

San Francisco Public Library Strategic Planning Initiative

SFPL Commission | 07.20.23



Gensler

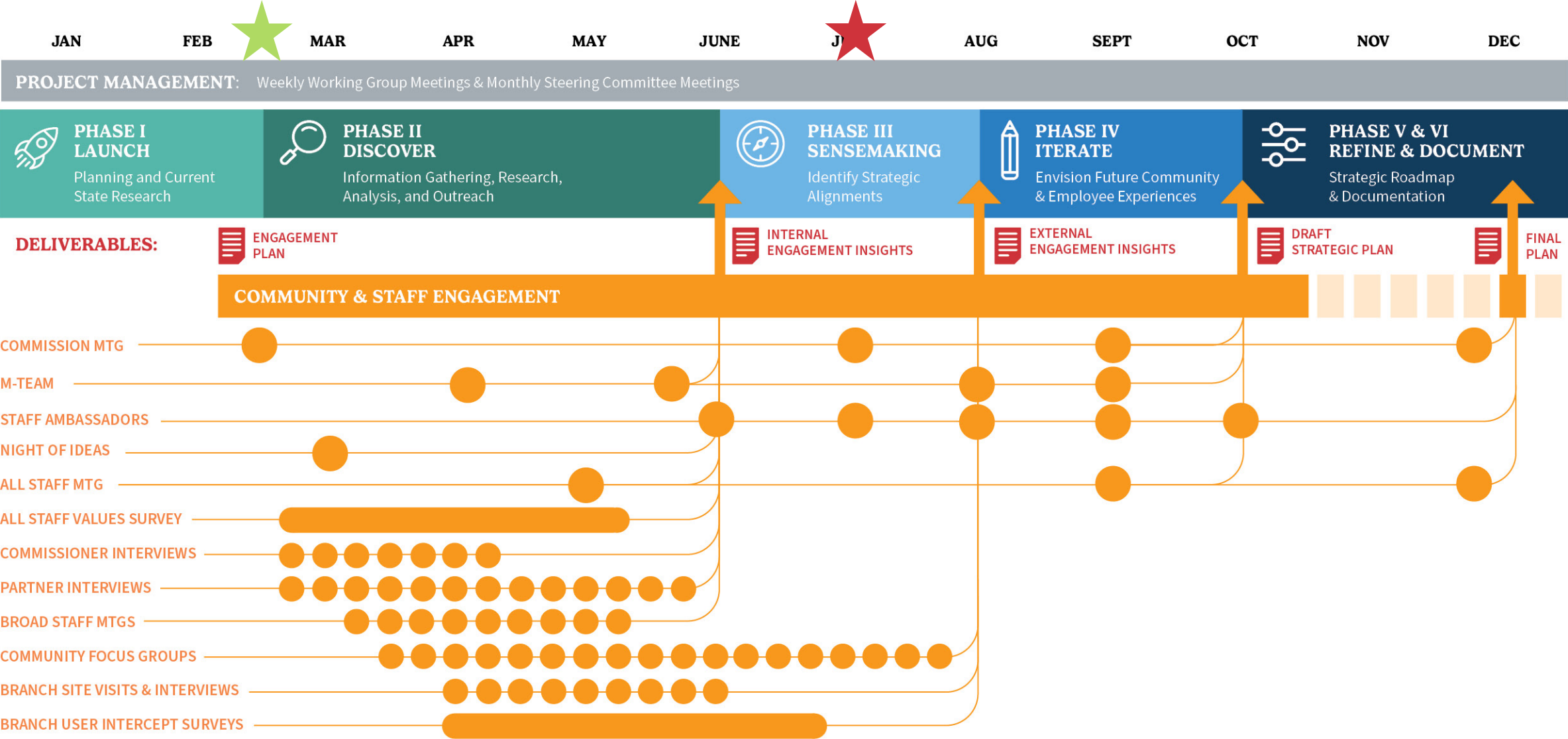


contigo.



