San Francisco Public Library

SAN FRANCISCO PUBLIC LIBRARY

STRATEGIC PLAN 2003 – 2006

Progress Summary September 2006

General Information:	Services

1. Develop and maintain Library programs that are community-based, providing programming of interest to neighborhoods. [Goal 1]

    1.1 Expand adult programs and exhibits in the branches so residents may attend programs convenient to their home or work.
- Communications, Collections and Adult Services division created to integrate programming and exhibitions with collection management goals. Reorganization effective July, 2004.
- Author/performers contact list created for use by branches and Main for public programs. Contact list initiated April, 2004.
- Part-time Museum Preparator upgraded to Curator I to support neighborhood branch exhibitions. Upgrade effective July, 2005.
- Training and materials produced for potential program planners. Training presented January, 2004. Program planning materials posted on StaffNet, December, 2005.

        1.1.1 Incorporate into outreach strategy to be developed and implemented by 2004/2005.
- Community Outreach Task Force appointed in 2004. Task Force convened October – December, 2005.
- New outreach programs initiated since 2003 identified by Task Force:
  - Asian Pacific Heritage Festival, 2006; Bernal Fiesta on the Hill, 2004-06; Excelsior Festival, 2003-2005; Glen Park Festival, 2003 -2005; March Gladness, 2004-2005; OMI Family Festival, 2005-06; Portola Merchants Fair, 2003-06; Sunset Community Festival, 2003, 2005; Sunset Moon Festival, 2005; and Visitacion Valley Fair, 2004-06.
  - Branch bookmobiles at community fairs, 2003-2006.
  - Posting of program information on Branch Bookmobiles and Library on Wheels, March 2004 – present.
  - Outreach services to Treasure Island by Project Read van, 2003 - 2006.
  - Computer classes in Cantonese and Mandarin offered at Chinatown, 2003-2006.
  - Intermediate computer classes in Spanish offered at Main, January, 2005 –2006.
  - E-mail notification about public programs expanded through outreach to non-profits, universities, bookstores and other organizations, January, 2003 -2006.
  - Shades of San Francisco extended to selected San Francisco neighborhoods: Shades of Sunset photo collection day, Ortega Branch, April, 2004; Mission Shades exhibition, Mission Branch, May, 2004; *Picture This* exhibition of four Shades neighborhoods, Main Library, September, 2005.
  - Spanish book talks presented at Mission High School (Gente y Cuentos), October, 2004-2006. To be expanded to two new schools, fall, 2006.
  - Book discussion group at neighboring senior center by Western Addition Branch, November, 2003 -2006.

- Community Outreach Task Force recommended enhancement of outreach services to the community as part of interim services during branch closures through reallocation of staff from closed branches, December, 2005.
- Community Outreach Task Force recommended further study to identify priorities prior to developing a plan to better coordinate system wide outreach activities, January, 2006.
  - Consultant survey and study initiated June, 2006; to be completed fall, 2006.

2. Reach out to targeted audiences throughout the City to inform residents about the information opportunities provided by the Library.

   2.1 Use focus groups to bring members of the public to the table to explore needs, and ways in which the Library might respond to the needs identified through this process.
   - Teen Advisory Groups implemented at Branches, 2004-2006.
   - Annual patron satisfaction survey revised to better determine user needs. Distributed December, 2005.

   2.2 Enhance outreach services to schools (K-12), preschools and day care centers to encourage reading and love of learning in children.
   - Every Child Ready to Read initiated to encourage early literacy skills; implemented spring, 2006.
   - Teacher training conducted on online resources, November, 2004; October, 2005; March, 2006.
   - Live homework help offered through Tutor.com at all library facilities, fall, 2003 – present
   - Teen book clubs established at the Sunset Beacon after school program at Gianinni Middle School, spring, 2003.
   - Collaboration between OMI Beacon Center and Excelsior and Ingleside branches and Sunset Beacon Center with Ortega branch for homework help, book talking and other services, 2003-06.

      2.2.1 Incorporate into outreach strategy to be developed and implemented by 2004/2005.
      - Community Outreach Task Force recommended enhancement of outreach services to the community as part of interim services during branch closures through reallocation of staff from closed branches, December, 2005.
      - Community Outreach Task Force recommended further study to identify priorities prior to developing a plan to better coordinate system wide outreach activities, January, 2006.
        - Consultant survey and study initiated June, 2006; to be completed fall, 2006.

   2.3 Enhance outreach services to adults, seniors, teens, families, persons with disabilities, residents new to the country, and areas of the City identified as low income to inform residents about the information opportunities provided by the Library.
   - Exhibitions have been selected which speak to the interests of these target populations:
        - *The Long Walk to Freedom 1900-Now: Portraits of Civil Rights Activists*, January, 2003;
        - *Speak Truth to Power: Human Rights Defenders*, January, 2003;

- *Elder Arts 2003*, September, 2003;
- *Street Festivals of San Francisco,* May 2004;
- *Colored Black 'n White: The Philippine-American War in American Popular Media*, August, 2004;
- *Don't Call Me Retard: Artists Exploring What it Means to Be Disabled*, August, 2004;
- *Choosing to Participate: Facing History and Ourselves*, January, 2005.

- Library participates monthly in Project Homeless Connect by supplying popular books and magazines for those waiting for services. Bi-monthly, November, 2004-2006.
- Deaf Services Center installed a DSL line and a video phone booth, enabling people to communicate using American Sign Language while making direct calls to deaf people or through use of a video relay service to call hearing people; completed September, 2005.
- Multilingual voicemail messages recorded for 10 branches, including messages in Spanish, Cantonese, Mandarin, Japanese and Russian; Fall, 2005- 2006.

2.3.1   Incorporate into outreach strategy to be developed and implemented by 2004/2005.
- Community Outreach Task Force recommended enhancement of outreach services to the community as part of interim services during branch closures through reallocation of staff from closed branches, December, 2005.
- Community Outreach Task Force recommended further study to identify priorities prior to developing a plan to better coordinate system wide outreach activities, January, 2006.
  - Consultant survey and study initiated June, 2006; to be completed Fall, 2006.

2.4   Improve library services delivered to locations throughout the community, using the Library's bookmobiles and other mobile services that will benefit seniors, adults and children.
- Incorporated into the scope of the Branch Library Improvement Program, 2003

2.4.1   Incorporate into Branch Library Improvement Program interim service plan, to be developed and implemented by 2004/2005.
- Interim services plan template completed and applied on a branch by branch basis as facilities close. Includes expansion of hours at nearby branches, bookmobile service, relocation of children's programs to neighborhood locations and placement of unique collections at other branch libraries.
- Branch Bond Bookmobile service established December, 2003. Service expanded with second bookmobile, December, 2004. Third bookmobile added September, 2005.
- Presidio International Languages Collection established in the lower level of Presidio Branch to include Japanese language materials from Western Addition and Russian and Chinese materials from Richmond branch, October, 2006.
- Western Addition Reading Center established in the African American Historical and Cultural Society, October, 2006.

2.4.2   Incorporate advertising of library services on bookmobiles and other library and City vehicles. Incorporate into outreach strategy to be developed and implemented by 2004/2005.

- Library program materials included on the bookmobiles, including newsletters and flyers, 2003-2006.

2.4.3   Insure that mobile services are reaching new residents from other countries, economically disadvantaged people, potential users and persons with disabilities by reviewing the demographics and target clientele where visits are scheduled by 2004/05.
- Library on Wheels and Children's Bookmobile specifically target low-income users, including daycare and senior centers. Ongoing.
- Library on Wheels quadrupled its Russian language collection and doubled its Spanish language collection, 2003-06.
- Library on Wheels expanded large print and audiovisual collections to serve people with disabilities, 2003-06.

3. Improve information resources available for the general public. [Goal 1]

    3.1   Collect books and library materials in a variety of formats relevant to each neighborhood, reflecting the history, linguistic diversity and cultural mosaic of the City.

