

*San Francisco Public Library*



# SFPL Strategic Planning Initiative

Library Commission Meeting

August 19, 2021

# Why now?

Community needs are more pronounced, disparities more apparent

Acceleration of disruption and innovation in library industry

- Circulation
- Programming

Lessons learned

- Partnership with Department of Public Health
- Supported Human Services Agency, Department of Homelessness & Supportive Housing, and Department of Emergency Management

# Who we are today...

## Our Mission

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.







# Starting Points

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- Renewing & Reinvesting for the 21<sup>st</sup> Century – Five Year Strategic Plan (2016 – 2021)
- Departmental Strategic Priorities
- Racial Equity Action Plan (REAP)
  - Phase I – Internal
  - Phase II – Public Facing / External

# SFPL Five Year Strategic Plan 2016 - 2021

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- Developed by SFPL Executive Leadership
- Strategic Priorities adapted as Goals
- Achievements include:
  - Open Hours Assessment & expansion to 7-day service system-wide
  - Branch Capital Projects progress
  - Scholar Card Initiative
  - Service Excellence Initiative
  - Friends MOU

## 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.

# FY22 Strategic Priorities

- Focus on restoration of full hours of operation, in-person programs, and services
- Support the economic recovery of SF
- Racial Equity Action Plan (REAP)
- Branch capital projects
- Strategic planning
- Preparing for Library Preservation Fund (LPF) renewal

## San Francisco Public Library

**Mission:** We work to ensure free and equal access to information, knowledge, independent learning, information, knowledge, independent learning, and the joys of reading for our diverse community.

### SAN FRANCISCO'S VISION

Residents and families that thrive

Clean, safe and livable communities

A diverse, equitable and inclusive city

Excellent City Services

A city and region prepared for the future

### Be the premier public library in the nation

- Restore seven-day service and full hours of operation with safe and welcoming in-person access to library programs and services at all twenty-eight neighborhood libraries.
- Increase community awareness and usage of San Francisco Public Library through targeted outreach and marketing efforts to reach new users and underserved neighborhoods.
- Provide programming and services to residents experiencing homelessness through the Library's Social Worker Program.

### Support the economic recovery of San Francisco

- Help individuals with [programming and services](#) to support job searching, technology access, and career development, and connect small business owners with government assistance and services.
- Expand Smart Money financial coaching program to provide patrons one-on-one help with certified financial coaching professionals.

### Continue strong community partnerships

- Partner with the SF Arts Commission to support the City's artistic community via artist residencies at branches, and Cultural Equity Grants for projects that illuminate the city's recovery and resilience.
- Expand Summer Stride with Human Rights Commission and DCYF to encourage reading of BIPOC authors and increase book giveaways via [Summer Together](#).

### Engage youth in learning, workforce and personal growth

- Support virtual enrichment and STEM learning opportunities for school age children.
- Provide job training, internships, college prep, and educational support for [teens](#) and transitional age youth.

### Excel in operational and fiscal management and professional development

- Host the 17th Annual *One City One Book: San Francisco Reads* initiative.
- Create library programs, classes, services, partnerships and exhibitions that foster learning, equity, inclusion and community connection.

### Excel in operational and fiscal management and professional development

- Implement Phase I of the Library's departmental [Racial Equity Action Plan \(REAP\)](#) and develop public facing Phase II action plan promote more equitable outcomes for city residents.
- Engage residents in eleven Supervisorial Districts regarding SFPL programs and services to inform development of a new strategic plan.
- Seek voter approval for renewal of the Library Preservation Fund.

### Provide facilities to meet 21st century needs

- In collaboration with San Francisco Public Works, renovate the historic [Mission and Chinatown Branch Libraries](#), and plan for the construction of a new [Ocean View Branch Library](#).
- Support the installation of public artwork at the Main Library to honor Dr. Maya Angelou and increase female representation in the public realm.