Project Overview

Project Process & Timeline



Internal Engagement



1
All-Staff
Survey

Staff Values Survey
(March-June)
Completes: 460



4
M-Team Focus
Groups

M-Team Meeting #1
M-Team Meeting #2

M-Team Meeting #3
M-Team Meeting #4



7
Library
Commissioner
Interviews

Connie Wolf
Eurania López
Pete Huang
Jarie Bolander
Teresa Ono
Mary J. Lomax-
Ghirarduzzi
Susan Mall



13
Partner
Interviews
(CCSF Dept.
Heads)

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



11
Broader Staff
Engagement
Meetings

Sr. Managers
Organized Labor
Special Operations 1
Branch Managers
Main/CTS/CPP Managers
Youth Services
All Staff #1
Special Operations 2
Adult Services
Circulation Services

All Staff #2



5
Staff
Ambassadors
Focus Groups

Ambassador Meeting #1
Ambassador Meeting #2

Ambassador Meeting #3
Ambassador Meeting #4
Ambassador Meeting #5



9
SFPL
Branch Site
Visits

Bayview
Chinatown
Excelsior
North Beach
Mission
Ortega
Richmond
Western Addition
Visitacion Valley

KEY

GREY = COMPLETED ENGAGEMENTS BY JUNE 2023

WHITE = UPCOMING ENGAGEMENTS

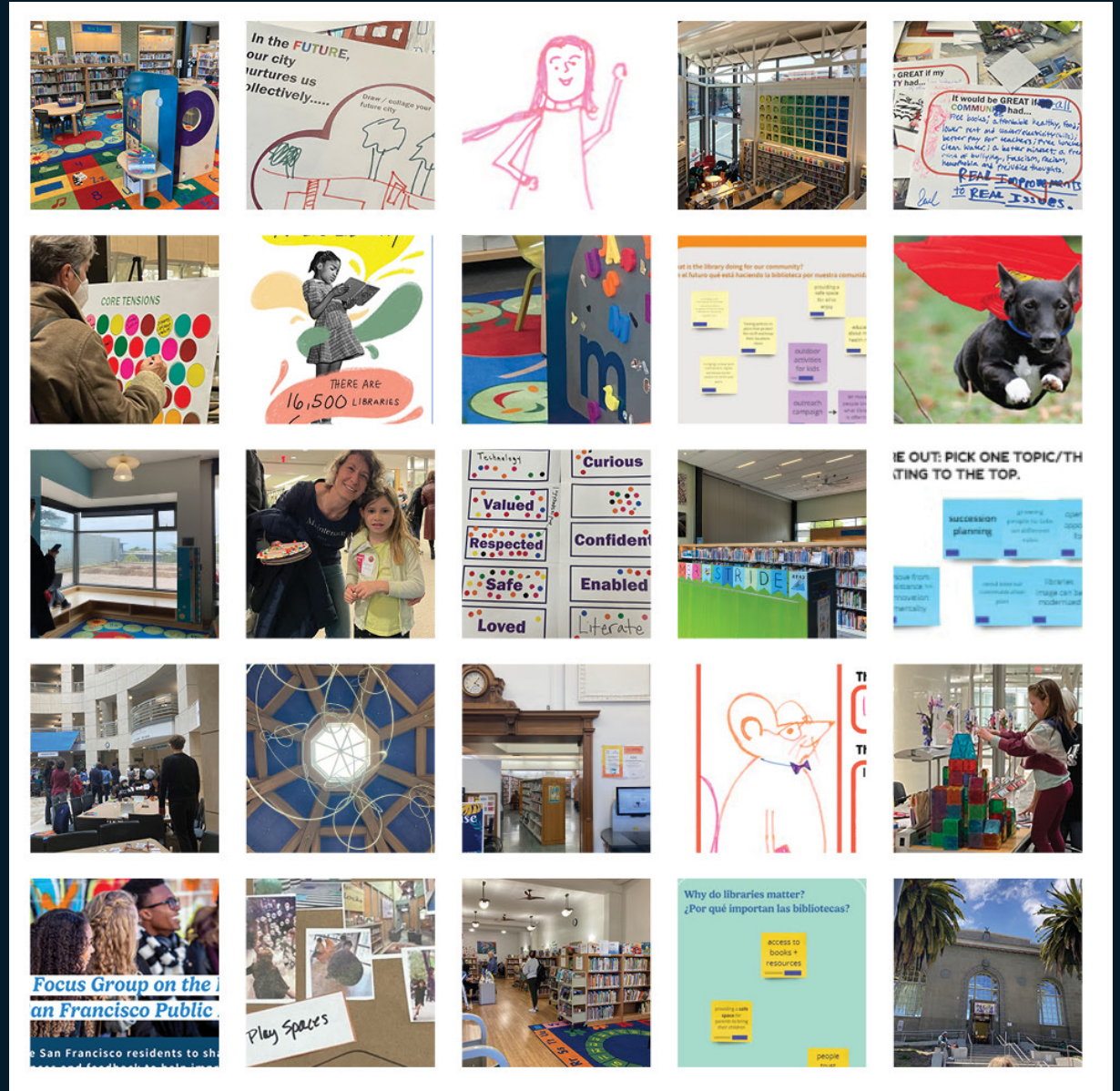
Today's Goal

Share what we've **heard** in the stakeholder partnership interviews, commissioner interviews, and internal staff engagements and **align** on **Priorities** and **Potential Futures**.

We will **not be covering any external engagement insights** as those are ongoing at present. That will be covered in our fall presentation.

Discuss:

- What insights resonated with you?
- What questions do you have?
- Which Potential Futures excite you?



Internal Engagement Insights

Note: External Insights will be shared Fall 2023

Insights Overview

CITY & COMMUNITY



OFFERINGS



LABOR & ORGANIZATION



At its best, San Francisco is a place for all people to thrive in a **uniquely creative and experimental culture** surrounded by natural beauty.

01



Core Needs:

- Cultural life (E)
- Cultural expression (E)
- Access to the outdoors (E)
- Respect (E)
- Social Acceptance (E)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

Each branch is a vital cornerstone of its community, yet staff acknowledge the need to further **enhance diversity and cultural representation** within the library's staff, collections, and services.

02



Core Needs:

- Familiarity (E)
- Equality (E/I)
- Recognition (E/I)
