Vision 2030

San Francisco Public Library Strategic Plan: 2024-2030

Insights and Appendix

San Francisco Public Library

Table of Contents

Organizational Shift Approaches

SFPL Strategic Planning Initiative

Operational Components

We've identified recommendations or "approaches" for realizing each Organizational Shift. These are organized by which part of the organization they impact: Culture, Skills & Talent, Partnerships, Spaces, Offerings, Communications and Operations.

OPERATIONAL COMPONENT	APPROACHES	ORGANIZATIONAL SHIFT(S)
CULTURE The values, beliefs and rituals that shape team member behavior and collective experience.	Socialize and integrate Strategic Plan into all aspects of the organization	All Organizational Shifts
	Create value and pride in the depth of understanding of the library offerings and use of knowledge management systems	Proactively Connect
SKILLS & TALENT The roles and related responsibilities, expectations and competencies required to do the library's work.	Reduce organizational silos and enable cross-functional collaboration	Embrace Collaboration
	Develop cross-trained, flexible teams	Embrace Collaboration
	Support meaningful professional growth for staff members	Adopt a Growth Mindset
	Further leverage staff's non-role specific creative passions, expertise and talents in the development and delivery of offerings aligned with Strategic Priorities	Infuse the Spirit of SF
	Train, develop and hire to build competencies in the following areas: • Community-centered design • Community engagement • Community-development-mindset • Cultural understanding • Experimentation design • Partnership relationship development and maintenance • Exceptional customer service • Preventing and responding to safety concerns • Non-English languages	Prioritize the Community Adopt a Growth Mindset Embrace Collaboration Proactively Connect

OPERATIONAL COMPONENT	APPROACHES	ORGANIZATIONAL SHIFT(S)
SKILLS & TALENT (Cont.)	Realign staff time/resource allocation with Strategic Priorities	Prioritize the Community
	Work towards building/creating a workforce that accurately reflects and understands the diversity of the communities SFPL serves	Prioritize the Community
PARTNERSHIPS Strategic collaborations with external organizations that create collective impact.	Share SFPL's capabilities and goals in alignment with the Strategic Plan and learn about those of partners in service of aligning around shared goals and objectives	Embrace Collaboration
	Leverage partners for their deep community knowledge and relationships as well as engagement expertise	Prioritize the Community Embrace Collaboration
	Form a collective of partners that, when combined, address human development needs and support for personal growth at all stages of life	Adopt a Growth Mindset
	Establish a shared set of best practices and assessment measures amongst partners	Embrace Collaboration
	Develop a comprehensive partnership service catalog documenting all partners and their offerings	Proactively Connect
	Continue to utilize partnerships and external creators to offer more atypical and arts and culture offerings that capture the unique attributes of San Francisco	Infuse the Spirit of SF

OPERATIONAL COMPONENT	APPROACHES	ORGANIZATIONAL SHIFT(S)
SPACES Facilities that provide the physical context for patron experience and employee experience.	Identify and implement close-in space evolutions (indoor and outdoor spaces) in alignment with the Strategic Plan	All Organizational Shifts
	Extend services to spaces outside of the library (e.g. senior living communities or Parks & Rec Centers) to reduce friction impeding access for priority and high-urgency audiences	Proactively Connect
	Renovate the historic Mission and Chinatown Branch libraries and plan for the construction of a new Ocean View Beach Library	All Organizational Shifts
	Develop a new facilities master plan in alignment with Strategic Plan	All Organizational Shifts
OFFERINGS Programs, services, collections and other resources that create differentiated value for the community.	Use community interests and needs as the primary decision drivers for which programs, services and collections are offered	Prioritize the Community
	Treat partnership offerings as an extension of the library	Embrace Collaboration Proactively Connect
	Reorient offerings to reflect Strategic Priorities	All Organizational Shifts
	Further define the educational and emotional, social, thinking and learning developmental milestones that offerings deliver against	Prioritize the Community Embrace Collaboration Adopt a Growth Mindset
	Target diverse audiences through programming to increase the number and variety of people at the library at any time	Promote Well-being & Safety
	Expand access to high-urgency, high-priority groups without access to a convenient branch	Proactively Connect

OPERATIONAL COMPONENT	APPROACHES	ORGANIZATIONAL SHIFT(S)
OFFERINGS (cont.)	Realign service offerings to support lifelong patron-library relationships	Proactively Connect
	Expand the number of languages services are offered in, aligned with community needs	Embrace Collaboration Proactively Connect
	Equitably re-distribute library services throughout the system with a focus on priority and high-urgency patrons	Proactively Connect
	Develop experience principles in alignment with the Strategic Plan: the core attributes that define an SFPL program, including those that reflect the unique qualities of SF	All Organizational Shifts
COMMUNICATIONS How and what information is communicated internally and externally.	Reinforce consideration of employee well-being through governance and communications	Promote Well-being & Safety
	Evolve brand and communications to reflect and bring new Vision, Mission and Values to life.	All Organizational Shifts
	Update the website to be easier to navigate and be in alignment with the new strategic plan.	Prioritize the Community Proactively Connect
	Expand the community's perceptions of the library through awareness campaigns to reflect the true expanse of offerings	Proactively Connect
	Tailor communications and outreach strategy to the unique needs/norms of each distinct community served (starting with highest need)	Prioritize the Community
	Evolve patron communication norms to support a more proactive, high-quality service model	Center the Community Proactively Connect

OPERATIONAL COMPONENT	APPROACHES	ORGANIZATIONAL SHIFT(S)
OPERATIONS Capabilities, processes and policies that provide the infrastructure for community-centered service.	Streamline and optimize systems to provide more time for high-impact staff activities	All Organizational Shifts
	Realign processes and policies to better support cross-functional teamwork	Embrace Collaboration
	Develop an internal initiative that supports the development of innovative offerings	Adopt a Growth Mindset
	Evolve safety processes to make the library feel more welcoming for all	Promote Well-being & Safety
	Develop processes around new service lines to respond to community needs	Prioritize the Community
	Develop new systems (including a CRM and CMS) and policies for disseminating information internally (including services offered and partnerships)	Proactively Connect
	Develop streamlined policies and processes that effectively facilitate long-term, reciprocal partnerships, making it easy for partners to understand how to work with SFPL	Embrace Collaboration
	Develop the policies and processes to support a personalized, anticipatory customer-service service model	Proactively Connect
	Evolve processes and policies to better support community engagement	Prioritize the Community

External Community Engagement Insights Report

Strategic Planning Initiative

External Insights Report
January 2024

EXTERNAL INSIGHTS REPORT

Introduction

To understand residents' current usage, needs, and aspirations for the future of the San Francisco Public Library, the Strategic Planning team engaged with the public through various methods in the spring and summer of 2023. This work was overseen by Gensler and supported by local community engagement firm, Contigo, and local marketing research firm Corey, Canapary, and Galanis (CC&G). These engagements included the following:

Branch User Intercept Surveys
This survey provided quantitative data about usage and future desires while allowing us to speak to a broader range of users.
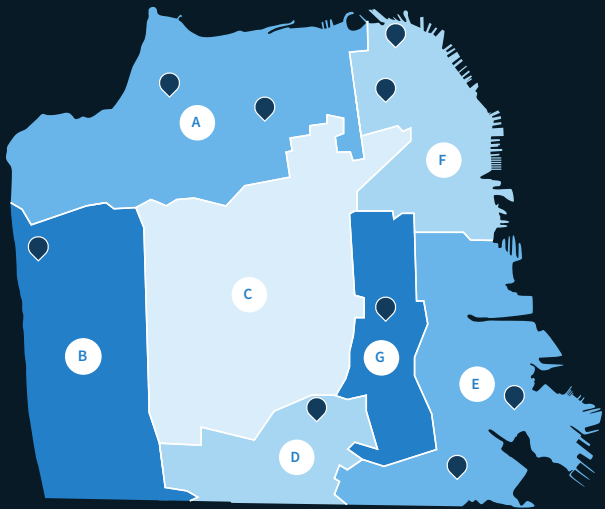
Analysis of Non-User City Survey
This analysis from non-users of SFPL captured perspectives on why services are not being utilized by residents.

Community Focus Groups
The focus groups provided qualitative data around experiences with the library and how they would like to engage with it in the future.

This report contains the Overarching External Insights (the core themes across all engagements) and the detailed findings from each engagement, with each chapter devoted to a specific type of input.

The insights and data found in this report and insights from the internal staff engagement (to be shared in the appendix of the final strategic plan) generated a holistic understanding of SFPL's current state and future aspirations and served as a foundation for the recommendations in the strategic plan. Note: This document will be included in the appendix of the final plan.

19 Community Focus Groups

With people who live in all 11 districts as well as priority populations. We worked with the Philip Randolph Institute, Chinatown Community Development Center, and the Youth Arts Exchange to support recruitment from priority populations such as:

- Teens
- Disabled Residents
- Chinese speakers
- Filipinos
- Spanish speakers
- Parents
- Elders

2,283 Branch User Intercept Surveys

In 5 different languages (English, Chinese, Spanish Russian, and Tagalog) at all 27 branches and the Main library during open hours, varying days of the week and time of day.

604 Non-User City Survey Responses

Utilized data from the 2023 bi-annual City Survey which had a total of 2,530 total respondents and 604 non-user respondents.
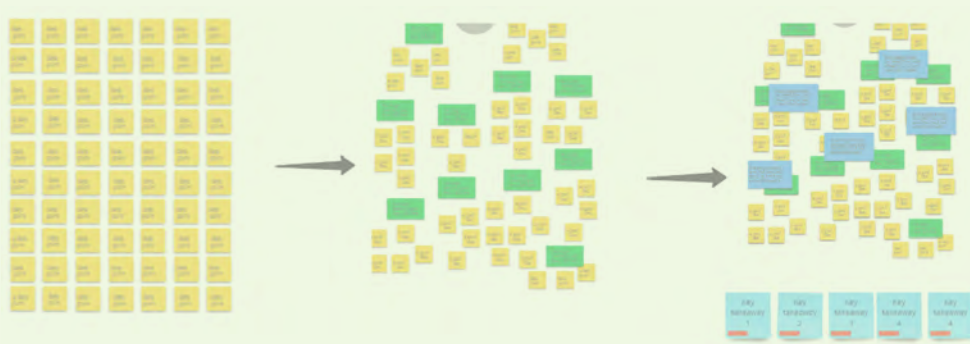
Overarching External Insights

OVERARCHING EXTERNAL INSIGHTS
Insights Methodology

The consultant team synthesized all of the outputs from the external engagement activities and identified the unifying themes. These themes became a valuable tool for socializing what we learned and informed all recommendations in the Final Strategic plan. In the section that follows, each insight is presented and supported with data and further explanation.

How this section works:

Each page presents one overarching insight, data points, key observations, and possible implications.

Overarching Insight
A concise summary statement based on the qualitative and quantitative synthesis of all engagement data inputs

Data Points
Supporting evidence taken from the engagement activities to support the Overarching Insight

Key Observations
Additional points gleaned from engagement and data that support this insight

Possible Implications
A direction that the engagement findings and data is pointing us in in the development of the final strategic plan

Community Quotes
Narrative quotations from community engagement to support the Overarching Insight

OVERARCHING EXTERNAL INSIGHTS
Insights Overview

TODAY

Insights 1-4 capture how the library is being used by the community today:

01

San Franciscans are grateful for the library's essential services: **access to information and resources** and providing a place for **respite and focus.**

02

Library locations are conveniently located **to serve most communities in need, but there are still gaps.**

03

When it comes to access, **It's not just about having a library nearby.**

04

As SFPL evolves, current **non-users** may be persuaded to **use the library.**

TOMORROW

Insights 5-9 capture community desires for the future:

05

Above all else, San Franciscans of every age and background want the library to **combat social isolation** by providing **a place for gathering and connecting** with loved ones and neighbors.

06

San Franciscans want the library to build on existing strengths to **help people connect to and navigate the plethora of resources and events** available at the library and beyond.

07

People look to the library to **provide experiences and opportunities to pursue passions** they couldn't otherwise afford.
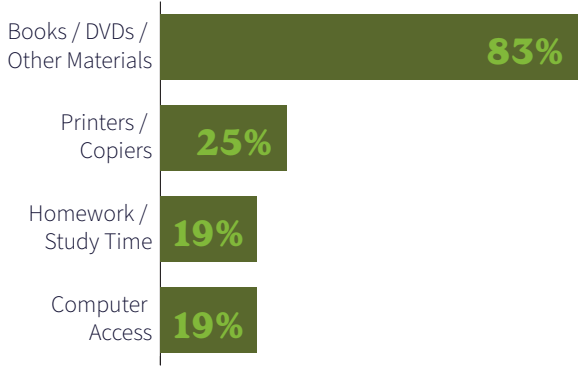
08

Residents feel that San Francisco's **cultural diversity** should be **amplified and celebrated throughout** every library experience.

09

San Franciscans want SFPL to lean into **all types of skill building and education,** emphasizing **tech know-how, parenting skills, homework support,** and **literacy.**

San Franciscans
are grateful for the
library's essential
services: **access to
information and
resources** and
providing a place for
respite and focus.

01

Top 4 Reasons for Using SFPL

(Branch User Survey)

Books / DVDs / Other Materials	**83%**
Printers / Copiers	**25%**
Homework / Study Time	**19%**
Computer Access	**19%**

Reasons Patrons Love SFPL

(Focus Groups)

- A Hub for the Community
- E-Books & Audiobooks
- Outings & Field Trips
- Author Visits & Exhibits
- Discover & Go
- Adult Workshops
- Arts & Crafts
- Storytime

Key Observations

- Many of those we spoke with are active users and have many positive associations (often over a lifetime), including the library being a vital resource to counter SF's high cost of living. The library is a place where people feel like valued members of society.

- Most use the library to access digital resources, audiobooks, books for their children, and a space for reading, working, or other quiet activities. Low-cost printing/copy services were also appreciated for their role in navigating bureaucratic systems affordably.

- Very few asked for additional materials (i.e., books, DVDs books, magazines, research collections, etc.), except for more children's resources and a wider variety of non-English language materials.

- There is a desire for the library to retain its core services (material access, programming, focus space) while evolving to meet new needs including additional technology access (i.e., cellphone charging stations to enable two factor authentication on personal devices; cameras for virtual meetings, etc.) and more private study rooms.

Possible Implications

- Continue to invest in digital offerings

- Continue to audit the supply and utilization of materials to better align with community wants/needs

- Explore investment in tools, spaces, and technologies that enable a more digital-forward way of working/studying/daily tasks

- Undertake a more detailed audit of which languages and topics to prioritize when purchasing new materials

- Continue to celebrate the library's role in people's lives, within and without the library's physical footprint

"Once I went to a tea towel workshop... they honored our time... the material and the supplies were of quality. It just makes you feel like someone's looking out for you. And that you yourself are also valuable..."

ZONE G FOCUS GROUP

"When I walk into a library it gives me confidence...it provides all of these things, more than we ever thought. It's my place to go. I belong. I have reason to be here. I can get what I need. I don't have to go to 10 different places. I can learn how to cook here. I can visualize. I can learn culture here."

ELDERS FOCUS GROUP

Library locations are conveniently located **to serve most communities in need, but there are still gaps.**

The Urgency Index is a cumulative score that accounts for communities with the following:

- Limited English proficiency
- Low educational attainment
- High unemployment
- Limited Internet access
- Distance from jobs/recreational centers
- High population density

76%

of SF lives within a 15-minute walk of a branch

ESRI BUSINESS ANALYST, 2023

02

Library Urgency Index In San Francisco

100% - **High Urgency**

0% - **Low Urgency**

* Borders on the map are the 15-minute walkshed
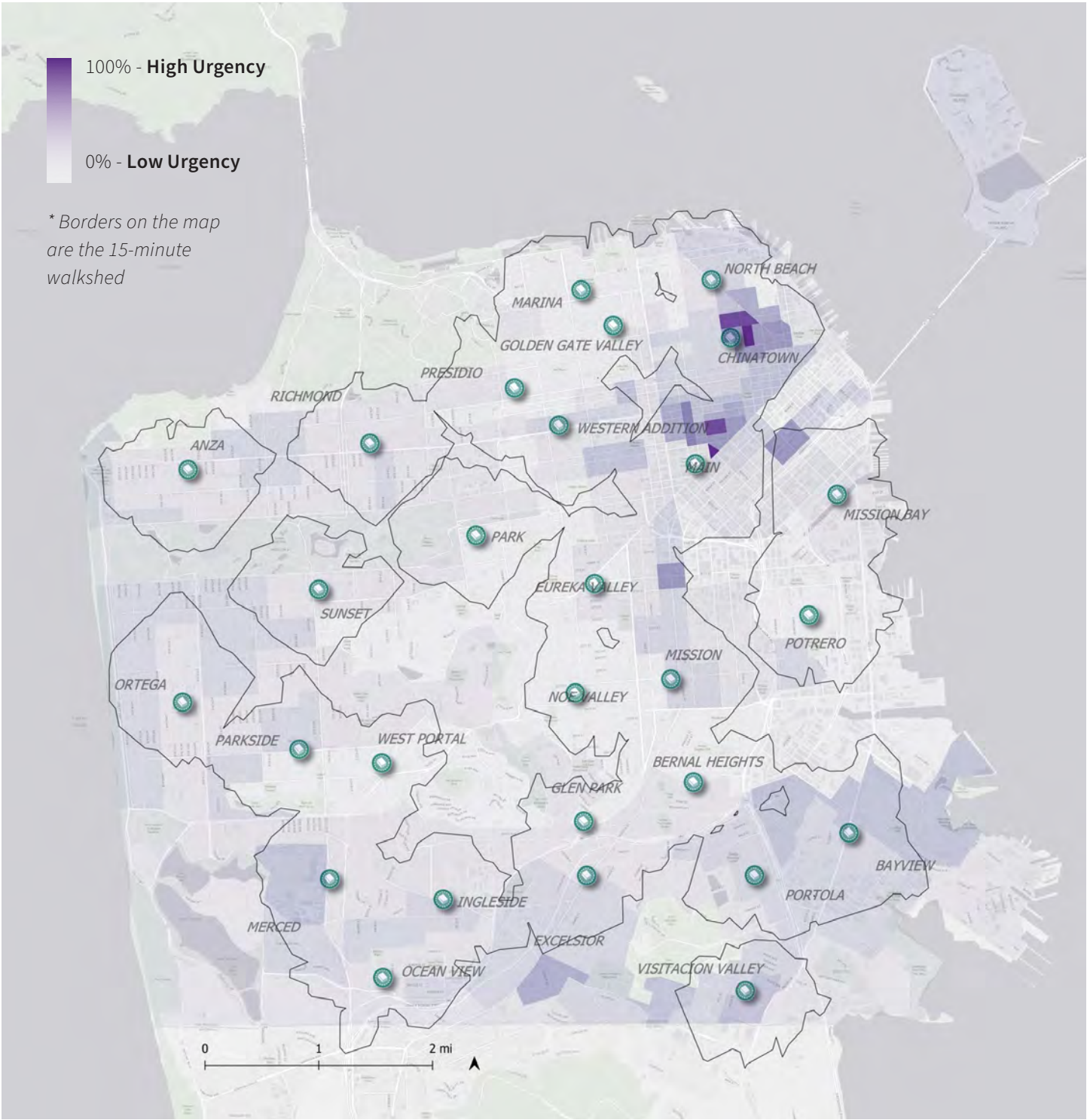
When it comes to access, **It's not just about having a library nearby.**

03

Obstacles Hindering Location Use

(Focus Groups)

- Service desired not offered at convenient branch

- Safety Concerns

- Limited Hours

Obstacles Hindering Service Use

(Focus Groups)

- Digital services challenging to navigate

- Limited multilingual resources

- Lack of cultural context in programs & services

Key Observations

- While three-quarters of the population of San Francisco live within 15 minutes of walking distance of a library branch, a few areas with medium-high urgency exist outside of a 15-minute walk, including parts of Excelsior, Bayview, and Visitacion Valley.

- Some expressed concerns that although the library was physically near, they felt unsafe walking to the library, especially with small children.

- Users in the Hunter's Point, India Basin, and Candlestick areas felt they would benefit from an additional library closer than the Bayview branch.

- Many mentioned a desire for extended hours and programs at various times so they could participate when not working.

- There's a strong desire for more programs to be offered outside of the Main Library and to all ages (not just youth.)

Possible Implications

- Investigate ways to bring services to those outside of the 15-minute walkshed, including mobile services, partnerships, and potentially new branches

- Seeks ways to improve perceptions of safety (depending on the audience and the specific external factors.)

- Audit hours against behaviors and routines of target audiences branch-by-branch

- Generate a system-wide approach to programs and services, equitably increasing capacity while still tailoring offerings to each community. Expand unique offerings from Main to the neighborhood branches.

- Re-orient library services with increased consideration of patron lifestyles, acknowledging barriers to usage including work, childcare, school, after school activities, transportation, and open hours.

- Explore ways to better track program demand system-wide and create a process for more responsive programming

"I really wanted to take the resume class, but it isn't offered at my branch and when It's offered at main, I'm busy working at the job I'm trying to leave."

ZONE E FOCUS GROUP

There are members of our community with limited English who would feel more welcomed at the library if things were run in a language, they are fluent in."

ZONE G FOCUS GROUP

As SFPL evolves, current **non-users** may be persuaded to **use the library**.

04

3 Groups Non-Users Fall Into

(Focus Groups)

- Those interested but hindered by cleanliness, safety, or time issues

- Those unaware of the extent of library offerings

- Those who perceive the library is 'not for me'

Income Breakdown: Library Non-Users

(City Survey 2023: 2,530 total respondents and 604 non-user respondents)

<$25K
13%

$25K-$50K
8%

$50K-$75K
9%

$75K-$100K
13%

$100K-$150K
12%

$150K-$200K
11%

$200K+
34%
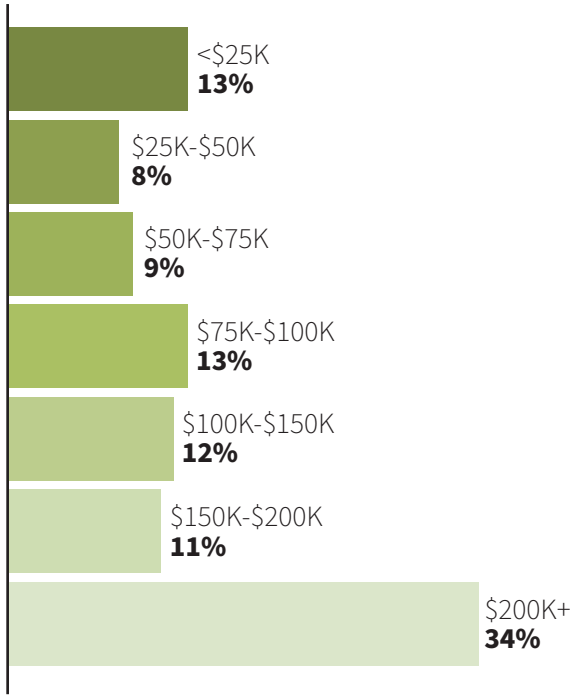
Key Observations

- Library non-users come from all income ranges and include a substantial share of lower-income respondents, pointing to reasons unrelated to income.

- Those in the first subset will most likely respond to new or evolved offerings and enhanced safety measures because it will shift the time/value equation.

- Safety concerns were mentioned in most groups, with some sharing that they no longer visit in person due to health and safety concerns (e.g., being harassed outside the library or encountering feces or needles.) There was also recognition that external partners should address these issues, not staff.

- The second subset thinks of the library as 'just books' or for school-age children and expresses interest when educated about additional offerings. Some mentioned that COVID disrupted many paths that typically expose people to the library—significantly, younger populations.

- The last 'not for me' subset has little need for free resources and space but could potentially be reached through cultural or more community-centric offerings.

Possible Implications

- Develop a growth- and capacity-building strategy to reach those who will benefit the most from library services, especially those that aren't enjoying them now.

- Further define non-user groups and identify which groups are most important to target and develop relevant strategies.

- Continue to address tensions around perceptions of safety and security in public spaces with compassionate solutions that ensure all residents feel safe and secure.

- Identify a partnership strategy to address safety concerns without burdening library staff

- Employ communication best practices and audience cultivation strategies to increase library awareness.

"I didn't know the library did anything besides books and eBooks."

ZONE A FOCUS GROUP

"It's hard just to bring kids to have fun because you must be aware of the surrounding[s]."

PARENTS FOCUS GROUP

Above all else, San Franciscans of every age and background want the library to **combat social isolation** by enabling **gathering and connecting for** residents of all ages.

05

Top 3 Desired Library Amenities

(Branch User Survey)

36% a cafe

20% a game room

19% more event spaces

Key Observations

• Respondents across all groups wanted the library to serve as a hub for the community, with particular attention paid to those new to San Francisco and seniors.

• There was a strong desire for intergenerational programming, with respondents of all ages feeling like they would benefit from meeting others across the age spectrum. Intergenerational programming also connects to SFUSD's Strategic Plan's emphasis on the role of the community in creating positive student outcomes.

• Participants wanted programming purposely designed to create connections among neighbors, including peer-to-peer support programs, hands-on activities that encouraged conversations, and street fair-type events, but also liked like the idea of activities where they could join with friends and family.

• Respondents also wanted the library to open its spaces more overtly, hosting Neighborhood Association meetings and discussions with local representatives.

• Many spoke to food's critical role in creating community and interest in the library

• The Roadmap to Downtown SF prioritizes community events, SFPL can support this.

Possible Implications

• Provide more non-traditional library programs, spaces, and resources to support community-building.

• Reallocate existing or create new spaces to host gatherings or community events, for messy or loud activities.

• In branches that are space-constrained, consider using spaces differently at various times of day, allowing for more socializing and connection to happen when there is high demand for this programming, and quieter activities when there is less demand.

• Find ways to encourage the broader community to utilize the library's spaces.

• Explore ways to introduce culinary capabilities in addition to or beyond a mobile food cart.

• Develop programming where connection is the primary goal.

• Create a more robust partnership strategy around community events with local organizations, public spaces, and institutions.

"Creating a space for the community to come together for important events and notices—a meeting room or event space."

BRANCH USER SURVEY OPEN ENDS

"I love it when they do the adult crafts projects. And I really miss those... And it was really fun, just doing little things... There's a real sense of community when you're doing art projects."

ZONE D FOCUS GROUP

San Franciscans want the library to build on existing strengths to **help people connect** to and **navigate the plethora of resources** available from the library, City and broader community.

06

"Wu Yee [Children's Services] helped me apply to schools (SFUSD application). The help is needed. I hope the library will provide more community information besides providing books."

CHINESE-SPEAKERS FOCUS GROUP (TRANSLATED)

"I'm a US citizen, I'm not going to need that [citizenship center.] But it is good for the community that we have a place where folks can get those questions answered without triggering [scrutiny from authorities.]"

ZONE A FOCUS GROUP

"But for people new to San Francisco, new to America, the library should always be... someplace that you can go to get some resources..."

ZONE E FOCUS GROUP

Key Observations

• Many desire a 'welcome center' for those new to San Francisco, connecting them to critical resources with an Immigration and Language Center as a core offering.

• Many desire the library to be a resource center where you can learn more about social services from other government and community-based organizations. The public recognized it was not SFPL's duty to offer these social services, but instead help navigate often duplicative offerings by various organizations.

• Respondents expressed a need for a more user-friendly way to discover and navigate existing library resources.

• Participants are enthusiastic about the library being a gateway for peer-to-peer relationships, including matching those who'd like to speak each other's languages.

• CBOs and city and county agencies expressed a desire to strengthen and formalize relationships with SFPL, which would be necessary to connect people to their valuable services meaningfully.

Possible Implications

• Explore what services would be needed to greet newcomers to SF effectively.

• Investigate approaches for developing and maintaining a repository of available services within and outside the library.

• Research models of peer matching and facilitation tools and technologies.

• Identify partners and develop a program to test and iterate on models for more comprehensive, coordinated, human-centered collaboration.

People look to the library to provide even more **experiences and opportunities for patrons to pursue passions** they couldn't otherwise afford.

07

Spaces Patrons would like to see at SFPL

(Branch User Survey)

36% Art Gallery

20% Game Room

20% Film Studio

20% Music Studio

16% Community Kitchen

Key Observations

- Many spoke about their appreciation for how the library helps alleviate some of the financial strain of living in San Francisco, and participants articulated ideas for expanding these types of services in every focus group.

- The parts of the city with the lowest socio-economic mobility (Ingleside, Visticon Valley, parts of Bernal Heights, and Chinatown) could benefit the most from additional no-cost experiences.

- There was an immense appreciation for the exposure provided through outings and free tickets to cultural events. There was also a desire for even more access through offerings geared to all age ranges and more comprehensive packages (i.e., state park entrance + hiking equipment loan)

- Participants wanted to borrow more resources (i.e., tools and musical instruments) that they have limited access to due to economic and space issues.

- People loved the idea of classes that gave them access to high-quality materials and tools and enthusiastic instruction. There was also a strong interest in music classes, exhibits, performances, and cultural events.

Possible Implications

- Prioritize the rollout of new excursions, item loan programs, or equipment at branches where the population is experiencing high need.

- Evaluate the value of equipment loan programs and higher-capital investments (i.e., pod cast studio, film equipment, etc.) to identify best fit with community needs.

- Consider ways to expand excursions and free tickets/passes to a broader population and the partnerships to make that possible.

- Identify adjacencies between existing offerings (and potential new ones) that could be compiled into a comprehensive offering.

- Support material-intensive classes by finding efficient approaches for developing content, sourcing materials, and identifying instructors.

- Find ways to bring performance and exhibition space so they are more accessible.

- Work with SFUSD to develop a pathway for identifying student "sparks" (interests).

"I like the instrument class idea. My son wants to learn the guitar right now, and it is really hard to provide that on a low-income."

SPANISH-SPEAKERS FOCUS GROUP

"Our technology training classes are really popular. But people need more one-on-one tech support and we don't have the bandwidth to support that."

BRANCH TOURS

Residents feel that San Francisco's **cultural diversity** should be **amplified and celebrated** throughout every library experience.

08

"There used to be a Story Corps booth at the public library...Our older adults hold some incredible lived experiences, especially as Black San Franciscans here in the Fillmore, Harlem of the West"

CBO FOCUS GROUP

"I think understanding the culture and how we view the world is important."

SPANISH-SPEAKERS FOCUS GROUP (TRANSLATED)

Key Observations

- There's a desire for expert-led programming that explores various topics through a cultural lens. Some suggested that partnerships with CBOs and community leaders were the best way to bring this expertise forward while building with relevant communities.

- SFUSD has emphasized the importance of educating students about the various cultures that make their home in SF, which SFPL can clearly support.

- SFRPD is focused on using park space to reflect and help promote the diverse cultures and communities in San Francisco by creating safe, welcoming spaces. There are ample opportunities for SFPL to collaborate and use libraries adjacent to parks to further this mission.

"A class on Russian novels or one specific novel. There are books I'd love to read with more guidance and [cultural, historical] insight. It doesn't have to be Russian, I just always wanted to have help with harder books and themes."

BRANCH USER SURVEY OPEN ENDS

Possible Implications

- Explore ways for the culture of the neighborhood to come through across a variety of touchpoints and spaces.

- Investigate ways to foster cross-cultural exchange.

- Identify specific community partners that can advise around cultural programming and potentially provide ambassador-led program development.

- Further partnerships with SFUSD and SFRPD around cultural education and events.

"San Francisco doesn't [celebrate/acknowledge Black culture] well. It's limited to a specific floor on a specific month. This library [Bayview], especially back in the day, had at least a Black space. It should be much more present."

ZONE E FOCUS GROUP

San Franciscans want SFPL to expand types of **skill building and education**, emphasizing **tech know-how, parenting skills, homework support, and literacy.**

09

"There are many young people that are first generation graduates that do not know how to look for a job. They do not have a career orientation because maybe their parents didn't expose them to that.

ZONE D FOCUS GROUP

"The homework center to help parents and kids out is needed. Parents don't always know how to help their kids, and they might run out of patience and yell at the kids so that is a huge help for parents."

SPANISH-SPEAKERS FOCUS GROUP (TRANSLATED)

Key Observations

• A lack of tech savviness was raised as a challenge to accessing library services, social services, and participating in many aspects of daily life. Tech-focused classes and hands-on support is especially critical for low-income individuals and families not digitally literate.

