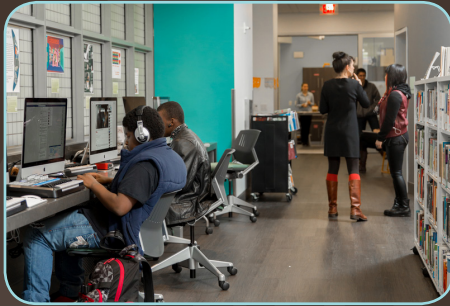


# Reinvesting & Renewing for the 21st Century



*San Francisco Public Library*

## SFPL Five Year Strategic Plan

July 1, 2016 – June 30, 2021



### Mission Statement

The San Francisco Public Library system is dedicated to free and equal access to information, knowledge, independent learning and the joys of reading for our diverse community.

### Service Excellence Core Values

**Service** - SFPL aspires to deliver the highest possible service to individuals, groups and our partners. We embrace the Library as a learning organization that seeks continuous improvement.

**Access** - SFPL ensures free and equal access to resources, collections, information and programs.

**Community** - SFPL strives to support and build our communities through the creation of innovative services, programs and partnerships.

**Diversity** - SFPL promotes an inclusive environment that reflects the people of San Francisco.

**Professionalism** - SFPL produces work of the highest quality. Our interactions demonstrate respect for others and we value teamwork to achieve our shared goals.

# SFPL Five Year Strategic Plan

## **Goal 1: Develop a patron-focused service model to position SFPL as the premier public library in the nation**

### **FY 16-17**

1. Design a Service Excellence program for all library staff.
2. Continue emphasis on the Safe and Welcoming initiative through increased training and staff engagement including additional staffing for custodial and security personnel.
3. Establish a Future of the Library Task Force to address new applications of technology, services and programs for library patrons' experience.
4. Implement a citywide library public relations campaign to raise awareness and increase new audiences.
5. Develop new engagement initiative to serve residents experiencing homelessness.
6. Identify short and long term collection space needs as per the recommendations of the Space Solutions Area Focus Team.

### **FY 17-18**

1. Provide a minimum of one training opportunity on Service Excellence for each library employee.
2. Add additional security and social services capacity and provide a minimum of two training opportunities for new and current public safety personnel.
3. Implement a minimum of two initiatives recommended by the Future of the Library Task Force.
4. Continue implementation of citywide library public relations campaign.
5. Implement a service plan in support of residents experiencing homelessness with Library staff, City & County agencies and community partners.
6. Follow up with any physical improvements, as needed, for adequate and secure collection and archival storage space.

### **FY 18-19**

1. Provide a minimum of one training opportunity on Service Excellence for all library staff.
2. Increase ongoing training for public safety staff by at least one additional course.
3. Implement a minimum of two initiatives recommended by the Future of the Library Task Force.
4. Continue implementation of citywide library public relations campaign.
5. Continue implementation of service plan in support of residents experiencing homelessness.

### **FY 19-20**

1. Provide a minimum of one training opportunity on Service Excellence for all library staff.
2. Increase ongoing training for public safety staff by at least one additional course and evaluate public safety training program.

## **Goal 1: Develop a patron-focused service model to position SFPL as the premier public library in the nation (Continued)**

### **FY 19-20**

3. Implement a minimum of two initiatives recommended by the Future of the Library Task Force.
4. Evaluate impact of citywide library public relations campaign.
5. Continue implementation of service plan in support of residents experiencing homelessness.

### **FY 20-21**

1. Conduct a comprehensive assessment of the Service Excellence program and implement any recommendations to enhance outcomes.
2. Conduct comprehensive assessment of the Safe and Welcoming initiative and begin implementation on any recommendations to enhance outcomes.
3. Conduct a comprehensive assessment of the Library of the Future Task Force outcomes.
4. Implement recommendations from assessment of the citywide library public relations campaign.
5. Assess impact of service plan in support of residents experiencing homelessness.
6. Implement recommendations of public safety training evaluation.

## **Goal 2: Provide accessible and welcoming library facilities to meet the needs of all San Franciscans**

### **FY 16-17**

1. Hold public hearings and library commission discussions on timeline and scope for capital projects for Chinatown, Mission and Ocean View Branch Libraries.
2. Conduct design scope for new Main Library roof.
3. Complete LEED status projects at the Main Library.
4. Develop a comprehensive Asset Management Plan.
5. Evaluate recommendations from the User Experience Fellowship project and identify funding opportunities.