- Incorporated into the scope of the Collections Committee. First convened September, 2005; ongoing.
- Materials budget enhanced each fiscal year, 2003 -04; 2004–05; 2005-06; 2006-07.
- Chinese and Russian language materials enhanced for selected neighborhoods through State Library Global Languages Materials Grant of $100,000, 2004-05.
  - Subscribed to a Russian language newspaper and a Chinese language periodical/newspaper database, effective 2005-07.

    3.1.1   Create demographic and unique characteristics profile of users, potential users, and online users while also maintaining the Library's commitment to ensuring the privacy and confidentiality of all personal data gathered. To be implemented in 2004/2005.

- Incorporated into the scope of the Collections Committee, 2005.
- Demographic profiles created for selected branches undergoing renovations under the Branch Library Improvement Program (BLIP), 2003-2006. More detailed profiles created for the 6 branch applications submitted to the state for Prop 14 awards, 2003-04.

    3.1.2   Respond to outcome of 3.1.1 with ongoing collection monitoring, adjusting purchasing priorities and funds as appropriate, providing each local library with the capability to quickly respond to changes in community needs. To be implemented in 2004/2005 and annually thereafter.

- Incorporated into the scope of the Collections Committee and OCYS, 2005.
- Budgets created for opening day collections, bond bookmobiles and interim services for all renovations and new facilities. Ongoing.
- Collections developed for new branches and branches undergoing renovation reflect demographic trends in the neighborhood, currently available library formats and unique neighborhood characteristics. Ongoing.
- Preschool children and teen material budgets enhanced in conjunction with implementation of *Every Child Ready to Read* and *Supporting Successful Teens*, 2005-06.
- Interim Services budget responds to changes in dates of closure/opening, 2003-06. Ongoing.
- Tracking and analyzing collections enhanced by creating lists in Millennium, our Integrated Online System. Staff training opportunities increased on how to create lists and use them for specific collection development purposes. Ongoing.
- BLIP Collection Development Task Force meets bi-monthly or quarterly to discuss and recommend ongoing improvements to collection development during closings and openings of branches. Ongoing.

3.2 Remain a state-of-the-art information center providing timely and up-to-date books and materials in the format preferred by individuals.
- Incorporated into the scope of the Collections Committee.
- Collection Development Office and OCYS monitor holds lists and purchase extra copies as required. Ongoing.
- Full-text databases added to collection. Ongoing.
- E-mail option to recommend purchases placed in more prominent location on SFPL web site, 2004. E-mail purchase suggestions from users increased to an average of about twenty per day, 2006.
- Featured lists of new books and media launched, spring, 2006.
- Materials added to catalog at time of order (excluding audiovisual materials); branches, 2004; Main Library, 2005.
- E-Book collections and electronic audio book collections enhanced, 2004-05.
- Marcive, the automatic loading of MARC records for federal government documents, installed; first records loaded June, 2005.
- Full range of subject/ replacement materials selection lists offered annually to branches to replace lost titles and provide new editions more quickly, and to meet the need of branch collections when branches reopen after renovation or open after new construction. Effective 2004-05 and ongoing.
- Reader's Advisory services made more prominent on home page under San Francisco Reads, spring, 2006.

3.2.1 Enhance professional growth opportunities for staff training to keep current and identify new trends in publishing and services. To be incorporated into annual staff training plan beginning with 2004/2005.
- Assigned to Human Resources.
- Staff attended annual conferences to keep current in publishing trends, including Book Expo America, Internet Librarian, American Library Association, Public Library Association, California Library Association, Children's Literature New England, Reading the World Conference and the Guadalajara Book Fair. Ongoing.

4. Improve access to information and collections by developing and maintaining a robust technological environment. [Goal 1]

    4.1 Install wireless capabilities in library facilities so residents may use library services with their own computing devices, in addition to providing plug-in access.
        - An Information Technology division was created through library reorganization to facilitate infrastructure and access technology. Effective 2004/2005.

        4.1.1 Create a secure and robust network environment that is safe for users and staff that provides for use of wireless devices by June 2005.
            - Telecommunications Network Redesign increased network capacity and bandwidth and improved network and workstation security. Implemented 2004-2005.
            - Cable modem broadband Internet service installed at Mission, Eureka Valley, Chinatown, Presidio, Parkside, Sunset, Excelsior, Ingleside, Bayview, Anza, Visitación Valley, West Portal, Ortega, Merced, Glen Park branches and Main Library, 2004-2006.

        4.1.2 Provide wired and wireless devices for in-library use, thus increasing the technological capacity for accessing library services. To be implemented in 2005/2006.
            - Assigned to Public Service Team and Information Technology Division.
            - Information Technology Division's 2005-06 plan included purchase of network equipment and wi-fi access points to support staff wireless at 18 library locations and public wireless at ten library locations.
            - Wireless access trial service for the public established on the fourth floor of the Main Library, May, 2004.
            - Full wireless access for the public offered throughout the Main Library, effective April, 2005.
            - Wireless access for the public implemented at Mission, Park, Presidio, Bayview, Anza, Visitacion Valley, January, 2005; Eureka Valley and Chinatown, March, 2005; Excelsior, June, 2005; Parkside and Ortega, August, 2005; Merced, November, 2005; Ingleside, May, 2006; Mission Bay, June, 2006; Golden Gate and North Beach, July, 2006.
            - Wireless access for staff implemented at Richmond, December, 2004; Parkside, Ortega and Merced, December, 2005; Main Library, 2005; Mission Bay, March, 2006; 190 9th Street, Chinatown, Presidio, May, 2006.

        4.1.3 Explore staff use of emerging technologies, such as headsets and hand-held devices, to enhance public service opportunities. Develop recommendations by January 2005.
            - Assigned to Public Service Team, Technology Users Group and RefNet.
            - Researched and found that technology not currently available to bring catalog and library resources to mobile devices.

4.2 Provide remote access to library services, including information resources and materials, so residents may use the Library from their home or office anytime day or night.

- Re-designed SFPL website; launched July, 2003.
- Re-designed Online Public Access Catalog; launched November, 2004.
- Reserves system enhanced to allow patron to change pickup location and freeze reserves while on vacation, spring, 2006.
- Featured lists of new books and media launched, spring, 2006.
- Courtesy notices, which alert users of items due in a couple of days, launched February, 2006.
- Telephone Notification Service (TNS) alerting patrons of hold pickups and overdue materials, implemented March, 2006.
- WebBridge, which provides links from within the online catalog to external resources, launched January, 2006.

4.2.1 Continue to develop services for electronic users and potential online users by making all procedures to access library services available in an electronic format. Services will include but are not limited to online library forms (homebound, library card application, suggestion form, and comment form) so that services provided within library facilities are also fully available to online users. To be completed by June 2004.

- Assigned to Public Services Team and Information Technology Division, 2004-05.
- Homebound module used for creating reading lists for Books by Mail patrons implemented, 2004.
- Self-Service Task Force established to examine, explore and recommend technologies and other products and services that would expand and enhance library users' self-service options, July, 2005.
- Millenium Online Patron Registration module purchased, January, 2006. To be implemented 2006-07.
- Millenium E-commerce options explored, 2006. To be implemented 2006-07.

4.2.2 Continue to develop the Library's website as the primary means of electronic access to information in order to ensure quick and easy retrieval of resources.

- Assigned to Public Services Team and Information Technology Division, 2004-05.
- Information Technology division created a web services unit, 2004-05.
- WebEvent, an online calendar system for staff and public, launched August, 2005.
- Teen web pages redesigned, August, 2005.
- Staff intranet (StaffNet) undergoing reorganization and redesign, 2006.
- Online exhibitions introduced: 125th Library Anniversary, June, 2004; *Amusing America*, September, 2004; *Picture This*, September, 2005; *Out at the Library*, June, 2005; *Reversing Vandalism*, February, 2005.

