterprise contractor participation and employed 43 individuals from the Bayview district.

Once construction of the new branch was complete, the neighborhood ensured that the public art featured in the branch was created by a local Bayview artist as well, featuring two art installations by local artist Ron Moultrie Sanders who has been a resident of Bayview for over 28 years.

The new Bayview Branch is a

remarkable story about a library that represents, serves, and was actually constructed by its community. For more on the Bayview story, see the full profile on page 10.

“San Francisco's branch libraries are places that support new businesses and start-ups by offering collaborative meeting spaces, technology, collection, and savvy librarian staff. None of this was as good or as impactful prior to BLIP.”

Jane Gardner and Joe Rodriguez,
Harbour Consulting



Summary of Quantifiable Benefits

This section summarizes the quantifiable community benefits obtained through BLIP. Two related but independent analyses are presented: a Return on Investment (ROI) calculation and an estimation of Economic Benefits.

The ROI calculation estimates the enhanced value the San Francisco community derives from improvements made to the branch library system through BLIP. It then compares this value (the community return) to the investment, determining the community's return on investment.

The Economic Benefits calculation estimates the economic "ripple" effects generated by the BLIP investment, calculating the indirect and induced (secondary and tertiary) economic activity created by the direct investment of public funds in BLIP improvements.

These calculations value different types of benefits generated by BLIP and cannot be added

together. They are presented at a summary level on the following pages, with a more detailed presentation of the methodology and calculations contained in a separate **Technical Appendix**.

While these calculations are powerful summaries of the value generated by the San Francisco community's investments in its branch library system, it is important to acknowledge that they are conservative estimates of the full impact of BLIP. The full extent of the generated benefits simply cannot be reasonably quantified. This is acknowledged in the concluding paragraph of each of the four preceding chapters that summarize different ways BLIP contributed to the

community. For example, the very real impacts that BLIP has had on neighborhood vitality and public safety are not captured in our calculations. In addition to the impossibility of fully capturing the full extent of BLIP's contributions, where value *has* been estimated, conservative assumptions have been taken to ensure that the calculated values are realistic, and do not overstate the quantifiable value of BLIP.

Net Benefit Calculation. Net benefits are the benefits beyond the cost of service delivery, quantified by subtracting the cost of service delivery from the value of benefits. While the cost of service delivery is known, and can be projected based on actual expenses, the value of benefits has to be quantified. There is a subset of SFPL services that can be measured and valued in a quantifiable way as they have both a measurable unit of use and an estimable market value. Based on

these criteria, quantifiable SFPL benefits to the San Francisco community include:

- Circulation of books, music, movies, and other media, as well as use of electronic databases.
- Events and programs.
- Reference services.
- Use of space, including meeting rooms and public spaces.
- Use of public access computers and other technologies.

To determine a range of values for these direct services, the number of uses of each was multiplied by a low and high market rate (the market rate cost to the consumer (patron) for obtaining the service, or a comparable substitute, on the open market). Market rates were established by obtaining quotes for these comparable goods and alternatives available to San Francisco residents.

Our approach to valuation was based on the value of the *content* of the materials rather than the format of the media, except for in cases where demand for a format would not be transferable. What this means is that books, audio books, and ebooks with the same content were valued the same, while large print or other accessible versions of the same content were valued separately, as patrons who require accessible formats could not use a different format.

The total value of the use of all services was summed to provide a total quantifiable value for SFPL's services. This methodology generally underestimates the true value of SFPL services, as it doesn't account for the full benefits derived by users.

Conceptual Representation of Return on Investment Calculation

$$\begin{aligned}
 &\text{Net Benefit of SFPL with BLIP} && (\text{Value of usage with BLIP} - \text{cost of system with BLIP}) \\
 &\text{Net Benefit SFPL without BLIP} && - (\text{Value of usage without BLIP} - \text{cost of system without BLIP}) \\
 &\text{Return} &= & \text{Increment of Benefit Attributable to BLIP} \\
 \\
 &\text{Return on Investment} &= & \frac{\text{Return}}{\text{Community Investment in BLIP}}
 \end{aligned}$$

Sources: SFPL, 2015 and BERK, 2015.