• Programs supporting parents and building care taking skills were popular. Many noted that they need childcare or parallel programming for their children to be able to participate in classes.

• There was immense excitement around a Homework Support program.

• There was a desire for additional literacy support focusing on children and adults (especially in immigrant communities.)

• SFUSD is the highest achieving urban district in the state yet has some of the most significant achievement gaps among student subgroups, including English learners, African Americans, and Latinos. SFPL and SFUSD's collective commitment to a more equitable city emphasizes the need for collaboration between school-supporting CBOs and their local branches.

"The thing that's missing is some way to help people work on their reading skills. Every effort needs to be made to improve those skills of youth and adults to help them take their reading comprehension to the next level."

BRANCH USER SURVEY OPEN ENDS

Possible Implications

• Build on existing programs and partnerships to create more robust tech skills program emphasizing the skills needed to successfully navigate contemporary daily life.

• Explore ways to provide integrated whole-family support, emphasizing simultaneous programs for caretakers and their children in various languages to appeal to immigrant populations.

• Hold discussions with SFUSD and supportive CBOs to identify the most impactful ways SFPL can help close the achievement gap.

• Audit current skill-building programs to better understand which topics are being addressed, for whom, and then realign to better meet community needs.

• Adapt current spaces or create new spaces to offer these skill-building programs and technical infrastructure.

"It should be a knowledge space for everyone. Some programs could be like older kids teaching different topics to the young, benefiting both. It could not just be technical like computer science but also be games such as chess."

ZONE E FOCUS GROUP

Branch User & Non-User Survey Insights

BRANCH USER SURVEY

Branch User Survey Methodology Overview

Corey, Canapary & Galanis (CC&G), a San Francisco based marketing research firm, visited all 28 SFPL locations between Monday, April 17, 2023, through Saturday, June 24, 2023, conducting surveys during open hours. Interviewers were positioned near entrances. In limited cases, with librarian permission, interviewers also quietly approached those in the library. Every location was visited a minimum of three times, on different days and at different hours.

A total of 2,283 surveys were completed by SFPL patrons in:

- Chinese (4%)
- English (93%)
- Russian (<1%)
- Spanish (3%)
- Tagalog (<1%)

Patrons had the option of completing the survey:

- With the interviewer (59%)
- Self completed, on paper/online (41%)

Location of completion:

- At branch (94%)
- Online (4%)
- Interlibrary mail (2%)

Note: CC&G's brief originally called for a minimum of 1,540 surveys to be completed but obtained 2,283 surveys. This much higher number (48% more than targeted) allows for more robust analysis, particularly at the branch level.

SFPL Survey
Comparison of Respondent Demographics with US Census Data

Description	SFPL Survey	2022 ACS Community Survey*
Age		
65 and over	25.8%	18.3%
55 to 64 years	12.2%	12.1%
45 to 54 years	13.3%	13.1%
35 to 44 years	18.9%	16.3%
25 to 34 years	15.9%	19.9%
18 to 24 years***	7.1%	6.6%
under 18**	7.0%	13.7%
Gender		
Female	56.2%	48.7%
Male	41.3%	51.3%
Non-binary/Transgender/Other	2.5%	****
Race/Ethnicity (Multiple responses accepted)		
White	48.4%	49.8%
Asian or Pacific Islander	35.4%	40.8%
Hispanic or Latino	12.4%	15.9%
Black or African American	6.9%	6.6%
Native American or Alaska Native	1.9%	2.2%
Other/Mixed (unspecified)	1.8%	13.6%
Household Income		
$25,000 or less	21.1%	13.9%
$25,001 to $50,000	15.8%	8.5%
$50,001 to $75,000	14.2%	7.9%
$75,001 to $100,000	13.3%	9.3%
$100,001 to $150,000	12.9%	14.2%
$150,001 or more	22.5%	46.2%
Average (mean) income	$84,659.00	$199,900.00

To reduce bias, CC&G:

- Designed the questionnaire to be relatively short, to minimize respondent fatigue and improve the completion and response rate.

- Multilingual versions of the survey to allow for non-English speakers to participate.

- Allowed for in-person, self-administered or online completion of the survey. Allowed respondents to complete using the method most convenient to them.

- Sampled the different branches during different days and time periods.

- Scheduled a comprehensive training session for all surveyor staff who worked on the patron survey.

- Used a "next patron" approach to offering the questionnaire at the branches. So, as long as the surveyor was not engaged with another patron, the next patron entering or exiting would always be offered a questionnaire to eliminate any profile bias in questionnaire distribution.

- Provided each branch with a brief summary of the survey effort and copies of the questionnaire. This allowed branch library staff to be comfortable and familiar with the survey effort in case they were approached by regular patrons and asked about the survey legitimacy.

*The American Community Survey (ACS) provides annual estimates of income, education, employment, health insurance coverage, and housing costs and conditions for residents of the United States.

**For the SFPL Survey, only respondents who appeared to be at least 13 years of age were approached to complete the survey; thus children under 13 are deliberately under-represented.

***With different age categories used by ACS, this is obtained by taking the total % of "18 and over" and subtracting all other age groups.

US Census Sources:

U.S. Census Bureau. "Selected Economic Characteristics." American Community Survey, ACS 1-Year Estimates Data Profiles, Table DP03, 2022, https://data.census.gov/table/ACSDP1Y2022.DP03?q=DP03&g=050XX00US06075. Accessed on December 27, 2023.

U.S. Census Bureau. "ACS Demographic and Housing Estimates." American Community Survey, ACS 1-Year Estimates Data Profiles, Table DP05, 2022, https://data.census.gov/table/ACSDP1Y2022.DP05?q=DP05&g=050XX00US06075. Accessed on December 27, 2023.

01

Patrons see SFPL as a community creator in two ways:

- Provider of the tools they need to succeed
- Place to establish or re-establish connection with other

02

Resources to improve respondent's economic position were a key consideration which fits directly into SFPL's role around facilitating resilience, as well as access to technology (regardless of income) and increasing access to resources in general.

03

Respondents overall indicated a strong desire for SFPL to bring cultural experiences into their lives. However, rather than something separate and distinct, they were more likely to this in conjunction with the library's role as community hub.

04

Respondents indicated an interest in experiential learning, seeing SFPL as a one-stop 'how to' resource that combines reading materials with hands–on skill building.

BRANCH USER SURVEY
Insights Overview

Patrons see SFPL as a community creator in two ways:

- Provider of the tools they need to succeed
- Place to establish or re-establish connection with other

Desires for Community Related Services & Spaces

- Local Café – 36%
- Quiet Room – 28%
- Co-working Space – 19%
- Event Space – 18%
- Homework Help Station – 17%
- Community Kitchen – 15%
- Social Service Center – 14%
- Teen Hangout Space – 14%
- Meeting Room – 13%
- Performance Space – 12%
- Youth Play Space – 11%
- Community Living Room – 9%

Open-ended Comments:

- Community or family events/games night/movie night/puppet shows / board game nights / other events (general) – 7%
- More meeting rooms/study rooms/other separate rooms for focused work/study/remote work – 6%
- Other personal seminars/help (e.g., legal help, housing, document shredding, AA/other support groups, financial help/info, dealing with conflict/personal relationships, citizenship/civics, etc.) – 2%
- More space for events at my branch/remodeled branch/library at another location/don't just hold events at Main – 2%
- More practical resources (e.g., storage space with lockers, package pick up, copying, device charging stations, sell basic office supplies (folders, sticky notes, headphones, etc.) – 1%
- Volunteering opportunities, within the library or elsewhere – 1%

"[G]roups to enable easy community interaction and socialization… our communities are too solitary, people need to meet each other and help each other."

SURVEY RESPONDENT

"Creating a space for the community to come together for important events and notices—a meeting room or event space."

SURVEY RESPONDENT

01

Resources to improve respondent's economic position were a key consideration

which fits directly into SFPL's role around facilitating resilience, as well as access to technology (regardless of income) and increasing access to resources in general.

02

Desires for Community Related Services & Spaces

- Language Center – 19%
- Tech Training Lab – 18%
- Homework Help Station – 17%
- Community Kitchen – 15%
- Social Service Center – 14%
- Business/Career Center – 14%
- Classrooms – 14%
- Citizenship Center – 9%

Open-ended Comments:

- More hours/open earlier/open later/open longer on weekdays/weekends – 9%
- Educational/credit classes for school-age kids and adults/tutors or study help/ other accredited educational resources – 3%
- Language classes/clubs (for Spanish, French, ESL, ASL, bilingual classes, English language learners) – 2%
- More DVD players, video game stations, headphones, cameras (for use/check out, computers you can check out) – 2%
- More computers (general) – 2%
- Help/reference/info to better connect with City services, speakers from City departments about services they offer – 2%
- More books/materials in other languages (Dutch, Spanish, Chinese) – 2%
- Job training/job hunting/job application and resume writing assistance – 1%

"Offer more resources for helping people and info about that."

SURVEY RESPONDENT

"…[W]here help/websites/books about sensitive subjects are located and all the free services that are currently being offered."

SURVEY RESPONDENT

"A career center to help with finding a job. Homework help and tutoring for my child."

SURVEY RESPONDENT

Respondents overall indicated a strong **desire for SFPL to bring cultural experiences into their lives.**

However, rather than something separate and distinct, they were more likely to this in conjunction with the library's role as community hub.

03

Desires for Community Related Services & Spaces

• Art Gallery – 34%

• Film Studio – 19%

• Game Room – 19%

• Music Studio – 19%

• Storytelling Space – 17%

Open-ended Comments:

• Intellectual events (Lectures/ author talks/classes/poetry readings or poetry slams/writing classes or groups/debate club) – 11%

• More art/music classes, exhibits, performances, and events – 5%

"More architecture, design, and art programs… more art films and foreign films."

SURVEY RESPONDENT

"A class on Russian novels, or one specific novel. There are books I'd love to read with more guidance and insight—cultural, historical. It doesn't have to be Russian—I just always wanted to have help with some harder books and themes."

SURVEY RESPONDENT

"Cultural activities like poetry readings, lectures, films inspired by books, book lecture clubs, or writers' workshops."

SURVEY RESPONDENT

Respondents indicated an interest in experiential learning, seeing **SFPL as a one-stop 'how to' resource** that combines reading materials with hands–on skill building.

Desires for Community Related Services & Spaces

- Language Center – 19%

- Tech Training Lab – 18%

- Community Kitchen – 15%

- Genealogy and History Hub – 12%

- Podcast Room – 10%

Open-ended Comments:

- More books/materials on a specific genre or subject – 8%

- Classes/tools/resources for crafting, knitting, sewing, 3D printing, using tools, other 'maker' resources – 5%

- Computer classes/technology instruction (AI, programming, podcasts, software, etc.) – 4%

- Meditation/yoga/tai chi/exercise or movement/other similar classes/ programs – 1%

- Cooking classes, healthy eating classes/resources – 1%

- History/travel classes and programs/ connect virtually with people at other libraries – 1%

04

"Maybe arts and crafts, jewelry making, design… something hands–on."

SURVEY RESPONDENT

"It should be a knowledge space for everyone. Some programs could be like older kids teaching different topics to the younger ones and their peers, benefiting both of them. It could not just be education and technical like computer science, but also be like games such as chess."

SURVEY RESPONDENT

"Information and hands-on training, like navigating the web, and updated tech talks—ChatGPT or Bard."

SURVEY RESPONDENT

Every Branch in this document has one page with specifics on:

- Usage
  - Monthly Visits (average days per month) – from Q1
  - % of Library Card holders – from Q3
  - Languages spoken – from Q10
  - SF residents – from Q11/Q12
  - Gender: men (M), women (W), transgender/nonbinary (N/T) – from Q6
  - Employment status – from Q8
  - Age (average) – from Q5

- Multiple choice responses selected from Q13

- Open-ended* responses from Q4, Q13, and Q14

- Other relevant information about the branch

* Percentages from open-ended responses may seem lower across the board but should not be discounted or compared with those from Q13. Q13 had primarily pre-printed responses, whereas the open-ended responses were written in unaided from Q4, Q13, Q14.

For open-ends AND Q13 (current and future needs), percentages are based ONLY on SF residents.

BRANCH USER SURVEY

Library Patrons Key Findings by Branch Location

MAIN

Number of Respondents = 170

Monthly Visits	10.27
Library Card	82%

Language Spoken	English - 91%
	Spanish 14%
	Chinese - 8%
	Russian - 2%
	Tagalog – 1%
	Farsi – 1%
	Italian – 1%
	Hindi – 1%
	Indonesian – 1%
	Bengali – 1%
	Croatian – 1%

SF Residents	77%

Gender	Male – 54%
	Women – 41%
	Nonbinary/Trans – 5%

Employment	Unemployed – 19%
	Retired – 16%
	Student – 14%

Average Age	45.6

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 34%
- Art Gallery – 32%
- Film Studio – 29%
- Quiet Room – 27%
- Tech Training Lab – 25%

Top Open-ended Requests

- General positive comment (i.e., keep doing what you are doing; no changes required) – 12%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 11%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 9%

Other Relevant Information

- Main purpose for visit:
  - Computer Access – 28%
  - Wi-Fi Access – 28%
  - Facilities – 17%

ANZA

Number of Respondents = 90

Monthly Visits	5.71
Library Card	99%

Language Spoken	English – 92%
	Chinese – 10%
	Spanish – 3%
	Russian – 2%
	ASL – 1%

SF Residents	100%

Gender	Male – 33%
	Women – 63%
	Nonbinary/Trans – 5%

Employment	Unemployed - 8%
	Retired – 25%
	Student – 16%

Average Age	47.1

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 51%
- Art Gallery – 41%
- Quiet Room – 23%

Top Open-ended Requests

- Community or family events, other events – 16%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 14%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 11%

Other Relevant Information

- This branch had the lowest average number of monthly visits across all library locations.
- Respondents were less likely to say they visited to access Wi-Fi on their personal device - 9%

BAYVIEW

Number of Respondents = 67

Monthly Visits	6.77
Library Card	88%
Language Spoken	English – 91% Chinese – 15% Spanish – 2% French – 3%
SF Residents	95%
Gender	Male – 50% Women – 47% Nonbinary/Trans – 3%
Employment	Unemployed – 15% Retired – 15% Student – 17%
Average Age	42.0

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 36%
- Homework Help Station – 34%
- Business/Career Center – 34%
- Music Studio – 33%
- Tech Training Lab – 33%
- Local Café – 30%
- Film Studio – 26%
- Quiet Room – 26%

Top Open-ended Requests

- General positive comment – 13%
- Educational/credit classes for all, tutoring, other educational resources – 10%
- Community or family events, other events – 10%
- More study rooms/private meeting rooms – 10%

Other Relevant Information

- Main purpose for visit:
  - Computer Access – 52%
  - Print/Copy – 54%

  NOTE: These are highest shares for both, systemwide.

BERNAL HEIGHTS

Number of Respondents = 113

Monthly Visits	8.46
Library Card	94%
Language Spoken	English – 93% Spanish – 11% Chinese – 10% Tagalog – 2% French – 1% Portuguese – 1% Hebrew – 1%
SF Residents	96%
Gender	Male – 32% Women – 64% Nonbinary/Trans – 4%
Employment	Unemployed – 6% Retired – 19% Student – 12%
Average Age	46.3

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 44%
- Art Gallery – 40%
- Quiet Room – 33%
- Coworking Space – 28%
- Film Studio – 25%
- Music Studio – 25%
- Game Room – 23%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 15%
- Community or family events, other events – 11%
- Increased open hours/open earlier/open later/open longer on weekdays/weekends – 9%
- General positive comment – 9%

Other Relevant Information

- N/A

CHINATOWN

Number of Respondents = 87

Monthly Visits	9.52
Library Card	92%
Language Spoken	English – 67%
	Chinese – 53%
	Spanish – 2%
	Tagalog – 1%
	French – 1%
	Vietnamese – 1%
	Hindi – 1%
SF Residents	100%
Gender	Male – 49%
	Women – 50%
	Nonbinary/Trans – 1%
Employment	Unemployed – 4%
	Retired – 38%
	Student – 19%
Average Age	48.4

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 35%
- Local Café – 33%
- Event Space – 27%
- Quiet Room – 26%
- Film Studio – 25%

Top Open-ended Requests

- General positive comment – 8%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 7%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 7%
- More books/materials on a specific genre or subject – 7%
- More materials/services/programs for children – 7%
- Other ideas/comments – 7%

Other Relevant Information

- This branch had the 2nd highest share of retirees systemwide (38%.)

EUREKA VALLEY

Number of Respondents = 90

Monthly Visits	9.28
Library Card	94%
Language Spoken	English – 98%
	Spanish – 3%
	Chinese – 2%
	French – 1%
	German – 1%
	Ukrainian – 1%
SF Residents	97%
Gender	Male – 51%
	Women – 42%
	Nonbinary/Trans – 7%
Employment	Unemployed – 9%
	Retired – 35%
	Student – 6%
Average Age	50.8

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 38%
- Local Café – 34%
- Quiet Room – 23%

Top Open-ended Requests

- General positive comment – 20%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 10%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 7%
- More books/materials on a specific genre or subject – 7%
- Community or family events, other events – 7%

Other Relevant Information

- Main purpose for visit:
  - Check out books or other materials – 96% (highest share systemwide)
  - Homework/reference assistance – 6% (lowest systemwide)
- Nonbinary patrons – 7% (highest systemwide)

EXCELSIOR

Number of Respondents = 79

Monthly Visits	8.2
Library Card	95%
Language Spoken	English – 74%
	Chinese – 20%
	Spanish 18%
	Tagalog – 4%
	Russian – 1%
	Ukrainian – 1%
	Thai – 1%
SF Residents	97%
Gender	Male – 50%
	Women – 49%
	Nonbinary/Trans – 1%
Employment	Unemployed – 7%
	Retired – 20%
	Student – 18%
Average Age	47.2

Q13: Which of the following spaces would you like to see at your branch?

- Homework Help Station – 32%
- Local Café – 32%
- Language Center – 31%
- Quiet Room – 31%
- Game Room – 31%
- Art Gallery – 25%
- Music Studio – 25%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 7%
- General positive comment – 7%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 10%
- More books/materials of a specific genre or subject – 7%
- Computer trainings, general technology training – 7%

Other Relevant Information

- 97% of respondents live in San Francisco; another 3% live elsewhere in the Bay Area

GLEN PARK

Number of Respondents = 70

Monthly Visits	5.97
Library Card	93%
Language Spoken	English – 91%
	Chinese – 9%
	Spanish – 7%
	Japanese – 1%
SF Residents	100%
Gender	Male – 27%
	Women – 69%
	Nonbinary/Trans – 4%
Employment	Unemployed – 4%
	Retired – 43%
	Student – 6%
Average Age	53.6

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 35%
- Quiet Room – 27%
- Local Café – 24%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 12%
- General positive comment – 11%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 9%
- More books/materials of a specific genre or subject – 9%

Other Relevant Information

- Patrons at this branch were less likely to use programs/classes/exhibits (7%.)
- This branch had the highest share of retirees systemwide (43%.)
- This branch had the highest share of users identifying as women across all locations (69%.)

GOLDEN GATE VALLEY

Number of Respondents = 70

Monthly Visits	8.13
Library Card	91%
Language Spoken	English – 95%
	Spanish – 4%
	Russian – 4%
	Chinese - 3%
	Tagalog – 3%
	German – 1%
	Japanese – 1%
	Ilocano – 1%
SF Residents	95%
Gender	Male – 32%
	Women – 67%
	Nonbinary/Trans – 1%
Employment	Unemployed – 4%
	Retired – 30%
	Student – 11%
Average Age	46.7

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 54%
- Language Center – 31%
- Coworking space – 30%
- Art Gallery – 27%
- Quiet Room – 27%
- Film Studio – 23%

Top Open-ended Requests

- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 14%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 11%
- General positive comment – 10%
- More audiobooks, e–books, DVDs, CDs, access to online resources – 10%
- More books/materials on a specific genre or subject – 10%

Other Relevant Information

- Patrons at this branch were less likely to use programs/classes/exhibits (7%.)
- This branch had the second–highest share of users identifying as women across all locations (67%.)

INGLESIDE

Number of Respondents = 68

Monthly Visits	7.34
Library Card	90%
Language Spoken	English – 76%
	Chinese – 32%
	Spanish – 8%
	Russian – 5%
	Vietnamese – 3%
	Tagalog – 2%
	French – 2%
	German – 2%
	Korean – 2%
	Cambodian – 2%
	Other – 2%
SF Residents	100%
Gender	Male – 46%
	Women – 52%
	Nonbinary/Trans – 2%
Employment	Unemployed – 9%
	Retired – 17%
	Student – 29%
Average Age	44.3

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 43%
- Quiet Room – 40%
- Art Gallery – 37%
- Tech Training Lab – 27%
- Language Learning Center – 24%

Top Open-ended Requests

- General positive comment – 18%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 13%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 8%
- Other ideas/comments – 7%

Other Relevant Information

- Main purpose for visit:
  - Homework/reference assistance – 28% (highest systemwide)
  - Computer Access – 28%
- This branch had the third–highest student population systemwide (29%.)
- This branch had the lowest share of retirees (17%.)

MARINA

Number of Respondents = 71

Monthly Visits	9.63
Library Card	87%
Language Spoken	English – 90%
	Spanish – 7%
	Chinese – 4%
	Italian – 3%
	Tagalog – 1%
	Portuguese – 1%
	German – 1%
	Romanian – 1%
	Turkish – 1%
SF Residents	91%
Gender	Male – 39%
	Women – 60%
	Nonbinary/Trans – 1%
Employment	Unemployed – 9%
	Retired – 29%
	Student – 13%
Average Age	47.1

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 42%
- Quiet Room – 37%
- Local Café – 35%
- Storytelling Space – 25%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 16%
- General positive comment – 9%

Other Relevant Information

- Main purpose for visit:
  - Wi-Fi Access – 25%

MERCED

Number of Respondents = 112

Monthly Visits	7.85
Library Card	96%
Language Spoken	English – 82%
	Spanish – 8%
	Chinese – 2%
	Tagalog – 2%
	Russian – 2%
	Armenian – 1%
	Polish – 1%
SF Residents	95%
Gender	Male – 44%
	Women – 55%
	Nonbinary/Trans – 1%
Employment	Unemployed – 8%
	Retired – 25%
	Student – 16%
Average Age	47.1

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 41%
- Quiet Room – 37%
- Art Gallery – 30%
- Film Studio – 27%
- Game Room – 27%
- Tech Training Lab – 25%

Top Open-ended Requests

- More books/ materials of a specific genre or subject – 16%
- More meeting rooms/study rooms/rooms for focused work/study/remote work – 10%

Other Relevant Information

- Main purpose for visit:
  - Wi-Fi Access – 25%

MISSION

Number of Respondents = 88

Monthly Visits	7.2
Library Card	95%
Language Spoken	English – 86%
	Spanish – 23%
	Chinese – 3%
	French – 2%
	Vietnamese – 1%
	German – 1%
	Farsi – 1%
SF Residents	98%
Gender	Male – 45%
	Women – 50%
	Nonbinary/Trans – 5%
Employment	Unemployed – 7%
	Retired – 18%
	Student – 10%
Average Age	45.8

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 37%
- Art Gallery – 37%
- Quiet Room – 37%
- Community Kitchen – 24%
- Music Studio – 24%
- Homework Help Station – 23%

Top Open-ended Requests

- More books/ materials of a specific genre or subject – 14%
- General positive comment – 15%

Other Relevant Information

- Main purpose for visit:
  - Computer Access – 7% (second–lowest systemwide)

MISSION BAY

Number of Respondents = 79

Monthly Visits	9.72
Library Card	91%
Language Spoken	English – 86%
	Spanish – 8%
	Chinese – 6%
	Korean – 4%
	Russian – 3%
	Other – 3%
	French – 1%
SF Residents	96%
Gender	Male – 51%
	Women – 46%
	Nonbinary/Trans – 3%
Employment	Unemployed – 12%
	Retired – 24%
	Student – 3%
Average Age	45.3

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 32%
- Coworking Space – 31%
- Art Gallery – 28%
- Quiet Room – 28%
- Business/Career Center – 22%
- Film Studio – 21%

Top Open-ended Requests

- Intellectual events (lectures/author talks/classes/ poetry readings or poetry slams/writing classes or groups/debate club) – 15%
- More books/materials of a specific genre or subject – 8%

Other Relevant Information

- Lowest share of students systemwide (3%.)

NOE VALLEY

Number of Respondents = 85

Monthly Visits	7.41
Library Card	94%
Language Spoken	English – 100%
	Spanish – 4%
	Chinese – 1%
	French – 1%
	Italian – 1%
	Arabic – 1%
SF Residents	99%
Gender	Male – 30%
	Women – 68%
	Nonbinary/Trans – 2%
Employment	Unemployed – 8%
	Retired – 29%
	Student – 5%
Average Age	52.0

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 32%
- Coworking Space – 31%
- Art Gallery – 28%
- Quiet Room – 28%
- Business/Career Center – 22%
- Film Studio – 21%
- Tech Training Lab – 27%
- Language Learning Center – 24%

Top Open-ended Requests

- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 16%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 16%
- General positive comment – 10%
- More audiobooks, e–books, DVDs, CDs, access to online resources – 10%
- More books/materials of a specific genre or subject – 10%

Other Relevant Information

- Main purpose for visit:
  - Checking out materials – 92%
  - Print/Copy – 25%
  - Programs, classes, or exhibits – 20%

NORTH BEACH

Number of Respondents = 63

Monthly Visits	7.41
Library Card	92%
Language Spoken	English – 94%
	Chinese – 5%
	German – 3%
	Italian –3%
	Spanish – 2%
	French – 2%
	Portuguese – 2%
	Japanese – 2%
	Dutch – 2%
SF Residents	100%
Gender	Male – 52%
	Women – 48%
	Nonbinary/Trans – 0%
Employment	Unemployed – 5%
	Retired – 26%
	Student – 10%
Average Age	47.7

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 39%
- Quiet Room – 31%
- Art Gallery – 29%
- Coworking Space–25%
- Event Space – 23%
- Storytelling Space – 23%
- Meeting Room – 23%

Top Open-ended Requests

- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 15%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 17%
- General positive comment – 12%
- More books/materials of a specific genre or subject – 10%
- Keep books/don't go fully automated/keep a human touch/avoid AI – 10%

Other Relevant Information

- N/A

OCEAN VIEW

Number of Respondents = 170

Monthly Visits	7.71
Library Card	89%
Language Spoken	English – 81%
	Chinese – 26%
	Spanish – 7%
	Vietnamese – 2%
	Korean – 2%
SF Residents	90%
Gender	Male – 41%
	Women – 59%
	Nonbinary/Trans – 0%
Employment	Unemployed – 2%
	Retired – 19%
	Student – 31%
Average Age	42.7

Q13: Which of the following spaces would you like to see at your branch?

- Tech Training Lab – 35%
- Local Café – 32%
- Art Gallery – 30%
- Game Room – 27%
- Homework Help Station – 27%
- Business/ Career Center – 27%
- Quiet Room – 22%
- Storytelling Space – 22%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 11%
- More materials/services/programs for children (general) – 8%More security/more enforcement of library rules/less tolerance of disruptions – 8%

Other Relevant Information

- Main purpose for visit:
    - Homework/reference – 27%
- Highest share of students system–wide (31%)

ORTEGA

Number of Respondents = 90

Monthly Visits	7.81
Library Card	94%
Language Spoken	English – 75%
	Chinese – 35%
	Spanish – 2%
	Russian – 2%
	French – 1%
	Vietnamese – 1%
	Korean – 1%
	Mongolian – 1%
	Other – 4%
SF Residents	95%
Gender	Male – 34%
	Women – 64%
	Nonbinary/Trans – 2%
Employment	Unemployed – 8%
	Retired – 18%
	Student – 17%
Average Age	43.6

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 36%
- Local Café – 33%
- Quiet Room – 33%
- Homework Help Station – 25%
- Teen Hangout Space – 25%
- Tech Training Lab – 24%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 13%
- More meeting rooms/study rooms/other separate rooms – 13%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 9%
- More materials/services/programs for babies/ toddlers/preschoolers – 9%

Other Relevant Information

- Main purpose for visit:
    - Homework/reference – 27%
- Highest share of respondents identifying as full–time parents or caregivers (4%)

PARK

Number of Respondents = 63

Monthly Visits	10.18
Library Card	94%
Language Spoken	English – 98%
	Spanish – 5%
	Chinese – 2%
	Tagalog – 2%
	Thai – 2%
	Amharic – 2%
SF Residents	96%
Gender	Male – 49%
	Women – 48%
	Nonbinary/Trans – 3%
Employment	Unemployed – 8%
	Retired – 22%
	Student – 10%
Average Age	45.7

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 42%
- Quiet Room – 35%
- Art Gallery – 29%
- Coworking Space – 27%
- Event Space – 27%
- Meeting Room – 23%
- Community Performance Space – 21%
- Genealogy and History Hub – 21%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 17%
- General positive comment – 10%
- More books/materials on a specific genre – 10%
- More areas/more comfortable areas for reading/study – 10%

Other Relevant Information

- Main purpose for visit:
  - Print/Copy – 43%
  - Meetings – 10%

PARKSIDE

Number of Respondents = 62

Monthly Visits	9.63
Library Card	88%
Language Spoken	English – 79%
	Chinese – 25%
	Spanish – 12%
	Tagalog – 3%
	Portuguese – 3%
	Russian – 2%
	French – 2%
	Vietnamese – 2%
SF Residents	97%
Gender	Male – 36%
	Women – 57%
	Nonbinary/Trans – 7%
Employment	Unemployed – 11%
	Retired – 27%
	Student – 15%
Average Age	42.8

Q13: Which of the following spaces would you like to see at your branch?

- Music Studio – 32%
- Art Gallery – 26%
- Game Room – 28%
- Storytelling Space – 26%
- Local Café – 26%
- Quiet Room – 25%

Top Open-ended Requests

- Community or family events/games night/movie nights (general) – 14%
- More art/music classes, exhibits, performances, and events – 11%
- Classes/tools/resources for crafting, knitting, sewing, 3D printing, using tools, and other 'maker' resources – 9%

Other Relevant Information

- MPrograms/classes/exhibits higher share of reasons for visiting (25%) vs systemwide (16%)

PORTOLA

Number of Respondents = 71

Monthly Visits	9.68
Library Card	99%
Language Spoken	English – 51%
	Chinese – 40%
	Spanish – 11%
	Vietnamese – 4%
	Other – 3%
	French – 1%
	Indonesian – 1%
	Ukrainian – 1%
SF Residents	77%
Gender	Male – 32%
	Women – 67%
	Nonbinary/Trans – 1%
Employment	Unemployed – 16%
	Retired – 7%
	Student – 25%
Average Age	39.1

Q13: Which of the following spaces would you like to see at your branch?

