



San Francisco Public Library

100 Larkin Street, San Francisco, CA 94102 - 4733

MEMORANDUM

Date: January 15, 2024
To: San Francisco Library Commission
From: Michael Lambert, City Librarian
RE: Strategic Planning Initiative – January 2024 Update

At the January 18, 2024, Library Commission meeting, the San Francisco Public Library (SFPL) will provide an update on the Library's efforts to develop a new Strategic Plan.

There are three explanatory documents associated with this agenda item:

- 1. City Librarian's Memorandum dated January 15, 2024**
- 2. Strategic Planning Initiative (SPI) Presentation**
- 3. SPI External Insights Report**

As we near the completion of SFPL's Strategic Plan (final plan will be delivered in March 2024), we want to acknowledge that [SFPL's current mission statement](#) was adopted by the Library Commission in 1996. While it has served the organization well for nearly three decades, the current environment provides a timely opportunity to leverage the collective wisdom of our staff and the communities we serve in order to re-envision the Library's mission and strategic priorities to better meet our residents' needs for public library services.

Strategic Plan Framework

Today's Strategic Planning Initiative update provides a working draft of SFPL's new Vision, Mission and Values, along with revised content surrounding our new Strategic Priorities and Organizational Shifts to guide our progress and ultimately measure our success.

VISION: SFPL's Vision Statement represents our view for the future of San Francisco and articulates desired community outcomes resulting from our efforts.

A democratic, equitable, and vibrant San Francisco for everyone.

MISSION: The Mission Statement is what SFPL does to achieve our Vision. It represents the purpose of the organization based on our role in the community.

Connect our diverse communities to learning, opportunities, and each other.

VALUES: SFPL strives to embody the following core values in all that we do.

- **Well-Being**
- **Community**
- **Exploration**
- **Equity**
- **Collaboration**

STRATEGIC PRIORITIES: Derived directly from community feedback, these priorities outline specific roles to best serve the community.

- **Literacy Champion**
- **Cultural Amplifier**
- **Resource Provider**
- **Community Catalyzer**
- **Thoughtful Navigator**

ORGANIZATIONAL SHIFTS: These shifts in our service model are guidelines that will internally direct us in realizing our Vision, Mission, Values, and Strategic Priorities.

- **Prioritize the Community**
- **Adopt a Growth Mindset**
- **Embrace Collaboration**
- **Proactively Connect**
- **Amplify Joy and Wonder**
- **Promote Well-Being and Safety**

Looking ahead, SFPL will present the final Strategic Plan to the Library Commission in March 2024. This comprehensive report will encapsulate all of our engagement efforts, findings, and detailed information on the components mentioned above. The plan will act as a living document by which we operationalize future service initiatives to improve quality of life for San Francisco residents.

Throughout the past year, SFPL has worked closely with the expertise of [Gensler](#), a San Francisco-based consulting firm, to assist us in this undertaking. In addition to their in-house strategic planning experts, Gensler's team of subconsultants has helped achieve the initiative's goals:

- [Margaret Sullivan Studio](#) – library industry expertise
- [Corey, Canapary & Galanis](#) – community research and staff engagement; quantitative/qualitative expertise
- [Contigo Communications](#) – DEI-focused community outreach and engagement
- [Harmonic Design](#) – change management service design

We're looking forward to the conclusion of this monumental project together with the Library Commission's support as we endeavor to enhance our position as an [award-winning](#) urban library and industry leader. SFPL staff welcomes the input and feedback of the Library Commission regarding this draft Strategic Plan.