Opening ceremony at West Portal Branch post-BLIP

The following examples describe the types of very real benefits that are not included in our return on investment calculation:

- The benefits to individuals, families, and society at large generated by the knowledge and skill development gained through circulating materials, events and programs, reference interactions, and use of technology.
- The benefits of being able to enjoy a book or meet friends in a safe library that is a walkable distance from home or school.
- The benefits of full access to library services at every branch of the SFPL system for all residents.
- The benefits of high quality, patron-focused spaces

and services, which make accessing services desirable, comfortable, and easy.

Net Benefit with BLIP.

To establish a baseline value for the net benefit of SFPL with BLIP, usage under BLIP first had to be projected for the study period, determined to be 20 fiscal years after the completion of the last BLIP project (Fiscal Years (FY) 2014-15 to 2034-35). The cost of delivering those services had to be projected across the same period. Projections of BLIP usage and investments were made based on the average per capita usage from FY 2009-10 to FY 2013-14. This baseline definition is conservative, as BLIP was incomplete, and several branches closed for different intervals, during that time.

The cost of services delivery was subtracted from the value of usage to obtain the net benefits of SFPL with BLIP.

Net Benefit without BLIP.

Without BLIP, SFPL would have been a very different library system. It would have only 27 branches (as Mission Bay would never have been opened). Four of these branches would have remained in leased buildings, increasing operational costs as lease values increase and creating uncertainty as development pressures in the surrounding neighborhoods increased demand for other uses of the space. While we assume the buildings would have been improved to be ADA accessible and seismically safe, they would not have been reinvented to respond to demand for 21st Century library services as

was the case with BLIP.

Using same study period and methodology as described above, the usage value and service delivery costs for the non-BLIP system were projected. Projections of status quo usage and investments were made based on the average per capita usage from FY 1999-00 to FY 2003-04. This assumption had a conservative impact on study results, as BLIP had already started during this time. With the limited investment anticipated in the status quo scenario, libraries would be expected to continue to degrade and become obsolete, which is not reflected in our per capita usage projections.

The cost of services delivery was subtracted from the value of usage to quantify the net benefits of SFPL without BLIP.

Increment of Benefit

Attributable to BLIP. To isolate the net benefits of BLIP itself (the increment of benefit attributable to BLIP) we have to remove any benefits derived from the status quo system. This is accomplished by subtracting the net benefit without BLIP (the net benefit of



Playing in the children's area at Potrero Branch post-BLIP

maintaining the status quo) from the net benefit of the system with BLIP. Based on this calculation, the Total Increment of Benefits Attributable to BLIP are at least \$1.1 billion to \$2.0 billion, as shown in the table on the opposite page (where these figures are represented as \$1,137.5 million and 1,995.3 million).

BLIP Investment. The final necessary piece of the ROI calculation is the cost of the investment itself. The total community investment is

summarized in the table on the opposite page.

Return on Investment Calculation.

Based on this methodology, the total return on investment attributable to BLIP is between \$5.19 and \$9.11 as shown below. As this value conservatively quantifies only those SFPL services that can be easily measured, the actual value of benefits provided to the San Francisco community by SFPL is likely to be substantially higher.

**For every dollar invested in BLIP,
San Francisco realized a return of
between \$5.19 and \$9.11.**

Total Increment of Benefits Attributable to BLIP, FY 2015-16 to 2034-35

Library Service	With BLIP		Without BLIP	
	Total Value of Benefits, Low	Total Value of Benefits, High	Total Value of Benefits, Low	Total Value of Benefits, High
Circulation	\$2,077.3 M	\$2,772. M	\$1,102.2 M	\$1,470.8 M
Events & Programs	\$161.5 M	\$260.4 M	\$93.2 M	\$146. M
Reference Services	\$611.8 M	\$1,223.6 M	\$346.6 M	\$693.2 M
Use of Space	\$402.7 M	\$645.0 M	\$378.9 M	\$606.2 M
Technology	\$350.1 M	\$669.1 M	\$122.8 M	\$236.2 M
Total Benefits	\$3,603.4 M	\$5,570.1 M	\$2,043.6 M	\$3,152.4 M
- Operating Costs	\$1,907.7 M	\$1,907.7 M	\$1,485.4 M	\$1,485.4 M
Net Benefits	\$1,695.7 M	\$3,662.4 M	\$558.2 M	\$1,667.1 M
Net Benefits Attributable to BLIP	Low \$1,137.5 M	High \$1,995.3 M		

Sources: SFPL, 2015 and BERK, 2015.