### **FY 17-18**

1. Secure funding and support for capital improvements for Chinatown, Mission and Ocean View Branch Libraries.
2. Complete new roof project for the Main Library.
3. Develop a facilities maintenance plan in keeping with completed Asset Management Plan.
4. Secure funding to design and actualize Main Library User Experience project.

### **FY 18-19**

1. Begin phase one of capital improvements for Chinatown, Mission and Ocean View branch libraries including identifying temporary library services during construction.
2. Begin implementation of the asset management plan recommendations.

## **Goal 2: Provide accessible and welcoming library facilities to meet the needs of all San Franciscans (Continued)**

### **FY 18-19**

3. Evaluate facilities asset management plan with a focus on investing in ongoing maintenance of library facilities.
4. Develop a comprehensive furniture, fixtures and equipment (FF&E) plan for all library facilities.
5. Begin and complete Main Library User Experience project physical plant improvements.
6. Develop strategies to provide for emerging library service needs in growing areas such as Hunters Point and Treasure Island.

### **FY 19-20**

1. Continue capital improvements for Chinatown, Mission and Ocean View branch libraries.
2. Continue implementation of asset management plan recommendations.
3. Secure funding and develop implementation timeline for refreshment program for FF&E for all library facilities.
4. Identify aspects of User Experience project to improve public service interactions throughout the entire Main Library to delight and attract library patrons.

### **FY 20-21**

1. Complete capital improvements for Chinatown, Mission and Ocean View branch libraries.
2. Continue implementation of asset management plan recommendations.
3. Continue refreshment plan for FF&E at all library facilities.
4. Commit to innovative projects for Main Library based on FY 19-20 analysis of the User Experience building improvements.

## **Goal 3: Provide robust collections, services and programs that support and promote reading and address changing 21st Century Literacy**

### **FY 16-17**

1. Conduct ongoing assessment of community needs for library materials and resources.
2. Continue marketing of the new *Career Online High School* program and plan for initial graduation ceremony for a minimum of 10 graduates.
3. Focus on scaling and increasing number of adult learners in *Project Read* through an active outreach campaign.
4. Develop a comprehensive portfolio of program offerings to meet the cultural, educational and inclusionary needs of residents in the city.
5. Provide a minimum of 100 programs in *The Bridge, at Main* - Literacy and Learning Center.
6. Develop a robust service program for seniors and other people with disabilities.

### **Goal 3: Provide robust collections, services and programs that support and promote reading and address changing 21st Century Literacy (Continued)**

#### **FY 17-18**

1. Increase library materials budget in response to community needs or a minimum increase based on the Consumer Price Index (CPI).
2. Continue marketing of the *Career Online High School* program and plan for second graduation cohort for 10 graduates.
3. Increase number of adult learners in *Project Read* by 10% and expand the program to branch libraries.
4. Increase the number of programs per month by 10% at each of the 28 neighborhood libraries.
5. Provide a minimum of 125 programs in *The Bridge, at Main* - Literacy and Learning Center.
6. Participate in SF Tech Council to support technology access to senior populations in the city.
7. Partner with the Mayor's Office on Disability to provide programs and services for the disabled community.

#### **FY 18-19**

1. Increase library materials budget in response to community needs or a minimum increase based on the CPI.
2. Graduate a minimum of 50 participants in the *Career Online High School* program.
3. Increase number of adult learners in *Project Read* by 10% and continue to expand the program to branch libraries.
4. Increase the number of programs per month by 10% at each of the 28 neighborhood libraries.
5. Provide a minimum of 150 programs in *The Bridge, at Main* - Literacy and Learning Center.
6. Participate in SF Tech Council to support technology access to senior populations in the city.
7. Partner with the Mayor's Office on Disability to provide programs and services for the disabled community.

#### **FY 19-20**

1. Increase library materials budget in response to community needs or a minimum increase based on the CPI.
2. Conduct a comprehensive assessment of the *Career Online High School* program.
3. Increase number of adult learners in *Project Read* by 10%.
4. Conduct a comprehensive assessment of program services to enhance program outcomes.
5. Evaluate the impact of *The Bridge, at Main* - Literacy and Learning Center in serving the literacy and learning needs of residents.
6. Participate in the SF Tech Council to support technology access to senior populations in the city.

### **Goal 3: Provide robust collections, services and programs that support and promote reading and address changing 21st Century Literacy (Continued)**

#### **FY 19-20**

7. Partner with the Mayor's Office on Disability to provide programs and services for the disabled community.

#### **FY 20-21**

1. Conduct comprehensive assessment of library collections to ascertain areas for enhancement and improvement.
2. Implement any needed revisions for ongoing *Career Online High School* program.
3. Conduct a comprehensive assessment of *Project Read* adult literacy program.
4. Implement recommendations from comprehensive assessment of library programs.
5. Implement recommendations of *The Bridge, at Main* - Literacy and Learning Center program evaluation.
6. Participate in the SF Tech Council to support technology access to senior populations in the city.
7. Partner with the Mayor's Office on Disability to provide programs and services for the disabled community.