4.2.3 Remain diligent in insuring that persons with disabilities have access to all collections and services.

- Assigned to Public Services Team, Access Services and Information Technology Division.
- ADA workstation software in the Main Library upgraded and added to the public PC booking and timeout system; completed April, 2005.
- ADA accessible CPU's and software were updated; completed May, 2005. Upgrades for monitors and other assistive technology is budgeted / planned for 2006-07.
- E-Book collections and electronic audiobook collections enhanced, 2004-05.
- The new Mission Bay Branch Library features an up-to-date ADA workstation which will serve as a model for other renovated branch libraries. Assistive technology includes a wheelchair-accessible push-button, adjustable-height table that holds a state-of-the-art CCTV (a device that scans and enlarges print text on a screen for people with low vision) and a computer with a large monitor, a large-type keyboard and ZoomText software (providing text enlargement and simple screen-reader technology for people with low vision.) Opened July, 2006.

5. Renovate facilities to reflect the unique characteristics of the neighborhoods they serve and to enhance the library as an inviting and useful place to visit. [Goal 1]

    5.1 Enhance teen services, a recognized age group that is currently underserved, by creating unique physical spaces in appropriate library facilities.
        ▪ Assigned to the Office of Children and Youth Services (lead), the Branch Bond Team, and the Community Outreach Task Force.
        ▪ This is being accomplished on a branch by branch basis.
        ▪ All branches designed with dedicated teen spaces, including increased collections, space and visibility; to date: Bernal Heights, Excelsior, Glen Park, Ingleside, Marina, Mission Bay, Noe Valley, Portola, Richmond, Sunset, West Portal, and Western Addition. Ongoing.

        5.1.1 Engage the community, particularly teens, in the local neighborhood to gather input as part of the community needs assessment for the degree of emphasis for teen services in their local library facility. To be completed prior to facility renovation.
            ▪ Assigned to the Branch Bond Team, the Office of Children and Youth Services, and the Community Outreach Task Force.
            ▪ Outreach done to Boys and Girls Clubs, neighborhood Beacon Centers, Recreation and Park facilities, YMCA and schools, Excelsior Youth Center and AIM High School. Ongoing.
            ▪ Teen Advisory Council members invited to attend BLIP community meetings. Ongoing.
            ▪ Community meeting held in Martin Luther King Middle School in Portola neighborhood to determine user needs for new libraries, January, 2003.
            ▪ Focus groups for students and parents conducted at Thurgood Marshall High School for Portola and Bayview and at Martin Luther King Middle School for Portola.

    5.2 Design environments that encourage a positive physical experience to browse, sit, read and study.
        ▪ Assigned to the Branch Bond Team
        ▪ COB staff established standards for furniture and signage.

        5.2.1 Establish a staff task force to develop system-wide guidelines for creating a positive experience for library users across the system (coordinate with 17.2.1). Guidelines to be implemented by January, 2005.
            ▪ Self-Service Task Force established to examine, explore and recommend technologies and other products and services that would expand and enhance library users' self-service options, July, 2005.
            ▪ Self-Service Task Force developed RFP for upgraded self-check equipment for purchase. Issued April, 2006.
            ▪ Demonstrations and interviews held with top ranking vendors, June, 2006.
            ▪ Final selection contract negotiations to be held July, 2006.

5.3 Develop long term facility maintenance plan by November 2003 for implementation in 2004/2005.

- Assigned to the Branch Bond Team and Director of Operations.
- Facilities maintenance needs projections summarized, November, 2003.

Lifelong Learning: Services

6.   Provide opportunities for library users to learn how to use the Library's catalog, databases and Internet resources, and to develop their research and computer skills. Emphasize responding to the needs of special population groups, as appropriate. [Goal 2; Goal 3]

6.1   Ensure that persons with disabilities have easy access to information by upgrading ADA-compatible workstations as new technology becomes available, as well as designing online access to library resources for persons with disabilities.
- Assigned to Information Technology Division and Access Services (lead).
- ADA workstation software in the Main Library upgraded and added to the public PC booking and timeout system. Completed April, 2005.
- ADA accessible CPU's and software updated. Completed May, 2005. Upgrades for monitors and other assistive technology and furniture is budgeted / planned for in 2006-07.
- E-Book collections and electronic audiobook collections enhanced, 2004-05.
- BLIP projects will continue to address this need on a case-by-case basis. The new Mission Bay Branch Library features an up-to-date ADA workstation which will serve as a model for other renovated branch libraries. Assistive technology includes a wheelchair-accessible push-button, adjustable-height table that holds a state-of-the-art CCTV (a device that scans and enlarges print text on a screen for people with low vision) and a computer with a large monitor, a large-type keyboard and ZoomText software (providing text enlargement and simple screen-reader technology for people with low vision.) Branch opened July, 2006.
- Excelsior Branch Library equipped with ADA compatible furnishings; reopened July, 2005.

6.2   Provide focused training opportunities to support the development of technology skills of seniors. Develop partnerships with community and civic groups to facilitate and broaden the array of training opportunities available for seniors. To begin by June, 2004 and become ongoing thereafter.
- Training managed by Information Services and Chief of Branches.
- Ocean View offered computer training in second floor lab and works with the community to provide relevant technology training to a variety of age groups, 2004-present.
- Chinatown presented SeniorNet computer training for seniors, funded by a grant from the Friends of the Library, 2004-2006.
- Excelsior began computer training for seniors, 2006.
- Information Services monthly catalog and Internet classes are comprised of many seniors. Special training sessions have been set-up for senior groups. Ongoing.

6.3   Continue to train staff in instruction techniques and subject-specific topics to enable staff to provide relevant classes and one-on-one guidance to users. Enhanced training program to be incorporated into the 2004/2005 Library budget.
- Assigned to Staff Development Committee, RefNet, Adult Services Meetings and Human Resources (HR will research and develop training with input from these stakeholder committees).
- Human Resources training staff works with staff training committee, IT training Coordinator, City Human Resources training staff, Department

of Public Health employees, and others to maintain a varied core group of ongoing classes and workshops while also developing new training opportunities to meet newly identified training needs; ongoing.

- The Library Quarterly Training Schedule now offers nearly 50 training opportunities every quarter. Increased number of Health & Safety sessions offered, including Anger Management, Stress Management and Difficult Customer workshops, 2004-06.
- New Infopeople training offered, including Survival Skills for First Time Library Supervisor, Library Supervisors Tips and Tricks, and daylong sessions on online search techniques, online reference sources, conflict resolution, and Survival Spanish for Library Staff; 2004-06.
- Infopeople offered a new long-term Library Leadership series, commencing July, 2006.
- Harassment Prevention workshops mandated by State law presented by Department of Human Resources, with additional sessions offered to non-supervisors, 2005-06.
- New supervisory training developed by Department of Human Resources. To be implemented 2006-07.
- City University, a partnership with the City, City College, San Francisco State University, the Chamber of Commerce, and other organizations and institutions, to offer management, business, communications and other courses. Program created Spring, 2006; courses for library employees offered through San Francisco State University's downtown campus, Summer, 2006; ongoing.
- Greater Bay Area library training coalition offered a variety of opportunities, including the Future of Libraries conference, September, 2005; a diversity workshop on how to better work with people of all ages in our multi-generational workplace, January, 2006; and a Support Staff training day, Spring, 2006. A second Future of Libraries conference is scheduled for Fall, 2006 at SFPL.

7. Improve collaboration and communication with educational institutions and preschools to position children and young adults for school and life success. [Goal 2]

   7.1 Create learning opportunities for educators and students to incorporate comprehensive instruction on using library resources, including books and materials, and in all formats.
   - Assigned to the Office of Children and Youth Services.

   7.2 Expand library outreach programs with San Francisco Unified School District to incorporate new partnerships in learning and reading among the youth in the City.
   - Assigned to the Office of Children and Youth Services
   - Major exhibitions incorporating comprehensive outreach efforts to schools included *Long Walk to Freedom,* January – March 2003 and *Choosing to Participate,* January – March, 2005; the citywide reading program *One City One Book* also incorporated school outreach strategy, September-October, 2005 and September-November, 2006.
   - SFUSD teachers attended classes on library resources for students, including online homework help, electronic databases, GLBT Center and S.F. History, November, 2004; October, 2005; March, 2006.