- Inclusion (E/I)
- Celebration (E/I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

The library has a wealth of resources, services, and programs, but lack of awareness and accessibility issues keep the library from serving the communities who need them most.

03



Core Needs:

- Awareness of library offering (esp. in underserved communities) (E)
- Ease of access to SFPL offerings (E)
- Communication (E)
- Support/solidarity (E)
- To be understood (E)
- Partnership (E/I)
- Effectiveness (E/I)
- Feedback (I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

The library is a catalyst for culture, connection, and creativity, but the current spaces, program development model, and partnership approach limit what's possible.

04

Core Needs:

- Wonder (E)
- Awareness (E)
- Discovery (E)
- Participation (E)
- Inspiration (E/I)
- Fellowship (E/I)
- Play (E/I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

While the library has shown remarkable adaptability, the pandemic changed behaviors, shifting patterns of usage and creating new needs.

05

Core Needs:

- Digital/tech literacy (E)
- Companionship (E)
- Independence (E)
- Spaces to work and study (E)
- Skill/Mastery (E/I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

Many staff members want to (and are making strides to) **take a more experiential and relational approach to librarianship.** However, real and perceived barriers stand in the way.

06

Core Needs:

- Hands-on, individual support for patrons (E)
- Reciprocity (E/I)
- Partnership (E)
- Support (E/I)
- Structure/predictability (I)
- Knowledge (I)
- Recognition (I)
- Cooperation (I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

The staff believe that the library should be a **safe, welcoming place** for all, but current conditions create an unsafe environment and staff don't feel properly supported to handle it.

07



Core Needs:

- Acceptance (E)
- Dignity (E)
- Free spaces to “be” (E)
- Bathroom access (E)
- Hospitality (E)
- Empathy (E/I)
- Tranquility (E/I)
- Physical and Emotional Safety (E/I)
- Trust (E/I)
- Predictability (I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

The library's goal is to uplift the communities it serves, but there's a need to **improve the health and morale** of staff in order to better support the patron experience.