### **Goal 4: Engage youth in learning, workforce and personal growth opportunities**

#### **FY 16-17**

1. Develop strong partnerships to support youth engagement and learning in *The Mix at SFPL* – Teen Digital Media Lab.
2. Launch President Obama's *ConnectED* Library Card Campaign in partnership with Mayor's office and SFUSD.
3. Enhance neighborhood library services by offering a minimum of 10 monthly youth programs at each neighborhood branch.
4. Expand library services to teens in neighborhood libraries.
5. Design an outcomes-based evaluation of homework help programs and evaluate the existing homework help program.
6. Continue strong community outreach and partnerships to support early literacy initiative.
7. Design an outcomes-based evaluation for summer learning cohort in collaboration with SFUSD and other non-profit out-of-school service agencies.
8. Provide a comprehensive array of workforce development opportunities for tweens, teens and transitional-age youth.

## **Goal 4: Engage youth in learning, workforce and personal growth opportunities (Continued)**

### **FY 17-18**

1. Develop a minimum of five new partnerships to co-sponsor youth programs in *The Mix at SFPL – Teen Digital Media Lab*.
2. Continue implementation of *ConnectED* initiative by increasing number of registered SFUSD students with library card to 80% of total enrollment.
3. Expand the reach of library programming by bringing programs to ten community sites.
4. Expand teen programs and community outreach by 10% in neighborhood libraries.
5. Implement recommendations from outcomes-based evaluation of Homework Help program.
6. Increase partnerships and the number of early literacy programs by 10%.
7. Implement recommendations of outcomes-based evaluation for summer learning cohort.
8. Increase workforce development opportunities for tweens, teens and transitional-age youth by 10%.

### **FY 18-19**

1. Design an outcomes-based evaluation for *The Mix at SFPL – Teen Digital Media Lab*.
2. Continue implementation of *ConnectED* initiative by increasing the number of registered youth borrowers to 95% of total enrollment.
3. Expand the reach of library programming by bringing programs to 20 community sites.
4. Expand teen programs and community outreach by 10% in neighborhood library programs.
5. Expand number of youth participating in homework help program by 10%.
6. Increase participation of parents and children in early literacy programs by 15%.
7. Continue implementation of recommendations from outcomes-based evaluation of summer learning cohort.
8. Increase workforce development opportunities for tweens, teens and transitional-age youth by 10%.

### **FY 19-20**

1. Implement recommendations from evaluation of *The Mix at SFPL – Teen Digital Media Lab* programs and services.
2. Reach 100% registered youth borrowers as part of *ConnectED* initiative.
3. Expand number of participants engaged in community program sites by 10%.
4. Design an outcomes-based evaluation of teen participation in neighborhood library programs.
5. Design outcomes-based evaluation for students participating in homework help programs.
6. Design an outcomes-based evaluation for parents and youth participating in early literacy programs.
7. Continue implementation and evaluation of summer learning.
8. Increase workforce development opportunities for tweens, teens and transitional-age youth by 10%.

## **Goal 4: Engage youth in learning, workforce and personal growth opportunities (Continued)**

### **FY 20-21**

1. Implement recommendations from evaluation of *The Mix at SFPL* – Teen Digital Media Lab programs and services.
2. Design an outcomes-based evaluation of the *ConnectED* initiative.
3. Design an outcomes-based evaluation of library program outreach in neighborhood libraries.
4. Implement recommendations from outcomes-based evaluation of teen participation in neighborhood programs.
5. Implement recommendations from outcomes-based evaluation of students in the homework help program.
6. Implement recommendations from outcomes-based evaluation of early literacy program.
7. Assess outcomes from summer learning cohort.
8. Conduct comprehensive assessment of workforce development opportunities for tweens, teens and transitional-age youth.

## **Goal 5: Provide equitable and robust access to state of the art technology and innovative information services**

### **FY 16-17**

1. Procure network equipment to support 10 Gigabit high speed broadband capacity for the library system.
2. Provide free access to the Internet via public computing and Wi-Fi.
3. Develop a comprehensive strategy to digitize library and archival collections.
4. Secure and implement a new computer reservation system.
5. Connect an additional five branch libraries to the city's fiber optic network.
6. Begin the planning for the revamping and redesign of the library website.