Total Community Investment

Funding Expended and Encumbered as of June 2015, by Source	Actuals	2013\$	2015\$
Public Sources, including City Bonds and Library Preservation Fund	\$166.9 M	\$196.2 M	\$206.9 M
Earned Income, including Interest Proceeds and Developer Fees	\$9.2 M	\$11.2 M	\$11.8 M
Friends of the SFPL Contribution	\$9.8 M	\$11.4 M	\$12.1 M
Total	\$186.0 M	\$218.8 M	\$230.8 M
Public Investment	\$176.8 M	\$207.6 M	\$219.0 M

Sources: SFPL, 2015 and BERK, 2015.

Total BLIP Return on Investment, FY 2015-16 to 2034-35

	Low	High
Increment of Benefit Attributable to BLIP	\$1,137.5 M	\$1,995.3 M
Community Investment in BLIP	\$219.0 M	\$219.0 M
Return on Investment	\$5.19	\$9.11

Sources: SFPL, 2015 and BERK, 2015.

Economic Benefits Calculation

Implementation of BLIP generated a substantial economic impact to the San Francisco community. Not only did it involve a capital investment of almost \$200 million over 14 years, it also increased operational costs associated with the expanded system. This spending created many economic benefits for the San Francisco residents as described in the preceding chapter.

Economic benefits are positive results of a change in the economy in a specific area that causes increases in business revenue, profits, personal wages, and/or jobs. There are three kinds of economic benefits that can be calculated:

- **Direct.** Initial spending on capital and/or operations. In this case, the public investment in BLIP.
- **Indirect.** The purchasing and labor payments made by contractors as they implement the BLIP program.

- **Induced.** The re-spending of labor income in the local economy.

BLIP investments were paid for by local taxpayers so in our calculation of economic benefits we do not include direct spending that may have occurred anyway. We do include indirect and induced benefits to recognize the specific impacts on the local economy associated with BLIP investments.

We used IMPLAN I-RIMS multipliers to calculate the economic benefits of both operational and capital spending attributable to BLIP. These are an advanced version of the Federal Bureau of Economic Analysis' RIMS II multipliers, a standard, widely-used tool for calculating such impacts. To take out the direct impacts, we subtract one from the multiplier (as the multiplier for measuring the direct impacts of any investment is one), and for both capital and operations investments, we subtract the impacts that would have occurred under the status quo, non-BLIP scenario. This analysis is shown on the opposite page.

Jobs Created by BLIP

An additional measure to consider when estimating the full value of BLIP is the number of jobs created by the program. Using IMPLAN I-RIMS multipliers, we find that the equivalent of 80 jobs (some full-time and some part-time) were created during the 14 years of capital investments made through BLIP. Increased spending on operations associated with BLIP created an additional 418 full- and part-time jobs over the course of the 20 year period beginning in 2015 with the conclusion of the BLIP investment period.

These numbers are not parallel to the economic benefits presented in the preceding section because it is not possible to isolate job generation associated only with indirect and induced spending. As a result, these figures may overstate the creation of jobs attributed to BLIP.

The capital investments and additional operating spending associated with BLIP contributed **more than \$330 Million** in indirect and induced benefits to the San Francisco economy.



Noe Valley/Sally Brunn Branch post-BLIP

“ From the outside, the Noe Valley branch looks much as it did before BLIP – it’s still a beautiful Carnegie building. On the inside, though, things have changed a lot. The library functions better and is an even more lively center of the neighborhood. ”

Kim Drew, Noe Valley resident

Economic Impact of BLIP Operational Spending

	Economic Multiplier (Calibrated for 2013\$)	x (BLIP Spending (2013\$)	-	Non-BLIP Spending (2013\$)) =	Economic Benefits (2013\$)	=	Economic Benefits (2015\$)
Economic Benefits of Operations	1.61 - 1	x (\$1,808.6 M	-	\$1,408.2 M) =	\$245.3 M	=	\$258.8 M
+ Economic Benefits of Capital	1.44 - 1	x (\$218.8	-	\$53.4 M) =	\$72.5	=	\$76.1
= Total Economic Benefits								=	\$334.9 M

Sources: SFPL, 2015 and BERK, 2015.