- Game Room – 33%
- Quiet Room – 32%
- Art Gallery – 30%
- Homework Help Station – 30%
- Local Café – 26%

Top Open-ended Requests

- More materials/services/programs for children (general) – 14%
- More books/materials on a specific genre or subject – 12%

Other Relevant Information

- Main purpose for visit:
  - Computer Access – 27%

PORTRERO

Number of Respondents = 71

Monthly Visits	7.67
Library Card	81%
Language Spoken	English – 85%
	Spanish – 13%
	Chinese – 8%
	German – 3%
	Farsi – 2%
	Japanese – 2%
	Hindi – 2%
	Marathi – 2%
SF Residents	100%
Gender	Male – 46%
	Women – 54%
	Nonbinary/Trans – 0%
Employment	Unemployed – 3%
	Retired – 32%
	Student – 7%
Average Age	49.0

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 38%
- Local Café – 32%
- Music Studio – 23%
- Community Kitchen – 21%
- Film Studio – 21%
- Genealogy and History Hub – 21%
- Storytelling Space – 20%
- Social Service Center – 20%

Top Open-ended Requests

- General positive comment – 14%
- More materials/services/programs for kids (general) – 11%
- Classes/tools/resources for crafting, knitting, sewing, 3D printing, using tools, and other 'maker' resources – 11%

Other Relevant Information

- N/A

PRESIDIO

Number of Respondents = 65

Monthly Visits	7.44
Library Card	94%
Language Spoken	English – 97%
	Spanish – 6%
	Farsi – 3%
	Russian - 2%
	French – 2%
	Thai – 2%
SF Residents	100%
Gender	Male – 34%
	Women – 65%
	Nonbinary/Trans – 2%
Employment	Unemployed – 3%
	Retired – 39%
	Student – 3%
Average Age	51.4

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 39%
- Coworking Space – 24%
- Art Gallery – 36%
- Language Center – 21%
- Event Space – 31%
- Quiet Room – 19%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 26%
- General positive comment – 15%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 11%
- More meeting rooms/study rooms/other separate rooms – 10%

Other Relevant Information

- Higher share of retirees than systemwide
- Low share of students –3%

RICHMOND

Number of Respondents = 89

Monthly Visits	8.44
Library Card	95%
Language Spoken	English – 87%
	Chinese – 18%
	Spanish – 8%
	Portugese – 5%
	Russian – 2%
	Vietnamese – 2%
	Other – 2%
	Tagalog – 1%
SF Residents	95%
Gender	Male – 37%
	Women – 63%
	Nonbinary/Trans – 0%
Employment	Unemployed – 5%
	Retired – 19%
	Student – 13%
Average Age	43.8

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 46%
- Storytelling Space – 26%
- Quiet Room – 29%
- Coworking Space – 23%
- Art Gallery – 26%
- Language Center – 23%

Top Open-ended Requests

- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 16%
- More materials/services/programs for children (general) – 12%
- General positive comment – 10%
- More meeting rooms/study rooms/other separate rooms – 9%

Other Relevant Information

- Highest share of users identifying as employed systemwide (68%.)

SUNSET

Number of Respondents = 78

Monthly Visits	7.74
Library Card	96%
Language Spoken	English – 78%
	Chinese – 22%
	Spanish – 8%
	Tagalog – 1%
	Vietnamese – 1%
	Indonesian – 1%
	Kannada – 1%
SF Residents	77%
Gender	Male – 42%
	Women – 58%
	Nonbinary/Trans – 0%
Employment	Unemployed – 9%
	Retired – 33%
	Student – 22%
Average Age	47.5

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 40%
- Art Gallery – 36%
- Quiet Room – 29%
- Music Studio – 29%

Top Open-ended Requests

- More books/materials (general) – 11%
- Increased open hours/open earlier/open later/ open longer on weekdays/weekends – 9%
- General positive comment – 9%
- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 8%

Other Relevant Information

- Higher share of both students and retirees than overall

VISTACION VALLEY

Number of Respondents = 68

Monthly Visits	10.43
Library Card	85%
Language Spoken	English – 55%
	Chinese – 41%
	Spanish – 15%
	Tagalog – 3%
SF Residents	100%
Gender	Male – 45%
	Women – 54%
	Nonbinary/Trans – 2%
Employment	Unemployed – 12%
	Retired – 20%
	Student – 23%
Average Age	42.1

Q13: Which of the following spaces would you like to see at your branch?

- Game Room – 47%
- Art Gallery – 42%
- Quiet Room – 33%
- Homework Help Station – 30%
- Music Studio – 30%
- Tech Training Lab – 28%
- Film Studio – 28%
- Language Center – 27%

Top Open-ended Requests

- More books/materials of a specific genre or subject – 15%
- Community or family events//other events (general) – 12%

Other Relevant Information

- Higher share visiting for computer access, homework/reference assistance, and programs/ classes/exhibits than overall

WEST PORTAL

Number of Respondents = 110

Monthly Visits	7.39
Library Card	94%
Language Spoken	English – 92%
	Chinese – 13%
	Spanish – 5%
	Portuguese – 2%
	Thai – 1%
	Montenegrin – 1%
SF Residents	92%
Gender	Male – 34%
	Women – 65%
	Nonbinary/Trans – 2%
Employment	Unemployed – ?%
	Retired – ?%
	Student – ?%
Average Age	42.1

Q13: Which of the following spaces would you like to see at your branch?

- Art Gallery – 35%
- Local Café – 29%
- Quiet Room – 23%
- Tech Training Lab – 21%

Top Open-ended Requests

- Intellectual events (i.e., lectures, author talks, poetry readings, writing classes, clubs) – 14%
- General positive comment – 14%
- Community or family events/games night/movie night/puppet shows/board game nights/other events (general) – 10%

Other Relevant Information

- Heavier emphasis on materials, less emphasis on computers, printers, and Wi-Fi, compared with results overall

WESTERN ADDITION

Number of Respondents = 73

Monthly Visits	7.66
Library Card	96%
Language Spoken	English – 94%
	Spanish – 6%
	Russian – 2%
	French – 10%
	Japanese – 1%
	Amharic – 1%
SF Residents	100%
Gender	Male – 33%
	Women – 63%
	Nonbinary/Trans – 5%
Employment	Unemployed – 1%
	Retired – 28%
	Student – 14%
Average Age	47.9

Q13: Which of the following spaces would you like to see at your branch?

- Local Café – 38%
- Art Gallery – 33%
- Quiet Room – 27%
- Teen Hangout Space – 26%
- Coworking Space – 20%
- Tech Training Lab – 20%

Top Open-ended Requests

- General positive comment – 20%
- More books/materials of a specific genre or subject – 14%
- Increased open hours/open earlier/open later/open longer on weekdays/weekends – 12%

Other Relevant Information

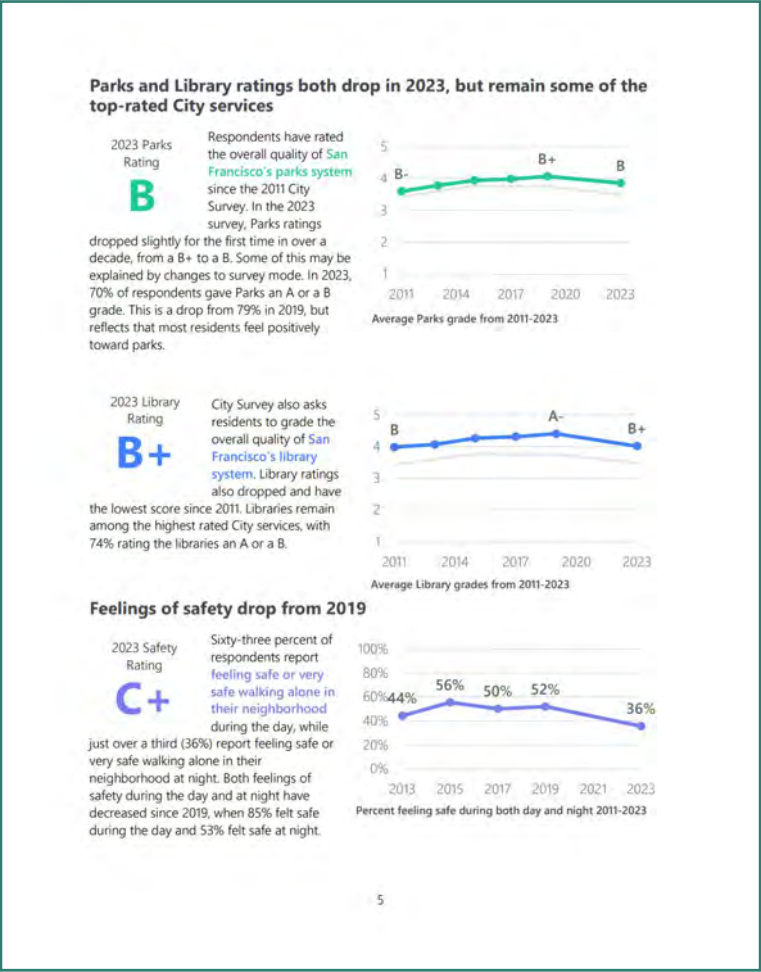- Greater emphasis on materials and homework/reference assistance than visits systemwide

In addition to learning more about patrons who already use library locations, this study also sought to learn more about San Francisco residents who DO NOT use the SFPL.

Library Non-User Analysis was completed using the 2023 City Survey, in which San Francisco residents aged 18+ were asked about their opinions on many City services, including the San Francisco Public Library.

- Between October and December 2022, the City and County of San Francisco surveyed 2,530 San Francisco residents on their use of and satisfaction with City services. InterEthnica and EMC Research administered the survey online, over the telephone, and in-person.

- Respondents were asked three separate library usage questions.

- Out of 2,530 respondents, 604 (630 weighted) said they do not use the San Francisco Public Library (including the main, any branch library, or any online resources in the past 12 months.)

- During the survey, these respondents were asked why they did not use SFPL. Their open-ended responses were reviewed and analyzed by CC&G.

- CC&G also reviewed demographics of library non-users, particularly in comparison to City Survey respondents as a whole.

* Percentages from open-ended responses may seem lower across the board but should not be discounted or compared with those from Q13. Q13 had primarily pre-printed responses, whereas the open-ended responses were written in unaided from Q4, Q13, Q14.

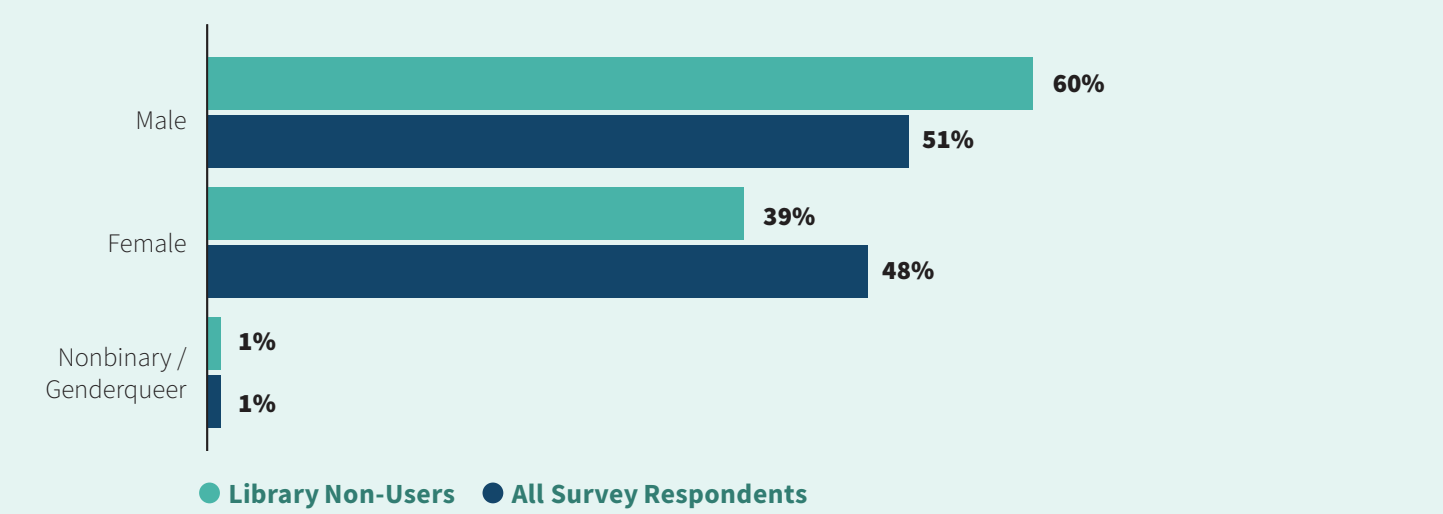For open-ends AND Q13 (current and future needs), percentages are based ONLY on SF residents.

NON-USER CITY SURVEY INSIGHTS

Library Non-Users

Non-Users & Income

The bar graph below shows the **breakout of incomes among both library non-users and survey respondents overall.** While those earning over $100,000 are about 50% of respondents overall, they represent a slightly higher share (57%) of library non-users.
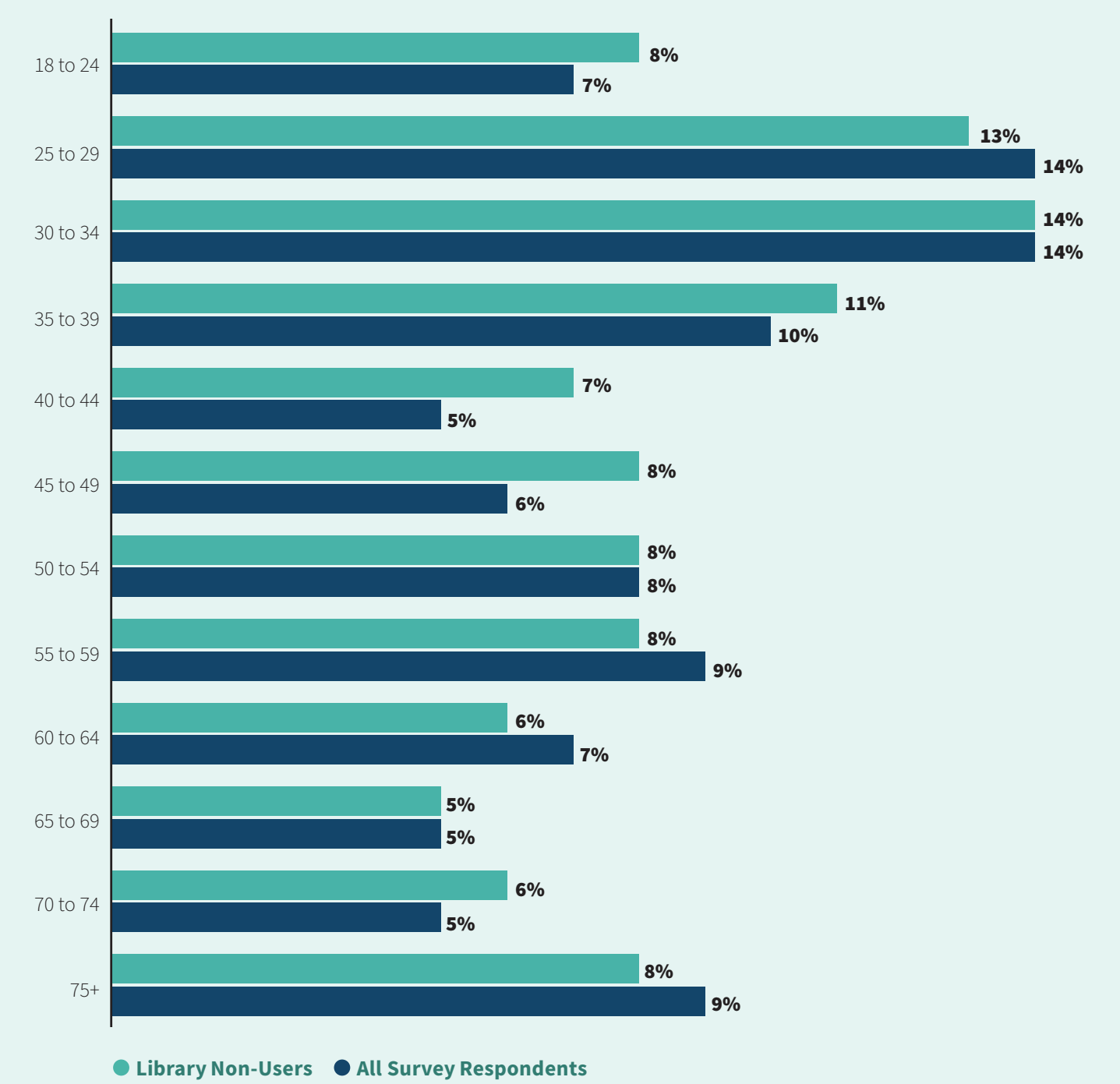
Income	Library Non-Users	All Survey Respondents
<$25K	11%	13%
$25K-$50K	9%	8%
$50K-$75K	14%	9%
$75K-$100K	16%	13%
$100K-$150K	16%	12%
$150K-$200K	9%	11%
$200K+	25%	34%

● Library Non-Users   ● All Survey Respondents
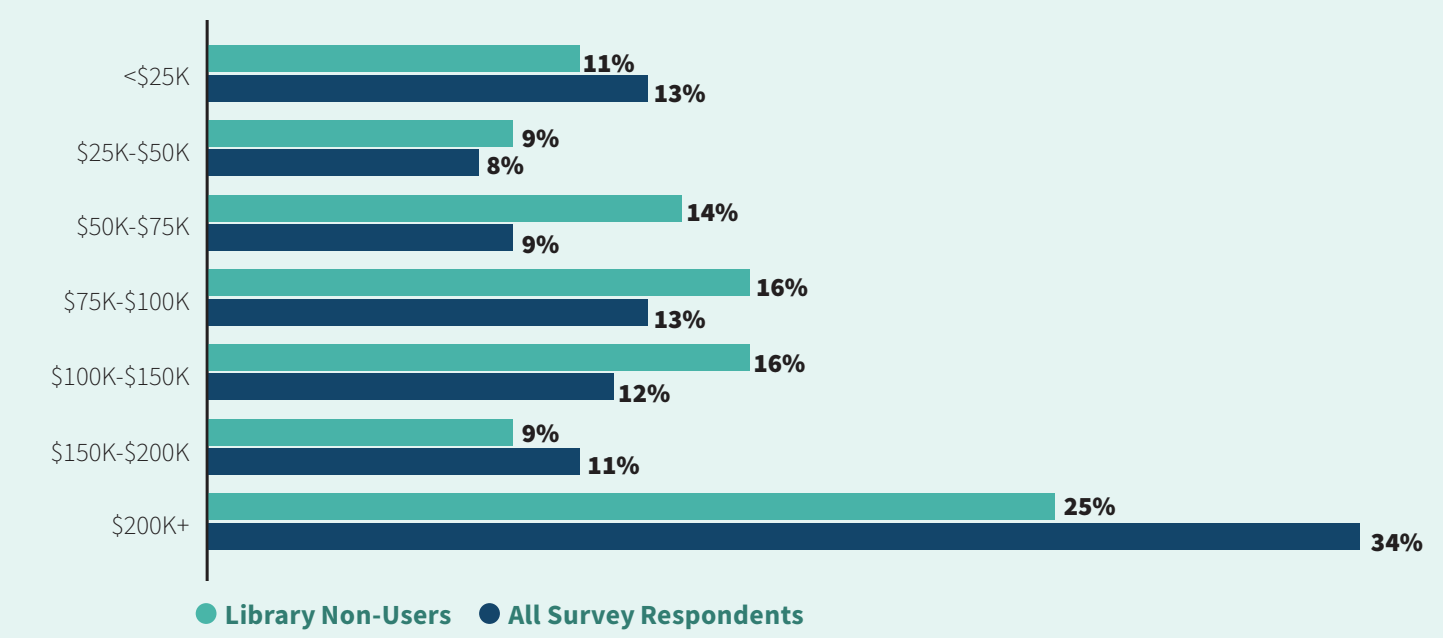
Non-Users & Gender

The bar graph below shows gender breakdowns among both City Survey 2023 respondents overall and library non-users. By gender, **men are more likely to be non-users than other genders.**

Gender	Library Non-Users	All Survey Respondents
Male	60%	51%
Female	39%	48%
Nonbinary / Genderqueer	1%	1%

● Library Non-Users   ● All Survey Respondents

Non-Users & Age

The bar graph below shows the **breakout of ages between both library non-users and survey respondents overall.** Library non-users tend to be slightly older. Note: because City Survey was conducted among respondents at least 18 years of age, the share of library users/non-users under 17 is not represented below.

Age	Library Non-Users	All Survey Respondents
18 to 24	8%	7%
25 to 29	13%	14%
30 to 34	14%	14%
35 to 39	11%	10%
40 to 44	7%	5%
45 to 49	8%	6%
50 to 54	8%	8%
55 to 59	8%	9%
60 to 64	6%	7%
65 to 69	5%	5%
70 to 74	6%	5%
75+	8%	9%

● Library Non-Users   ● All Survey Respondents

Why don't residents use SPFL?

Respondents were asked WHY they do not use the library, and their answers can be summarized into two important categories:

- They are **not aware** of what San Francisco Public Library offers (need education/awareness on current/future offerings.)

- They have **concerns about the library** which are similar to/reflected in the patron survey (need to know problems are being addressed.) See more about this in the next section.

This is good news!

It indicates that when SFPL formulates changes based on both internal and external insights, current non-users will also be reached, and may be persuaded to use SFPL.

Why haven't you visited SFPL during the last 12 months?

Awareness
Challenge to Engage

Category	Value
Need information in languages other than English	1%
Illiterate	1%
Cleanliness issues at library	1%
Lost / Don't have library card	1%
Library is obsolete	2%
Don't have children in household / Children don't need	2%
Library use or location is inconvenient / Branch not ready	2%
Feel unsafe	3%
Access to another library	3%
Health issues	3%
Do not read / Not a reader	4%
COVID fears	5%
Concerns regarding unhoused patrons	5%
Unfamiliar with services	5%
Have a personal library / Prefer to own books	9%
Use internet / e-books	15%
No interest / need / time	50%

Base: 604 unweighted/ 630 weighted (indicate do not use SFPL)

Multiple responses accepted

50% of all respondents who don't use the library cite having **no interest, need or time.**

This response was nearly universal, with very few demographic differences among respondents when looking at breakdowns by age, educational attainment, and language spoken in the home.

When differences do exist, they may be unexpected:

Parents of Children

Parents of children were slightly MORE likely to provide this response (61% of respondents with children aged 0–5 years and 56% of respondents with children ages 6–17 years) than those who are not parents (48%.)

However, the total number of parents by age group is quite small, and thus more directional than statistically reliable.

Those earning $50-200K

Those earning $50,000 to $200,000 were somewhat more likely to provide this response (57%/56%) than those with lower incomes (40%–45%).

Not all respondents gave enough detail to clearly indicate what was behind their response. However, a small share who did often reflect underlying motivations which the library can address. These groups are detailed on the adjacent page.

Serious time crunch: parenting, job/economic stress, or other issues mean that they are simply struggling to do everything required in a particular day.

"That's a good question. I should. I don't read that much, I don't have the time."

SURVEY RESPONDENT

"I work too much but I'd love to go to the library soon."

SURVEY RESPONDENT

"… I have a library room in my house with books I buy on Amazon or eBooks."

SURVEY RESPONDENT

Do not think of the library as anything more than 'just books' or something to use if you are a school age student. Unaware of what the library already offers.

"I think the library is only for little kids and I can only read well in Spanish."

SURVEY RESPONDENT

"I'm an older person without children."

SURVEY RESPONDENT

"I probably should just haven't had a need to, I buy the books I want and use the Internet."

SURVEY RESPONDENT

Those open to new offerings shift their perception of value over time, driven by personal interest rather than just seeing libraries as book-centric spaces.

"No outreach or compelling reason to make me want to visit the library."

SURVEY RESPONDENT

"No need for the library, don't know where Spanish books are."

SURVEY RESPONDENT

"I haven't needed to, but I'm glad they're available for those who do."

SURVEY RESPONDENT

Concerns from Patrons & Non-Users

Behavior, Safety, & Cleanliness

Among patrons:

- 2% said they wanted to see more security, better enforcement of library rules, and/or less tolerance of disruptions.

- 1% mentioned they would like issues around unhoused patrons to be better managed

- 1% stated quiet policies were not being enforced and/or the library was too noisy

- 1% of patrons asked the library to deal better with disruptions from kids

- 1% of patrons asked that cleaning be done more thoroughly and/or more often

Among non–users:

- 5% indicated they do not use SFPL out of fear of COVID

- 5% indicated they do not use SFPL because of issues around unhoused patrons

- 3% cited health issues

- 3% cited safety issues

- 1% cited uncleanliness

Additional Notes:

- Several respondents indicated that other city departments or services should be introduced so that the library is not overly burdened by managing issues surrounding unhoused patrons

- While some respondents associated these issues with the Main, several branches had a higher share of respondents noting such issues

Technology & Change

Among patrons:

- 3% stated they wanted to be sure the library kept physical books, kept real people as librarians, and avoid 100% automation (8%–10% of patrons at Anza, Mission, and North Beach

Additional Notes:

- A few respondents expressed concerns about the cost of implementing so many new things and wondered whether this would come at the expense of basic services such as accessing books and materials. They appeared less positive about any suggested new offerings as they feared it would come at the expense of existing services.

Basic Requests

Among patrons:

- 2% requested more books and magazines

- 5% requested more materials/ services for children

- 1% asked for better wayfinding in the libraries and navigating the library website for online resources

- 1% asked for better parking

- <1% better transit access

Community Focus Group Insights

FOCUS GROUPS

Community Focus Group Overview

Focus group discussions were held from Wednesday, May 31, 2023, through Wednesday, July 26, 2023. **Contigo planned and conducted all 19 groups.** CC&G gave feedback during planning, observed 5 of the groups, and conducted the analysis.

This section presents qualitative findings from focus groups, combining input protocols. **These groups were selected by SFPL** in collaboration with consultants, focusing on DE&I interests, not representing all users or residents.

The content is a summarized overview; detailed data is available in source documents including notes, transcripts, and audio. These groups produced qualitative results, which **provide directional information, rather than statistically reliable.**

Friends of the Library and the Community Based Organization group discussions were conducted slightly differently due to their unique perspectives.

A total of 19 focus groups were conducted in:

• Chinese - 1 group
• English - 17 groups
• Spanish - 1 group

Patrons had the option of completing the survey:

• In–person – 8 groups
• Online – 11 groups

Respondents were asked about several key issues, including:

• Participants' historical and current use of the library
• Reaction and ranking to potential offerings
• Organizations that SFPL could partner with/learn from
• Issues and barriers hindering/ reducing library use

Community Partners:
To help recruit local participants from priority populations, Contigo partnered with three community organizations: A. Philip Randolph Institute, Chinatown Community Development Center, and the Youth Arts Exchange.

Focus groups fell into 3 categories:

1) Outreach Zones:

• Zone A/District 1 and 2
• Zone B /District 4 and District 7/Parkside
• Zone C/District 5 and District 8 (LGBTQ+)
• Zone D/District 11 (Latinx & African Americans)
• Zone E/District 10 (African Americans) x2
• Zone F/District 3 and District 6 (Filipino)
• Zone G/District 9 (Latinx)

2) Priority Populations:

• Teens
• Disabled Residents
• Chinese speakers
• Filipino
• Spanish speakers
• Parents
• Elders

3) Partner Organizations:

• CBOs (x2)
• Friends of the Library (x2)

COMMUNITY FOCUS GROUPS

Community Focus Group Overview

Zone	District
Zone A - Northwest	District 01 – Seacliff, Outer Richmond, Inner Richmond
	District 02 – Presidio, Presidio Heights, Marina
Zone B - Western	District 04 – Inner, Outer Sunset
	District 07A – Parkside
Zone C - Central	District 05 – Western Addition, Haight Ashbury
	District 07B – West of Twin Peaks
	District 08 – Noe Valley, Castro and Upper Market & Diamond Heights
Zone D - South	District 11 – Excelsior, Ocean View, Outer Mission, Ingleside
Zone E - Southeast	District 10 – Bayview, Hunters Point, Potrero, Dog Patch, Visitacion Valley
Zone F - Northeast	District 03 – Chinatown, Financial District and Russian Hill
	District 06 – Tenderloin and South of Market (SOMA)
Zone G - South Central	District 09 – Mission
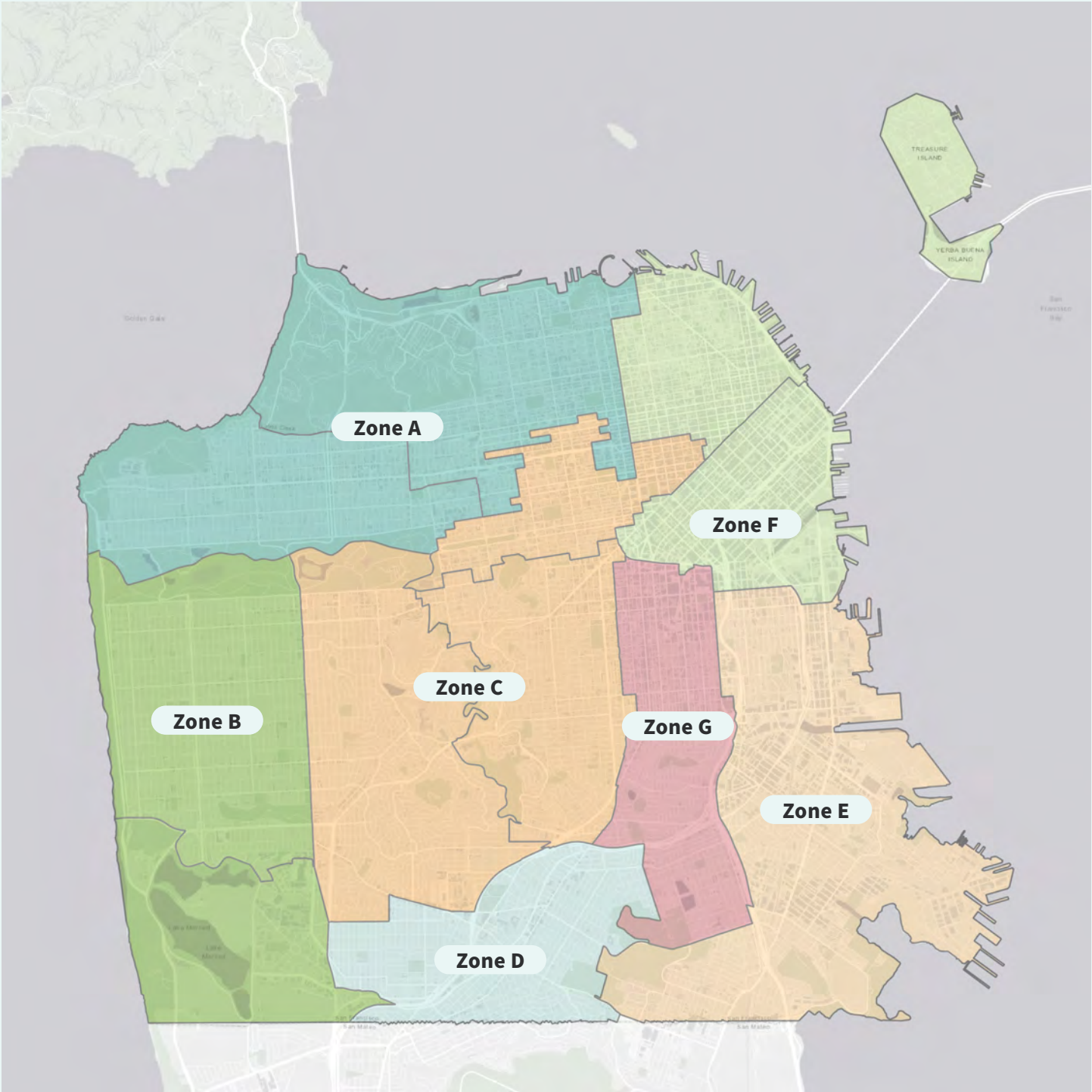
COMMUNITY FOCUS GROUPS

Notes and Cautions About these Findings

Focus Group Purpose

This report reflects the findings from the 19 focus groups.

By their nature, focus groups do not provide statistically significant data. Rather, they provide qualitative (directional) data. Numbers, percentages, etc. should not be taken as statistically representative, nor used for quantitative analysis.

Moreover, these were truly hybrid focus groups and community outreach events, incorporating protocols from each type of input.

Focus Group Quotes

In addition, focus group participant audiences were selected by SFPL working with Contigo and other Strategic Plan consultants.

These audiences are those SFPL wished to focus on, with many being communities of concern in the interests of diversity, equity and inclusion (DE&I.) This means they are not representative of all SFPL users, nor of all San Francisco residents.

Analysis Framework

What follows is a summary of findings. For more details, please see the source documentation, which incudes notes, transcripts, and audio files for each group, as well as overall focus group theme summaries.

For a quantitative framework in which to place results, see the Branch User and Non-user Survey insights.

Focus Group Quotes

Quotes used in this report are taken directly from the group transcripts, with standard editing conventions used (e.g., brackets to indicate words inserted for clarity not in the quote, ellipses to indicate missing words from the quote).

In some cases, it is not clear whether the same or a different person is speaking, even though a train of thought continues, so some quotes may be the result of more than one speaker.

Quotes which are translated from the original language are noted as such; these quotes are taken from the translation and not directly from transcripts.

01

The need for equitable access to library services came up in 18 of 19 focus groups. A range of discussion topics raised challenges with accessing both physical libraries and online library services.

02

The need for language access and cultural competency was raised in 17 of 19 groups, both in the context of existing service capacity and desired service offerings.