### **FY 17-18**

1. Begin full utilization of 10 Gigabit high speed network through program offerings and robust data transmission.
2. Increase free access to public and Wi-Fi computing to 750,000 hours.
3. Secure a digital asset management system to support the platform for digitized collections.
4. Connect an additional five branch libraries to the city's fiber optic network.
5. Complete the redesign of the library website.
6. Develop and implement a mobile app for seamless user experience with digital collections.

### **FY 18-19**

1. Increase free access to public and Wi-Fi computing to 800,000 hours annually.
2. Increase digitization of library collections by 10%.
3. Connect an additional five branch libraries to the city's fiber optic network.



## **Goal 5: Provide equitable and robust access to state of the art technology and innovative information services (Continued)**

### **FY 18-19**

4. Initiate refreshment program for library's computer hardware.

### **FY 19-20**

1. Increase free access to public and Wi-Fi computing to 825,000 hours annually.
2. Increase digitization of library collections by 15%.
3. Connect an additional five branch libraries the city's fiber optic network.
4. Continue refreshment program for library computer hardware.

### **FY 20-21**

1. Maintain free access to public and Wi-Fi computing to 825,000 hours annually.
2. Increase digitization of library collections by 15%.
3. Connect an additional five branch libraries the city's fiber optic network.
4. Continue refreshment program for library computer hardware.

## **Goal 6: Develop strong community partnerships to promote and support civic engagement**

### **FY 16-17**

1. Partner with the Friends of the San Francisco Public Library and other literary groups to plan and implement the *One City, One Book* citywide reading campaign.
2. Engage residents in civic and community dialogue by sponsoring forums on relevant topics and issues facing the city.
3. Engage with Mayor's office and SFUSD to explore citywide literacy initiative.
4. Participate as member of Our Children, Our Family Council.
5. Partner with the Friends of the Library to develop a memorandum of understanding on external funding support.
6. Develop stronger partnerships with the tech sector to support innovation and technology at the library.
7. Track and evaluate existing partnerships with cultural, educational and civic institutions and museums including Cal Academy, SFMOMA, Exploratorium, Asian Art Museum, Litquake, etc.

### **FY 17-18**

1. Plan and implement the *One City, One Book* citywide reading program.
2. Sponsor ongoing series of forums on relevant topics and issues affecting residents.
3. Continue ongoing efforts to eradicate illiteracy by partnering with the Mayor's Office, SFUSD, and community based organizations on programs and services promoting reading and literacy.
4. Continue strong engagement and support in implementing work plan for Our Children, Our Families Council.

## **Goal 6: Develop strong community partnerships to promote and support civic engagement (Continued)**

### **FY 17-18**

5. Collaborate with the Friends of the San Francisco Public Library to secure strong private funding to support innovative library programs.
6. Pursue additional partnerships, initiatives or programs with SF's cultural, educational and civic institutions.

### **FY 18-19**

1. Plan and implement the *One City, One Book* citywide reading program.
2. Sponsor ongoing series of forums on relevant topics and issues impacting San Franciscans.
3. Continue ongoing efforts to eradicate illiteracy by partnering with the Mayor's Office, SFUSD and community based organizations on programs and services that promote reading and literacy.
4. Continue strong engagement and support in implementing work plan for Our Children, Our Families Council.
5. Collaborate with the Friends of the San Francisco Public Library to secure strong private funding to support library programs.
6. Pursue additional partnerships, initiatives or programs with SF's cultural, educational and civic institutions.

### **FY 19-20**

1. Plan and implement the *One City, One Book* citywide reading program.
2. Sponsor ongoing series of forums on relevant topics and issues impacting San Franciscans.
3. Continue ongoing efforts to eradicate illiteracy by partnering with the Mayor's Office, SFUSD and community based organizations on programs and services that promote reading and literacy.
4. Continue strong engagement and support in implementing work plan for Our Children, Our Families Council.
5. Collaborate with the Friends of the San Francisco Public Library to secure strong private funding to support library programs.
6. Assess and evaluate partnerships and programs with SF's cultural, educational and civic institutions.

### **FY 20-21**

1. Plan and implement the *One City, One Book* citywide reading program.
2. Sponsor ongoing series of forums on relevant topics and issues impacting San Franciscans.
3. Continue ongoing efforts to eradicate illiteracy by partnering with the Mayor's Office, SFUSD and community based organizations on programs and services that promote reading and literacy.
4. Continue strong engagement and support in implementing work plan for Our Children, Our Families Council.

## **Goal 6: Develop strong community partnerships to promote and support civic engagement (Continued)**

### **FY 20-21**

5. Collaborate with the Friends of the San Francisco Public Library to secure strong private funding to support library programs.
6. Implement any changes and new measures while expanding cultural and civic partnerships.