“I was born and raised in Bayview and have been on several committees and have gone to too many meetings to count. I can say with all sincerity that the four plus years I spent with the staff from the Main and Bayview branches, as well as the architects, staff of Public Works, the Friends of SFPL, and everyone involved with planning and demolition of the old Bayview branch, has been the best experience I have had with a City/ community partnership.”

Lydia Vincent-White, Bayview resident



Recommendations for Future Investments

The success of BLIP points to a number of recommendations that can inform future capital investments in almost any type of public facilities.

When possible, take a programmatic approach rather than an incremental approach.

The many community benefits generated by BLIP are largely attributable to the fact that investments in individual libraries were designed and implemented as a program. Following construction of the new Main Library and renovation of the Chinatown and Mission branches, SFPL faced a pivotal choice. The easiest path would likely have been to continue making incremental improvements in individual branches, addressing the neediest first and funding improvements from the City's

capital budget over a period of 30 or more years.

Instead, the Library established a bold, system-wide program with ambitious goals, a relatively compressed timeframe, and a systematic approach to project management and public engagement. BLIP fostered a process that involved rethinking library form and structure and encouraged taking into account and meeting the community's standards for environmental quality and local hiring. This approach required its own funding, which voters agreed to support, and allowed for more ambitious thinking and learning across the system, as well as greater efficiencies.

The process certainly included more robust community engagement than would have been the case, giving local residents meaningful voice in shaping the structure and services of their local library. The product was a comprehensive system of accessible, 21st Century branches that are designed to meet evolving community needs.

Completing BLIP programmatically also allowed the library to invest equitably across the entire system, ensuring that branches city-wide were comparable in terms of technology, amenities, and quality. It is likely that if this investment program had been completed in a more piecemeal manner, inequities would have manifested across the system.

Use partnerships to leverage complementary skills and abilities.

In nurturing, managing, and delivering the Branch Library Improvement Program, San Francisco Public Library partnered effectively with San Francisco Public Works and the Friends of the San Francisco Public Library. Public Works contributed project management expertise that SFPL did not have and the Friends played critical roles that the Library itself could not have played. The Friends' advocacy, fundraising, and community engagement efforts were essential to generating the public support and public contribution that made BLIP such a success. As noted below, this neighborhood-level

public engagement and fund raising contributed to a sense of ownership over the system that will create benefits far into the future.

Reinvent when necessary and build with the future in mind.

It is easy to say that the world is changing more rapidly than at any time in the past. It is significantly more difficult to make appropriate adaptations in civic institutions. Libraries provide a poignant example. Some may declare libraries are no longer necessary or relevant, claiming books are outmoded and information is freely available. Others prefer the printed word over electronic media. Meanwhile, demand for public access computers, WiFi, meeting spaces, and engaging programming grows. The recession placed whole new demands on libraries and libraries will need to continue to adapt to future needs and demands from their communities.

Through BLIP, SFPL created an opportunity to rethink and renew libraries before reinvesting. Parallel and complementary inputs were used to look ahead and build with the future in mind. Community engagement was critical, providing direct input from patrons about their desires for their library. Futurist thinking, research, and planning were also important, considering how society will continue to change, and how libraries can continue to adapt to evolving needs.

Acknowledging limits of what



Portola Branch post-BLIP

can be researched, imagined, and planned for, BLIP managers deliberately incorporated flexibility into branch library reinventions. Movable and adaptable features create the ability to continue to improve and evolve as usage patterns and technology change. The Design Excellence Program guidelines ensured that architects and engineers were selected based first on quality, innovation, and long-term durability, not just competency and cost, further contributing to the suitability and longevity of the buildings.