# Racial Equity Action Plan

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- Phase I – Internal
- Phase II – External Programs & Services (TBD)
  - Awaiting direction from the Office of Racial Equity
  - Opportunity to sync REAP Phase II with Strategic Planning Initiative

## SFPL RACIAL EQUITY ACTION PLAN

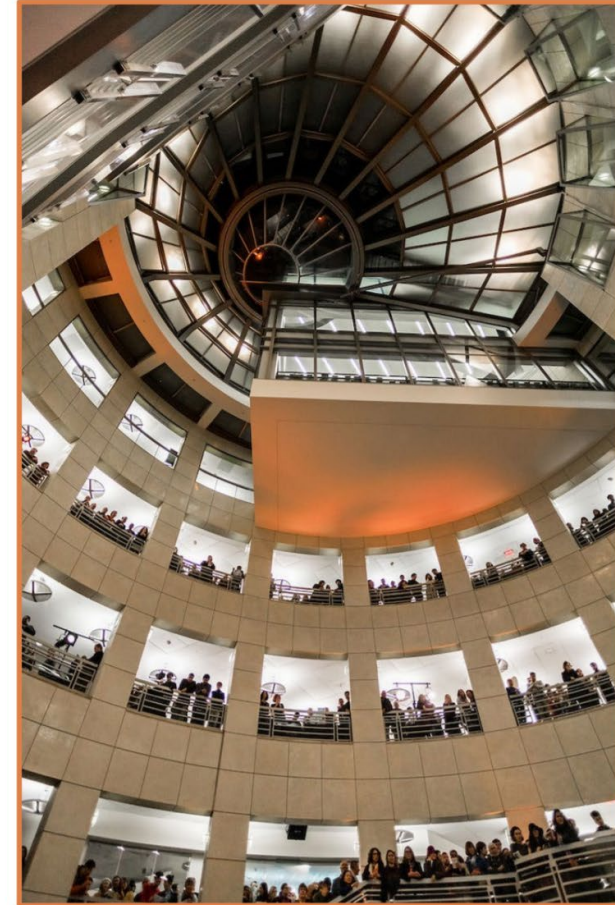


Image by Jason Doiy.

December  
2020

Phase 1: Internal Programs & Policies

The San Francisco Public Library's Racial Equity Action Plan will advance equity for our workforce and community

# SFPL Strategic Planning Request for Proposals (RFP) Overview

## **III. GOODS AND SERVICES REQUESTED**

### **A. Services Requested (Scope of Work)**

#### **(i) General Description of Services**

- A. SFPL seeks a Contractor to develop a five-year strategic plan (Plan). The Contractor shall work with SFPL leadership, staff, and stakeholders to structure, draft, revise, and present a Plan informed by data and best practices and designed to inform collections, programming, services, and capital decisions for SFPL.

SFPL expects the development of the Plan would involve, at a minimum:

- a. Outreach, communications, and engagement to hear the perspectives of SFPL leadership, staff, and internal/external stakeholders
- b. Qualitative and quantitative analysis
- c. Strategic Plan documents
- d. Consistent, efficient project management
- e. Presentation support

### ***Minimum Qualifications:***

- ***At least 3 similar plans in the last 10 years, with at least 1 for a public sector client***
- ***Project Lead with minimum 10 years' experience in the field with extensive stakeholder engagement***



# SFPL Strategic Planning RFP Highlights

*Local Business Enterprise (LBE) Good Faith Outreach and 20% LBE Subcontracting Participation Requirement*

*12B Non-Discrimination Benefits Requirement and 12X State Headquarters Requirements*