## **Goal 7: Sustain a high performing organization that strives for excellence in operational and fiscal management and professional development**

### **FY 16-17**

1. Work in partnership with the Office of the Controller and Library Commission to develop a fiscal reserve policy.
2. Fill and track priority vacancies with highly competent candidates to achieve mission excellence.
3. Continue to achieve performance appraisals completion rate of 90% and above.
4. Support citywide efforts in the implementation of the new financial system.
5. Develop a comprehensive staff training plan that support the strategic priorities and includes a leadership development component.
6. Work collaboratively with labor in support of skills development for library workforce.
7. Begin planning effort for radio-frequency identification (RFID) project implementation by establishing a planning group.
8. Commence study and schematic design for automated collection materials handling for deliveries to the branch system
9. Update San Francisco Administrative Code section governing San Francisco Public Library Fines & Fees Schedule.
10. Identify and allocate staffing resources to oversee internal analytics function in support of strategy, performance improvement and open data efforts.
11. Conduct public hearings on operating hours in tandem with Controller's Office audit for five-year assessment.

### **FY 17-18**

1. Adopt a library reserve fiscal policy.
2. Fill and track priority vacancies with highly competent candidates to achieve mission excellence.
3. Continue to achieve performance appraisals completion rate of 90% and above.
4. Participate in implementation of new financial system.
5. Provide minimum of one training opportunity for all staff.
6. Launch a library leadership program.
7. Continue collaboration with labor on skills development for library workforce.
8. Identify funding and secure approval for RFID project implementation.
9. Continue and finalize design for automated materials handling system; identify funding.

## **Goal 7: Sustain a high performing organization that strives for excellence in operational and fiscal management and professional development (Continued)**

### **FY 17-18**

10. Collaborate with Office of Treasurer & Tax Collector – Bureau of Delinquent Tax Revenue to coordinate efforts for recovery of outstanding patron liabilities.
11. Secure approval from Library Commission on adjustments to library operating hours based on Controller's Office assessment.
12. Align national, state and local performance measures tracking and reporting activities with single point of accountability for SFPL Analytics.

### **FY 18-19**

1. Fill and track priority vacancies with highly competent candidates to achieve mission excellence.
2. Continue to achieve performance appraisals completion rate of 90% and above.
3. Complete implementation of new financial system.
4. Continue implementation of training plan through increased staff training for all staff.
5. Complete and assess the library leadership cohort.
6. Continue collaboration with labor on skills development for library workforce.
7. Begin RFID project implementation.
8. Start installation of automated materials handling system
9. Conduct public hearings on five year library hour's assessment.
10. Pursue Patron Fines & Fees Amnesty program to encourage return of overdue and/or billed items and reinstate access to library services for individuals with delinquent accounts.
11. Begin planning process to renew the Library Preservation Fund.
12. Adjust library operating hours in accordance with Library Commission direction.
13. Develop SFPL dashboard and/or balanced scorecard for evaluating system-wide performance and outcome measurement.

### **FY 19-20**

1. Fill and track priority vacancies with highly competent candidates to achieve mission excellence.
2. Continue to achieve performance appraisals completion rate of 90% and above.
3. Evaluate training plan and implement modifications to enhance staff development opportunities.
4. Launch a new library leadership cohort.
5. Continue collaboration with labor on skills development for library workforce.
6. Continue RFID project implementation.
7. Place new automated materials handling system into service.
8. Develop and implement fine-free service model for overdue materials.
9. Continue planning efforts for the renewal of the Library Preservation Fund.
10. Incorporate data visualization into efforts to inform internal and external stakeholders regarding library performance.

## **Goal 7: Sustain a high performing organization that strives for excellence in operational and fiscal management and professional development (Continued)**

### **FY 19-20**

11. Continue implementation of adjustments to library operating hours based on five-year assessment.

### **FY 20-21**

1. Continue offering staff development opportunities for all library staff.
2. Fill and track priority vacancies with highly competent candidates to achieve mission excellence.
3. Continue to achieve performance appraisals completion rate of 90% and above.
4. Draft legislation and secure approval from appropriate legislative bodies for renewal of Library Preservation Fund.
5. Continue collaboration with labor on skills development for library workforce.
6. Complete and evaluate the library leadership cohort.
7. Complete RFID project implementation.
8. Evaluate cumulative impact of fine and fee changes.
9. Expand role of SFPL Analytics to train cadre of internal analyst/technicians as champions for continuous improvement initiatives tied to SFPL performance dashboard/balanced scorecard.