08



Core Needs:

- Abundance/thriving (E/I)
- Appreciation (I)
- Wellness (I)
- Respect (I)
- Recognition(I)
- Solidarity (I)
- Growth(I)
- Support (I)
- Listening (I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

Staff at SFPL are motivated by the library's potential for good. That said, to realize the possibilities, staff members desire empowerment through **greater transparency, more role flexibility, and permission to take risks.**

09



Core Needs:

- Purpose and value (I)
- Order/structure (I)
- Communication(I)
- Receptivity (I)
- Interdependence (I)
- Transparency/openness (I)
- Clarity (I)
- Achievement/productivity (I)

KEY (E/I) = External and Internal Need
(E) = External Need
(I) = Internal Need

Partner Insights

(CCSF Department Heads)

Leaders share a **bold 'can-do' attitude** and **compassionate approach** even when faced with intractable social issues.

All agreed that SFPL is an **excellent partner** at every level (from librarian to leadership), with many **successful outcomes** as proof.

Partners emphasize **working strategically**, while focusing on developing **interconnected systems** to create positive change.

"I keep asking myself, what big, audacious thing can we do next?"

- CCSF Department Head

"There's a need for coherent storytelling between agencies, that tells the whole story."

- CCSF Department Head

"We should really have a joint mission and sub strategic plan to pursue initiatives that benefit different communities."

- CCSF Department Head

In addition to building on SFPL strengths, partners highlighted numerous additional **opportunities for collaboration:**

- **Integrate and extend access** more deeply into communities
- Assist people of all ages on their **developmental journeys**, including socialization and general life skills
- Be an **approachable entry point** for discussions about challenging topics, including health, public policy, and human rights
- Become a **multipurpose public space** and "**third place**" for families
- Capture the **impact stories** of government programs and services
- Act as an **advocate and organizer** while teaching those skills
- **Guide people** within the increasingly exclusionary and opaque world of technology



Strategic Priorities & Potential Futures

What is a..?

Preliminary Strategic Priority

- A more informed restating of our initial project goals
- What this work must accomplish regardless of which direction we pursue

Potential Future

- A way to push our thinking beyond the traditional definition of the library
- A platform for exploring ideas without commitment
- A jumping-off point for discussing what each direction would mean for our facilities, programs, services, partnerships, funding & labor model, and organizational culture

Note: the Preliminary Strategic Priorities and Potential Futures will be shaped and prioritized based on what we learn through the external engagement.

Preliminary Strategic Priorities

Please note that these are **only** based on **Internal Engagement** and will evolve based on what we learn from external engagement. They will also become increasingly more tactical.

1. Radically center and deepen relationships with the community by applying innovative best practices and consistent feedback loops
2. Reconsider the service and labor model to support and articulate what a 21st century model (*experiential, transformational, socially impactful*) means for SFPL
3. Deepen coalitions and partnerships for collective impact and alignment with city strategies
4. Create a healthy and productive internal culture to foster professional growth, innovation and entrepreneurship
5. Realign measurement tools, goals, and assessment techniques to advance SFPL's mission
6. Encourage the confidence and belief that everyone has the power to create impact and to fully embrace their role as public servants
7. Infuse culture with curiosity, research, and exploration that is self-initiated and community-oriented

Potential Futures



CULTURAL ACTIVATOR

Champion of all forms of cultural **expression** and **creativity** at every level.



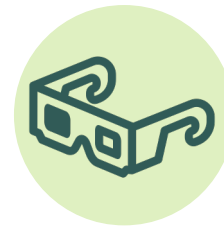
RADICAL EQUALIZER

Using a social justice lens, provide seamless access to **upward-mobility tools and programs**.



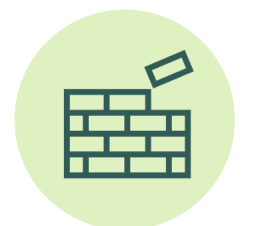
LIVING LABORATORY

Become an **incubator for improvement** to test and evolve thinking from leading research institutions.