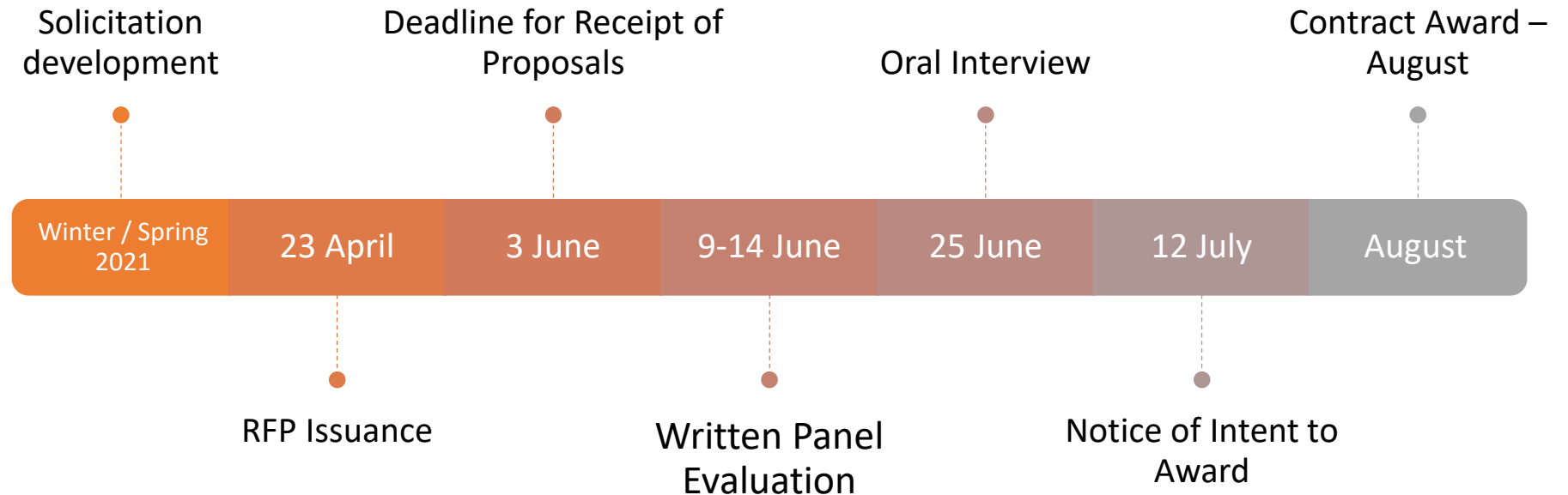
*Green Purchasing Requirements*

***Engagement with staff, community (participants from all 11 Supervisorial Districts), non-government, and government agency stakeholders***