7.2.1 Create cooperative agreements with key schools to more fully integrate lifelong learning opportunities for children and youth. To be completed by January 2005.

- Assigned to the Office of Children and Youth Services.
- Four cooperative agreements reached between the following branch libraries and schools for purposes of Prop 14 applications: Ingleside (Aptos Middle School); Ortega (A.P. Giannini Middle School and Sunset Elementary School); Portola (Martin Luther King Middle School and E.R. Taylor Elementary School; and Visitacion Valley (Visitacion Valley Middle School and Visitacion Valley Elementary School), which will be used as templates for additional agreements; completed January, 2004
  - In fulfillment of Family Literacy support agreement, the Library implemented Every Child Ready to Read, April, 2006.
  - For Homework Help, the Library provides designated space and resources, including online and live tutoring; Schools will promote program and the Library goal of all students acquiring library cards; both agencies will collaborate on parent programs, volunteer training and orientation for parents and school staffs.

7.2.2 Enrich the content of formal education by supporting class visits to library facilities as well as library staff regularly visiting classes at strategic times during the school year. Outreach strategy to be developed and implemented by fiscal 2004/2005.

- Assigned to the Office of Children and Youth Services.
- 1654 classes totaling 32,190 students visited the library; children's and teen librarians visited 961 classes, totaling 31,412 students; completed 2003-04.
- 1614 classes totaling 31,742 students visited the library; children's and teen librarians visited 1317 classes, totaling 34,830 students; completed 2004-05.
- 1,487 classes totaling 31,984 students visited the library; children's and teen librarians visited 1,191 classes, totaling 36,703 students; completed 2005-06.
- Number of students reached increased by 16.8%, 2003-06.

8. Improve programs and services for residents for whom English is not their native language. [Goal 2; Goal 3]

8.1 An overall system-wide outreach strategy will be developed by staff and administration that will provide the umbrella structure to enable staff at each library facility to implement targeted programs and services to respond to the needs of residents in their neighborhood for whom English is not their native language. Outreach strategy to be developed and implemented by 2004/2005.

- Incorporated into the scope of the Community Outreach Task Force.
- Computer classes in Cantonese and Mandarin offered at Chinatown, 2003- present.
- Intermediate computer classes in Spanish offered at Main, January, 2005 -present.
- External translation services added to increase amount of materials offered bilingually, effective 2004-05.
- Spanish book talks presented at Mission High School (Gente y Cuentos), October, 2004-2006. To be expanded to two new schools, fall, 2006.

- Voice/phone system offered in Spanish, Cantonese, Mandarin, Japanese and/or Russian in 10 branch libraries, effective fall, 2005. Ongoing.

9. Provide opportunities for residents to attend and participate in a wide variety of library programs designed to contribute to the individual learning experience. [Goal 3]

   9.1 Document the history of San Francisco by expanding community history collections celebrating the uniqueness of neighborhoods. Incorporate into outreach strategy to be developed and implemented by 2004/2005.
   - Incorporated into the scope of the San Francisco History Center.
   - Shades of San Francisco extended to selected San Francisco neighborhoods: *Shades of Ocean View*, August, 2003; *Shades of Sunset* photo collection day, Ortega Branch, April, 2004; *Shades of Mission* exhibition, Mission Branch, May -September, 2004; *Picture This* exhibition of four Shades neighborhoods, Main Library, September - December, 2005.
   - San Francisco History Center hosts multiple small exhibitions on topics of historical interest to the city at large: *Driving San Francisco*, July-August, 2003; *Harvey Milk, 1930-1978,* November, 2003-January, 2004; *November 1978: Moscone, Milk & Jonestown*, November, 2003-January, 2004.
   - *Remembering Harvey Milk* exhibit on display at Eureka Valley/Harvey Milk Memorial, November, 2003-January, 2004.
   - *Digging Deep* exhibition in Main's Grove Street foyer tells history of site of Main Library; opened June, 2004.
   - Branch history panel displays created for 13 branches as part of 125th anniversary celebration, June, 2005.
   - Multiple 1906 Centennial programs and exhibitions presented at Main, March-April, 2006.
   - Bernal Heights co-sponsored historic neighborhood photographs and maps display, April, 2005.
   - Inventory of neighborhood newspapers in San Francisco History completed, 2004-05. Developing plans for long-term preservation and indexing.
   - Mission Bay archaeological history exhibition opened July, 2006.

   9.2 Enhance the availability of neighborhood photographic archives by digitizing the photographs and making the collections available through the Library's online catalog.
   - Ongoing project of Information Technology Division and San Francisco History Department.
   - An additional 2,625 photos have been added to the online database of historical photographs, January, 2003 – July, 2006.
   - New photo scanning service for patrons to purchase historical photos implemented; S.F. History completed 551 scan orders for this new service, with a total of 1,904 photos provided to the public, January 2003 – July, 2006.
   - *Picture This*, *Family Photographs of Everyday San Francisco*, an online exhibition of neighborhood photographic archives, includes 150 images drawn from a collection of photographs shared by community members from the Western Addition, Ocean View/Merced/Ingleside (OMI), Mission and Sunset neighborhoods; September, 2005 – present.
   - Neighborhood Branch Libraries' history documented through two online historical exhibitions created as part of the Library's 125th Anniversary celebrations: The *Library Timeline* presents a history of the San Francisco Library system from 1877 through the

2004; the *Then & Now Photo Scrapbook* features historical and contemporary photographs of the Branch Libraries; April, 2005 – present.
- Co-sponsored *Amusing America*, the premiere exhibition of the San Francisco Museum and Historical Society at Pier 45 on Fisherman's Wharf, with support from the California State Library; August, 2004 - present. SFPL exhibited online version, September, 2004-present.

9.3   Expand in-library programs and events such as book talks, book groups, story hours, literacy training, and job fairs to increase personal learning and growth opportunities for library users. Outreach strategy to be developed and implemented by 2004/2005.

- Incorporated into the scope of the Community Outreach Task Force.
- New and ongoing library programs offered in branches and Main, 2003-06; programs included trainings, lectures, panel discussions, author readings, exhibition opening programs, films, book clubs and reading groups and more.
  - Number of adult programs offered in branches and Main was 801 programs 2003-04; 1,059 programs in 2004-05; and 820 programs in 2005-06.
  - Attendance at programs was 34,271 in 2003-04; 37,554 in 2004-05; and 33,604 in 2005-06.
- New and ongoing children's and teen programs offered in branches and Main, 2003-06; programs included story times, media programs, lectures, author events, science events, musical and other cultural events.
  - Number of children's and teen programs offered in branches and Main was 3,041 programs in 2003-04; 3,380 programs in 2004-05; and 3,994 in 2005-06.
  - Attendance at children's and teen programs was 103,516 people in 2003-04; 112,759 in 2004-05; and 116,114 in 2005-06.
- Library sponsored City-wide reading program One City One Book; June- November, 2005 and 2006.
- Library sponsored City-wide reading program On the Same Page; monthly, ongoing from November, 2005.
- The Public Training Program coordinated by the Information Services unit of the Main Library offered three new classes, Intermediate Word, Advanced Searching of Subject Databases and Beginning E-mail, in addition to ongoing classes. Attendance increased by 16%, 2005-06.

9.4   Enhance and maintain the depth of Main Library research and special collections to assist researchers and identify other collections that are of interest to significant segments of the community.
- Assigned to the Office of the Chief of Main Library
- Budgets enhanced for San Francisco History, Special Collections and Hormel Center as well as subject units, 2005-06 and 2006-07.
- Main Library subject units will purchase enhanced materials in 2006-07 in areas identified in the Library Satisfaction Survey, November, 2005.
- Most of Main collections were analyzed by a software program of OCLC, 2003-04 & 2004-05 and earlier.
  - Analysis will be used to help maintain depth of the collections, 2006-07 and beyond.
  - Results of analysis to be incorporated into the updated Collection Development Plan, to be completed 2006-07.