Future investment programs will do well to emulate the community engagement, informed planning, thoughtful design, and appreciation for flexibility that served BLIP so effectively.

While investing in facilities, invest in neighborhoods.

Most investments in public facilities come with an opportunity to advance neighborhood and economic development. SFPL went to great lengths to maximize the positive impact branch improvements would have on the local community. This was done by tailoring each branch project to the specific needs of the community it serves. For example, the Visitacion Valley Branch was intentionally sited on a property where a vacant storefront had long been a blight on the neighborhood.

While this philosophy added to the complexity of the BLIP effort, at times greatly complicating development deals and library design, SFPL's vision of branch libraries as community development engines carried it through these challenges and resulted in branch libraries that continue to both reflect and energize individual neighborhoods. Reinvented branch libraries are contributing to the vitality of streets and local businesses, supporting local schools and community-based organizations, and serving as community focal points and meeting places.

By learning from the BLIP example, San Francisco can help maximize the positive neighborhood and community impacts of future investments in other public facilities.



Reading at Ingleside Branch

Engage the community and deliver on promises made.

Much has been said throughout this report about the level of public engagement that was undertaken during the BLIP effort. This approach, which was repeated separately in each affected neighborhood, came at significant effort and cost. It was also absolutely essential to BLIP's broader success.

This report has described how community engagement significantly shaped individual branch improvements, leading to building and service redesigns that were tailored to the particular needs and desires of the local community. In addition to this impact on "product quality," public engagement also produced a level of public and neighborhood ownership that will provide long-lasting returns. In contributing ideas, energy, and, in many cases, dollars, community members began to understand that the new or refurbished branch was *their* library.

This was only possible because SFPL honored promises made during this outreach, showing it is a good steward of public resources by delivering reinvented libraries. The buildings were an important component in this, and so too were the service enhancements, including additional staff and open hours. Branches that underwent the BLIP treatment were truly better in all ways.

Ultimately, the BLIP process and outcome changed the community members' relationship with their local branch library and with SFPL overall. BLIP increased visibility of the system and activated and strengthened community support for the library as an institution.

Learn and reflect, both during and after the investment period.

BLIP's centralized project management created an opportunity for ongoing learning and the implementation of lessons learned over the course of the 14-year program. Chairs that didn't work well in one branch weren't used in other branches. Community engagement techniques that did work were replicated in neighborhoods across the city.

As the BLIP effort concludes, San Francisco is wise to reflect on BLIP through the commission of this report, which creates



Renaming ceremony at Bayview/Linda Brooks-Burton Branch, 2015

an opportunity to celebrate successes, communicate the positive impacts BLIP has created, and identify these recommendations for future capital investment programs. This report describes how wise management of public funds have generated positive returns on the community's investment. In some cases, the case could have been made stronger if additional reliable, program-level data were available. Managers of future capital investment programs would be advised to establish rigorous, systematic data collection protocols to ensure these data are available to support later reflection and analysis.

The Return on Investment and Economic Benefits portions of this report seek to quantify some of the ways San Francisco has benefited from BLIP. These measures are compact but incomplete ways of measuring the community benefits generated by an investment. It is important to augment such quantifiable measures with storytelling that captures nuances and augments those benefits that are quantifiable. Many real and significant community benefits are not captured in these calculations and should be considered when designing future community investment programs and communicating their value to investors.

SFPL and its partners in BLIP continue to learn from it, both through the results of this report and from ongoing evaluation of the utility of the final branches. It is foreseeable that there will be additional lessons learned as these investment age, and as usage patterns and technology change around them. By continuing to monitor the success and longevity of these investments, collecting community feedback, and being aware of the shifting roles of library systems nationally, SFPL will continue to improve its system and establish best practices for future investment programs.