03

Parents and some non-parents indicated the need for support of children and families. Parents strongly desire to connect with other parents, and non-English speaking parents/caregivers who share the same language. (18 of 19 groups)

04

The high cost of living in San Francisco surfaced in many discussions. SFPL provides crucial services to residents living under financial strain, and appreciation for this type of service as well as ideas for expansion were articulated in every focus group.

05

In every focus group there was a resounding desire for programming and spaces that facilitate connections among neighbors from opportunities to be civically engaged and informed, cultural celebrations, preventing social isolation, and a desire to connect with others in the same demographic group (e.g., elders, other parents.)

COMMUNITY FOCUS GROUPS
Insights Overview

COMMUNITY FOCUS GROUPS
Key Themes

Physical & Virtual Access

The need for equitable access to library services came up in 18 of 19 focus groups. A range of discussion topics raised challenges with accessing both physical libraries and online library services.

Location Access	In both focus groups conducted in-person at the Linda Brooks-Burton Library, participants shared that for those using public transportation it takes two buses to get to that branch if traveling from Hunters Point, India Basin, or Candlestick. Targeted use of the bookmobile in these areas was suggested. Participants in District 11 also stated that a library branch is not close to their homes. [10]
More Offerings	A mechanism for requesting offerings seen at other branches or the Main branch was requested. [6]
Extended Hours	Requested both at the Main Library and other branches. Two participants noted they prefer extended hours be allocated before new offerings are budgeted. [8]
Digital Divide	Raised as a challenge to accessing library services and other important services. It was noted that several social service programs require an online application, such as the SFUSD's free and reduced lunch program. This example illustrates the compounding challenges of the digital divide for low-income individuals and families who are not digitally literate. [11]
Charging Stations	Access to cell phone charging stations was raised as an important and often overlooked equity issue. Participants stated that many websites, including email accounts, require or recommend a two-step authentication with access to a cell phone to complete the login process. People visiting the library in the latter part of the day often need to charge their phones. [5]
Improved Communication	All groups indicated offerings and programs needed to be better publicized. Many people shared recommendations relating to the library's communication, including: • Mass transit advertising (i.e., bus shelter/on-bus, etc.) • Partnering with CBOs and SFUSD to reach a broader audience • Posters with QR codes to improve access to programs and solicit input • Sharing program information via SMS/text • Bulletin boards on branch exteriors • Improving search functionality on SFPL.org • Continuing the hard-copy newsletter • Hiring Promotoras as 'community liaisons' and youth from the community to work at the library and educate residents about how to access available services [19]
Improved Digital Communication	Need for website to more clearly communicate what services, programs and events are available [6]

Language Access & Cultural Competence

The need for language access and cultural competency was raised in 17 of 19 groups, both in the context of existing service capacity and desired service offerings. Participants requested more in-language staff support and the following services:

Diverse and Bilingual Staff	Respondents of all backgrounds spoke about the importance of staff members from a variety of backgrounds with the ability to speak multiple languages. [11] One participant claimed HR/union rules prohibited some bilingual staff serving patrons in-language if they did not have the language skill in their approved job responsibilities. If this statement is true, then it may be worth revisiting policies that discourage bilingual staff from serving patrons in their native language.
Cultural Competency	Respondents in the Spanish-speaking group stressed the importance of bilingual staff with cultural roots in the language due to the need for cultural competency, which was said to be more important than the language skills.
Programming and Books in Language	Strong desire for more programming in languages other than English, as well as desire to for an expanded number of books offered in each language.
Language Center	For patrons learning English, as well as patrons learning other languages. On multiple occasions it was suggested that the library facilitate the connection of patrons. For example, that a Spanish speaker seeking to learn English be connected with an English speaker seeking to learn Spanish, to facilitate an exchange of tutoring and conversational practice. [10]
Citizenship Center	For immigrants seeking information and resources to become a US citizen, including preparation/support for the civic questions for the naturalization test. [9]
Multi-cultural displays & events	Learning about the variety of cultures represented in San Francisco's diverse population was desired and not just during heritage months. Cultural displays year-round in branches with a strong presence of certain cultures in the surrounding community are desired. [15]
Language Translation	Broadly mentioned as the library either offering or facilitating access to English language translation, translating social and other forms/applications for new immigrants, and non-native English speakers. At least one respondent suggested using translation software to bridge the gap between non-bilingual staff and non-English speaking patrons as needed. [10]

*Numbers in [brackets] denote quantity of groups in which a topic was discussed.

Family Support

Parents and some non-parents indicated the need for support of children and families. Parents strongly desire to connect with other parents, and non-English speaking parents/ caregivers who share the same language. (18 of 19 groups)

Team Spaces / Game Rooms	The need for teen spaces and programming was voiced both by parents and teens themselves. Many reported not using the library as much in middle and high school because they have less free time, but a relaxing environment where snacking and conversing was permitted would be welcome, in addition to a homework center. Teens and parents alike requested the availability of games to play at the branch or to checkout. A dedicated space for games was requested. [15]
Homework Help	Parents of all backgrounds requested homework support for students. Elders also cited the need for this, noting that grandparents often end up raising children as well as concerns about helping kids in their community catch up academically. [13]
Interactive Spaces & Kids Programming	Included in this section is the feedback that children's offerings are targeted at school-age children and there is a need for programming for toddlers. [14]
Childcare	Parents would like the ability to partake in adult activities or work at the library, which could be facilitated by the accessibility of onsite childcare. Gyms were provided as examples of what parents might enjoy accessing during a specified period of time while children are cared for. [5]
Music / Media Education	Music education was described as being cost prohibitive. Both access to a music studio, such as The Mix at the Main Library, and music lessons/access to instruments to test a child's comfort with an instrument were requested. [10]
School Application Support	The library was seen as well poised to deliver in-language support to families needing assistance with completing the School District's enrollment application, which some parents experience as non-intuitive and challenging due to the school lottery assignment process. [2] Better partnership with SFUSD was discussed across multiple groups, including the Teen group.
Parenting Support for First-Generation Families	Immigrant parents in the Spanish-focused group shared the unique challenges experienced in their households that made parenting classes, parent and youth support groups, and culturally competent mental health services necessary. Similar sentiments were also expressed in the D11 group.
Tech Support	Children learning technology for the first time in school are said to need tech support, which parents would like assistance with providing. [11]

Support Services

The high cost of living in San Francisco surfaced in many discussions. SFPL provides some crucial services to residents living under financial strain, and appreciation for this type of service as well as ideas for expansion were articulated in every focus group.

Lending Library	To provide access to tools, kits (i.e., fun robot building), and instruments. [6]
Workforce Development	For all ages (teens through seniors.) CBOs would like workforce development for staff as they struggle with employee retention, given the limited salary/benefit packages they operate with. [14]
Access to Social Services	The need for access to information for a range of social services is desired and seen as essential for supporting the unhoused. The library is also a general one-stop location for anyone seeking help with mental health, housing, or other social services issues. A number of respondents made clear that they did not want the library to offer these, but to make them easier to find and possibly facilitate service providers being in the library to answer questions. [13]
Experiential Ladder of SFPL Services	It was suggested in many groups that the library work to engage residents of all ages so that the library can be seen as an essential institution for all, not just for children or parents.
Computer Copying / Printing	Many residents experiencing financial strain remarked that printing services were vital to their ability to navigate bureaucracies they encounter every day. [13]
Financial Literacy / Tax Preparation	The desire for financial literacy was raised by many Participants who desire to work toward greater economic security. [6]
Community Workers	It was noted that the employment and use of community workers as Promotoras, teen internships, and senior workers could help on multiple levels both by provided part-time employment, while also helping to improve connections with the community and outreach efforts. [6]

Numbers in [brackets] denote quantity of groups in which a topic was discussed.

Community Connections

In every focus group there was a resounding desire for programming and spaces that facilitate connections among neighbors from opportunities to be civically engaged and informed, cultural celebrations, preventing social isolation, and a desire to connect with others in the same demographic group (e.g., elders, other parents.)

Clubs and Activities for Seniors	Seniors spoke to the challenges of isolation, and the need for activities that help them both socialize and exercise their cognitive functions. Art and STEM classes were mentioned. Current library offerings were said to be for children and not open to adult participants. [11]
All-Ages Excursions/ Field Trips	Many seniors requested fun, educational trips for the same reasons above, but so did participants of all ages. Parents also appreciated going on excursions with their children. Many currently available excursions were also said to be closed to adult participation. Discover and Go was appreciated by many participants. [10]
Multi-Generational Programming	Many participants, young and old, requested multigenerational programming and noted the lack of offerings designed for participants of all ages. [5]
Art Gallery	Together with the suggestion for branch art galleries came the request that local artists be invited to display work at their neighborhood branch. [10]
Local Café	For gathering over food.
Community Living Room	With conversing allowed. [9]
Co-working Spaces	Places where it is permissible to speak and take video calls. [7]
Game Room and Teen Room	Teen spaces with bean bag chairs, snacking and conversing allowed. A game room (for bingo and chess, for example) were welcome, together with clubs.

Community Connections (cont.)

Multi-use Spaces	To be used for community events (including movie viewing) and meeting rooms for outside groups, such as neighborhood associations. [14]
Outdoor Work and Leisure Spaces	With conversing and eating allowed. These spaces were seen as important given the recent pandemic experience. [6]
Kids' Spaces and Activities	Desire for interactive play spaces for children with conversing allowed. These spaces were said to be important for the development of motor skills in the 0-5 population, as well as older children. [11]
Community Kitchen	Many people stated a community kitchen would be helpful for those who live in units without these facilities, as well as for people exploring culinary careers. [6]
Art and Craft Workshops, Spaces	Participants said art and craft activities and spaces that make crafting materials available would be appreciated. Some shared they have enjoyed these activities in the past, and particularly appreciated doing it in a workshop with quality materials offered. One person likened it to an informal date night activity with a spouse. However, Participants noted these offerings were not as prevalent as pre-COVID. [6]
Book Club	Participants indicated a desire for book clubs in both English and other languages. People would like to connect over currently popular books and with others in their demographic groups, such as other elders and others that speak the same language. [7]

Numbers in [brackets] denote quantity of groups in which a topic was discussed.

Other Factors Impacting Use

Five topics came up repeatedly that did not fit into one of the broader categories previously listed:

Safety	Participants spoke to the need for library entrances to be maintained safely and clear of obstructions. The issue of safety outside and inside the library was raised overall, with Participants suggesting the library work with other public agencies to connect people with social services. It was acknowledged that this is also challenging for library staff. [16]
Genealogy / History Hub	Many patrons had prior experience accessing genealogy services at the library, while others were unaware of it but interested in the service. [12] There was a key equity component to some comments; many elders had important lived history in San Francisco, and those experiences were being lost as they pass on without recording their experiences. This was particularly mentioned by those in African American communities.
Quiet Room	Many people noted the need for a quiet room to work, study, and/or take virtual calls without interrupting others. [10]
Digital/Audio Books	This was the most mentioned topic across all groups, with many participants in the teen and disability groups particularly remarking on the importance of digital media access. [12]
Collaborative Partnerships with CBOs	CBOs were seen as important partners, and it was suggested that efforts be made to explore ways to co-sponsor offerings both at the library, at special events, and in other community spaces.

COMMUNITY FOCUS GROUPS
Group Summaries

Community Based Organizations

Number of Participants = 17

Key Takeaways

- Most participants had recent or current experience collaborating with the library. They see **ongoing collaboration as important and necessary** – both for the library and their organizations.

- Many respondents in both groups mentioned **technology needs** – how-to for seniors and others new to technology, increasing access to technology for those groups who currently have insufficient access, teaching residents about how to avoid online scams, etc.

- For youth particularly, but also for residents in general, some respondents pointed out a true need for the library to bridge the gap between 'just Googling' and **conducting credible research**, or the added benefit of having the library act as a teacher to show and provide context (vs watching a YouTube video alone). This was also discussed in non-tech areas – where community members go right by the library and just **don't know what the library offers** and how it can help them.

- In both groups, being able to **use library space for meetings, classes, and events** in the community was cited as a huge plus. Some participants asked for flexibility in allowing some programs to run outside regular library hours, particularly on weekends.

- Respondents in both groups also emphasized the importance of **personal relationships in maintaining and sustaining successful collaboration**. They cited library staff turnover, as well as regular turnover in the nonprofit sector, as factors that often stall or block collaborative efforts.

- Underlining collaboration was continuing pressures on community-based organizations. **Maximizing both the CBO's budgets and the library's** was considered crucial to meet both challenging financial constraints and increasing needs

> *"Once you have a staff person that's at the library, you have that contact, like, they are good to go."*
>
> **CBO GROUPS**

> *"…[I]t's not until I get like a flyer… it's great, but we never know about it. Dropping off your flyers, it's not partnering…"*
>
> **CBO GROUPS**

> *"…[T]here used to be a Story Corps… our older adults… hold incredible lived experiences, especially as Black San Franciscans here in the Fillmore, Harlem of the West."*
>
> **CBO GROUPS**

> *"…[T]eenagers… don't even know of the different curated… information that's at the different libraries. I think when our young people are… working on school projects… all they do is go on the Internet and do their research. They don't even have knowledge of how the library can help with their projects."*
>
> **CBO GROUPS**

Friends of the Library

Number of Participants = 25

Key Takeaways

- Friends of the Library had a **positive outlook on their relationship with the library** and want to act in partnership with the library as it implements new programs and concepts.

- Some participants said **FOL had an easier time reacting** as needs changed - particularly in marketing, advocacy, and fundraising.

- Some participants noted that the FOL **need to do a better job of highlighting when they are involved in programs** (e.g., a book club facilitated among school librarians and the library, which FOL was part of), but also extend their relationship building so the public is more aware of what they are doing and not just library staff; this could pave the way to working more closely at the branch/community level

- Some participants talked about **barriers within the library system**; this included resistance to change, aversion to scrutiny/review, and inherent bureaucracy (as the library is a City department with regulations that have to be followed)

- Both groups raised the impact of COVID and how it increased the need for the library to reach out to residents, particularly younger people.

- **Security was also noted as an issue, particularly at Main**; some participants said it was no longer a good place for families with children; others said it was important for the library to involve the Department of Public Health or other departments to offer appropriate intervention rather than trying to expand library services into an area beyond library expertise

- The most popular **future library services** include Language Center, Social Services Center, Citizenship Center and Youth Play Space

> *"I think we have a great relationship with the Main library, but I would love to see us get closer with the individual branches… at the individual branches, they don't know about us."*
>
> **FOL**

> *"I still want to read books, I want that traditional library experience… Not [to] run from tradition, but also be receptive to some of the changes, right?"*
>
> **FOL**

> *"…I think the library does a good job with families, kids, and seniors. But… there's a huge cross section… young adults without children, [with a] career, I don't know that that space is filled out as much…"*
>
> **FOL**

> *"…[T]he library can kind of react and attack, programming that addresses issues that the community is interested in… that's a huge strength. But… you don't see that kind of nimbleness in other sections of the library. [I]nfrastructure investment, I think, is difficult… as opposed to programming."*
>
> **FOL**

Zone A (D1 and D2)

Number of Participants = 10

Key Takeaways

- Most Participants are library users and have a **positive view** of the library.

- The **myriad of free services the library system offers** is greatly valued, particularly in light of San Francisco's cost of living.

- Participants indicated the library serves as **a hub of community,** not only for those new to SF and new to the country, but also for seniors and others who have become more isolated.

- A need for **programming for seniors** came up regularly throughout this group.

- Many Participants who use the library regularly were surprised they did not know about some existing services, indicating **better communication about library offerings is needed.**

- Participants also raised the issue of **space needs,** particularly in relation to quiet spaces, co–working spaces, and multi–use spaces.

- A number of participants asked for **more library hours;** both earlier and later hours were requested.

- Among potential future services, the **tech lab, citizenship center, business center and genealogy services** were all popular.

- Expanding **outdoor spaces** was also mentioned by Participants. This desire was rooted in both an aesthetic appeal and as a way to mitigate noise and build in flexibility for those visiting with children.

- Participants **utilizing social media** as a way to appeal to potential younger users who haven't had the brick–and–mortar library experiences older generations have had.

"I didn't know the library did anything besides books and eBooks."

ZONE A

"…[M]y 3-year-old loves the childrens' section of the local branch. So if there's ever a time that you can't find a certain… Amelia Bedelia book or something, it's probably because it's in my living room."

ZONE A

"…[S]ome of the… groups… are great resources that the library could probably partner with in terms of increasing awareness. A lot of what I know about the library is me saying, 'I don't know how to do X,' and someone saying, 'Well, you know, the library has that.'"

ZONE A

"I'm a US citizen, my family are US citizens, I'm not going to need that [citizenship center.] But it [is] good for the community that we have a place where folks can go and get those questions answered without… triggering [scrutiny from authorities.]"

ZONE A

Zone B (D4 and D7)

Number of Participants = 6

Key Takeaways

- Participants suggested offering **language–specific programming** as a way of attracting a broader audience.

- Participants also mentioned the need for connection and community. They wanted to see programming that combines **opportunities to both learn and enhance community.** Sponsoring a chess or other tournament where novices could learn from others was an attractive suggestion to the group.

- **Extending library hours** was something many spoke to. This was **preferred to adding new services.**

- Making the **website, digital ordering and events more easily and fluidly accessible** on digital platforms is something that came up again. The **events feature** came up as particularly cumbersome to search. People stated it is often hard to find events listed in the newsletter.

- Having more access and **information about spaces/rooms available** within the SFPL system was requested. Some suggested a catalogue with specific details about the physical spaces in each library.

- **Digital literacy classes for all ages and early childhood parenting** were offerings that some had accessed in the past and appreciated and are interested in.

- Restoring some of the pre–COVID services, like **game rentals and game availability,** was mentioned by some.

- **Better outreach for scheduled events and activities** was frequently raised by Participants. People reported having to **hunt for information** rather than information coming to them.

"I find the website's current filter function for events that are going on to be really unwieldy and counterproductive. Any event that I know I've read in the print copy."

ZONE B

"…[F]or better or worse, even if the library is falling short, I'm still gonna be there. Because I… value public libraries as an institution. I would love more access . . . [but I'm] grateful it's there in the first place."

ZONE B

"I don't often see programming in language[s] other than English. Even at our branches, where we have like large identity populations… maybe there's bilingual, trilingual science on the shelving, but even then, I don't often see… a class or… a community event. It's generally expected it's going to be… conducted in English."

ZONE B

Zone C (D5 and D8)

Number of Participants = 8

Key Takeaways

- The **use of space for community** was raised by participants in different ways. This included hosting teen or young adult evening open houses to share about library services.

- Several participants suggested **ways to both broaden community activity at the library and expand staff diversity,** such as sponsoring student interns to introduce them to possible careers as well as helping them become familiar with the services the library offers, as well as hosting or partnering with other institutions like Glide, Dream Keepers Initiative, 826 Valencia.

- **Senior workshops,** particularly digital literacy, were requested, as well as **other senior focused events** such as bingo, game nights, or film events, which offer more of a social outlet and a way of reducing isolation.

- Several participants liked the idea of the library using its space to **host regular informational or community meetings with supervisors or other City leaders and representatives.**

- Similar to other groups, some participants in this group also liked the idea of **programming that was available for people of all ages (0–100),** as well as **programming that facilitated family involvement** (such as programming child and parent/adult events occurring at the same time).

- Participants indicated they would very much like to see **more of the authors or exhibits that appear at the Main library** rotate through the smaller neighborhood sites.

"I love to read physical books. But I think I also love the community and the exposure to things that I don't know that I don't know."

ZONE C

"…[M]aybe creating like a peer-to-peer association, people that frequent the library can be there as volunteers, and just be there to help, for those who don't use the library that much or maybe don't know how to access things."

ZONE C

I was wondering if a little more marketing could help a lot of people know about what's happening… because I mostly find out about events happening in the City through different pages on Instagram that tell you a list of things happening. And the library page… on Instagram does mention the events happening, but probably they could partner with bigger pages."

ZONE C

"…[W]e need to have those connections, our community centers, I think [it] is a great resource for everybody to tap into. I think the library should be having conversations with these community centers, like Ella Hill Hertz, Booker T. Washington… and also having open forums which, again, the Main library is great at doing that, but they're not having it rotate throughout the rest of the… library system."

ZONE C

Zone D (D11)

Number of Participants = 9

Key Takeaways

- Some participants indicated there is an unmet or underserved need for **adult literacy courses, especially for immigrant communities.**

- Participants suggested driving more traffic to the library by **stacking or parallel scheduling events**/offerings for children and adults or adults and seniors.

- **Elder isolation** came up on multiple occasions, but so too did the desire for opportunities for seniors to engage in **physically and intellectually stimulating activities.** This included seniors who are recent immigrants and/or face linguistic barriers.

- Several participants mentioned **outings and field trips as positive experiences,** and asked that the library schedule more of this type of activity.

- Participants also emphasized that **outreach and communication should not just be digital.**

- Many participants indicated programming and **events provide a way for the community to come together** – with author talks, festivals, music, dance classes, cooking classes, and art classes all fitting into this framework.

- Some participants also suggested **parenting classes,** both for new parents and those who have recently immigrated.

- A few participants mentioned the need for **career transition, entry, and counseling, as well as practical employment skills** like resume building, and job hunting. These were particularly suggested in order to help newcomers, early career adults, or first generation college students.

- Several participants really appreciated **free tickets to cultural and sports events.**

I cannot sit and read a book, because I think I'm too ADD, but I discovered audiobooks and oh my god, I've read so many audiobooks… one of the best things about the library is that everything is for free."

ZONE D

"…[A]dult crafts projects… I really miss those. I remember sitting in this room and just being 'round with different people. And I actually made my husband come to one of them. And it was really fun, just doing little things that we were doing with scissors, and it just feels comfortable as the sense of community."

ZONE D

"…[S]o many young people that are first gen[eration] graduates do not know how to look for a job. Maybe their parents didn't expose them to that, parents might be immigrants, their parents may not be professionals. And they don't have anybody to look to for that."

ZONE D

"…[I]n order to support my family, I took three jobs every day. So it's really hard for me to… make some time to come to the library. [If] I do have some free time, I prefer to just sleep, it's really hard.

ZONE D

Zone E (D10)

Number of Participants = 24

Key Takeaways

- Respondents would like **services more broadly offered** – for example, seniors would like to also attend excursions, arts programs, and STEM classes currently only being offered to youth; there was particular interest in having **excursions open to all ages.**

- Participants also wanted **some programming offered at the Main to be offered at branches,** so it is more accessible to them. The resume writing workshop was noted as one example.

- Some participants wanted the library to act as a **central repository for the multiple community calendars which currently exist** – so information is all in one place.

- Similarly, some respondents said the library should act as a **repository for social services resources** – somewhere they can go to learn more about programs which might help. One participant noted they were not aware until recently that there is a program for some people to receive free Clipper cards, for example – and would want the ability to learn about things like that.

- Both D10 groups emphasized having **community meeting space/teen hangout space,** ensuring people of all ages, including youth, felt they had welcoming, comfortable space within the library.

- Respondents in both groups noted the area **(D10) needs another library.** Participants pointed out that the Sunset has 3 libraries, but the Bayview only has one – and that it takes two buses to get to the existing library if someone lives in the India Basin or Candlestick areas of the neighborhood.

- Respondents mentioned many organizations that might be **good partners for the library** include the Bayview YMCA, Rafiki, Family Resource Center, Southeast Health Services, Wu Yee, and Renaissance Center.

"San Francisco doesn't do that too well [celebrate/acknowledge Black culture], in my opinion… When I asked about it [they] say, 'Oh, it's on the third [floor],' I go the third floor… [and] I see these big giant cats and gold and koi… I feel like this library [Bayview], especially back in the day, did at least have a Black space."

ZONE E

"…[Y]ou need just to go out [of] the house, go to the library, you know, someplace that you can go, say… get some resources, you can connect, and not worry about what's going on in the outside world."

ZONE E

"…I haven't seen any gardening class down here. And I understand there's differences in people having the ability to garden and that kind of thing. But [SF] is diverse and it's not the same as it always has been, and I think that they might be making assumptions about what people's interests are."

ZONE E

Zone F (D3 and D6)

Number of Participants = 6

Key Takeaways

- Respondents see **the library as a connecting point,** where you could meet people in your neighborhood who shared similar interests.

- Participants said the library needed **space dedicated to youth/children,** which would relax noise restrictions and be more welcoming.

- Participants asked for **resources that would help new immigrants** and non-English/limited English speakers, including having bilingual staff.

- Participants wanted resources on loan/use in library that would give them opportunities they would not have otherwise (due to economic/space considerations); this included **tools, musical instruments, and access to the video lab.**

- Respondents also wanted to **gain or improve certain skill sets** through the library— including career development, tech, reading comprehension, and communication skills such as de-escalation.

- Respondents also asked for **childcare or parallel programming** (where parents could attend programs at the same time as their children.)

- Some respondents stated the **library should act as a resource center,** where someone could go to find out what social services are available.

- **Better search features for the website** were requested as well, particularly for adult offerings. Some suggested using QR codes to help make the website function better.

- Respondents also wanted library staff, displays, and book collections to **reflect the neighborhood year-round—not just for heritage months.**

"…[T]here's just not a lot of space for a kid to be a kid still, you know… I wish that we did have a few more spaces built in… where the library didn't feel like… I have to be silent and like tiptoe around when I'm here."

ZONE F

"Having a safe space that's kind of neutral for… families or people to meet with someone, I think is really crucial."

ZONE F

"For me… one thing that's missing is… some way to help people work on their reading comprehension skills. Not only of youth, but also of adults, to help them take their reading comprehension to the next level."

ZONE F

"[T]he day may come when it may not always get all the money that we want. So I would like to keep social service activities with the Department of Social Service… I would like to keep certain activities that are already offered through adult education… from being duplicated in the library. And what I would like is to know that the research librarians have strong referrals for people… to know about… social services."

ZONE F

Zone G (D9)

Number of Participants = 6

Key Takeaways

- Most respondents said they use the library, though with a heavy emphasis on school and youth related purposes. In addition, several respondents used the library for audiobooks, crafts, and other materials and activities.

- **Tech literacy and training for all age groups** was mentioned by most respondents. One respondent pointed out that tech help was important so adults could access app-based social services and programs. Access to printers, laptops, and CDs was also considered important.

- The **library is viewed as a vital resource for space**—with access to quiet spaces to read, work, or relax a premium. One respondent noted borrowing books is important for those with limited living space.

- One respondent suggested **part-time outreach ambassadors** from a joint CBO/library partnership as a way of **increasing language-based assistance, cultural familiarity and trust** to bridge the service gap.

- Activities such as **field trips,** both during the school year and throughout the summer, were important to respondents. Field trips may have been discontinued during the pandemic but were **viewed very positively** within the community.

- **Hobbies, crafts and maker activities** received positive feedback, especially the high quality of the materials used for workshops and enthusiasm of the staff/instructors.

- Respondents really wanted a section of the library that **loans tools, musical instruments, and games, as well as media/film studio access.** These would help respondents participate in these activities, which might **otherwise be prohibitively expensive.** Respondents wanted games particularly as part of an indoor play/family space.

- Finding a way to offer **childcare service or some parallel parent/child activities** was suggested as a way to increase attendance..

"I know that a lot of these organizations have like [community health workers.] …[W]here people feel comfortable connecting with somebody in their language, learning more about the services that the library already has, because there are a lot of services that [the] library already has."

ZONE G

"I remember once I even went to this tea towel workshop. [T]hey honored our time… the time was quality, and the material and the supplies were of quality. So it just makes you feel like someone's looking out for you, and that you yourself are also valuable…"

ZONE G

"…I think sometimes our community of… people of color, we might go into spaces and not necessarily want to ask a question. It doesn't mean folks come off disrespectful. I think it's just more that there's a disconnect. But I think if you go into a place where you could get free coffee, and it doesn't even have to be the fancy coffee, just have a free coffee… [D]rop in, and then there's books there as an option."

ZONE G

Spanish Speakers

Number of Participants = 25

Key Takeaways

- Among future library offerings, the **citizenship center and language center** were popular with many respondents.

- The **homework help station** was something both parents and youth liked. Parents indicated they often did not feel they could always provide the homework support their children needed, while youth indicated that some parents became frustrated when trying to help kids with homework.

- Participants indicated a **strong need for links to supportive services,** particularly in terms of housing, mental health, youth services, and financial literacy.

- While having Spanish speaking staff was important, some respondents indicated that having **staff who were culturally aware/knowledgeable, or ideally shared the same cultural background, was more important than linguistic skills.**

- A number of respondents indicated they feel welcome when receiving services as well as **sharing food** (and attached strong cultural significance to the sharing of food).

- Offering **music lessons** through the library was also a popular idea among respondents. Several participants indicated that this was something they could not offer on their own due to the high cost of an instrument, lessons, etc.

- Respondents suggested that demographic data be used to **place libraries where there are underserved communities.** They said there are many services at the Main, but most other libraries do not have the same offerings. Several respondents indicated they **usually leave their neighborhood to visit a library location.**

- Community organizations mentioned as **possible library partners include** Compass, Homeless Prenatal program, CARECEN SF (Central American Resource Center), YMCA, Ella Baker Center for Human Rights (based in Oakland)

"The language center is a great idea. There are a lot of parents that don't have time and money for language education."

SPANISH-SPEAKING GROUP (TRANSLATED)

"The homework center to help parents and kids out is needed. Parents don't always know how to help their kids and they might run out of patience and yell at the kids, so that is a huge help for parents."

SPANISH-SPEAKING GROUP (TRANSLATED)

"I like the instrument classes idea. My son wants to learn the guitar right now, and it is really hard to provide that on a low income."

SPANISH-SPEAKING GROUP (TRANSLATED)

"I think it is very important that they speak our language, so we feel welcomed. I think it has more to do with the culture, that we are understood as Latinos. I think understanding the culture and how we view the world is important."

SPANISH-SPEAKING GROUP (TRANSLATED)

Filipino Group

Number of Participants = 11

Key Takeaways

- Respondents would like to see **more Filipino language materials at the library, and Filipino-speaking staff** (particularly for elderly who are less likely to speak English)

- Participants suggested **cultural activities** at/in conjunction with the library (**not just for Filipino culture,** but other cultures as well, in order to learn about other cultures)

- Participants also suggested **field trips as a possible way to reach more residents,** as well as a **bookmobile** in order to reach seniors who had difficulty getting to the physical library location

- Multiple respondents indicated that safety had become an issue since the pandemic; several noted they no longer visit in person due to **health and safety concerns** (e.g. being harassed outside the library or encountering feces or needles)

- A number of respondents **spoke highly of the online/digital offerings** of the library; these appeared to be widely used

- When asked about potential new services at the library, group respondents indicated the most interest in a **Citizenship Center, Language Center, and Local Café.**

- Community organizations mentioned as **possible library partners include** Bayanihan Equity Center (BEC), Galing Bata, YMCA, BiSHoP (Bill Sorro Housing Program), South of Market Community Action Network (SOMACAN), SFUSD, and Westbay/United Playaz

"…[D]uring the pandemic, reading books online, doing your homework online [was really being emphasized]… They're being forgotten about, but we're also seeing that literacy scores are really, really low. We have ninth graders who are reading at third grade level."

FILIPINO GROUP

"[W]e don't go [to the library] any more. It's about the homeless. Because my mother is scared of the, you know, the everything, right there. Also the cleanliness."

FILIPINO GROUP

"My top one would be the language center. Whenever I go into the library and see like different books or audio books in other languages makes me so happy, I wish that there was Filipino or Tagalog stuff readily available."

FILIPINO GROUP

"I'm a school counselor at a high school. And I know that a lot of our students like to go to different community centers or even like the library… where there is some kind of social services around mental health, and even mental health-like workshops. Sometimes community spaces feel safer than schools."

FILIPINO GROUP

Chinese Speakers (Cantonese)

Number of Participants = 10

Key Takeaways

- Most respondents use the library themselves or bring their children.

- There was a desire among some respondents **to bring back more of the in–person programs** that disappeared during COVID (e.g. toddler space).

- Respondents also wanted **space for separate uses,** but emphasized they wanted separate areas (e.g. teen, young children) more **communal by having adjoining areas.**

- When asked about existing services, respondents said they wanted **clearer, more consistent ways to assess the reading level of materials, and/or categorize books by reading level first.** One respondent said the letter grading system for reading level was for the librarian's purpose only and not really useful to patrons.