9.5 Affinity centers were developed as part of the Main Library service program in the early 1990's in recognition of the diverse community that we serve and to provide collections and services that are of great interest to specific segments of our community. In order to build on the initial foundation and current programming of the centers, reinvigorate and further develop collections and programming integral to the Affinity Centers in the Main Library. Engage scholars, community members, donors and other stakeholders to develop a vision statement and service plan for each center.

- Assigned to the Office of the Chief of Main Library.
- Worked cooperatively with the Friends of the San Francisco Public Library to support this effort, 2003-06.
- Exhibitions and programming staff worked closely with Affinity Center managers to sponsor programs, exhibitions and provide outreach to the public, 2003-06.
- *Out at the Library: Celebrating the James C. Hormel Gay & Lesbian Center* exhibition represented the most in-depth curating of the Hormel collection for public viewing since the inception of the Center; on view at Jewett Gallery and James C. Hormel Center, Main Library and Eureka Valley/Harvey Milk Memorial Branch Library, June- October 16, 2005; *Out at the Library* online exhibition on view www.sfpl.org, 2005- present; *Out at the Library* traveling exhibition on view at Lesbian Gay, Bisexual & Transgender Community Center, New York, NY, Feb. 23-April 25, 2006; Provincetown Public Library, Provincetown, MA., May 10-June 8, 2006; Atlanta-Fulton Central Library, Atlanta, GA, June 21-Sept. 7, 2006; Swarthmore College Library, Swarthmore, PA, Sept. 25-Nov. 3, 2006.
- Highlights of smaller exhibitions sponsored in the Affinity Centers included (partial list): *One Black Day – My Race, my Grace; Envisioning the Classics with Color: The African American Shakespeare Company; Peace Corps In Africa; Why We Celebrate: Black GLBT Pride; Black Artist Impressions of Fatherhood; Dorothy Starr Music Collection; We Love You Alice B. Toklas; The Art of Photocollage; Ballet Mori & More; Chinese Painting and Calligraphy by Wang Huiqi; Photographic Showcase of Inner Mongolia and Northeastern China; Unsung Opera: Chinese Opera in the US; Filipino Heroes; Book Exhibition: Donation by Fidel V. Ramos, former president of the Philippines; Alcala Legacy; Rick Rocamora; Jose Rizal exhibit; Unfurling Pride: Gilbert Baker's Rainbow Flag turns 25; Reversing Vandalism: Destroyed Books turned into Art; Queer Movie Poster Show; Out at the Library; Min-Sok: Korean Heritage in San Francisco; The 1944 Warsaw Uprising; United Nations 60th Anniversary; Hetch Hetchy; From Scotland to the Sierra: The Life of John Muir*. On display in Affinity Centers, 2003-06.
- Collaborated with many local organizations, 2003-06 (see partial list in 10.1).
- Collections in various Affinity Centers have expanded. The Chinese Center purchased bilingual dictionaries and encyclopedias, works in English on Chinese medicine, art, history & religion. The Filipino Center has added books on the modern history of the Philippines, the Filipino American experience, materials in Tagalog & other languages spoken in the Philippines, and a series of titles published in the Philippines donated by the President of that country. The Stegner Center has added more San Francisco Bay Area & California environmental magazines and circulating titles on practical ways to help the urban environment. The Hormel Center increased circulating titles on transgender issues, teen sexuality and the history and culture of the gay community. The African American Center has added titles on the history of African Americans in San Francisco Bay area and California, biographies on prominent and little known African Americans, histories of African countries and the trends in immigration. Suggestion forms filled out by patrons using the Centers for titles not included in the collections have

influenced this expansion. Local organizations and performers who have collaborated with the Centers have also donated titles or money for the collections. 2003-2006.

10. Continue to enhance programs that support the Library's role as a clearinghouse for cultural and educational programs, events and exhibitions. [Goal 5]

10.1 Ensure that San Franciscans are aware of the full array of library collections and services available by expanding the Library's outreach strategy throughout the City and in collaboration with selected partners in the community.
- Incorporated into the scope of the Community Outreach Task Force.
- Exhibition proposal forms were made available online on Library's website, September, 2003.
- Program proposal forms were added on Library's website, April, 2006.
- Program proposal form to be available on web January 2006.
- **Programming Partners 2003-2006** (partial list)**:** African American Cultural & Historical Society; Afro Solo Theater Company; American Conservatory Theatre; American Institute of Architects, SF; Animundi Dance Company; Asian Art Museum; Asian Pacific Islanders Legal Outreach; Bay Area Friends of Tibet; Bay Area Video Coalition; Book Club of California; California Center for the Book; California Council for the Humanities; California Historical Society; City Lights; Committee for Human Rights in the Philippines; Committee of 100 for Tibet; Copper Canyon Press; Deaf Visual & Performing Artist; Early Recorded Sound Archives; Earth Island Institute; Exploratorium; Flying Angels Chinese Dance Company; Frameline; Half n' Half: Adult Children of Deaf Parents; Healthy Peoples Library Project; Heyday Books; Iconoclast Black Films; Irish Arts Foundation; ITVS: Independent Television Service; Jewish Music Festival; Kearny Street Workshop; Kundirana Filipino Dance Company; KQED; Lambda Literary Awards; Litquake; LYRIC; ManilaTown Heritage Foundation; Mei Lan-fang Society; Multicultural Music Fellowship Harp Musicians; National Asian American Telecommunications Association; National Poetry Association; New College of California; NORCAL; Northern California Independent Booksellers Association; Poetry Flash; Poets for Peace; Polish Arts & Culture Foundation; Project Bandaloop Dancers; Public Utilities Commission; Robert Moses Kin Dance Company; San Francisco Ballet; San Francisco Center for the Book; San Francisco Department of the Environment; San Francisco Department of Recreation and Parks; San Francisco Dyke March; San Francisco Opera Guild; San Francisco Poetry Center; San Francisco Writers Grotto; Tibetan Youth Congress; Taipei Economic and Cultural Foundation; Wells Fargo Bank; William Saroyan Literary Foundation International; The Working Group; ZYZZYVA, SFUSD; Bay Area Discovery Museum; California Academy of Science; Center for the Art of Translation; Children's Book Press; Hear of the Forest Renaissance Faire; Mission Learning Center; River of Words; SF Chamber Orchestra; SF Giants; SF 49'ers; SF Zoo; Word for Word Performing Arts Company; World Arts West; Young Audiences of Northern California; Zeum; SFUSD Youth Arts Festival; Week of the Young Child; Jing Mo Athletic Association; California Pacific Medical Center - Pediatric; Kaiser Hospital – Pediatric; UCSF Medical Center – Pediatric; Cultural Service of the French Consulate of SF; San Francisco SPCA; Marine Mammal Center; USF School of Education; Writerscorps; LYRIC; Colored Ink of Brava Theater; Community Network for Youth Development; GSA Network; Bay Area Video Coalition
Exhibitions Partners 2003-2006 (partial list): African American Shakespeare Company; Beach Blanket Babylon; The Caxton Club of Chicago; Chinese Consulate General of San Francisco; City College of San Francisco; Community Works; Creativity Explored;

Eldergivers; European American Issues Forum; Facing History and Ourselves; Friends of Calligraphy; GLBT Historical Society; S.F. Gay Men's Chorus; Hand Book Binders of Northern California; John Muir Trust of Scotland; Kearny Street Workshop; Korean Institute; Leather Archives of America; Mexican Consulate; National Steinbeck Center; NCCIL (National Center for Children's Illustrated Literature); Pacific Center for the Book Arts; Peace Corps; Sanitary Landfill Company; San Francisco Department of Parks and Recreation; San Francisco Planning and Urban Research Association; SITES (Smithsonian Institution Traveling Exhibition Services); Sixth Street Photography Workshop; Umbrage Editions; United States Holocaust Memorial Museum; Visual AID; Voices and Visuals; El Dia de los Ninos Rooftop School Little Star Preschool; Pam Munoz Ryan manuscripts and illustrations for the Effie Lee Morris Lecture; Center for the Book; River of Words; SF Dental Society; Feather Boa Group (authors and illustrators)

Organizational Partners 2003-2006 (partial list): American Association of Museums; Arts Education Roundtable; California Association of Museums; Cultural Connections – Northern California Museum Educators; GLBT Historical Society

10.1.1   Establish a staff task force to develop guidelines and specific targets for expanding outreach with a focus on reaching new residents from other countries, economically disadvantaged people, and persons with disabilities. Outreach strategy to be developed and implementation begun by 2004/2005.
- Incorporated into the scope of the Community Outreach Task Force.
- Community Outreach Task Force recommended enhancement of outreach services to the community as part of interim services during branch closures through reallocation of staff from closed branches, December, 2005.
- Community Outreach Task Force recommended further study to identify priorities prior to developing a plan to better coordinate system wide outreach activities, January, 2006.
  - Consultant survey and study initiated June, 2006; to be completed fall, 2006.