Marina Branch post-BLIP

Sources

Stakeholder Interviews

- Donna Bero, Former Executive Director, Friends of the San Francisco Public Library
- Jeffrey Betcher, Co-Founder, Quesada Gardens Initiative
- Richard Carranza, Superintendent, San Francisco Unified School District
- Tom DeCaigny, Director of Cultural Affairs, City & County of San Francisco
- Deborah Doyle, Acting Executive Director, Friends of the San Francisco Public Library
- Kim Drew, former Board Chair, Friends of the San Francisco Public Library
- Jane Gardner, Harbour Consulting
- Jewelle Gomez, Former President, San Francisco Library Commission
- Neal Hatten, Associate Executive Director, YMCA Bayview Hunters Point
- Charles Higuera, Project Manager, San Francisco Public Works and Former President, San Francisco Library Commission
- Susan Hildreth, Former City Librarian, San Francisco Public Library
- Lizzy Hirsch, Landscape Architect, Joe DiMaggio Playground/San Francisco Public Works
- Carla Johnson, Director, San Francisco Mayor's Office on Disability
- Mindy Linetzky, Deputy Director of Communications and Public Affairs, San Francisco Public Works
- Ron Miguel, Former President, Planning Association for the Richmond
- Clarice and Charles Moody, San Francisco Council of Neighborhood Libraries
- Mohammed Nuru, Director, San Francisco Public Works
- Elaine O'Neil, Deputy City Attorney, City and County of San Francisco
- Ed Reiskin, Director of Transportation, San Francisco Municipal Transportation Agency
- Shawntel Ridgle, Director, Bright Horizons University Child Care at Mission Bay
- Joe Rodriguez, Harbour Consulting
- Maria Su, Executive Director, San Francisco Department of Children, Youth, & Their Families
- Katy Tang, District 4 Supervisor, San Francisco Board of Supervisors
- Jack Tse, Corridor Manager, Portola Neighborhood Association
- Jose Vega Boza, Senior Property Manager, Mercy Housing/Mission Creek Center
- Lydia Vincent-White, Outreach Coordinator, Center For Youth Wellness
- Dan Weaver, Executive Director, Ocean Avenue Association

Resources Cited

Serving San Francisco in the 21st Century

Verburg, C. (2009, July 27). "North Beach Needs a New Library." BeyondChron. Retrieved from quartz.he.net/~beyondch/news/index.php?itemid=7175

Strong, B. (2014). California Seismic Safety Commission, ONESF: Building Our Future. Retrieved June 16, 2015 from [hwww.seismic.ca.gov/meeting_info/Oct8_9_2014/Brian%20Strong%20-%20CA%20Seismic%20Safety%20Commission%2010-9-14.pdf](http://www.seismic.ca.gov/meeting_info/Oct8_9_2014/Brian%20Strong%20-%20CA%20Seismic%20Safety%20Commission%2010-9-14.pdf)

Preserving Resources and History

City & County of San Francisco, Department of Building Inspection. Green Building Ordinance. Retrieved June 16, 2015, from sfdbi.org/green-building-ordinance.

City & County of San Francisco. San Francisco Environment Code Chapter 7, Green Building Requirements for City Buildings. Retrieved June 17, 2015 from www.amlegal.com/library/ca/sfrancisco.shtml.

U.S. Green Building Council. (2015, February 23). Green Building Facts. Retrieved June 17, 2015, from www.usgbc.org/articles/green-building-facts.

Stimulating Economic Activity

Dzombak, D. (2014, October 14). Guess Which U.S. City is the Most Expensive. Money Magazine. Retrieved from time.com/money/3506349/most-expensive-city-new-york-dc-san-francisco/.

City & County of San Francisco, Contract Monitoring Division. How to Certify your Local Business with us and/or become a City Vendor. Retrieved June 17, 2015, from sfgsa.org/index.aspx?page=5364#Section%20II.

Image Credits

Photography

Historical photos courtesy of the San Francisco History Center, San Francisco Public Library.
Current day photos courtesy of the San Francisco Public Library.

Graphic Icons



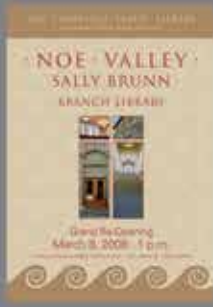
Created by Dmitry Baranovskiy from the Noun Project



Created by Adam Simpson from the Noun Project



Created by Lauren Smith from the Noun Project



San Francisco Public Library

Building Better Libraries for Stronger Communities

San Francisco Branch Library Improvement Program, 2000-2014