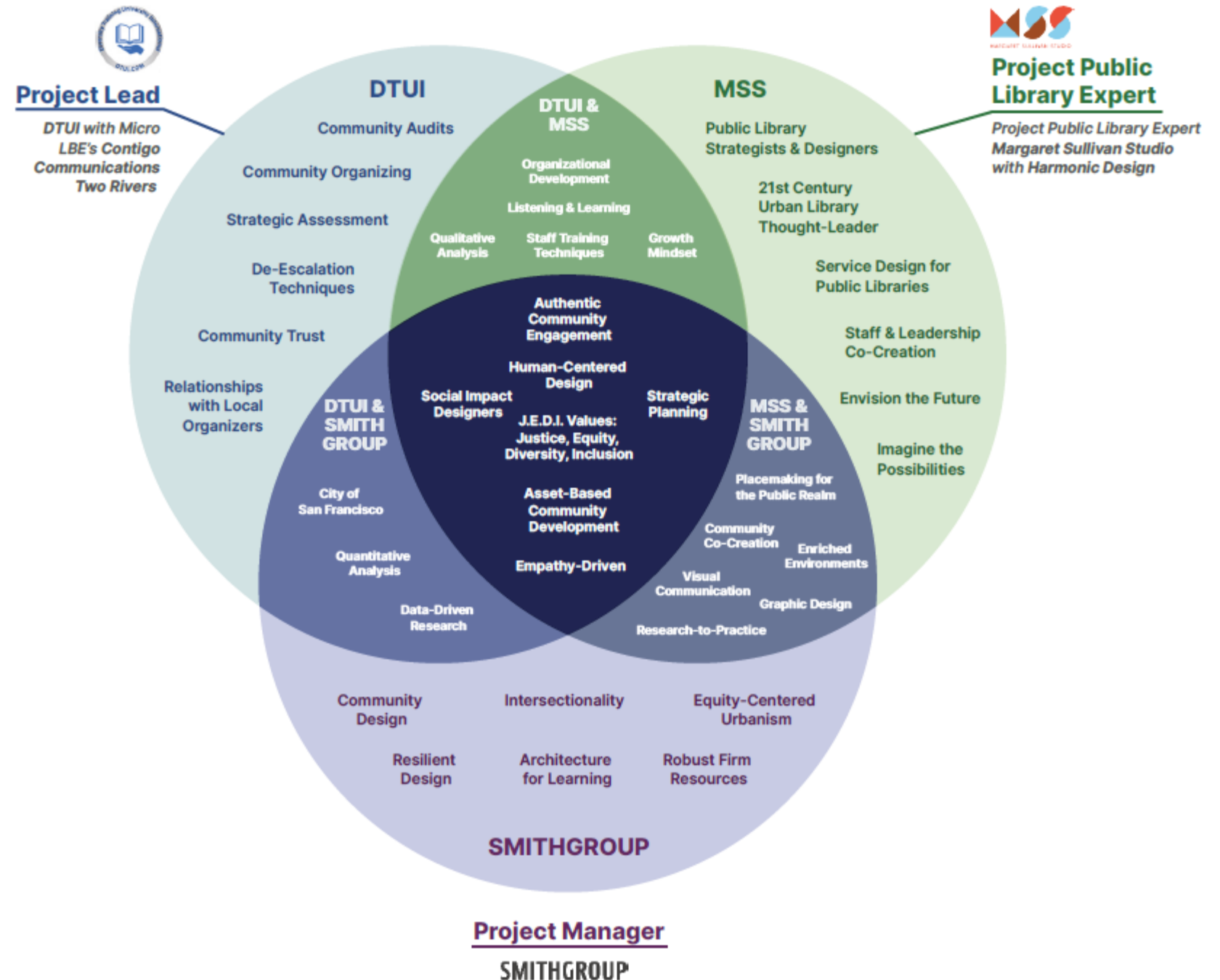
***Tactics to encourage diverse turnout + tools that do not require in-person participation***

***Interviews, focus groups, and/or workshops***

# SFPL Strategic Planning RFP Timeline



# Notice of Intent to Award to DTUI and Subcontractors Margaret Sullivan and Smithgroup + LBE Collaborators





Empowering SFPL with an activation strategy outlined in the following Deliverables:



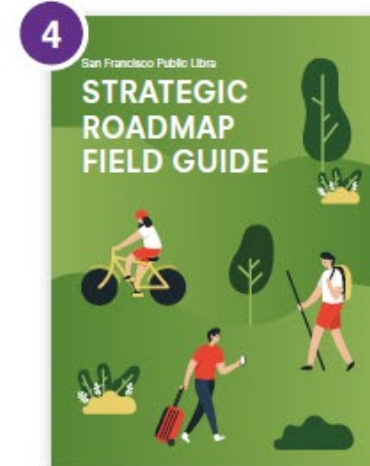
Strategic Planning Document



Appendix



SFPL Toolkits



SFPL Field Guide

# SFPL Strategic Plan Anticipated Content

***Prepare SFPL for service-driven, equity-minded programming and capital investments to meet the needs of tomorrow***

- ***Education, access, and engagement***
- ***Adapt to accelerating change***
- ***Respond to diverse needs***
- ***Build climate and community resilience***

# Next Steps

## Process Planning with Consultant

- Kick-off
- Scheduling employee engagement
- Scheduling community engagement

Regular updates at Library  
Commission meetings

Target for completion (June 2022)



# DREAMING BIG