10.1.2   Increase representation at street fairs and other community events to encourage neighborhood involvement and to promote library services throughout each year. Incorporate into outreach strategy to be developed and implementation begun by 2004/2005.
- Incorporated into the scope of the Community Outreach Task Force.
- Children's and Teen Services participated in Preschool Preview Night, September, 2005; El Dia de los Ninos, April 30, 2005; Family Day, October, 2005; Zoo Fest, June, 2006; Youth Arts Festival, June, 2006; SFUSD Child Care Resource Fair, PUC Halloween Faire, October, 2005; Salvation Army Back to School Event, August 13, 2005; Young Women's Conference, November, 2005; SHPD ExCel After School Program, August, 2005; City Hall Arts Resource Fair, August, 2005; Summer Resource Fair, March, 2006; Week of the Young Child event, April, 2006.
- Increased participation in neighborhood street fairs: Asian Pacific Heritage Festival, 2006; Bernal Fiesta on the Hill, 2004-06; Excelsior Festival, 2003-2005; Glen Park Festival, 2003 -2005; March Gladness, 2004-2005; OMI Family Festival, 2005-06; Portola Merchants Fair, 2003-06; Sunset

Community Festival, 2003, 2005; Sunset Moon Festival, 2005; and Visitacion Valley Fair, 2004-06.

- Project Read participated in Juneteenth Festival, 2003, 2004, 2004; Sunset Community Festival, 2003, 2004, 2005; and Bernal Fiesta on the Hill, 2003, 2004, 2005.
- Children's bookmobile and Branch Bond Bookmobiles outreach to street fairs, parades and other events.
- Participated in Pride celebration with Out at the Library/Hormel Center booth, June, 2005.

Lifelong Learning: Collections

11. Inspire library users and potential users with the joy of reading and learning as core values. [Goal 3]

    11.1 Support the individual learning experience by developing and maintaining an extensive collection of books and library materials in a variety of formats on a wide array of topics in an easily accessible manner.
- Assigned to the Collection Development Office (CDO), Office of Children's and Youth Services (OCYS) and the Public Service Team.
- The Collections Committee convened to re-write Collection Development Plan, September, 2005 –present.
- Established branch collection goals as part of opening day collections for branches participating in BLIP; ongoing.
- Added downloadable audio books from Recorded Books, January, 2006.
- Added downloadable eBooks to the existing collection of eBooks, April, 2006.
- Added a large collection of computer technology eBooks, January, 2006.
- Added electronic databases, 2003-2006.
  - Databases added in 2005-2006: Library, Information Science & Technology Abstracts (LISTA), May, 2006; Fiction Connection, March 2006; MARC records for all full-text electronic journals, January 2006; GLBT Life with Full Text, Novelist, Novelist K-8, December, 2005; Ancestry Library Edition, HeritageQuest Online, ALLDATA Online, November, 2005; Qikan Chinese Magazines, Eastview Central Russian Newspapers, August, 2005.

    11.1.1 Establish collection goals to reflect the outcomes generated from 15.1.1 and ongoing community input at the local level that is included in the community needs assessment (15.1.2). To be ongoing beginning in fiscal 2004/2005.
- Assigned to the Collections Committee, CDO, OCYS and the Public Service Team.
- Collection Development Plan Task force convened to update Collection Development Plan and establish collection goals, July, 2005 - present.
- Library Satisfaction Survey targeted collection evaluation; December, 2005 – January, 2006.
- Tracking and analyzing collections enhanced by creating lists in Millennium, our integrated online system (ILS). Staff training opportunities increased on how to create lists and use them for specific collection development purposes. Ongoing.
- BLIP Collection Development Task Force meets bi-monthly or quarterly to discuss and recommend ongoing improvements to collection development during closings and openings of branches. Ongoing.

    11.1.2 Enhance the collections of materials that reflect the linguistic goal of 10% of book and materials collection budget dedicated to books in languages other than English. This goal is driven by detailed analysis of demographic make-up of each neighborhood. Develop a strategy in 2003/2004 to reach this target in 2005/2006.

- Assigned to the Collections Committee and the Public Service Team.
- Budget for international languages increased, 2004-2005; 2005-2006; 2006-07.
- Chinese and Russian language materials enhanced for selected neighborhoods through State Library Global Languages Materials Grant of $100,000, 2004-05.
  - Subscribed to a Russian language newspaper and a Chinese language periodical/newspaper database, effective 2005-07.
- Demographic profiles created for each of the branches undergoing renovations under the Branch Library Improvement Program (BLIP), 2003 - present. More detailed profiles created for the 6 branch applications submitted to the state for Prop 14 awards, 2003 - 04.
- Presidio International Languages Collection established in the lower level of Presidio Branch to include Japanese language materials from Western Addition and Russian and Chinese materials from Richmond branch; October, 2006.
- Expenditures in non-English languages for books and audiovisual materials were $517,077 and for non-English databases were $31,300 for a total of 8% of budget, 2005-06.

11.1.3 Continue to develop access to Library website in Spanish and Chinese and plan for access in Russian, Japanese and other languages.
- Assigned to Information Technology Division.
- Launched a Chinese version of the website, July, 2003.
- Launched a much improved Spanish version of the website, July, 2003.
- Launched a Chinese version of the online public access catalog, September, 2003.
- Unable to implement Russian or Japanese web pages at this time due to lack of availability of bibliographic records in Cyrillic and Japanese characters.

Lifelong Learning: Information Infrastructure and Access Technology

12. Facilitate the public's ability to effectively use new materials and technologies to enhance research skills and stay abreast of trends in the delivery of information. [Goal 2]

   12.1 Provide expanded technology opportunities for self-directed learning.
   - Assigned to Information Technology Division for infrastructure support and access.
   - Assigned to Human Resources for programs.

      12.1.1   Ensure that the Library's technological infrastructure and systems support the development of a comprehensive online learning environment in a variety of subject areas and incorporating the highest attainable quality of learning aids such as online tutorials, pathfinders, webcasts, and/or web links to tutorials in a variety of subjects that will facilitate users access and learning. To begin by June 2004 and ongoing thereafter.
      - Live homework assistance for children, grades 4-12, in math, science, English and social studies provided through Tutor.com's Online Homework Help program, 2003-2006.
      - Assistance provided in Spanish as well as English for math and science, 2003-2006.
      - Usage grew 491% in three years, with over 3,000 students utilizing the service in 2003-2004, 8,000 students utilizing the service in 2004-2005, and 14,744 students benefiting in 2005-06.
      - Over 40 new pathfinders developed on Main Library department web pages, such as SF Archives and Manuscript Collections, Bay Area Musicians and Performing Artists Index, The Irish and Irish Americans: Selected Resources, Common Law Trademark Sources, Finding Jobs and Careers on the Internet, Find Out! Resources for LGBT, Queer and Questioning Teens. 2003-06.
      - The Reference Committee developed a pathfinder template, spring, 2006.