- They would also like an **app or QR Code to access library programs** and services in one central place (as well as more easily locating materials).

- Several respondents said staff could be improved; some participants indicated that **Chinese speaking staff was at times discourteous,** while English speaking staff was more helpful and friendly but limited by language.

- **They noted a number of community organizations were vital resources;** these included Chinatown CDC (where the focus group was held) as well as Chinatown Progressive Association (CPA), Chinese for Affirmative Action (CAA), APA Heritage Foundation, Chinese Culture Center, and YMCA; respondents said these organizations provided a variety of services including English classes, parenting classes, renters information, practical help with citizenship, and basic needs like food and diapers

"A suggestion for libraries: create Facebook and WeChat groups for reading themes. Have an open offer for writing/photo submission on some themes such as the life of newcomers, etc. so it is specific to us, or have regular galleries."

CHINESE-SPEAKING GROUP

"I like the CD section and always borrow movies for weekends. Also I like the individual space because our family can spend time together. We live in a single room (SRO) which is very small space."

CHINESE-SPEAKING GROUP

"Wu Yee helped me apply [to] schools [with the SFUSD application.] The help is needed. I hope the library will provide more community information besides providing books."

CHINESE-SPEAKING GROUP

"I am not familiar with navigation of libraries. I hope there is some kind of guidance on how to choose books by reading levels."

CHINESE-SPEAKING GROUP

"Please improve the staff's attitude to make patrons feel welcome. I asked three staff to locate what I needed and everyone told me they were about to get off work."

CHINESE-SPEAKING GROUP

Parents

Number of Participants = 10

Key Takeaways

- The parents group were **mostly regular users of the library,** and usually used both physical library locations and online offerings.

- When looking at the list of future/potential library offerings, **parents prioritized a lot of different things,** with most offerings getting at least one or two votes but no one item getting votes from more than half the group.

- Respondents **wanted library offerings that encompassed every role in their lives** – that is, for their entire family unit, for their kids, and for themselves (both as parents and as individual adults)

- For children, parents wanted **tech and homework resources** most, as well as access to books and materials

- Respondents asked for **children's offerings that went 'beyond story time'** – which might include motor skill development or hands–on learning for older kids who consider themselves 'non–readers'

- For themselves, **coworking space, outdoor working space, and quiet space** were mentioned – with an emphasis on a quiet space to get work done; one parent mentioned borrowing textbooks from the library as she returned to school.

- They also wanted **services that were useful for them as a family unit,** and/or brought a community together (including families) and called out Sunday Streets as an example of a community event

"Sometimes on the street there will be like a homeless people or people like wandering around, yelling or shouting… that is hard. To just bring two kids to have fun. Because you have to be aware of… the surrounding[s]."

PARENTS

"[N]ow that she's older, mostly I take her so I don't have to keep a buying those graphic novels that kids fly through in two min[utes] and are like $15 a book."

PARENTS

"I have two kids… So pretty much it's like I bring them too. They don't like to [read] but I like them to join the workshop so they could play with other people and also learn something new, rather than just the school stuff."

PARENTS

Parents (cont.)

Key Takeaways

- Parents also asked for **services that are more complete/ rounded** – e.g. the ability to check out/rent camping equipment along with getting free park passes for camping

- When asked about **community organizations to partner with,** parent suggestions included SF Bike Coalition (which the library already partners with), as well as Larkin St. Youth Services, Huckleberry Youth Services, Glide, SF Parents, and Glen Park Rec Center.

- **Safety is a concern for parents,** in light of encountering disruptive/antisocial homeless in the area surrounding library branches.

"…[O]r quiet rooms, that I really like. . . That's really nice, especially, when home life can be a little loud."

PARENTS

"I'm sort of envisioning like at my son's preschool they have little, like, balance beam and other things for like gross motor skills."

PARENTS

Teens

Number of Participants = 16

Key Takeaways

- Most teens said they **used the library more when they were younger** (elementary or middle school)

- Limited computer time, being logged out after a set time, and possibly not getting a computer were key concerns; some also cited **having what they need online, which is accessible at home,** as being the reason why they don't use the library/don't use it as much

- **Distance from the library** was also a factor in reduced use for some respondents (e.g. home or school is now further away).

- A number of respondents mentioned some **collaboration/coordination with schools would be helpful** – which would also partly address distance issues. Suggestions included having a book return for library books at their school.

- **Making the physical library more suitable** – tailoring it to the local community, remodeling outdated sites, or expanding smaller locations – were all mentioned as important improvements.

- Respondents also suggested a number of ways to **use tech to improve library offerings** – most notably, using technology to **help users find a particular book** or subject when at a physical location

"…[M]ore in the past I used to [go to the library], but now I don't really because I prefer reading online."

TEENS

"I use it sometimes. But I also use it as like, kind of stuck with a bunch of time to kill. [I] like comfortable seats. I go there and I'll do my homework."

TEENS

"So I went to the library pretty often for my historical essay. [I] find that if… [there's] targets to help us search for the books… [it would] be easier for the user experience in the library."

TEENS

Teens (cont.)

Key Takeaways

- Most indicated some **sort of ideal space was important** – though how that was defined varied within the group; for some, it was a quiet space free of distractions; for others, outside space; many cited a place to hang out with friends

- Having **a location which reflected the community,** including having materials in languages they speak and staff which looked like them, were also important to respondents.

- Among future library offerings, the **most popular amenities were** Teen Hangout Space, Genealogy and History Hub, Homework Help Station, Community Kitchen, Community Living Room, and Event Space. Other suggestions included an Art Studio and supplies, speaking training, writing support, and career counseling.

"I think [tech]… does change how I do my homework a lot because it distracts me so much. So it kind of like drags on. So I usually go to the library after school, because, like, no phones [allowed.]"

TEENS

Elders

Number of Participants = 11

Key Takeaways

- Most respondents are **active users of the library** and have a lot of positive experiences there

- Although the top library services from the list are mentioned, many participants wanted many of the services, not only for themselves, but for others in the community.

- **Among potential library amenities, elders showed the most support for** Homework Help Station, Tech Training Lab, History and Genealogy Hub, Community Living Room, Coworking Space, Citizenship Center, and Podcast Room.

- Participants specifically mentioned that things like the Community Living Room and even Coworking Space were **important for the social aspect,** both in terms of **being with their community and avoiding isolation.**

- Elders said the **Tech Training Lab served a vital need** – helping those who had not developed technical skills catch up with modern uses.

- Other offerings were important because they were seen as **addressing large needs within their community** (Citizenship Center, Homework Help Station); Homework Help Station was seen as one way to help the many elders raising grandchildren.

- Several community organizations were mentioned as **good community partners, including** Booker T. Washington Community Center, YMCA, and Swords to Plowshares.

"…[S]ome migrants… have a total misunderstanding of how our system works, and there's no one to really teach it. So people are very confused and… really don't know how to send money back home… or they go to a place that charges grift. [The] Citizenship [Center] can [change that.]"

ELDERS

"…[A]nd then also, the homework help station because it's so many grandparents raising kids. And my third one was a social service center because I love it. A couple years ago I was amazed that Kaiser did not have [a] support [group for grieving.]"

ELDERS

"When you walk into a library [ideally] it gives me confidence. When it provides all of these things, more than we ever thought that they will. It's my place to go. I belong. I have reason to be here. I can get what I need. I don't have to go to 10 different places. I can learn how to cook here. I can visualize. I can learn culture here."

ELDERS

Residents with Disabilities

Number of Participants = 8

Key Takeaways

- Most respondents in this group indicated a **high level of library use,** as well as a very positive regard for the library.

- Suggestions focused on **making the library more accessible for residents with a variety of disabilities,** from enhancing books by mail to offering autistic–welcoming events and providing a shuttle service to help people access the physical library locations.

- Participants in this group stressed the **importance of audiobooks and online offerings.** For participants with difficulty accessing physical spaces, the audiobooks and online services were particularly important.

- Many group participants can access the physical library space, however, and stressed the **importance of library events, particularly those done in partnership** with other organizations.

- When asked about **potential library amenities,** the group was most excited about a Quiet Room, Tech Training, Storytelling Space, Community Kitchen, and Podcast Room.

- Respondents also suggested adding future amenities that included a **Job Development Center** and a **Mobile Shower.**

"…[A]n autistic, autism focused group [is needed.] So like stimming is encouraged, noises are okay. If you want to wear your pajamas, and wear your headphones, and have your back to the rest of the people, that's fine."

DISABLED RESIDENTS

"…[The] library has a wonderful program called… library by mail. The problem with this program is, one can either get books sent to you, too, and return them. Or people can go to the branches and check out their own books. It's not both and should be both."

DISABLED RESIDENTS

"…[T]hey offer a certificate in Microsoft Office… The issue is the SFPL site is so cumbersome. It's so overgrown. Many librarians don't know about the Microsoft Office program, because they can't find it on the website… And good lord, the San Francisco Public Library could seriously use… a sitemap."

DISABLED RESIDENTS

EXTERNAL INSIGHTS REPORT
Conclusion

The Overarching External Insights represent a consolidated summary of first-hand learnings from all external community engagement, including the Branch User Intercept Surveys, Analysis of Non-User City Survey Responses, and Community Focus Groups.

The insights and data found in this report and insights from the internal staff engagement (to be shared in the appendix of the final strategic plan) generated a holistic understanding of SFPL's current state and future aspirations. They served as a foundation for the recommendations in the strategic plan. Note: This document will be included in the appendix of the final plan.

The final strategic plan will be delivered in March 2024 and will include the following components:

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

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.

Values
SFPL strives to embody these values in all that we do.

Strategic Priorities
Derived directly from community feedback, these priorities outline specific roles SFPL will embody to best serve the community.

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

Appendix
Resource materials such as industry best practices, case studies, supporting research, and documentation of engagement activities.

OVERARCHING EXTERNAL INSIGHTS

TODAY

01
San Franciscans are grateful for the library's essential services: **access to information and resources** and providing a place for **respite and focus.**

02
Library locations are conveniently located **to serve most communities in need, but there are still gaps.**

03
When it comes to access, **It's not just about having a library nearby.**

04
As SFPL evolves, current **non-users** may be persuaded to **use the library.**

TOMORROW

05
Above all else, San Franciscans of every age and background want the library to **combat social isolation** by providing **a place for gathering and connecting** with loved ones and neighbors.

06
San Franciscans want the library to build on existing strengths to **help people connect to and navigate the plethora of resources and events** available at the library and beyond.

07
People look to the library to **provide experiences and opportunities to pursue passions** they couldn't otherwise afford.

08
Residents feel that San Francisco's **cultural diversity** should be **amplified and celebrated throughout** every library experience.

09
San Franciscans want SFPL to lean into **all types of skill building and education,** emphasizing **tech know-how, parenting skills, homework support,** and **literacy.**

Appendix

BRANCH USER SURVEY

QUESTION BY QUESTION RESULTS

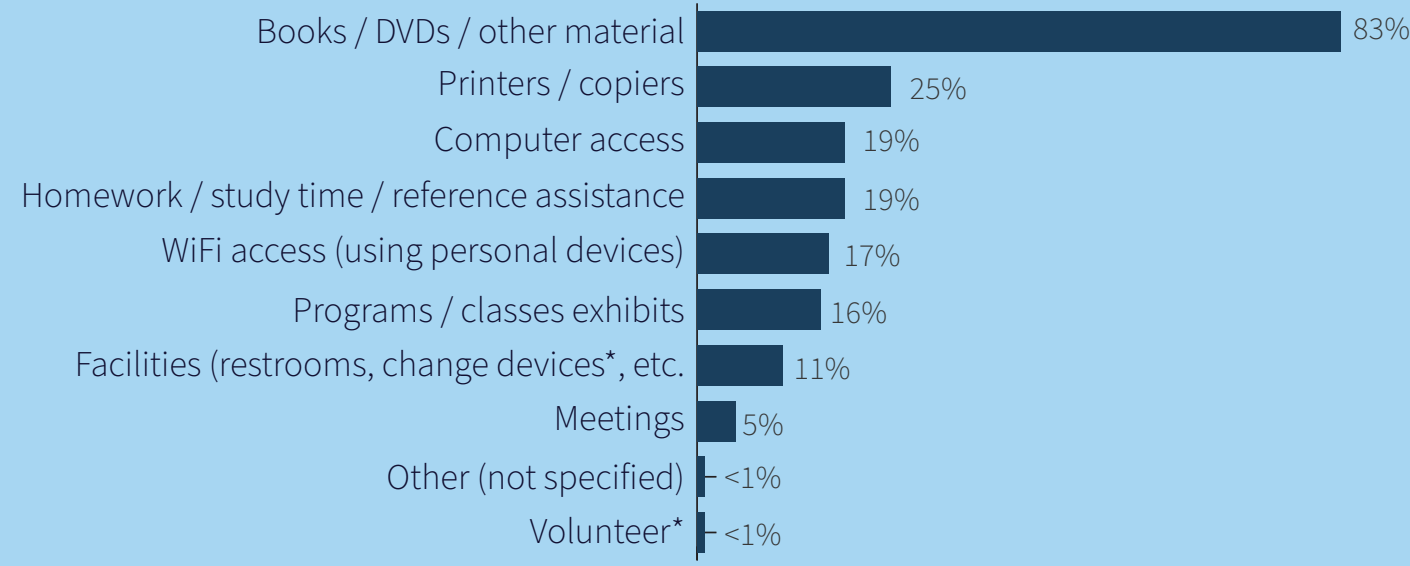## Q1: In a typical month, how often do you use the San Francisco libraries?

Base: 2,283

Response	%
Once a month or less often [1]	15%
2-3 times a month [2.5]	25%
4-10 times a month [7]	32%
11-20 times a month [15.5]	14%
20+ times a month [25]	12%
First time using	3%
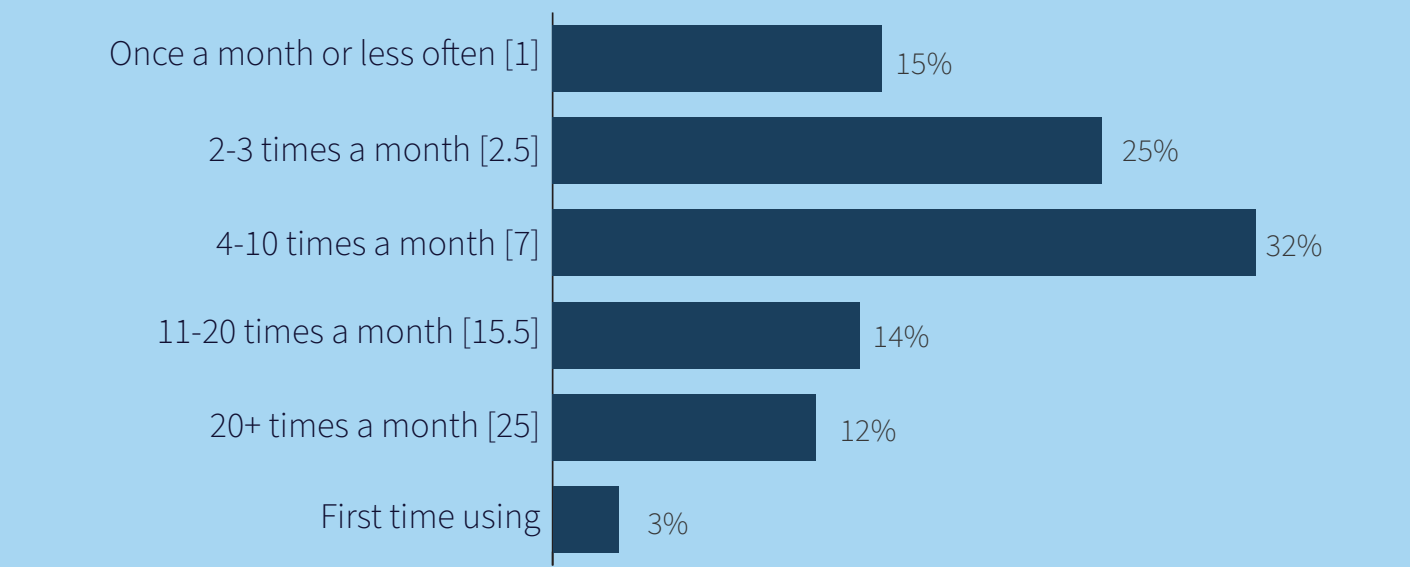
Mean (average) number of days per month: 8.3

Q2: What are the main reasons you use the San Francisco libraries?

Base: 2,283

Reason	%
Books / DVDs / other material	83%
Printers / copiers	25%
Computer access	19%
Homework / study time / reference assistance	19%
WiFi access (using personal devices)	17%
Programs / classes exhibits	16%
Facilities (restrooms, change devices*, etc.	11%
Meetings	5%
Other (not specified)	<1%
Volunteer*	<1%

Multiple responses accepted not on the original survey written in by respondents

Q3: Do you have a San Francisco Public Library Card?

Base: 2,283

Response	%
Yes	92%
No	8%

Q4: Please finish this sentence: "I would visit SF libraries more often if they offered…"

Caution: A number of respondents gave the same answer for Q4, Q13, and/or Q14.

Base: 1,736 (left a comment)

Category	%
Intellectual events – Lectures, author talks , classes or groups	11%
More hours/open earlier/open later /open longer on weekdays/weekends	11%
More books/materials of a specific genre or subject	9%
Community or family events/games night/movie night /puppet shows/other events	7%
More meeting rooms/study rooms/separate rms for focused work /study/remote work	7%
Local Café	6%
More materials/services/programs for kids (general)	6%
More art/music classes, exhibits, performances, and events	5%
Classes/tools/resources for crafting, knitting, 3D printing, other 'maker' resources	4%
More areas/more comfortable areas for reading/study	4%
More books/materials (general)	3%
More copies of popular/featured books	3%
More audiobooks, e–books, DVDs, CDs, which can be checked out/ online resources	3%
Computer classes/Show us how to use technology (AI, programming, podcasts, etc.)	3%
More materials/services/programs for babies/toddlers/preschoolers	3%

Note: Open ended question. Responses were coded into categories. Only categories receiving at least 3% of responses are shown. See tables for a full list.

Q5: Age

Base: 2,283

Age	Percent
13 to 17	7%
18 to 24	7%
25 to 34	16%
35 to 44	19%
45 to 54	13%
55 to 64	12%
65+	26%
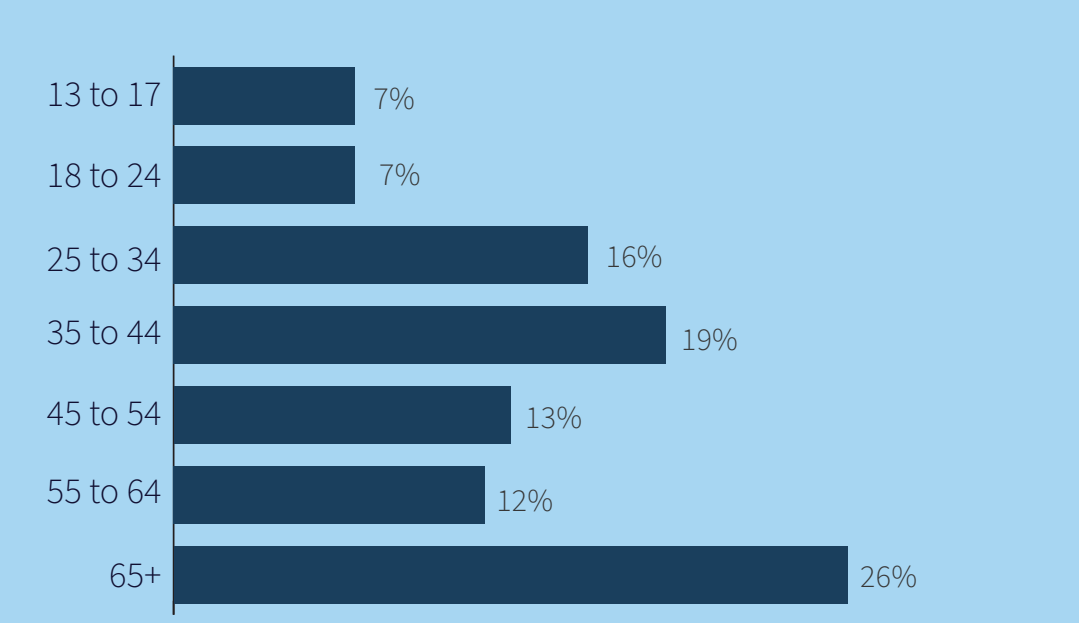
Mean (average) age: 46.6 years

Q6: Gender

Base: 2,283

Gender	Percent
Female	56%
Male	41%
Nonbinary	2%
Transgender	0%
Other (unspecified)	0%

Q7: Ethnicity

Base: 2,283

Ethnicity	Percent
White	48%
Asian/Pacific Islander	35%
Hispanic/Latino	12%
Black/African American	7%
Native American/Alaska Native	2%
Mixed (Unspecified)	<1%
Other (Unspecified)	1%
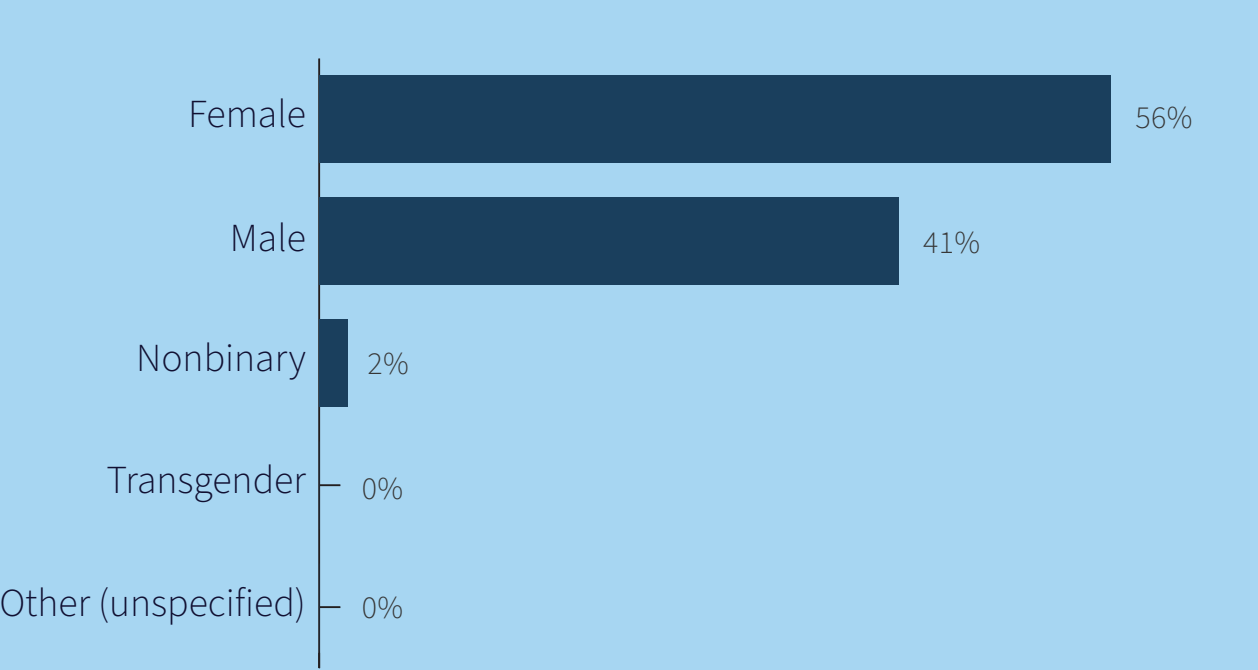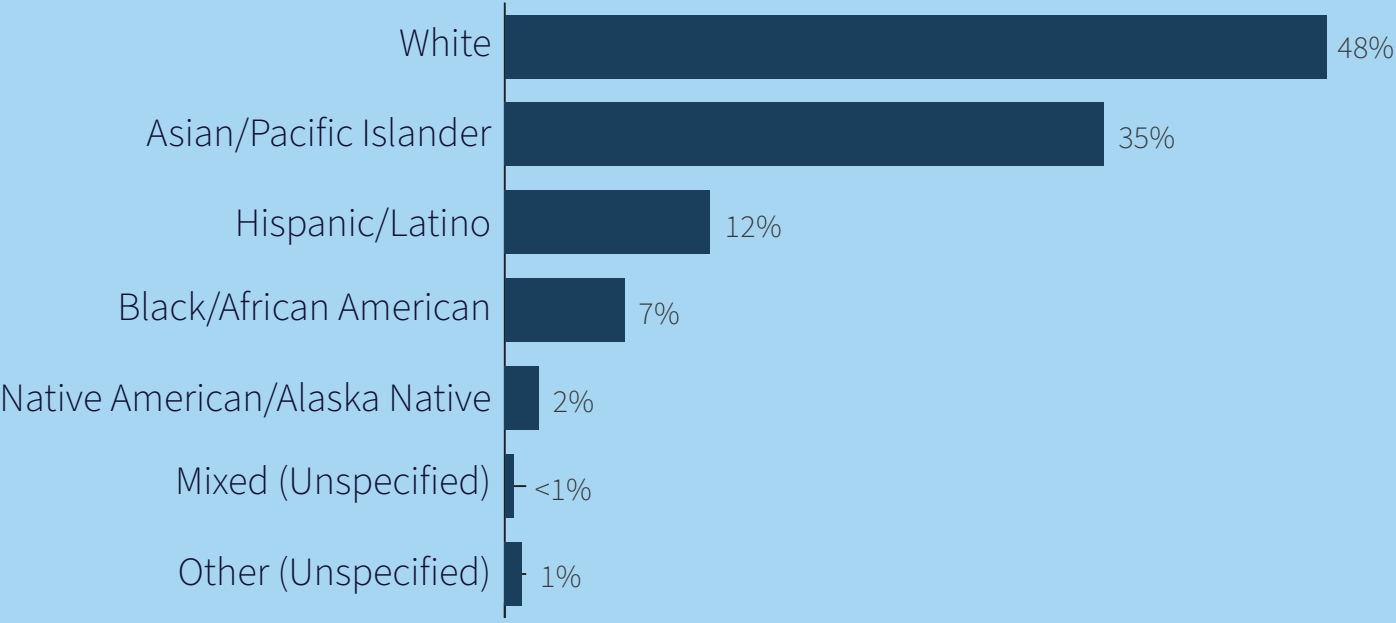
Multiple responses accepted

Q8: Employment

Base: 2,283

Employment	Percent
Full time or part time	53%
Retired	26%
Student	14%
Unemployed	8%
Homemaker/Caregiver	1%
Disabled	1%
Self Employed	<1%
Other (Unspecified)	1%
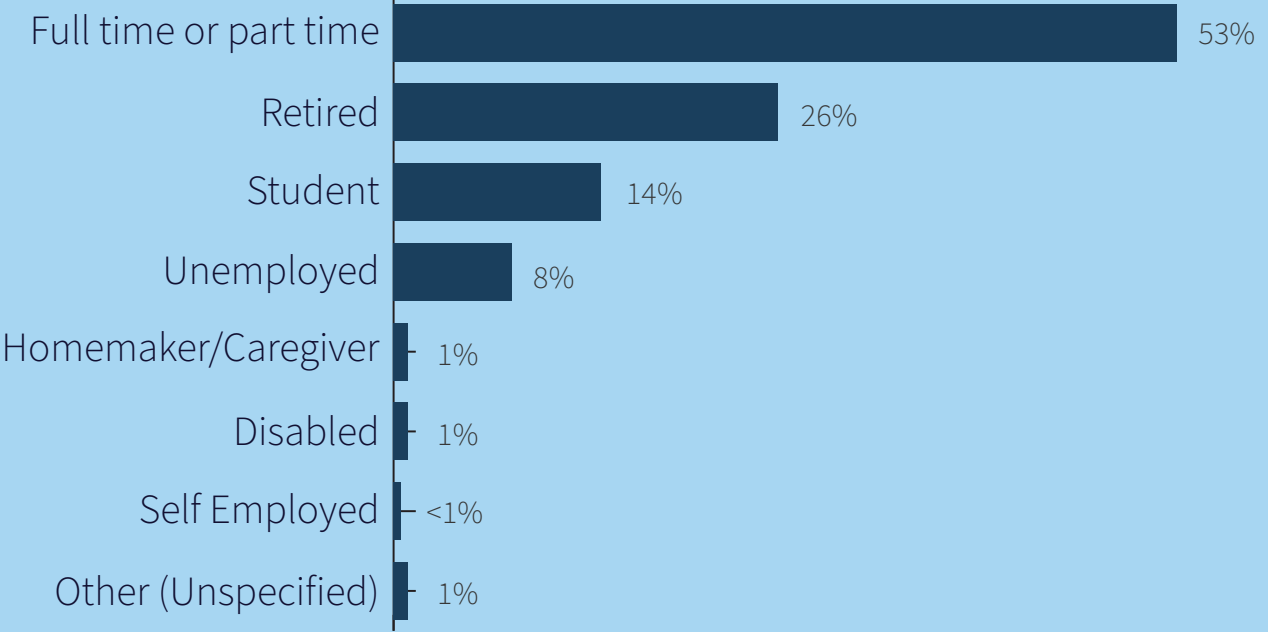
Multiple responses accepted

Q9: Annual Household Income

Base: 2,283

Income Range	Percentage
<$25K	21%
$25K - $50K	16%
$50K - $75K	14%
$75K - $100K	13%
$100K - $150K	13%
$150K+	23%
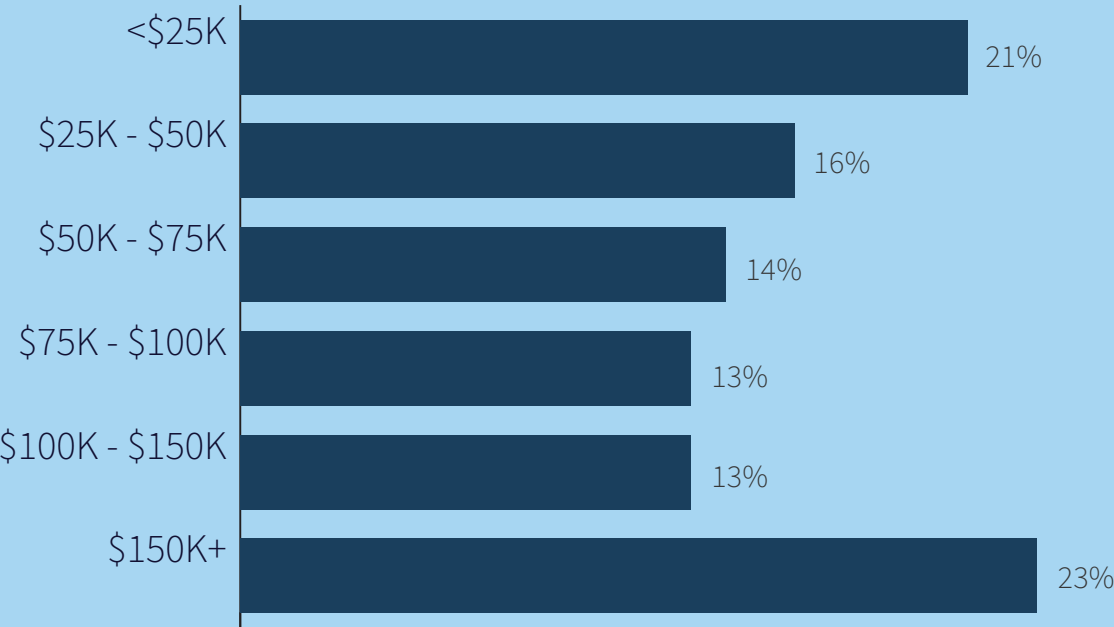
Mean (average) household income: $84,659

Q10: Language Spoken at Home (Most Often)

Base: 2,283

Language	Percentage
English	86%
Chinese	15%
Spanish	9%
Russian	1%
Tagalog	1%
French	1%
Vietnamese	1%
Portuguese	1%
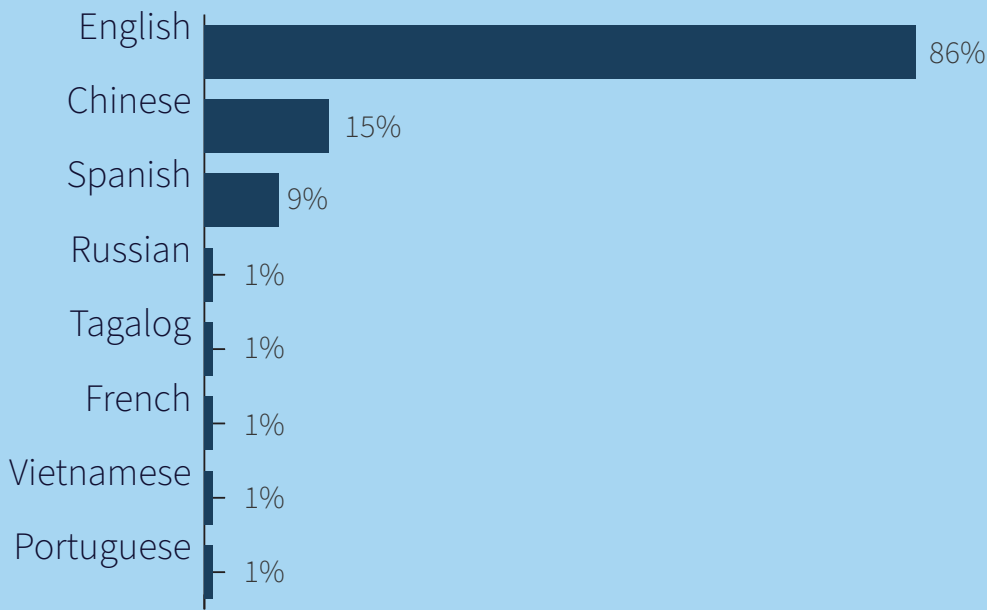
Multiple responses accepted.
Only languages receiving at least 1% of responses are shown. See tables for a full list.