EXPERIENTIAL EDUCATOR

Promote **personal growth** and **lifelong learning** through inclusive, immersive, and varied educational offerings.



COMMUNITY BUILDER

Be a **core community connector** and **navigational guide** to help people find the resources they need to flourish.

Outcomes

A vibrant, weird, and creative San Francisco.

A San Francisco where residents have freedom to choose their future.

A San Francisco that gets better every day.

A bright and brilliant San Francisco.

An interconnected and united San Francisco.



SFPL AS CULTURAL ACTIVATOR

A champion of all forms of cultural expression and creativity at every level.

Outcome: A vibrant, weird, and creative San Francisco.

EXISTING STRENGTHS

Perceptions that SF is a little wacky and it's a place where anything can happen

Branches in neighborhood centers, with key adjacencies to parks, schools, transportation and recreation centers

Ortega's modular Community Room that opens out onto Park & Recreation space

A wide variety of collections, exhibitions, and programs that help people explore a range of interests

Night of Ideas and other community catalyzing programming

EXAMPLE STRATEGIC PRIORITIES

Become a destination for culture of all types

Establish and facilitate creative partnerships to activate space and programs

Create a system for identifying and supporting local talent to highlight or collaborate with

Expand hiring criteria to attract applications from people with a variety of creative backgrounds and skillsets

Key Values: **AUTHENTICITY** | **FREEDOM OF EXPRESSION** | **CREATIVITY** | **PLAY** | **OPENNESS** | **EMPOWERMENT**

Note: Bold font notes the values that are emerging in the Ambassador's working group.

Example Organizations: [SF Jazz Foundation](#) [Pioneer Works](#) [The Adams Morgan Community Center](#) [The Kearny Street Workshop](#)



Look Ahead

Ongoing & Upcoming Activities

Internal SFPL Engagement Activities

**M-Team
Focus Groups**
July 31
Sept (TBD)

**Staff
Ambassadors
Workshops**
Aug 1
Sept (TBD)
Oct (TBD)

**Commission
Meetings**
Fall 2023
Winter 2023/24

**All-Staff
Meetings**
Fall 2023
Winter 2023/24

External Community Engagement Activities

Urgency Index &
Equity Analysis
Mapping

1,900+
Branch User
Intercept
Surveys

City Survey
SFPL Usage
Analysis

19
Community Focus
Groups
(in partnership with local
community orgs)











Industry Best
Practices

Local Planning
& Strategic
Initiatives
Research

Community Focus Groups

Upcoming & Completed Sessions

-  05.31.23 | Priority Population: Teens
-  06.20.23 | District 10 (Black/African American community focus)
-  06.21.23 | District 11 (Latinx, Black/African American, AAPI focus)
-  06.22.23 | Priority Population: Disability Community
-  06.28.23 | Friends of the Library (2 groups)
-  06.29.23 | District 4 and 7 (Parkside)
-  06.30.23 | Priority Population: Chinese Language
-  07.05.23 | District 3 and 6 (focus on Filipino)

-  07.06.23 | District 9 (focus on Latinx)
-  07.11.23 | D10 #2 (Black/African American community focus)
-  07.12.23 | Priority Population: Parents
-  07.13.23 | District 5, 7 (West of Twin Peaks) and 8 (LGBTQIA+)
-  07.18.23 | District 1 and 2
-  07.19.23 | Priority Population: Filipino Language
-  07.20.23 | Priority Population: Spanish Language
-  07.25.23 | Priority Population: Elders
-  07.26.23 | Community Leaders #1
-  07.26.23 | Community Leaders #2

**COMMUNITY
PARTNERS:**



A. Philip Randolph Institute



KEY:



IN-PERSON



Virtual



Next Meeting

External Insights Review – Fall 2023



Find out more

Strategic Planning Initiative Website

<https://sfpl.org/about-us/strategic-planning>

Strategic Planning Initiative Email

strategicplanning@sfpl.org

Discussion

- What insights resonated with you?
- What questions do you have?
- Which Potential Futures excite you?