   12.2   Expand the Library's program of instruction to include subject-specific topics.
   - Assigned to Staff Development Committee, RefNet, Information Services (as coordinator of public training), Media Services and Human Resources (HR will research and develop training with input from these stakeholder committees)

      12.2.1   Train staff in instruction techniques and subject-specific topics and provide the technological infrastructure and systems to enable staff to provide relevant classes and one-on-one guidance to users. Enhanced training program to be incorporated into the 2004/2005 Library budget.
      - Assigned to Human Resources.
      - Infopeople's Training the Trainer series offered along with more focused sessions on topics including teaching library patrons to use Microsoft Word. Subject-specific courses through Infopeople included "Consumer Health Online," "Helping a Library User Look For Work," and sessions on children's and teens services.
      - Children's Creative Center infrastructure upgraded to support programming use with computer compatible technology, 2005-2006.

Lifelong Learning: Facilities

13. Create vibrant learning environments to encourage use of the Library as a center of learning and fostering a climate of learning and reading. [Goal 3]

   13.1 Create reading areas and/or study space to increase the usability, quiet study opportunities and comfort of library facilities by the completion of the Branch Library Improvement Program.
   - Assigned to Branch Bond Team and COB
   - Implemented on a branch by branch basis as part of design. Ongoing.

      13.1.1   Engage the community in each local neighborhood to gather input as part of the community needs assessment on optimal use of library space for reading areas and/or study space.
      - Assigned to Branch Bond Team and COB.
      - Multiple community meetings for each project provide local neighborhood input. Ongoing.
      - Survey tool is used in each community to gather input on services for each construction project. Ongoing.

   13.2 Create flexible Program Rooms, incorporating opportunities for learning labs and homework assistance, in at least 70% of library facilities by the completion of the Branch Library Improvement Program.
   - Assigned to Branch Bond Team.
   - Option for inclusion of a program room evaluated on a branch by branch basis, including community input on relevance for their community. Ongoing.
   - Program rooms have been designed for Bernal, Excelsior, Glen Park, Ingleside, Noe Valley, Ocean View, Park, Portola, Potrero, Presidio, Richmond, Sunset and Western Addition Branches.

      13.2.1   Engage the community in each local neighborhood to gather input as part of the community needs assessment on optimal use of library space for library programs.
      - Assigned to Branch Bond Team.
      - Multiple community meetings for each project provide local neighborhood input. Ongoing.
      - Survey tool used in each community to gather input on services for each construction project. Ongoing.

14. Continue to enhance programs that support the Library's role as a clearing house for cultural and educational programs, events and exhibitions. [Goal 5]

14.1 Continue to partner with community, arts, educational, corporate, and cultural institutions in San Francisco and the Bay Area. Enhance the information and referral services provided by the Library about those agencies. To be completed by September 2005. (Reviewed and determined to be ongoing.)

- Assigned to the Office of Communications, Collections and Adult Services, effective July, 2004.
- Adult Author/Performers contact list initiated in preparation for 125th Anniversary Celebration, for use by branches and Main Departments to sponsor public programs. This list is updated and modified on an ongoing basis, to include performer evaluations, date of appearances, etc. in addition to contact information; April, 2005 - present.

14.1.1 Continue to provide programs with partnering institutions such as schools, museums and the business community.
- Assigned to the Office of Communications, Collections and Adult Services, Office of Children and Youth Services, and Main Library subject departments.
- New community partners developed on an ongoing basis; partial list 2003-06: *see 10.1.*

14.1.2 Increase the Library's visibility as a key stakeholder in the network of community, arts, educational and cultural institutions through the Library's San Francisco Community Services Directory program.
- Assigned to the Information Technology Division.
- The Directory is updated on an ongoing basis. Every entry is evaluated at least once per year via staff contact with the individual agencies to verify the information.
- 251 new records were created in the Directory, bringing total to 1,790 records, 2003-2006.
- 3600 information updates were made to existing Directory records, 2003-2006.

14.2 Assist local residents and reach out to potential users in search of current information and events by developing and maintaining web exhibits featuring local activities, current interests and library services. To be implemented by June 2004.
- Assigned to the Office of Communications, Collections and Adult Services and Information Technology.
- Web Team training dedicated for online exhibitions included Infopeople's Dreamweaver MX, January, 2003; LearnIT Courses CSS (Cascading Style Sheets), March, 2003; Javascript, December, 2003 and May and July, 2006; Photoshop, July and August, 2006.

- Web exhibitions initiated in 2004, including five current online exhibitions: *Picture This*, *Family Photographs of Everyday San Francisco*, an online exhibition of neighborhood photographic archives, from the Western Addition, Ocean View/Merced/Ingleside (OMI), Mission and Sunset neighborhoods; September, 2005 – present; two online historical exhibitions created as part of the Library's 125th Anniversary celebration: The *Library Timeline* presents a history of the San Francisco Library system from 1877 through the 2004; the *Then & Now Photo Scrapbook* features historical and contemporary photographs of the Branch Libraries; April, 2005 – present; *Amusing America,* including images from the Panama Pacific Exhibition, Playland at the Beach, Chute the Chutes, Sutro Baths and more, September, 2004 - present*; Out at the Library,* celebrating the 10th anniversary of the founding of the Library's James C. Hormel Gay & Lesbian Center by highlighting its collection and offering a rare look into what an archives is and how it ensures the legacy of the gay, lesbian, bisexual and transgender communities, June, 2005; and *Reversing Vandalism*, featuring art created from vandalized books by multiple artists*,* September, 2004.

14.2.1   Train technology, exhibitions, and web staff in the Library's online system and web capabilities to initiate ongoing web exhibits.
- Assigned to Information Technology Division and Office of Communications, Collections and Adult Services in cooperation with Human Resources
- Web staff attends Learn It! classes for this specialized training.
- We have an active program of online exhibits and selected staff have been trained. Completed.

Current Topics and Titles: Collections

15. Ensure availability of books and library materials in an array of formats that are requested and needed by users. [Goal 4]

   15.1   Solicit broad-based community input to ensure book and library materials' collections both in English and non-English languages in all facilities reflect community needs for current topics and literature in a variety of formats and languages.

   - Incorporated into the scope of work of the Collections Committee. First convened September, 2005; ongoing.
   - Staff committee created to help Collection Development Office look at, forward & answer email from users on suggested titles in all formats, Fall, 2004.
   - *Suggest a title* feature of website moved to more prominent location, Fall, 2004.

      15.1.1   Create a community based *Library Collection Development Advisory Committee* to facilitate communication of community needs and to explore the nature of collection development in an urban community. City Librarian to establish committee by January 2004, including stakeholders from Main Library Affinity Centers and other groups.
      - The *Library Collection Development Advisory Committee* was not established.
      - Staff committed to continuing the ongoing outreach to, and input from, the public to achieve these goals.
      - Presentation and discussion on collection management with Council of Neighborhood Libraries, October, 2003.
      - Presentation and discussion on collection management with Library Citizens Advisory Committee, October, 2005.

      15.1.2   Continue to gather community input at the neighborhood level on desired collections and services for each facility.
      - Incorporated into the scope of work for the Collections Committee.
      - Library Satisfaction Survey targeted collection evaluation, December, 2005 – January, 2006.
      - BLIP community meetings, written surveys and discussions between Branch managers and community members help determine community collection needs. Ongoing.

      15.1.3   Evaluate data annually on the use of selected collections to continue to fine tune collection needs, adjusting funding assigned to specific collection areas as appropriate.
      - Incorporated into the scope of work for the Collections Committee.
      - Accomplished on a case by case basis by branch and Main selectors through "create lists" module on Millenium. Ongoing.

   15.2   Respond to the expressed demand for books and library materials on current topics and titles.

- Assigned to the Office of Communications, Collections and Adult Services and OCYS
- Book budget enhanced by 30% since 2003 to $7.4 million, 2006-07.
- Collection Development Office monitors reserve lists; popular titles with heavy reserve lists are replenished on a system wide basis. Ongoing.