Q11/Q12: Home Location

Base: 2,283

Outside SF (Bay Area) **4%**   Outside Bay Area **1%**

95% San Francisco
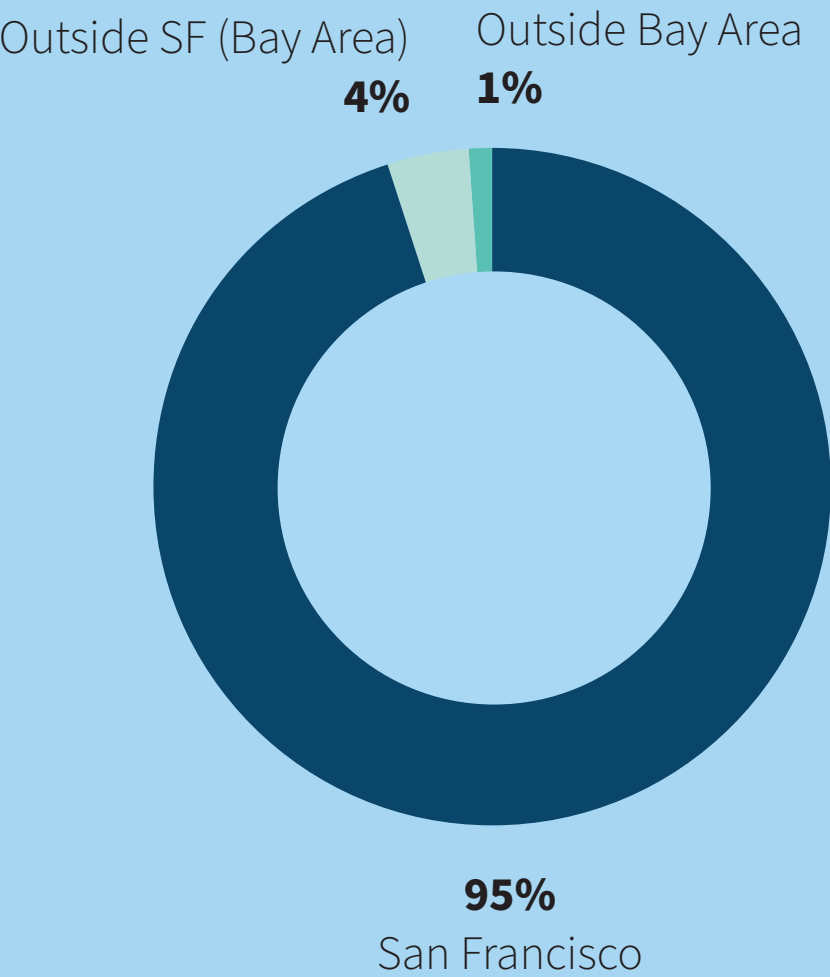
Q13: In addition to books and existing programs, which of the following spaces would you like to see at your SFPL branch to better support your neighborhood and community?

Base: 2,092 (left a comment)

Note: This was a closed ended question with additional open ended responses possible. Responses were coded into categories (starting with closed ended answers). Only categories receiving at least 3% of responses are shown. See tables for a full list.

Caution: A number of respondents gave the same answer for Q4, Q13, and/or Q14.

Space	%
Art Gallery	36%
Local Café	36%
Quiet Room	30%
Music Studio	20%
Film Studio	20%
Game Room	20%
Language Center	20%
Co Working Space	20%
Event Space	19%
Tech Training Lab	19%
Storytelling Space	18%
Homework Help Station	18%
Community Kitchen	16%
Business/Career Center	15%
Classrooms	14%
Teen Hangout Space	14%
Social Service Center	14%
Meeting Room	13%
Community Performance Space	13%
Geneaology and History Hub	13%
Youth Play Space	12%
Podcast Room	10%
Citizenship Center	9%
Community Living Room	9%
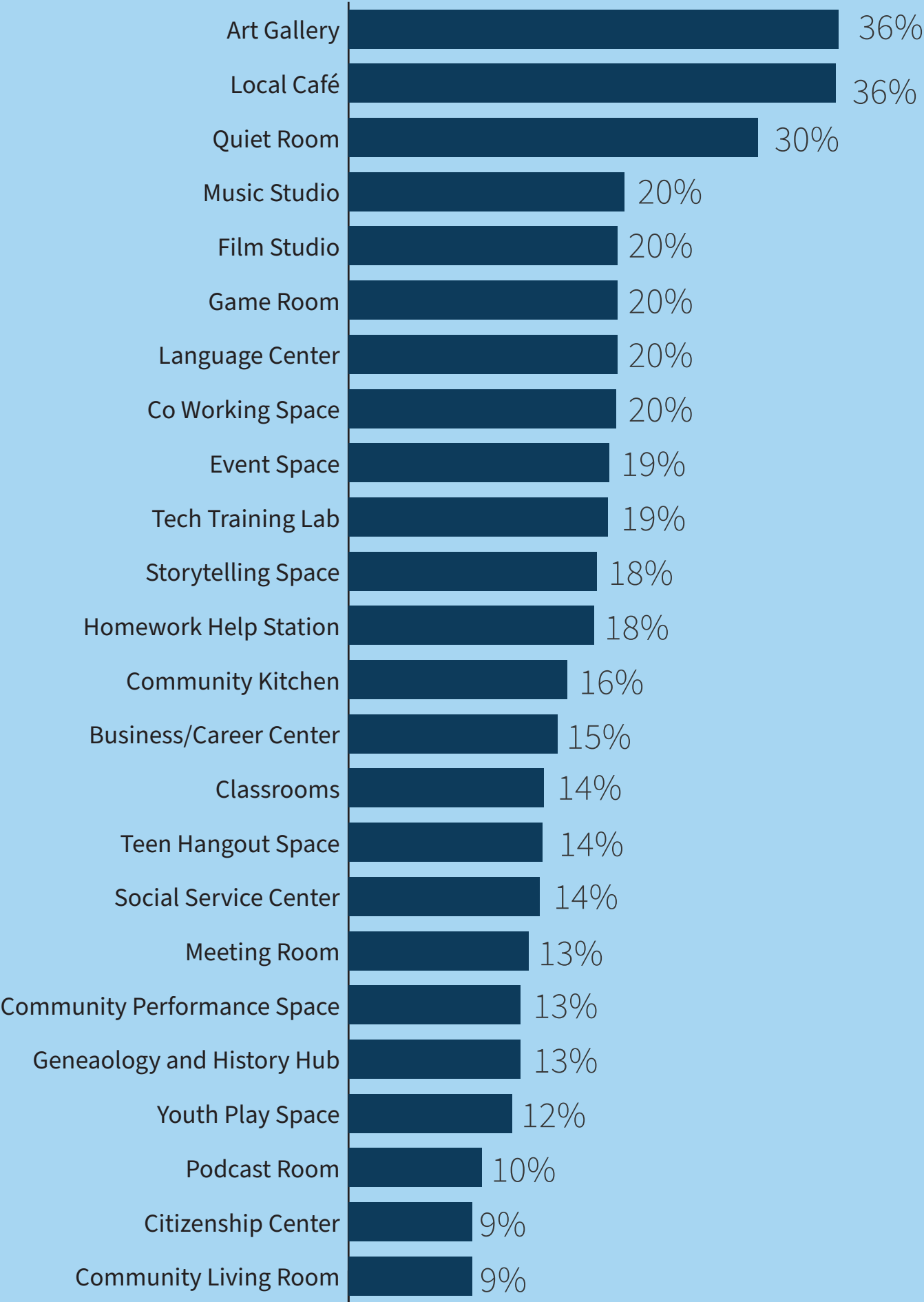
Q14: Any other suggestions for San Francisco's "Library of the Future"?

Base: 760 (left a comment)

Note: Open ended question. Responses were coded into categories. Only categories receiving at least 3% of responses are shown. See tables for a full list.

Caution: A number of respondents gave the same answer for Q4, Q13, and/or Q14.

Computer classes/Show us how to use technology
(AI, programming, podcasts, software, etc.)   7%

More audiobooks, e-books, DVDs,
CDs, which can be checked out
/access to online resources   7%

Keep books/don't go fully automated/
keep a human touch/avoid AI   6%

Community or family events
/games night/movie night
/puppet shows/other events (general)   4%

Intellectual events - Lectures/author talks/
classes/poetry readings or poetry slams
/writing classes or groups/debate club   4%

More books/materials of
a specific genre or subject   3%

Classes/tools/resources for crafting,
knitting, sewing, 3D printing,
using tools, other 'maker' resources   3%

More hours/open earlier/open later
/open longer on weekdays/weekends   3%

More outdoor spaces/resources
- e.g. playground, gardens/
community gardens, etc.   3%

Internal Staff Engagement Insights Report

SFPL Strategic Planning Initiative

February 2024

INTERNAL INSIGHTS REPORT
Introduction

To understand better the current state of the library as well as the needs and aspirations for the future of the San Francisco Public Library, the Strategic Planning team engaged with the staff through a series of meetings and workshops in the spring of 2023. We also collected input through an All-Staff Survey. This work was overseen by Gensler and supported by library experts at Margaret Sullivan Studio.

These engagements included the following:

STAFF ENGAGEMENT:

Staff Ambassadors*

All-Staff Survey

Subject Matter Expert Staff Work Sessions

Staff Meetings and Workshops with the following groups:

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

LEADERSHIP ENGAGEMENT:

Library Commissioner Interviews

LIbrary Commissioner Presentations

Mteam Meetings (leadership)*

Steering Committee Meetings

Working Group Meetings

*We engaged with the Mteam and Staff Ambassadors for feedback and guidance throughout the project. Initial sessions were focused on deepening our understanding of the current state and future aspirations. of the final plan.

The section contains the Overarching Staff Engagement Insights (the core themes across all engagements). The insights and data found in this section and insights from the external community and partner engagement generated a holistic understanding of SFPL's current state and future aspirations. They served as a foundation for the recommendations in the strategic plan.

STAFF

5 Co-Creation Sessions with **32** Staff Ambassadors

Sessions included staff from across all parts of the organization and these meetings enabled co-creation of core elements of the plan with an emphasis on developing the new values.

15 Staff Meetings & Workshops
Various internal groups ranging in scale from 15 people to 300+ all staff meetings

460 Completed Staff Surveys

5 Subject Matter Expert (SME) Staff Work Sessions on Strategic Priorities on the following topics:

- Educational programming
- Community building
- Resource lending & reference
- Cultural events and programming
- Social services

LEADERSHIP

9 Steering Committee Meetings

5 MTeam Meetings **32** Working Group Meetings

7 Commissioner Interviews **5** Commission Presentations

Staff Engagement Insights

OVERARCHING INTERNAL INSIGHTS
Insights Methodology
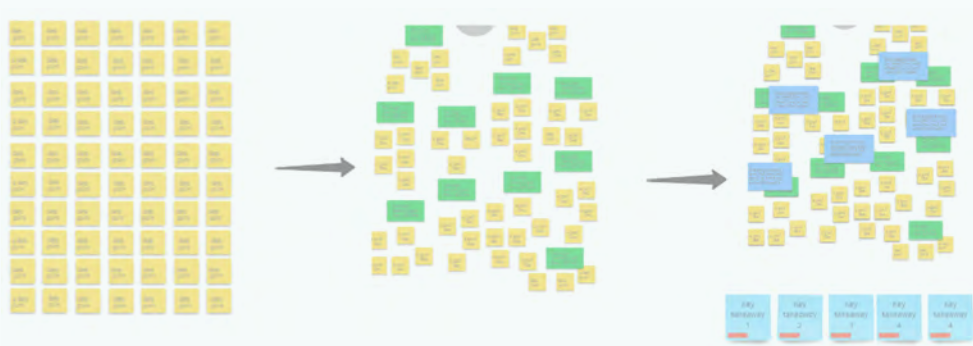
The consultant team synthesized all of the outputs from the staff engagement activities and identified the unifying themes. These themes became a valuable tool for socializing what we learned and informed all recommendations in the Final Strategic plan. In the section that follows, each insight is presented and supported with data and further explanation.

How this section works:

The nine insights are grouped into three categories, each with three insights:

- City & Community
- The Offering
- Labor & Organization

As an introduction to each grouping, there is a Core Needs summary page which outlines the relevant staff wants or requirements for each insight. These overarching insights were used to socialize what we learned with staff and validate our findings. They also formed the foundation for all recommendations in the Final Strategic Plan. In the following section, each insight is presented and supported with data and further explanation.

Each insight spread is broken down into the following components:

Overarching Insight
A concise summary statement based on the qualitative and quantitative synthesis of all engagement data inputs

What's Working Well
Supporting evidence taken from the engagement activities to support the Overarching Insight

Challenges
Additional points gleaned from engagement and data that support this insight

To Explore
A direction that the engagement findings and data is pointing us in in the development of the final strategic plan

Staff Quotes
Narrative quotations from staff engagements to support the Overarching Insight

OVERARCHING INTERNAL INSIGHTS
Insights Overview

CITY & COMMUNITY
Staff perceptions of the city and communities they serve

THE OFFERING
Staff views of the library strengths and weaknesses of library offerings

LABOR & ORGANIZATION
Insights into how the organization functions internally to serve the community

01
At its best, San Francisco is a place for all people to thrive in a **uniquely creative and experimental culture** surrounded by natural beauty.

02
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, & services.

03
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.

04
The library is a **catalyst for culture, connection, and creativity,** but the current spaces, program development model, and partnership approach limit what's possible.

05
While the library has shown remarkable adaptability, the **pandemic changed behaviors, shifting patterns of usage and creating new needs**.

06
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.

07
The staff believe that the library should be a **safe, welcoming place for all**, but the current conditions create an unsafe environment and staff don't feel properly supported to handle it.

08
The library's goal is to uplift the communities it serves, but there's a need to **improve the health and morale** of staff to better support the patron experience.

09
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.**

CITY & COMMUNITY
Core Needs

Relevant staff wants or requirements for each insight.

01

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

Core Needs:

• Cultural life (E)

• Cultural expression (E)

• Access to the outdoors (E)

• Respect (E)

• Social Acceptance (E)

02

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, & services.

Core Needs:

• Familiarity (E)

• Equality (E/I)

• Recognition (E/I)

• Inclusion (E/I)

• Celebration(E/I)

03

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.

Core Needs:

• Awareness of library offerings (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 & Internal Need

(E) = External Need

(I) = Internal Need

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

What's Working Well Today

- Library staff feels that SF is a diverse city with a history of acceptance and tolerance for all races, sexual orientations, and other minority populations

- San Francisco also has a vibrant history of activism, with many citing Harvey Milk's visionary leadership and the Americans With Disabilities Act's roots in the city

- There's a bounty of experiences to enjoy, from ingredient-driven food from various cultures to arts and culture events appealing to any area of interest

- There are many opportunities to enjoy the natural world, with many running, biking, walking, and socializing within the city's many parks

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

Challenges

- Lack of affordable housing

- Crime and safety issues

- Homelessness & mental health issues

- Lack of public resources

- Lack of cleanliness in public spaces

- The opioid crisis

- Inequality & racism

- Loss of small businesses

- A broken public school system

To Explore

- More opportunities for library shuttle to take patrons outside of the city to explore nature around the Bay

- Ways to reflect and celebrate SF's creative community and history in SFPL's branches

- Partnerships with local schools to encourage teachers and students to use library resources

- Educating patrons on city and library resources available to them

"There's is a creative freedom in San Francisco."

M-TEAM #1

"The city is at its best when it is a little weird."

M-TEAM #1

"Things have changed so dramatically since the pandemic. You can feel it at every branch."

SPECIAL OPS 1

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

What's Working Well Today

- The diverse cultures in different neighborhoods are valued and celebrated within each branch ; making each branch feel unique

- The collections and programs at the branches respond to community needs (e.g., the Chinatown branch provides calligraphy programs and has a large Chinese collection)

- Rich community expertise and representation within the library staff in some locations (e.g., Mission Branch)

"We talk a lot about anti-racism and DEI but we need to provide a forum for more dialogue and discussion."

BRANCH STAFF

Challenges

- Branch staff are dedicated and passionate, but face time constraints that limit their ability to fulfill all their ambitions to be centered around their community

- Staff voiced significant gaps in labor force diversity across the system that limits growth opportunities and creates inequities

- Insufficient efforts are being made to incorporate the voices of lower-ranking staff, particularly those with limited proficiency in the English language

- There often isn't enough multilingual staff needed to support library users

- Community and language specific collections aren't always well circulated, signaling lack of interest or awareness

The library is at its best when the branches reflect the community they are in."

M-TEAM #1

To Explore

- Classifications and roles to better support cultural representation throughout the system

- Promoting diversity and inclusivity in leadership positions

- Developing cultural partnerships with BIPOC staff, artists, authors and community

- Ways for collections to be better utilized by the intended audience

- Ways to reflect SF's queer history and community

- How to attract job applicants from diverse backgrounds

We need to hire more diverse staff to support more representation within the community (especially BIPOC communities)."

CIRCULATION SERVICES

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.

What's Working Well Today

- Collections tailored to the users of each branch

- A wealth of services designed to support the most underserved population, including the Bridge at Main and laptop lending

- Some branches have strong partnerships at the branch level, e.g., North Beach's "How to Conduct Research" class at local schools

- Some branches conduct robust outreach to local businesses, institutions, and organizations about library services

Challenges

- Staff feels the public lacks awareness around services available

- Communication around offering changes or new services is often limited and not tailored to specific communities

- Access to services sometimes relies on processes or information that are barriers for the neediest populations, e.g., needing a permanent address to access rentable computers

- Staff feel that their knowledge of the communities they serve is often not solicited or incorporated into system and program development

- Some feel that they are discouraged from taking services outside the library walls (virtually or in a partner's space), because visitor numbers are prioritized above all else

- Specialized services are only available at Main

To Explore

- Increase extension of services outside of the library (e.g., senior living communities or Parks & Rec Centers)

- Community-specific outreach strategies

- Ways to help people come to the library more easily

- Expanding services beyond Main

- Way to provide programming and services that accommodate those with disabilities or impairments

- Ways to provide access for those who can't visit a library in person

03

"We need to meet them where they are, and the organization needs to help us do it."

MAIN MANAGERS

"But offering good programming is not enough. People need to know about it, feel invited, and welcome to fully engage with it."

COMMISIONER INTERVIEWS

"We need to take the library beyond its walls."

M-TEAM #1

THE OFFERING
Core Needs

Relevant staff wants or requirements for each insight.

04

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

Core Needs:

• Wonder (E)

• Awareness (E)

• Discovery (E)

• Participation (E)

• Inspiration (E/I)

• Fellowship (E/I)

• Play (E/I)

05

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

Core Needs:

• Digital/tech literacy (E)

• Companionship (E)

• Independence (E)

• Spaces to work and study (E)

• Skill/Mastery (E/I)

06

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.

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 & 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

What's Working Well Today

- A wide variety of collections, exhibitions, and programs that help people explore a wide range of interests
- Storytime programming is a huge success and is well attended across all locations
- Night of Ideas and other community catalyzing programming
- The Mix as a space for Informal learning, and exploration through access to tools, technology and people
- Ortega's modular Community Room that opens out onto Park & Rec Space
- Volunteer programs to help community members get involved

Challenges

- Staff perceives that more full-time staff is needed to provide better and more cohesive services for the community
- Staff struggle to find forums to connect and share ideas that can inform and develop more creative programming
- Some staff are hesitant to move beyond the traditional library offerings
- Most branches have very limited space and space type variety that prohibits a wider range of programming
- Staff that has limited breadth of expertise (or permission to tap into)
- Staff perceive a culture of being told "no" and that there's too much red tape and have enthusiasm for making recommendations

To Explore

- How to allow for more mess, noise and food while still respecting others needs for quiet and respite
- How to create space for performance and practice
- Ways to foster and incentivize staff creativity and innovation
- Ways to incorporate more self-guided discovery
- Structures that support the implementation of staff-generated ideas

"We are so successful through our programming and can be a venue that is both culturally and historically relevant."

BRANCH MANAGERS

"We need more full-time staff to have the capacity to be responsive the needs of our community."

YOUTH SERVICES

"The future will involve more programming and structured places for self-improvement, enabling people to do things they can't do on their own."

COMMISIONER INTERVIEWS

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

What's Working Well Today

- The library offers technology support, digital collections and e-resources to the community

- Free printing, copying, and faxing services

- Tech Happy Hour, study rooms, and laptops with cameras for video interviews are in high demand

Challenges

- Covid disrupted many library routines, and many patrons (especially teens and seniors) haven't returned

- The existing spaces are unable to meet the significant demand for private meeting and study spaces

- Virtual or hybrid programming is complicated to develop because it takes a lot of different teams coming together and additional staff hours

- Staff mentioned that cumbersome equipment (e.g., print/copy machines) and a lack of dedicated technology support limits the service they are able provide

- Some of the tools introduced are challenging to use and require lots of staff support

To Explore

- Technology to optimize resources, enhance services (virtual programming) and operations

- Spaces to support digital reading and other modern technologies, as well as more charging stations to support patrons brining their own devices

- How to make tools and technology more user friendly

- Spaces, technology and services to meet the demands of the distributed workforce

- Ways to build on that flexibility and experimentation demonstrated during Covid

05

"Examples of experimentation include giving away books for free, repurposing physical spaces during COVID-19…The library will continue to lead the way in experimentation to find new ways to serve the community."

COMMISIONER INTERVIEWS

We are in service to our community; we need to offer more digital programs, especially to folks with limited access or disabilities."

AMBASSADOR MEETING #2

"People need more one-on-one tech support, but we don't have the bandwidth to support that."

BRANCH TOURS

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

What's Working Well Today

- The library staff takes great pride in fostering connections and building relationships with patrons

- The adaptability of the "Ask a Librarian Programs"

- Community, Programs and Partnerships (CPP) developed programming that is distributed across branches

Challenges

- Many of the internal systems are creating additional work. For example, some Branch Managers shared that they use six spreadsheets to coordinate scheduling

- Most knowledge lies with one specific person and is lost when someone transfers or leaves

- Librarian-led program requirements mean that a lot of time is devoted to programs that are similar to those at other branches, leading to double work and missed opportunities to tap into efficiencies gained at scale

- Resources shared across branches are often hard to find and coordinate

- Job descriptions and success metrics are outdated and don't capture important metrics regarding community outreach and developing community-specific collections

To Explore

- Optimize the program development process with CPP while empowering staff to create programs that utilize their deep understanding of community needs

- New organization-wide performance metrics that reflect the evolving role of the library

- Job roles and responsibilities that reflect new skillsets and have more flexibility

"I feel so lucky to have the team that I do at my branch. They are so awesome, and everyone works so hard to meet patron needs."

ALL STAFF

"We often have to front the costs for program supplies and then it takes 6 months to get reimbursed. You shouldn't have to open a credit card to do your job."

MAIN MANAGERS

"The main focus is on people, as the organization has the necessary funds. We need to institutionalize the mindset that we should take every opportunity to help people."

COMMISIONER INTERVIEWS

LABOR & ORGANIZATION
Core Needs

Relevant staff wants or requirements for each insight.

07

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

Core Needs:

• Wonder (E)

• Awareness (E)

• Discovery (E)

• Participation (E)

• Inspiration (E/I)

• Fellowship (E/I)

• Play (E/I)

08

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

Core Needs:

• Digital/tech literacy (E)

• Companionship (E)

• Independence (E)

• Spaces to work and study (E)

• Skill/Mastery (E/I)

09

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.**

Core Needs:

• Hands-on, individual support for patrons (E)

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KEY

(E/I) = External & Internal Need

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

07

What's Working Well Today

- Staff believes wholeheartedly that they are there to serve ALL members of community without bias

- The library is known as a community resource center

- Well designed and maintained branches that are located in neighborhood centers, with key adjacencies to parks, schools, transportation and recreation centers

- In locations where there is security, staff feel safer and that they have more bandwidth to serve patrons needs

Challenges

- Safety is a significant concern, with many employees receiving harassment from unstable patrons and feeling that their physical and psychological safety is threatened

- Many feel that there are no consequences for inappropriate behaviors and therefore staff are exposed to the same behaviors again and again without recourse

- Staff are not trained as social workers but are often expected to perform take on those responsibilities

- Security staff can sometime increase perceptions of danger depending on where they are stationed

To Explore

- Distributed versus centralized security strategy

- Ways to enforce a stricter code of conduct

- How best to support needs of those with mental health/drug issues

"The community sees us a resource for books and story time but not as a place that feels warm and inviting."

BRANCH MANAGERS

"We deal with a lot of mental health issues, and it can often feel like you are a sitting duck waiting for something to happen."

ORGANIZED LABOR

"We need [meaningful] solutions to problems when people cause an incident, not band aid solutions like suspensions for only a short period of time."

ALL STAFF

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

What's Working Well Today

- Staff are passionate, thoughtful, and care deeply about the communities they serve

- Staff support, protect, and advocate for each other

Challenges

- Staff are willing to go above and beyond to help their community but feel like they are spread too thin, lack resources and need more support

- Staff voiced that they feel burnout from the pandemic, and the emotional labor of their jobs can create feelings of stress and demoralization

- The 'borrowing' amongst staff in different districts takes a lot of time out of their day and leads to dissonance within their branches

To Explore

- Policies to provide staff more work-life balance

- Mental health resources and benefits for staff

- Staff development days to build relationships and exposure to what others are doing

- Invest into personal growth and professional development

"Tradition in the system has created an environment that keeps people in their place and there is no movement to help people grow within that system."

STAFF AMBASSADORS #2

Staff is still trying to bounce back from the pandemic, we are all still in recovery mode."

YOUTH SERVICES

"To improve the patrons experience is to improve the staff, ensuring they have resources and support they need to support the patrons."

CIRCULATION SERVICES

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.**

What's Working Well Today

- There is a culture of people organically stepping up to help newer staff navigate internal systems or fill in gaps in knowledge.

- Most branches have healthy work cultures that emphasize collaboration and collective problem-solving.

- Staff are always thinking of what more they can offer patrons or who they can connect them to for help

Challenges

- Some feel the mission has become too broad, making it challenging to prioritize time and resources

- Some feel that there is a need for more opportunities to debrief and build relationships between departments and across levels within the organization

- Information isn't shared evenly throughout the organization, leading to frustration and gaps in knowledge that make it hard to deliver. E.g., insufficient communication around the Mission renovation process

- Many expressed that admitting failures or voicing contrary opinions isn't encouraged

To Explore

- New systems and policies for disseminating information internally

- Events and programs for breaking down siloes internally

- How to create a culture that embraces risk and accountability at all levels

09

"A new mission walks in the door with every person."

SENIOR MANAGERS

"There is a lack of transparency at every level."

SPECIAL OPS 2

Creating a culture of experimentation that rewards creativity and failure as a learning moment is important. … We need to foster a staff that is not afraid to take risks and learn from their experiences."

COMMISIONER INTERVIEWS

INTERNAL INSIGHTS REPORT

Conclusion

ThIs Internal Insights Report represent a consolidated summary of first-hand learnings from all internal SFPL Staff Engagement, which includes qualitative and quantitative data collected from all staff and leadership engagements.

The insights and data found in this report and insights from the external community engagement (to be shared in the appendix of the final strategic plan) generated a holistic understanding of SFPL's current state and future aspirations. They served as a foundation for the recommendations in the strategic plan. Note: This document will be included in the appendix of the final plan.

The final strategic plan will be delivered in March 2024 and will include the following components:

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

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.

Values
SFPL strives to embody these values in all that we do.

Strategic Priorities
Derived directly from community feedback, these priorities outline specific roles SFPL will embody to best serve the community.

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

Appendix
Resource materials such as industry best practices, case studies, supporting research, and documentation of engagement activities.

OVERARCHING INTERNAL INSIGHTS

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Partner Engagement Insights Report

SFPL Strategic Planning Initiative

February 2024

PARTNER INSIGHTS REPORT
Introduction

To better understand the current state and future potential for library partnerships with City and County of San Francisco departments, the Strategic Planning team interviewed the leaders of 13 different organizations.

The section contains the overarching learnings from these interviews, including a catalog of existing and past partnerships. The insights and data found in this section, as well as insights from the staff and external community engagement, generated a holistic understanding of SFPL's current state and future aspirations. They served as a foundation for the recommendations in the strategic plan.

"The learning hubs are such a great example of coming together quickly to answer a need."

PARTNER INTERVIEW

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

PARTNER INTERVIEW

"We need to work together. No social entity can go it on its own."

PARTNER INTERVIEW

PARTNER ENGAGEMENT

13 Interviews with City of San Francisco Department 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

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

SF agencies and departments are **collectively focused** on the following **goals**:

Help vulnerable populations thrive and contribute to SF's culture and economy.	*"We have a long-term commitment to helping people who can't always help themselves."* – **Partner Stakeholder**
Build and maintain complete neighborhoods	*"Ideally, we'd have a bunch of interconnected hubs that all have commercial real estate, recreational amenities, a library, restaurants, retail….."* – **Partner Stakeholder**
Create safe and welcoming places to meet all people's physical, mental, and emotional needs.	*"[We need to] make sure communities from young to old have a place here with health, joy and dignity. That's a fundamental responsibility of a city government."* – **Partner Stakeholder**
Support growth and transition at all stages of life	*"The city's goal is to increase proficiency and literacy and ensure that students are college and career ready, and able to create a life in San Francisco if they choose to do so."* – **Partner Stakeholder**

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

- There is the desire to take **progressive, bold action** while noting that multilayered politics make innovation more challenging

- Issues faced by a particular segment of the population have a **concentrated negative impact**, making it significantly more difficult to improve their overall quality of life

"I keep asking myself, what big, audacious thing can we do next?"
– **Partner Stakeholder**

"With enough humans who really care and want to do something about this, we will be able to do something about it."
– **Partner Stakeholder**

"There are so many intractable problems, things like homelessness, drug abuse and violence that they drown out some things that need to be addressed and suck resources. We just have to focus on what matters."
– **Partner Stakeholder**

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

"We need to focus on systems, not programs, to address our problems."

‒ **Partner Stakeholder**

"We need to work together. No social entity can do it on its own."