15.2.1   Institute a tracking system for reserve fulfillment to determine and improve reduction of wait time for requests of popular materials. To be established by January 2004.
- Purchase Alerts program in Millenium which tracks reserves is now used to identify titles for rush order and rush processing, significantly improving reserve fulfillment.
- Reserved titles sent directly to fill reserves rather than to branches and Main from Technical Services to expedite delivery to the user, effective July, 2005.

15.2.2   Establish library user self-service pick-up of reserve materials in selected locations by July 2004.
- Assigned to Office of Chief of Branches and Chief of Main.
- Self service pick-up of reserves implemented at Anza, Chinatown, Excelsior Golden Gate Valley, Ingleside, Main Library, Mission, Mission Bay, 2004-06.
- Self service pick up of reserves to be incorporated into design for renovated and new facilities. Ongoing.

15.2.3   Expand options for notification of reserves to include telephone notification, as well as by the current options of email or regular mail. To be completed by June 2004.
- Email notification implemented, January, 2004.
- Reserve system enhanced to allow patron to change pickup location and freeze reserves while on vacation, spring, 2006.
- Courtesy notices, which alert users of items due in a couple of days, launched February, 2006.
- Telephone Notification Service (TNS) alerting patrons of hold pickups and overdue materials, implemented March, 2006.

15.2.4   Order more copies of popular titles in anticipation of reserve demands throughout each year.
- Assigned to the Office of Collections, Communications and Adult Services.
- Lists of high demand library materials reviewed weekly for purchase of additional copies. Ongoing.
- Large print materials selection from branches coordinated centrally to better anticipate demand, effective July, 2005.
- Computer and selected travel books ordered centrally for branches to meet high demand, effective July, 2006.

16. Provide library user self-help opportunities to facilitate ease of use of, and access to, literature and information. [Goal 4]
- Incorporated into scopes of Self Service Task Force and Staff RFID Task Force.
- Self-checks and self pick-up of holds added as branches are remodeled.

16.1 To facilitate library users' self-service check out of materials, as well as to improve inventory control and loss prevention, resulting in better public service, consider possible implementation of next-generation scanning technology (also known as RFID - Radio Frequency Identification) for books and other library materials, subject to Library Commission approval after a public hearing.
- Incorporated into scope of work of Staff RFID Task Force.
- Outcome of Staff RFID Task Force helped provide direction for the creation by the Acting City Librarian of the Library Technology and Privacy Advisory Committee, Spring, 2005.
- This committee held a series of meetings at which public comment was taken, April – October, 2005.
- The committee prepared *Radio Frequency Identification and the San Francisco Public Library: Summary Repor*t, October, 2005.
- The report and its recommendations were presented to the Library Commission, October, 2005.
- Funding for the key priority of a Privacy Audit approved in the 2006/2007 budget.

16.1.1 Sponsor a community forum to present information on RFID in libraries and engage the public in a robust dialog on the topic. An initial forum was completed in March, 2004.
- One or more additional public educational forums incorporated into the scope of the Library Technology and Privacy Advisory Committee, which remains a recommendation from the committee to the Library in their report.

16.1.2 Establish staff task force to research, analyze and make recommendations to Library Administration and the Library Commission regarding RFID implementation, including privacy issues.
- Staff Taskforce established, 2003-04.
- Taskforce compiled research that was posted on StaffNet, presented information at an All Staff meeting, participated in a public forum held in March, 2004, and made recommendations for implementation in 2004-05.
- Privacy Policy approved by the Library Commission, June, 2004.
- Library Technology and Privacy Advisory Committee made up of community experts and interested citizens was formed, 2004/2005.
- The Committee completed their report and presented it to the Library Commission, October, 2005.
- The 2006/2007 proposed budget includes funds to support conducting a Privacy Audit as recommended in the final report of the Library Technology and Privacy Advisory Committee's report, *Radio Frequency Identification and the San Francisco Public Library*, October, 2005.

16.1.3   Consider incorporation of funding for implementation as part of the 2004/2005 Library budget process with Library Commission approval. Implementation to begin in 2005/2006.

- First year costs of $300,000 were recommended in the Commission-approved budget to the Board of Supervisors for 2004-05. However, due to mid-year budget re-balancing for all departments as directed by the Mayor, these funds were liquated in 2004-05.
- $680,000 earmarked for RFID in 2005-06 budget as part of a multi-year rollout were redirected by action of the Board of Supervisors, July, 2005.
- Alternative efficiency and self service opportunities identified for implementation, 2006-07.

16.2   Assist users in fulfilling their individual information needs by developing a *My Millennium* (formerly *My Library)* service for customized library services. To be implemented by September 2004.

- Assigned to Information Technology Division.
- Completed in April, 2004, with enhancements to continue over a period of time.
- Redesigned OPAC was introduced with Spanish and Chinese interfaces and an online interlibrary loan request form, November, 2004.
- Enhancements include offering Featured Lists, selections of new titles added to the San Francisco Public Library collection, December, 2005; implementation of telephone notification that enabled the ability for users to select their preferred method to receive library notices (e-mail, telephone, or print), March, 2006; launch of e-mail courtesy notices, which alert users when their checked-out items are about to be due, January and February, 2006; a "freeze holds" feature that provides the ability for users to temporarily take their holds out of the hold queue; and Web Bridge for linking to other libraries and information resources directly from the OPAC.

16.2.1   Continue to develop library services for electronic users who cannot or choose not to visit library buildings by making all library services available in an electronic format. Services to include, but are not limited to, online library forms (such as homebound, library card application, suggestion form, and comment form) in a variety of languages.

- Assigned to Information Technology Division.
- A Self-Service Task Force was launched to examine, explore and recommend technologies and other products and services that would expand and enhance library users' self-service options, July, 2005
- Online library card registration forms launched as a pilot project in the Main Library, July, 2006. Following the test period, online registration will be available to in-library patrons in September, 2006 and to remote online users shortly after.
- Electronic files of digitized images made available for purchase, October, 2004.
- Other user services planned for implementation include E-Commerce (enabling users to pay library fines online) and Link+, an interlibrary lending program that enables users from 40+ libraries in California to borrow materials from member libraries easily and quickly; FY2006-07.

16.2.2   Train technology and web staff in the Library's online system's capabilities to initiate *My Millennium* service, which offers preferred searching to the patron.
- Assigned to Information Technology Division.
- Training sessions and programs are offered at the annual national Innovative Users Group held in the spring and the regional Northern California Innovative Users Group in the fall.
- Innovative Interfaces conducted a variety of training sessions prior to Millennium implementation, including Millennium Media Management training on July 30 and Millennium catalog module training on August 12, summer, 2003.

16.2.3   Develop an outreach strategy to educate library users on the use of *My Library* and implement in 2004/2005.
- Incorporated into scope of the public training program.

17. Improve ability of residents to obtain books and library materials in a variety of formats in a timely manner. [Goal 4]

    17.1 Improve delivery of materials throughout the system so that 80% of items requested and available on-shelf are received within three business days at the designated pick-up location.
- Assigned to Chief of Branches Office and Director of Operations.

        17.1.1 Restructure delivery services to all locations to improve efficiency and reduce time needed for materials to reach their destination. Incorporate implementation as part of the 2004/2005 Library budget process.
- Assigned to Chief of Branches Office and Director of Operations.
- Added a fourth delivery truck in 04/05 and one additional full time driver. Implementation of six day per week deliveries on hold.

    17.2 Implement collection display and organization guidelines to enhance the user experience across the library system.
- Display shelving and display cases are part of the Branch Library Improvement Program.
- The redesign of the first floor of the Main Library, now under way as part of the POE response, will provide a better organized and accessible collection of books and AV materials.

        17.2.1 Establish a staff task force to develop system-wide guidelines for display and organization of books and other materials. Guidelines to be implemented by January 2005 (coordinate with 5.2.1).
- Incorporated in the BLIP program with the outcome of Signage Standards and new signs at each remodeled and new branch facilities.

        17.2.2 Create *Staff Recommends* sections in select locations, as well as virtually on the SFPL website, by January 2004.
- Selected branches now have Staff Recommends sections.
- This service is fully incorporated into the Library's website.