‒ **Partner Stakeholder**

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

‒ **Partner Stakeholder**

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

"The library has always been an awesome partner. They are very forward-thinking folks."
– **Partner Stakeholder**

"The learning hubs are such a great example of coming together quickly to answer a need."
– **Partner Stakeholder**

"Many of the librarians will do flips to help you. Sometimes I worry it isn't sustainable!"
– **Partner Stakeholder**

One reason that SFPL is seen as an **important partner** is because of the **many roles** it plays within communities. SFPL is a:

Provider of dignity and joyful belonging	*"We should be holding all of us to a certain standard of health and respect in our public spaces because they are so impactful to others."* – **Partner Stakeholder**
Embedded & nimble access point	*"The fact that there are 27 branches distributed throughout the city is invaluable."* – **Partner Stakeholder**
Trusted community hub	*"The library is the anchor for the community."* – **Partner Stakeholder**
Influencer of the public realm	*"We facilitate 'life' – learning, curiosity. Parks and libraries are the most democratic intuitions we have."* – **Partner Stakeholder**
Educator, resource, and navigator	*"They help those with disabilities navigate their experience and prepare for the future."* – **Partner Stakeholder**

In addition to building on SFPL strengths, partners highlight 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

Partnerships should use the library's **fantastic workforce** and **position in the community** to amplify **partners' expertise**

Future partnerships should:

- Be more intentional and strategic

- Share impact goals, frameworks, and measurement

- Align, not duplicate efforts

- Emphasize integration

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

– **Partner Stakeholder**

"I see a need for intentional and consistent connections in service delivery."

– **Partner Stakeholder**

In our conversations, we found that many partners apply a version of the **Social Determinants of Health** to structure and measure *their social impact work*.

City partners are categorized here by the various Social Determinants of Health that their services align with.

Housing Security

Education

Health & Wellness Services

Food Security

Economic Stability

Whole Family Support

Transportation & Mobility

Neighborhood Safety & Vitality

- Planning Department
- City Administrator
- SF Unified School District
- Department of Aging & Adult Services

- Human Services Agency
- Department of Public Health
- Department of Aging & Adult Services
- SF Unified School District
- Department of Children, Youth & Their Families

- Department of Homeless & Supportive Housing
- Mayor's Office of Housing & Community Development
- Human Rights Commission
- Planning Department
- Human Services Agency

- Department of Public Health
- Office of Health Equity
- Recreation & Parks Department
- Department of Aging & Adult Services
- SF Unified School District
- Human Services Agency

SFPL

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- Planning Department
- Dept. of Public Health
- City Administrator

- SF Unified School District
- Department of Early Childhood
- Department of Children, Youth, & Their Families
- Recreation & Parks Department

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- Human Services Agency
- SF Unified School District

How This Section Works

The subsequent pages illustrate opportunities for partnership by mission alignments, key services and opportunities to amplify collective impact and create positive change for residents. The interviewed agencies are categorized by the Social Determinants of Health their services *predominantly* align with.

The interviewed agencies represent a small portion of potential City partnership opportunities. The section is intended to be used as an *initial tool to build a robust partnership inventory.*

Whole Family Support

Department of Children, Youth & Their Families

Mission:
With a deep commitment to advancing equity and healing trauma, we bring together government agencies, schools, and community-based organizations to strengthen our communities to lead full lives of opportunity and happiness. Together, we make San Francisco a great place to grow up.

Key Services:
- Nutrition Program
- Leadership & skill building
- Mentorship
- Youth Employment
- Family empowerment programming

Current or past SFPL partnerships:
- Discover & Go offers library cardholders free and low-cost tickets to world-class museums, theaters, aquariums, zoos, and science centers
- Community Learning Hubs launched during COVID to support distance learning
- SFPL offers its main branch as a site for DCYF's Free Summer Meals Program, providing healthy lunches and snacks to SF youth during the months that school is not in session

Opportunities for SFPL partnerships:
- SFPL can help grow a diverse workforce via the library's Teen Center
- DCYF can better utilize the library's role as an anchor of the community

Department of Child Support Services

Mission:
To help families get the resources they need to thrive. Whether you're paying support or receiving it, we'll work with you to understand the system so you can best provide for your children's health and wellbeing.

Key Services:
- Child support financing
- Legal guardianship services
- Eligibility guidance for resources like the Debt Reduction Program support

Current or past SFPL partnerships:
- SFPL and DCSS partner to host the Annual Children's Toys and Book Festival at City Hall over the holidays

- The "Current or past SFPL partnerships" listed came from information available online and/or from partner interviews. If section is blank, no known partnership was found.

- The "Opportunities for SFPL partnerships" listed came directly from partner interviews. If section is blank, no future partnerships were explicitly mentioned.

- A program name may be repeated if the effort is a collaboration between multiple agencies.

Housing Security

Department of Homeless & Supportive Housing

Mission:
Strive to make homelessness in San Francisco rare, brief, and one-time, through the provision of coordinated, compassionate, and high-quality services.

Key Services:
- Temporary shelter
- Housing & rental assistance
- Eviction prevention
- Support for move–in expenses

Current or past SFPL partnerships:
- HSH employs a full-time social worker stationed at SFPL
- HSH runs the Homeless Outreach Team (HOT) that helps guide SFPL patrons experiencing homelessness
- SFPL routinely connects their patrons with HSH's many resources

Opportunities for SFPL partnerships:
- Create a relationship between SFPL and direct service sites to provide books to people in shelters and temporary housing
- SFPL can help educate the community about homelessness and challenge the surrounding stereotypes and misconceptions

Mayor's Office of Housing & Community Development

Mission:
To coordinate the City's housing policy; to provide financing for the development, rehabilitation, and purchase of affordable housing in SF; to strengthen the social, physical, and economic infrastructure of SF's low-income neighborhoods and communities in need.

Key Services:
- Supportive and transitional housing
- Eviction prevention
- Financial education
- Job readiness
- Legal services

Current or past SFPL partnerships:
- SFPL hosts enrollment events for MOHCD's initiative to close the digital divide by providing more than 124,000 SF households with free or reduced-cost home Internet

Education

SF Unified School District

Mission:
To provide every student the quality instruction and equitable support required to thrive in the 21st century.

Key Services:
- Serving 55,000+ students across 143 schools
- Free and reduced-price lunches
- Social/emotional learning and support

Current or past SFPL partnerships:
- Community Learning Hubs supported long-distance learning during COVID
- SFPL creates an annual Recommended Summer Reading List tailored and sent to K–12 SFUSD students
- To Go-Go was a weekly pop-up pick-up service on SFUSD campuses during COVID
- Scholar Card issues library cards to every SFUSD student
- SFPL Book Giveaways help students to build their home libraries

Opportunities for SFPL partnerships:
- Partner further to bring services directly to underserved neighborhoods

Health and Wellness

Department of Public Health
Office of Health Equity

Mission:
Protecting and promoting health and well-being for all in San Francisco, OHE seeks to address health disparities and workforce inequities to create a culture of equity and inclusion and allow all San Franciscans to enjoy health and prosperity.

Key Services:
- Immunization
- Food programs
- Substance abuse and mental health services
- Street-based primary care and outreach

Current or past SFPL partnerships:
- SFPL patrons in need are given priority for shelter beds and other resources
- DPH helps sponsor social work at the library
- DPH recommends SFPL branches as air quality respite centers

Department of Aging & Adult Services

Mission:
Coordinating services to seniors, adults with disabilities, and their families to maximize self-sufficiency, safety, health, and independence.

Key Services:
- In-home care
- Health management
- Emergency preparedness
- Meals and grocery delivery
- Caregiver support

Current or past SFPL partnerships:
- Social workers are available at SFPL for comprehensive whole-person assessments where individuals can learn about and get connected to resources available to them, including DAAS's in-home support services, home delivered meals and more.

Opportunities for SFPL partnerships:
- SFPL can help with DAAS social event planning
- SFPL should include aging and disabled individuals in all decision-making
- SFPL could publish a resource directory for housing, food, and income security
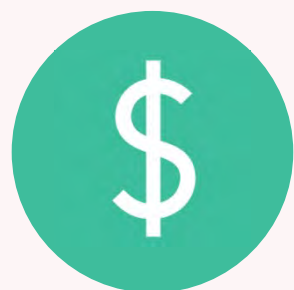
Economic Stability

Human Services Agency

Mission:
Committed to delivering essential services that support and protect people, families, and communities. We partner with neighborhood organizations and advocate for public policies to improve well-being and economic opportunity for all San Franciscans.

Key Services:
- Cash and financial assistance
- Free and affordable insurance
- Job training
- Food stamps and groceries
- Immigration support

Current or past SFPL partnerships:
- HSA program employs formerly homeless patrons to support SFPL's resident social worker
- The Homeless Outreach Team connects SFPL patrons with resources and subsidized housing

Opportunities for SFPL partnerships:
- SFPL can serve as a cooling and warming center
- SFPL can help improve professional skills and host adult learning programs
- SFPL can host activities to combat loneliness

City Administrator

Mission:
Strongly committed to ensuring efficient and effective government services, increasing the City's safety and resiliency, strengthening the local economy, supporting equity and inclusion, and optimizing the City's capital planning and infrastructure.

Key Services:
- City hall events
- Community and art grant programs
- Digital services
- Transportation management
- Labor standards
- Public works

Whole Family Support

Department of Children, Youth & Their Families

Mission:
With a deep commitment to advancing equity and healing trauma, we bring together government agencies, schools, and community-based organizations to strengthen our communities to lead full lives of opportunity and happiness. Together, we make San Francisco a great place to grow up.

Key Services:
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Current or past SFPL partnerships:
- SFPL and DCSS partner to host the Annual Children's Toys and Book Festival at City Hall over the holidays

Whole Family Support

Department of Early Childhood

Mission:
To weave together family, community, and system supports so that all children who grow up in San Francisco have a strong foundation of nurturing, health, and learning.

Key Services:
- Early education and playgroups
- Subsidized childcare
- Parenting classes
- Developmental screening

Opportunities for SFPL partnerships:
- SFPL can continue to build patrons' at–home libraries
- SFPL should provide storytime at community centers
- SFPL can ensure children are issued a library card as young as possible
- SFPL and DEC can work together to provide social and emotional wellbeing education for children and families

Neighborhood Safety & Vitality

Recreation & Parks Department

Mission:
To provide enriching recreational activities, maintain beautiful parks, and preserve the environment for the wellbeing of everyone in our diverse community.

Key Services:
- 220 City parks
- Athletic events
- Fitness areas
- Court reservations
- School activities
- Outdoor education
- Communal urban agriculture

Current or past SFPL partnerships:
- Discover & Go offers library cardholders free and low-cost tickets to aquariums, zoos, science centers and more
- Youth Mobile brings SFPL storytime to city parks
- RPD helped sponsor SFPL Community Learning Hubs during COVID

Opportunities for SFPL partnerships:
- SFPL and RPD can collaborate to create a nature, environment, and science-centered library branch
- SFPL and RPD could collaborate on a joint mission and sub-strategic plan for the organizations' shared focus on placemaking in the public realm

Planning Department

Mission:
Work with other City agencies and the community to help balance the needs of residents, businesses, and civic leaders to protect the environment and historical resources, create inspiring and livable urban spaces, cultivate neighborhood resilience, and enforce good land use practices.

Key Services:
- Environmental and design review
- Transportation
- Zoning
- Preservation of public space

Opportunities for SFPL partnerships:
- SFPL and the Planning Department can facilitate early and consistent discussions about site planning for future library locations

Neighborhood
Safety & Vitality

Human Rights Commission

Mission:
Advocates for human and civil rights and works in service of the City's anti–discrimination laws to further racial solidarity, equity, and healing.

Key Services:
- Dream Keeper Initiative
- Discrimination complaints
- Grant funding for related initiatives
- Sanctuary City ordinance complaints

Current or past SFPL partnerships:
- The Drag Laureate Program grants one performer $55K to support their work and community engagement to celebrate and honor the role of drag performers in the fight for LGBTQ rights
- HRC holds listening sessions at the library, for example about police reform
- HRC hosts author events, panels, speakers, workshops, and conferences at the library

Opportunities for SFPL partnerships:
- SFPL and HRC can work together to ensure that all library offerings are inclusive and diverse
- Both organizations can work to increase public awareness of what the library offers and SFPL/HRC collaborations
- SFPL can dedicate library spaces and activities to specific communities such as LGBTQ, BIPOC, and youth groups

There is an opportunity to connect more intentionally with City agencies, especially around Whole Family Support, Transportation and Mobility.

The chart below represents current or past partnerships between SFPL and the city partners interviewed (represented by a red check mark.) Where there is no check mark represents gaps in partnership or no known partnership was found.

	Dept. of Homeless & Supportive Housing	Mayor's Office of Housing & Community Development	SF Unified School District	Dept. of Public Health; Office of Health Equity	Dept. of Aging & Adult Services	Human Services Agency	City Admin.	Dept. of Children, Youth & Their Families	Dept. of Child Support Services	Dept. of Early Childhood	Recreation & Parks Dept.	Planning Dept.	Human Rights Commission
Housing Security	✓	✓		✓		✓							
Education			✓					✓			✓		
Health & Wellness Services	✓			✓	✓	✓							
Food Security					✓			✓					
Economic Stability		✓				✓							
Whole Family Support									✓				
Transportation & Mobility													
Neighborhood Safety & Vitality								✓			✓		✓

Additional Analysis

SFPL Strategic Planning Initiative

February 2024

Informing Tools & Philosophies

The methodologies, core concepts and frameworks that informed our approach and final strategic plan.

01 Service Design

Service design is an intentional methodology for assessing, designing and evolving a service organization in response to the changing needs of people. Through co-creation and experimentation, this methodology ensures each service results in positive, impactful experiences for those who receive and deliver the service.

02 21st Century Skills

21st century skills are the necessary competencies required to be successful in modern society. These competencies include information, communications and technology literacy, critical thinking, problem solving, creativity, civic literacy and global awareness. In 2009, the Institute for Museum and Library Services published a project initiative that positioned the library as a leader in fostering these skills.

03 Social Determinants of Health

A framework adopted by a wide array of organizations to promote health equity, social determinants of health (SDH) are the non-medical factors, such as the environmental conditions where people live, learn, work and play, that influence health and quality-of-life. Guided by discussions with SFPL's city partners who use SDH to inform their work, the strategic planning team tailored a version outlined by the World Health Organization to reflect San Francisco's social service landscape.

The following are the Social Determinants of Health used:

Housing Security	Health & Wellness Services	Economic Stability	Transportation & Mobility
Education	Food Security	Whole Family Support	Neighborhood Safety & Vitality

Informing Tools & Philosophies Cont.

The methodologies, core concepts and frameworks that informed our approach and final strategic plan.

04 Collective Impact

Collective impact is a systematic approach for several cross-sector stakeholders to work towards a common agenda in a way that prioritizes large-scale social change over isolated impact. Outlined in a seminal article from the Stanford Social Innovation Review, collective impact requires the community organizations and institutions involved to orient their work around shared outcome goals, mutually beneficial programs, measurement systems and communication methods.

05 Community-led Development

Community-led development is the practice of centering a community's aspirations and wellbeing through investing directly in community-led programs that uplift and support their strengths and vision for the future. Public institutions including libraries play a crucial role in enabling this participatory approach, amplifying community voices and fostering resilience.

06 Placemaking

Placemaking is an activation strategy for public space use that catalyzes community-led development. It is a collaborative approach to the planning, design and management of public spaces that seeks to strengthen urban vitality and improve community well-being. There are several types essential to the contemporary library's evolving role: creative, educational, inclusive economic, resilient and community placemaking.

07 15-Minute City

The 15-minute city is the vision of livable communities where residents can easily access necessities such as healthcare, education, jobs, groceries, shops and parks within a 15-minute walk. Coined by Researcher and Professor Carlos Moreno, the concept reimagines urban planning objectives, which help to identify where libraries might intervene to bridge gaps in local quality-of-life assets and resources.

Equitable Development

The Library's engagement strategy should work towards making the 15-minute city a reality for all residents.

The framework of the 15-minute city encourages urban development such that everyone has access to needs and neighborhood amenities within a 15-minute walk. This includes access to health services, food education, financial institutions, *and* libraries.

The Library system can use the strategy of the 15-minute city to make decisions about how it expands its services and outreach such that everyone may access library services with convenience.

Equitable Access in the 15 minute City

- NEIGHBORHOOD BASED EMPLOYMENT
- MICRO MOBILITY + PUBLIC TRANSPORTATION
- HEALTH CARE FACILITIES
- THE INTERNET AS A PUBLIC UTILITY
- LOCAL SCHOOLS
- PARKS + OPEN SPACE
- SAFE STREETS
- WALKABILITY
- AFFORDABLE HOUSING
- HOUSING DIVERSITY
- GROCERY STORES
- RETAIL + SHOPPING
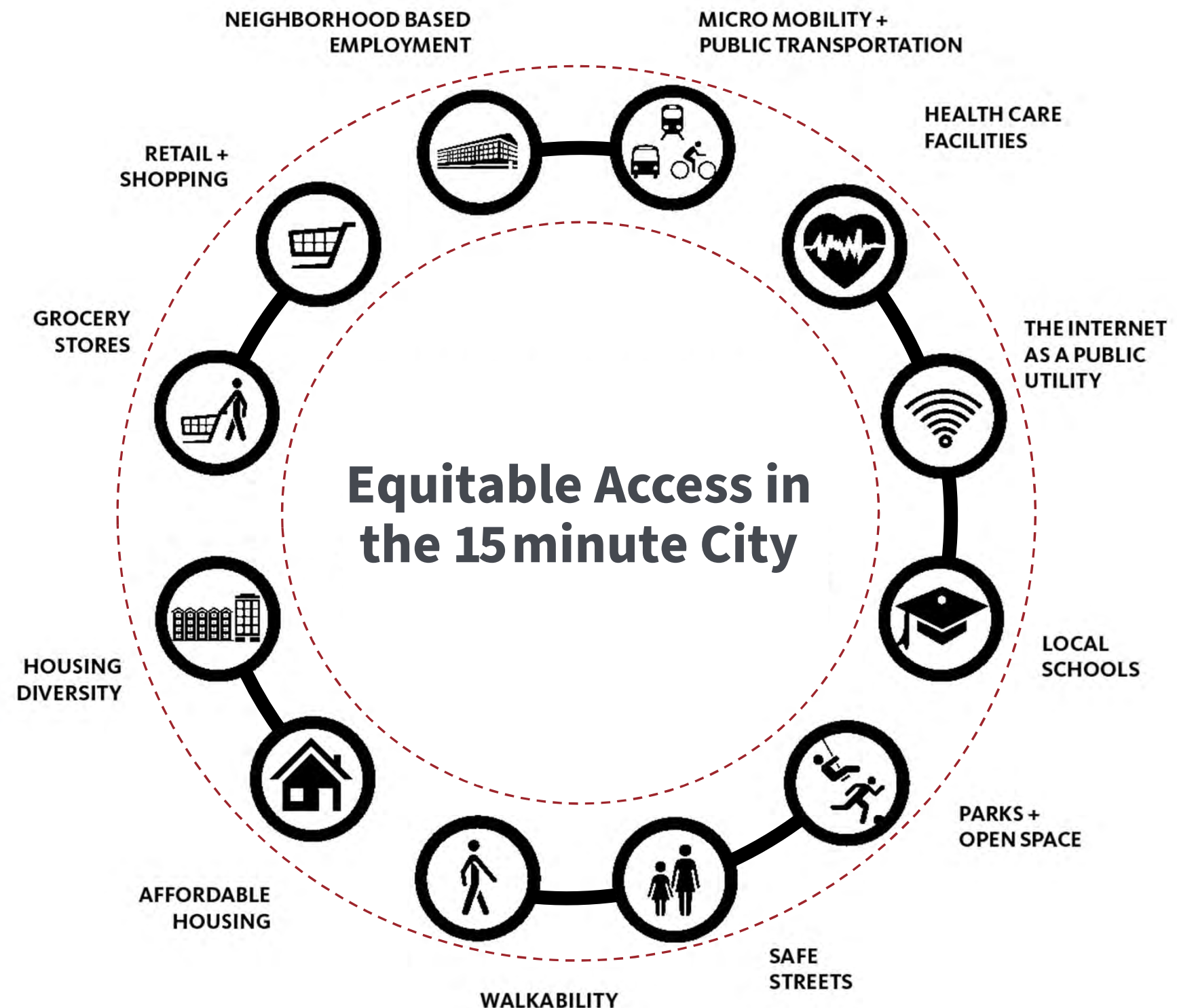
75% of San Francisco Residents are within a 15-min walk of a library branch.

This represents a key strength in the system to reach a diversity of audiences. In cases where the library has limited access to populations experiencing adversity, additional outreach may be necessary.

Of the 885K+ residents in San Francisco, roughly 668K, or 75% of the population, live within a 15-minute walk of a public library. Equality of access to all populations means this benchmark would capture 75% of residents regardless of race, income, age, education, or disability status**. If access were as equitable as possible, representation of populations that are more socioeconomically vulnerable would increase.** In cases where access is limited, the Library system has the opportunity to launch additional outreach efforts to increase engagement.

15 minute Walkshed Accessibility

	15-minute Walshed Population	San Francisco Population	% of Population in Walkshed
Total Population	668.5K	885.9K	**75.5%**

Source: Esri Business Analyst, 2023

Low-income households are more likely to live near a library branch than others.

San Francisco Library Branches are more accessible to households living in poverty and with low income. This represents good potential to improve outcomes for people facing financial adversity.

Of the 38K+ of San Francisco's residents living in poverty, roughly 30K, or 78% of the impoverished population, live within a 15-minute walk of a public library. For households with income less than $35K/yr, their proximity is also close to branch locations. This set's the library system up well to have a positive impact on the local community – extending services that help create more economic prosperity for local residents.

15 minute Walkshed Poverty Status

Poverty Status	15-minute Walkshed Population	San Francisco Population	% of Population in Walkshed	Representation Gap from Baseline (75.5%)
Impoverished	30.1K	38.3K	78.6%	+3.1%

15 minute Walkshed Household Income

Household Income	15-minute Walkshed Population	San Francisco Population	% of Population in Walkshed	Representation Gap from Baseline (75.5%)
<$15,000	29.0K	35.9K	80.7%	+5.3%
$15,000–$24,999	15.6K	19.1K	81.6%	+6.1%
$25,000–$34,999	10.9K	14.0K	78.1%	+2.7%
$35,000–$49,999	16.0K	21.0K	76.5%	+1.1%
$50,000–$74,999	25.1K	33.2K	75.5%	+0.0%
$75,000–$99,999	21.2K	28.1K	75.4%	−0.1%
$100,000–$149,999	44.0K	57.0K	77.2%	+1.8%
$150,000–$199,999	33.9K	$44.2K	76.6%	+1.2%
$200,000+	95.8K	126.5K	75.7%	+0.2%

Source: Esri Business Analyst, 2023

San Francisco library branches are only slightly more physically convenient to people living with disabilities.

Enhanced physical accessibility, combined with other initiatives to accommodate behavioral, sensory, developmental, and emotional challenges, will help the library system achieve accessibility goals.

Of the estimated 68K+ residents in San Francisco living with a disability, at least 53K residents live in close proximity to a library branch. Having physical convenience is a great step towards creating a highly accessible library system. Additional measures to accommodate people with living with behavioral, sensory, developmental, and emotional challenges will help the system enhance its culture of accessibility.

15 minute Walkshed Disability Status

Household Disability Status	15-minute Walkshed Population	San Francisco Population	% of Population in Walkshed	Representation Gap from Baseline (75.5%)
At least one person with a disability	53.0K	68.6K	77.2%	+1.8%

Source: Esri Business Analyst, 2023

There are opportunities to make the library system more accessible to minors.

San Francisco Library branches are marginally less accessible to families with children. More can be done to advance initiatives for youth engagement.

Roughly 13% of the population of San Francisco is under the age of 18 years old. Even thought his is a small share of the overall population, it is still important that the library be accessible to families with children. Given the smaller share of children that live in close proximity to a library branch, the library system may need to work with partners and think creatively to reach the youth in new ways.

15 minute Walkshed Age Profile

Age	15-minute Walkshed Population	San Francisco Population	% of Population in Walkshed	Representation Gap from Baseline (75.5%)
<1	5.3K	7.2K	73.8%	−1.7%
1–4	19.0K	26.0K	73.3%	−2.2%
5–9	23.2K	32.2K	72.1%	−3.3%
10–12	13.7K	19.1K	71.6%	−3.8%
13–17	23.1K	31.8K	72.5%	−2.9%
18–19	12.3K	16.4K	74.6%	−0.8%
20–24	39.0K	51.1K	76.3%	+0.8%
25 – 34	130.4K	168.8K	77.3%	+1.8%
35 – 44	115.6K	151.5K	76.3%	+0.8%
45 – 54	85.0K	112.8K	75.3%	−0.1%
55 – 64	80.7K	107.3K	75.2%	−0.2%
65+	121K	162K	75.0%	−0.5%

Source: Esri Business Analyst, 2023

Branch locations are somewhat less accessible to Black and Asian residents and significantly less available for the Pacific Islander Population.

Black, Asian, and Pacific Islander residents can be reached with greater programming and events throughout the city, especially in neighborhoods that have high percentages of residents identifying in these racial groups.

The library system is accessible to roughly 74% of residents identifying as Black or Asian, in contrast to being accessible to more than 77% of white and American Indian residents. While this difference is small, more could be done to create a more equitable presence. This is also true for residents who identify as Pacific Islanders. Given that the population of Pacific Islanders is so small, highly-target efforts will be needed to reach this population's neighborhoods.

15 minute Walkshed Racial & Ethnic Profile

Race/Ethnicity	15-minute Walkshed Population	San Francisco Population	% of Population in Walkshed	Representation Gap from Baseline (75.5%)
White alone	269.5K	348.6K	77.3%	+1.9%
American Indian alone	5.1K	6.6K	77.4%	+1.9%
Two or more races	67.9K	89.4K	75.9%	+0.4%
Hispanic origin (any race)	108.6K	143.2K	75.8%	+0.4%
Some other race alone	58.0K	76.5K	75.8%	+0.3%
Black alone	**35.1K**	**47.6K**	**73.6%**	**−1.8%**
Asian alone	**230.9K**	**313.6K**	**73.6%**	**−1.8%**
Pacific Islander alone	**2.1K**	**3.5K**	**59.5%**	**−16.0%**

Source: Esri Business Analyst, 2023

Adults without a High School diploma are more likely to live near a library branch.

With slightly more proximity to adults with less than a High School diploma, the library is well positioned to extend services for learning and education.

Roughly 11%, of adults in San Francisco aged 24+, or 77K+ residents, have not received education above a High School Diploma or equivalent. Libraries are more likely to be in close proximity to where these residents live. This sets the library system on the right track to making a positive impact on people who are seeking additional education.

15 minute Walkshed Educational Attainment

Educational Attainment	15-minute Walkshed Population	San Francisco Population	% of Population in Walkshed	Representation Gap from Baseline (75.5%)
Less than HS diploma	59.5K	77.3K	76.9%	+1.5%

Source: Esri Business Analyst, 2023

The Library system is in convenient locations to serve *most* communities in need, but there are still gaps.

Libraries such as Chinatown, Main, Mission, Bayview, Portola, Excelsior, and Visitacion Valley are serving communities who need them the most, but their neighboring regions would benefit from additional outreach and engagement.

What is the Library Urgency Index₃

A statistical method for measuring community need for a library branch. San Francisco's Urgency Index is a cumulative score that accounts for communities with:

- Limited English proficiency
- Low educational attainment
- High unemployment
- Limited Internet access
- Far distance from jobs/recreational centers
- High population density
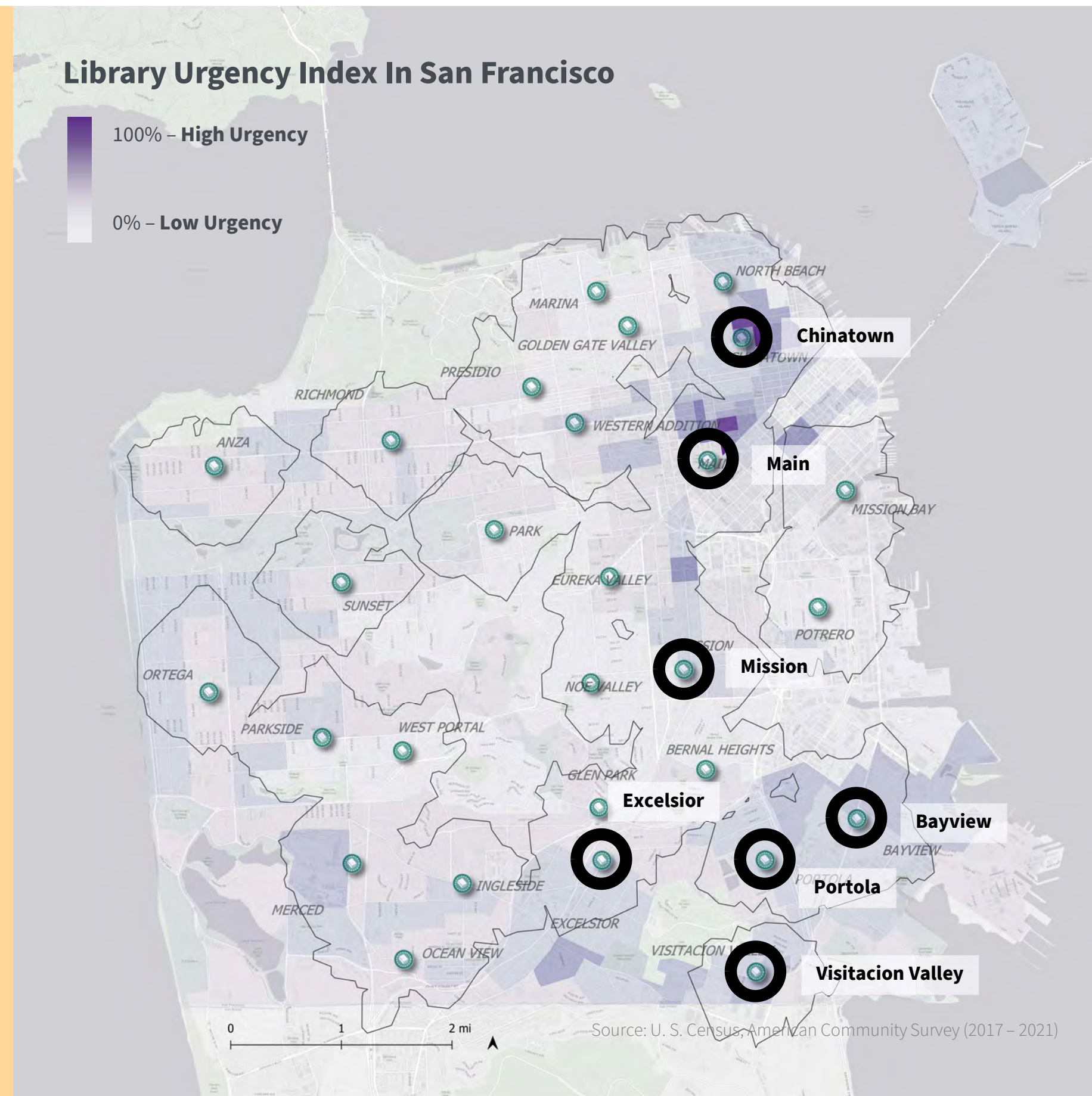
Library Urgency Index In San Francisco

100% – High Urgency

0% – Low Urgency

Source: U. S. Census, American Community Survey (2017 – 2021)

Local Planning & Strategic Plan Review

We examined *four key city department documents* to identify alignment with library goals and potential investment opportunities.

01 ONESF Capital Plan Fiscal Years 2022–31

02 Roadmap to Downtown San Francisco's Future, May 2023 Update

03 San Francisco Recreation & Parks Strategic Plan 2023–27 Update

04 San Francisco Unified School District Strategic Plan 2016–19 & Vision 2025

How This Section Works

Insights consist of two pages:

Page 1 is the Introduction, reflecting a summarized version of the official City document.

Page 2 offers Implications, with specifics about:

- What we learned

- What this means for SFPL

ONESF Capital Plan Fiscal Years 2022–31 OVERVIEW

MISSION: The Fiscal Years 2022–31 City and County of San Francisco Capital Plan is the City's commitment to building a more resilient, equitable, and vibrant future for residents, workers, and visitors of San Francisco. The Plan is a fiscally-constrained expenditure road map that lays out anticipated infrastructure investments over the next decade.

FUNDING PRINCIPLES

Categories used to make trade–offs between competing needs when making financial decisions

1: Addresses Legal or Regulatory Mandate
Improvement is necessary to comply with a federal, state, or local legal or regulatory mandate.

2: Protects Life Safety and Enhances Resilience, including Racial Equity
Improvement provides for the imminent life, health, safety, and/or security of occupants and/or the public or prevents the loss of use of an asset.

3: Ensures Asset Preservation and Sustainability
Asset preservation projects ensure timely maintenance and renewal of existing infrastructure.

### 4: Serves Programmatic or Planned Needs
This set of projects supports formal programs or objectives of an adopted plan or action by the City's elected officials.

5: Promotes Economic Development
Economic development projects that enhance the City's economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

RELEVANT INVESTMENTS

Having recently completed the $196M Branch Library Improvement Program, the San Francisco Public Library is in the process of planning the renovation of three branches.
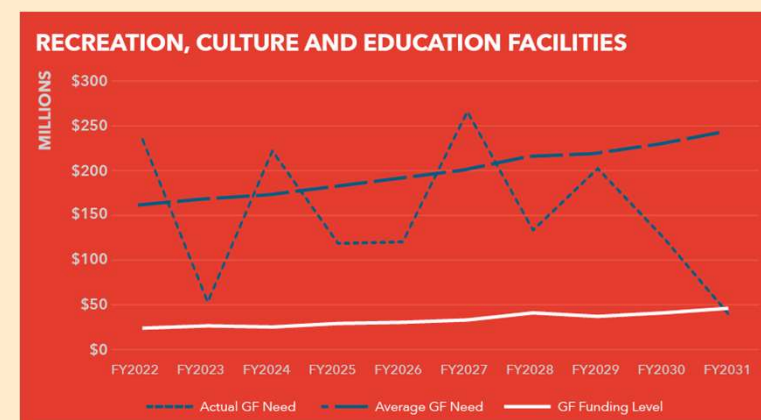
The Plan's capital recommendation for renewal projects from the General Fund (FY22–31)

The overall renewal needs for the City's Recreation, Culture, and Education facilities total nearly $2B over the next 10 years. Given funding constraints, the Plan recommends nearly $372M from the General Fund and other local sources to meet these needs, as shown in the chart above.

Most renewal funds for Parks and Libraries are protected by voter-approved set-asides.

KEY VISUAL: SERVICE AREA MAP

San Francisco's recreational, cultural, and educational resources drive our quality of life and underlie our shared experiences. Keeping these institutions in a state of good repair is a priority. The projects for this service area are estimated to **create over 18,000 jobs** over the next 10 years.
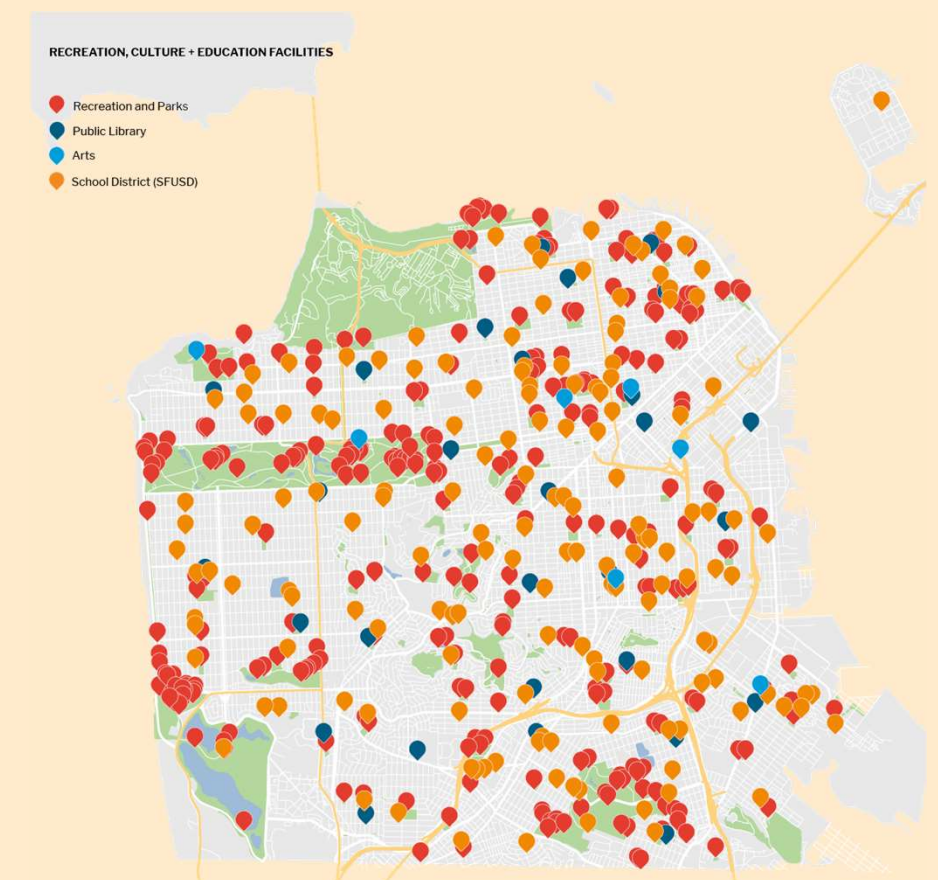
ONESF Capital Plan Fiscal Years 2022–31 IMPLICATIONS FOR SFPL

OVERVIEW: **The current Plan recommends nearly $38B in critical infrastructure improvements over the next 10 years.** This is slightly lower than the previous Capital Plan of $39B, with the decline driven primarily by COVID-19 pandemic-related shortfalls.

01 Library Funding is Safeguarded

Learned: The City faces a substantial requirement of almost $2B for renovating its Recreation, Culture, and Education facilities in the upcoming decade. $186M is appropriated for the San Francisco Public Library.

Implication: There is opportunity to align the SFPL's budget priorities with the recommendations in the Capital Plan.

02 Upcoming Remodels

Learned: There are several renovations underway, impacting the Main Library, Chinatown Branch Library, and Ocean View Library.

Implication: Due to the large scale of planned construction and investment consideration should be given to the context of the goals and future recommendations in the Library's Strategic Plan.

03 SFPL's Role in Climate Resilience

Learned: It is likely that some Library locations will be identified for the installation of enhanced cooling and/or air filtering systems to provide shelter for citizens during smoke or heat days in accordance with the City's strategic plans and desired goals for weather relief centers.

Implication: There is a need for the Strategic Plan to outline other ways that the Library is supporting resilience goals.

Roadmap to Downtown SF's Future May 2023 OVERVIEW

MISSION: The Roadmap responds to San Francisco's current economic context and seeks to advance a new vision for Downtown's role in the City's future.

VISION: "In San Francisco, we don't just face our challenges: we grow stronger in overcoming them." — Mayor London N. Breed

GOALS:
- Economic Recovery
- Shared Prosperity

RELEVANT STRATEGIES

Strategy 1

Ensure Downtown is clean, safe, and inviting with smart and strategic investments that increase public safety and improve street conditions in a coordinated, efficient, and effective manner.

Strategy 4

Make it easier to start and grow a business by creating transparency, streamlining processes, and building out systems to support entrepreneurs in SF.

Strategy 5

Grow and prepare our workforce by preparing San Franciscans for growing industry sectors, as well as new ways to unlock housing production to meet the demands of a growing labor force.

Strategy 6

Transform Downtown into a leading arts, culture, and nightlife destination by creating an entertainment zone and seeding new businesses, events, activities, and experiences for a more vibrant district.

Strategy 7

Enhance public spaces to showcase Downtown by investing and expanding plazas, alleyways, and other public spaces to improve people's experience.
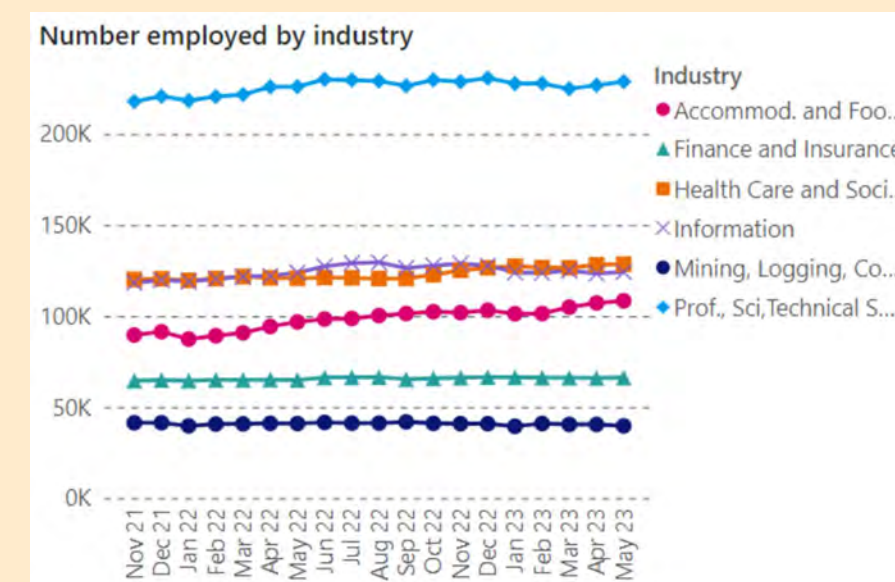
RELEVANT INITIATIVES

The City has begun to advance a series of initiatives and will launch additional programs that support these strategies:

- Continue and grow the Healthy Streets response programs that connect people experiencing homelessness, behavioral health challenges, and addiction with services to keep spaces safe.

- Expand the First Year Free program to reduce operating costs for new business ventures.

- Provide industry–informed training programs that target resources to employers' shifting needs.

- Expand outreach matching job seekers with emerging professional opportunities.

- Supporting public space events and activations that showcase local talent, entrepreneurs, and culture.

- Improvement the permitting process for community events.

- Create new points of interest that attract visitors and encourage gatherings.

KEY VISUAL: SF JOB TRENDS

During the pandemic, most industries experienced a decrease in employment, but the size of the decrease varied, as has the extent of recovery. By the end of 2022, many industries had returned to pre-pandemic levels of employment. The largest industries highlighted in the chart speak to the future of San Francisco. New residents and employees are potential users of SFPL and the wide range of resources it offers.

Number employed by industry

Industry
- Accommod. and Foo...
- Finance and Insurance
- Health Care and Soci...
- Information
- Mining, Logging, Co...
- Prof., Sci,Technical S...

Industries: Accommodation and Food Services; Finance and Insurance; Health Care and Social Assistance; Information; Mining, Lodging, and Construction; Professional, Scientific and Technical Services

Roadmap to Downtown SF's Future May 2023 IMPLICATIONS FOR SFPL

OVERVIEW: The COVID-19 pandemic negatively impacted San Francisco's economy. Post-pandemic, the City has identified new opportunities Downtown and has provided funding to support initiatives to help with economic recovery The following strategies identify where there is potential overlap, offerings, and partnerships that could drive future SFPL growth and evolution.

01 *Creating Safety Networks*

Learned: Through a Public Awareness Campaign, the City plans to educate residents on the 24/7 crisis response teams (Healthy Streets) they can call when they observe situations in need of help.

Implication: As a safe and welcoming resource, SFPL has the opportunity to create an interconnected support network where the San Francisco community and City can come together to discuss and work on public safety.

02 *A Catalyst for new Businesses*

Learned: The City wants to support new, diverse enterprises and fill existing vacancies by removing barriers for small, independent, local businesses, making it easier for them to launch.

Implication: The library can contribute to this strategy by informing the public about available City resources through displays and lectures. In turn, this will bring aspiring entrepreneurs to SFPL.

03 *Unlocking Opportunities for Job Seekers*

Learned: San Francisco acknowledges that a large pool of qualified workers is central to staying competitive, attracting new businesses, and continued growth. The City wishes to connect jobseekers from underemployed communities to promising opportunities.

Implication: Through an investigation of potential partnerships with local businesses and City organizations, SFPL can explore how to spread awareness about local job openings around San Francisco, helping the community to grow and thrive.

04 *Expanding Outreach*

Learned: By leveraging its existing culinary, cultural, and entertainment offerings, and adding new arts, leisure, and recreational experiences Downtown, the City plans to enhance its brand as a unique and vibrant hub.

Implication: The Library can expand its presence and spread awareness about its wealth of resources at large City events, neighborhood festivals, and street fairs through pop-ups allowing SFPL to reach more residents than its current footprint allows.

05 *Enriching Community Events*

Learned: Taking advantage of San Francisco's beautiful parks, plazas, and architecture the City plans to elevate Downtown's prominence as a prime location for gathering, ideation and recreation for workers, residents, and tourists.

Implication: As the City continues to reimagine and identify new areas of interest, SFPL can plan its own community events and morph into a vibrant destination for both locals and tourists, creating an enriching experience.

SFUSD's 2016–19 Strategic Plan & Vision 2025 OVERVIEW

MISSION: Every day, we provide each and every student the quality instruction and equitable support required to thrive in the 21st century.

VISION: Every SFUSD student will discover their 'spark,' along with a strong sense of self and purpose.

GOALS:
- Access & Equity
- Student Achievement
- Accountability

STRATEGIES

Classrooms

Teachers create engaging lessons and rigorous tasks to foster high levels of student learning. Educators assess student progress to improve instruction within a safe and supportive environment that prioritizes positive relationships and a sense of community.

Central Offices

Support strengthening instruction and driving change for improved student outcomes. Superintendent, district leadership, and central offices identify strategies to address barriers to student success.

Schools

Multiple stakeholders collaborate to foster teacher effectiveness, student success, and strong home–school partnerships. They track progress based on the Five Essential Supports: leadership, instructional guidance, professional capacity systems, student-centered learning, and parent-school-community ties (University of Chicago Consortium.)

Policy and Governance

The San Francisco Board of Education and Superintendent drive policy, governance, and resource alignment, advocating for students and educational programs.

RELEVANT STATS & TRENDS

- Globally, the U.S. is well below average in both math proficiency (#22) and literacy skills (#17.)

- More than 23% of San Francisco residents live below the poverty threshold.

- SF has the lowest per capita number of children of any major U.S. city.

- SF's 53,000 public school students are currently more diverse than the city is projected to be overall.

- ~58,000 jobs will be added to the local workforce in the next decade.

- Professional Services, Health and Education, Leisure and Hospitality, Government, and Information sectors will increase their footprint.

- Non-STEM and STEM jobs that require on-the-job training or vocational certificates are increasing.

KEY VISUAL

District Profile

The San Francisco Unified School District ("SFUSD" or the "District") educates 55,320 of San Francisco's pre-K, kindergarten, elementary, middle, and high school age children through a network of 131 pre-K–12 schools, not including charters, located throughout the City and County of San Francisco.
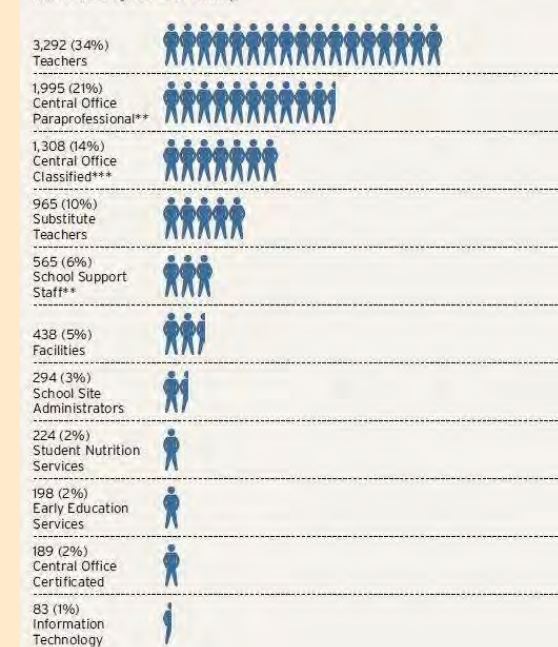
Over 55,000 pre-K–12 Students: Ethnicity by Percent of Population*

36	27	13	12	8	4
Chinese	Latino	White	Other	African American	Filipino

Free and Reduced Lunch: 54%

SFUSD Employees

San Francisco is both a city and a county; therefore, SFUSD's 8,497 FTEs administer both the School District and the San Francisco County Office of Education. This makes SFUSD a "single-district county."

- 3,292 (34%) Teachers
- 1,995 (2%) Central Office Paraprofessional**
- 1,308 (14%) Central Office Classified***
- 965 (10%) Substitute Teachers
- 565 (6%) School Support Staff**
- 438 (5%) Facilities
- 294 (3%) School Site Administrators
- 224 (2%) Student Nutrition Services
- 198 (2%) Early Education Services
- 189 (2%) Central Office Certificated
- 83 (1%) Information Technology

- **12** Early Education Schools
- **64** Elementary Schools (pre-K–5)
- **8** Alternatively Configured Schools (pre-K–8)
- **13** Middle Schools (6–8)
- **19** High Schools (9–12)
- **9** County and Court Schools
- **13** Charter Schools
- **+ 5** Continuation / Alternative Schools
- **143** Schools

*Data Source: CBEDS Oct. 2015
**School Support Staff include counselors, social workers, nurses, family liaisons, IRFs, literacy coaches, psychologists, security guards, clerks, etc.
***Central Office Classified and Paraprofessional FTE totals include positions that are centrally assigned to schools.

SFUSD's 2016–19 Strategic Plan & Vision 2025 IMPLICATIONS FOR SFPL

OVERVIEW: After reviewing the SFUSD Strategic Plan 2016–19 and SFUSD Vision 2025 reports, we have identified overlapping priorities, shared goals, and partnership opportunities that could drive the future growth and evolution of SFPL.

01 *Helping Students Find Their Spark*

Learned: Helping students discover, pursue, and realize their motivating 'sparks'—activities and interests that help them express their personalities and can set the trajectory for the rest of their lives—is seen as central to the SFUSD learning experience.

Implication: By fostering partnerships with their local libraries, students gain access to a wealth of resources, diverse learning opportunities, and supportive environments that encourage exploration, enabling them to fully embrace their individual 'spark.'

02 *Closing the Math and Literacy Gaps*

Learned: The U.S. outspends most countries per student but ranks below average in key skills. SF is the highest-achieving urban district in the state, while at the same time having some of the largest achievement gaps between and among student subgroups, including English Learners, African Americans, Latinos, Pacific Islanders, and students with disabilities.

Implication: SFPL and SFUSD's collective commitment for a more equitable City emphasizes the need for collaboration between school-supporting CBOs and their local branches to help close the achievement gap.

03 *The Community's Role*

Learned: Parents and community members with lessons and skills to share play a vital role in supporting dynamic learning in classrooms.

Implication: SFPL can help create connections between students, their families, and the extended community by exploring intergenerational programming possibilities and providing a safe space for everyone to foster deeper human relationships.

04 *Nurturing Local Talent*

Learned: The future of SF is bright as trends for growth in several high–paying job sectors are expected to continue in the next decade.

Implication: Equipping students early on with skills aligned with emerging industries will ensure that they have the choice to stay and live in the Bay Area. SFPL can help provide spaces for that essential education, training, and certifications to adults and teenagers, ensuring readiness for diverse career opportunities.

05 *Reflecting our Diverse Community*

Learned: San Francisco is an incredibly diverse community and stands to become even more so in future generations.

Implication: There are opportunities to join and bolster efforts with SFUSD in educating students about different cultures as part of expanding on the current exhibitions at SFPL. This will help create community pride and increase the branch visitor diversity.

SF Recreation and Parks Strategic Plan 2023–27 OVERVIEW

MISSION: To provide enriching recreational activities, maintain beautiful parks, and preserve the environment for the wellbeing of everyone in our diverse community.

VISION: Inspiring a more livable city for all, San Francisco's parks connect us to play nature and each other. Inspire, connect, play!

GOALS:
- Respect
- Resilience
- Relationships
- Responsiveness
- Results

STRATEGIES

1: Inspire Space

Keep today's parks safe, clean, and fun while promoting our parks' historic and cultural heritage and building the great parks of tomorrow.

2: Inspire Play

Promote active living, wellbeing, and community for San Francisco's diverse and growing population.

3: Inspire Investment

Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco's parks and programs accessible for all.

4: Inspire Stewardship

Strengthen the City's climate resiliency by protecting and enhancing San Francisco's precious natural resources through conservation, education, and sustainable land and facility management practices.

5: Inspire Our Team

Encourage innovation and cultivate a connected, engaged and aligned workforce that delivers outstanding service.

CORRESPONDING OBJECTIVES

1.1 – 1.4

Develop and improve open spaces, facilities, and parks in high-need and emerging neighborhoods, while preserving and celebrating historic and cultural resources and promoting good park behavior.

2.1 – 2.4

Strengthen recreation programs, prioritize community wellbeing, activate parks through partnerships, and implement equitable initiatives with India Basin partners.

3.1 – 3.3

Increase public investment to meet infrastructure needs and service demands, while enhancing engagement, external communications with park users and patrons, and cultivating philanthropic support.

4.1 – 4.3

Promote conservation, resilience, biodiversity, and children's connection with nature in City parkland.

5.1 – 5.2

Reinforce organizational efficiency, internal communications, collaboration, and support innovation.

KEY VISUAL
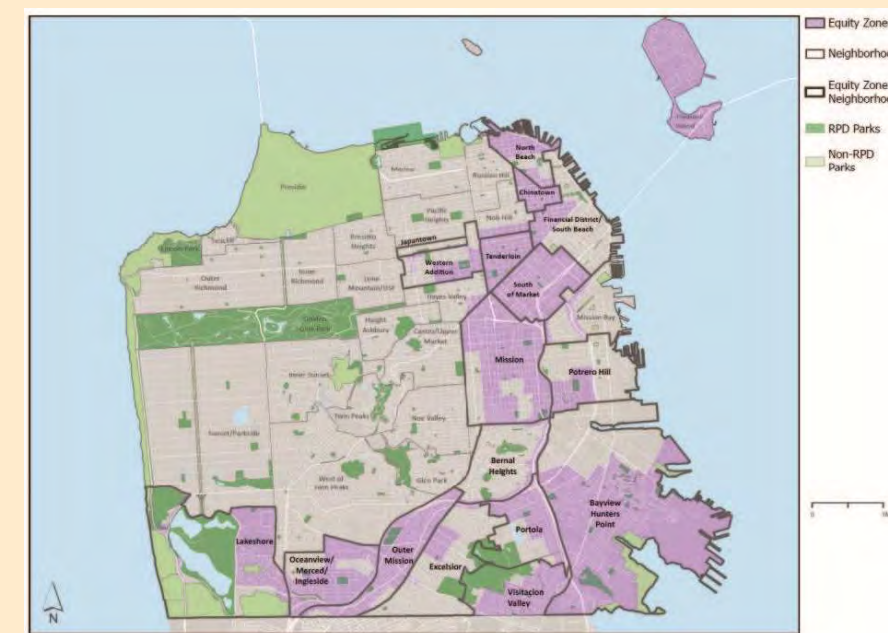
SFRPD has identified Environmental Justice Communities (aka Equity Zones) to focus part of its resources and outreach per California Senate Bill 1000, which requires that cities and counties adopt policies in their General Plan to address environmental justice. Environmental Justice Communities are defined as the census tracts with the top 30% of cumulative environmental and socioeconomic vulnerability across the City in communities of color and low-income communities facing higher pollution and other health risks.

SF Recreation and Parks Strategic Plan 2023–27 IMPLICATIONS FOR SFPL

OVERVIEW: After reviewing the SFRPD Strategic Plan 2023–27 Update, we have identified overlapping priorities, shared goals, and partnership opportunities that could drive the future growth and evolution of SFPL.

01 Shared Havens

Learned: SFRPD wants parks to reflect and help promote the diverse cultures and communities in San Francisco by creating safe and welcoming spaces.

Implication: SFPL and SFRPD can unite in their shared goal to celebrate diversity through thoughtful collaborations. There are several branches and recreational spaces in close proximity to one another that can be the start in this partnership focused on building a more connected community.

02 Amplifying Access

Learned: Promoting information about scholarships, program offerings, and recreational community events in Equity Zones is a priority for SFRPD.

Implication: Both organizations can work towards a more equitable City by spreading awareness around resources offered, contributing to a more inclusive and empowered community.

03 Increasing Connections to Nature

Learned: To increase the City's climate resiliency, SFRPD plans to act as a steward between people and nature through education and conservation.

Implication: There is a unique opportunity for SFRPD and SFPL to form an educational partnership that raises awareness and promotes sustainable practices for a more resilient future.

04 Empowering Staff

Learned: SFRPD is prioritizing its staff in service of other goals by ensuring its team feels supported throughout their careers. They have also outlined specific systems they plan to implement to strengthen organizational effectiveness.

Implication: Recognizing the staff's desire for agency, SFPL and SFRPD can facilitate easy cross-sharing of best practices to enable mutual learning. This commitment will promote staff readiness and professional growth.
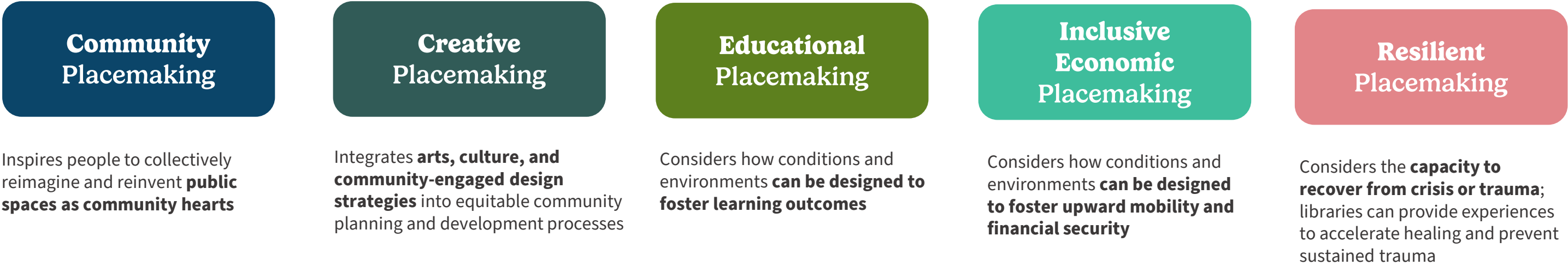
Placemaking Thought Leadership

Placemaking for Public Library Impact

What is placemaking?

Placemaking is the process of creating quality places where people want to live, work, play, learn and visit. The term *place* can be defined as any physical, virtual, or third place (e.g., café.) Placemaking is an emerging practice that the library industry uses to activate its public assets for public good.

The consultant team has defined five varieties of placemaking that SFPL can embrace to inform future strategies and initiatives. The team curated a list of seminal publications to form the evidence of best practices that SFPL can embrace to position the library as a powerful community development tool to enhance the quality of life for residents of San Francisco.

Placemaking Varieties

Community Placemaking	Creative Placemaking	Educational Placemaking	Inclusive Economic Placemaking	Resilient Placemaking
Inspires people to collectively reimagine and reinvent **public spaces as community hearts**	Integrates **arts, culture, and community-engaged design strategies** into equitable community planning and development processes	Considers how conditions and environments **can be designed to foster learning outcomes**	Considers how conditions and environments **can be designed to foster upward mobility and financial security**	Considers the **capacity to recover from crisis or trauma**; libraries can provide experiences to accelerate healing and prevent sustained trauma

Community Placemaking

Note: In the final report, the bolded words will be defined in a glossary of terms

Community Placemaking inspires people to collectively reimagine and reinvent public spaces as the hearts of every community.

2023 ———————————————————— **2016** ———————————————————— **2005**

Our Epidemic of Loneliness and Isolation: The U.S. Surgeon General's Advisory on the Healing Effects of Social Connection and Community

What it is: This report is an urgent advisory and call to action for individuals, governments, workplaces, health systems, and community organizations to make investments in **social connectedness** to ensure the physical, emotional, and civic health of individuals and communities.

How it is shaping the contemporary library: As a critical anchor institution, public libraries have an obligation to demonstrate, facilitate, and educate communities on how and why social connectedness weaves a foundational **social fabric** for a healthy democracy and healthy community.

Strengthening Networks, Sparking Change: Museums and Libraries as Community Catalysts

What it is: The Community Catalyst Initiative and its supporting report outlines how museums and libraries must work in meaningful collaboration with local community-based organizations to spark community change.

How it is shaping the contemporary library: This work draws upon best practices for **collective impact** to provide the library industry with the tools, resources, and approaches to center the community and build coalitions to result in community change, as illustrated in this diagram.

The Engaged Library: Chicago Stories of Community Building

What it is: This seminal report illustrates a variety of ways local libraries contribute to **community development** by organizing the network of community organizations in their library's neighborhoods.

How it is shaping the contemporary library: This work provides the foundational tools and techniques for public libraries to become **community leaders** and organizers. The tools in this document outline actionable strategies that libraries and staff can employ to bring value through **community organizing.**

Creative Placemaking

Creative Placemaking is the intentional integration of arts, culture, and community-engaged design strategies into the process of equitable community planning and development.

2020 — ARTPLACE 10 YEARS

2019 — Community Development INNOVATION REVIEW: Transforming Community Development through Arts and Culture

2010 — Creative PLACEMAKING

ArtPlace America (2010 – 2020)

What it is: ArtPlace America was a ten-year, $150 million collaboration among several foundations, federal agencies, and financial institutions with the mission to position arts and culture as a core sector of equitable community planning and development.

How it is shaping the contemporary library: With the "Translating Outcomes" initiative, ArtPlace created a cross disciplinary and cross-departmental framework for creatives to practice shared outcome goals for community development. The research, methodology, and projects developed continue to provide best practice activation strategies for public libraries.

Innovation Review: Transforming Community Development through Arts and Culture

What it is: As ArtPlace America was sunsetting, the Federal Reserve Bank of San Francisco published the Community Innovation Review and connected a broad range of funders, developers, and communities to expand creative placemaking work in low-income communities to reverse years of disinvestment as a result of redlining.

How it is shaping the contemporary library: As anchor institutions uniquely embedded in disinvested communities, public libraries can activate the strategies and tactics to achieve the Fed's outcome goals.

The Mayor's Institute on City Design: Creative Placemaking

What it is: This revolutionary document positioned the emerging creative placemaking field as a framework for communities to justify investment in the arts as an economic development tool.

How it is shaping the contemporary library: This work encouraged library leaders to leverage their literary and cultural programing strengths to demonstrate economic development value to political leaders. This work launched a movement of library leaders to foster creative economies by offering experiences and resources for all styles of learning and creative expression, fueling creative entrepreneurship.

Educational Placemaking

Educational Placemaking considers how conditions and environments can be designed to foster learning outcomes.

2020   2017   2009
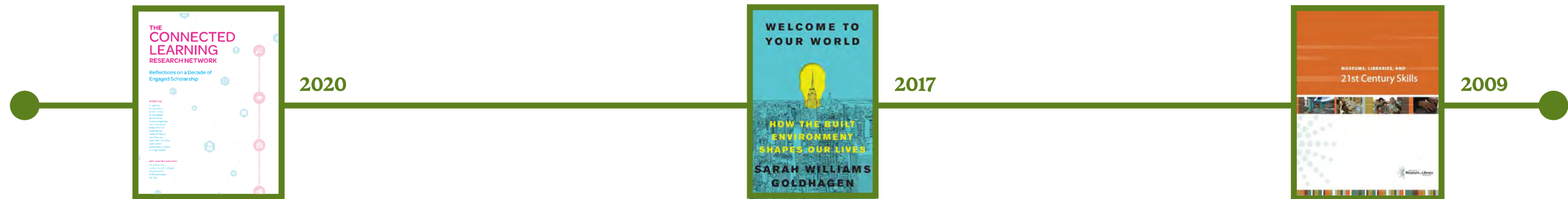
Connected Learning (2020) & YOUmedia (2010– present)

What it is: In 2010, the MacArthur Foundation funded YOUMedia, an initiative to explore how young people learn, play, socialize, and participate in civic life in order to create best practices for re-imaging learning for the 21st century. Connected Learning applies a passion-based learning approach and positions the library as the connector to the resources, mentors, and institutions to foster a fulfilling, purpose-driven, and financially stable life.

How it is shaping the contemporary library: The learnings from this work continue to shape the library experiences and the physical space design of passion-based learning environments for learners of all ages.

Welcome to Your World: How the Built Environment Shapes our Lives

What it is: This seminal book calls designers to center the human experience in physical space design and identifies four essential elements of the built environment to foster healthy communities: nature, people, light, and activity.

How it is shaping the contemporary library: Every choice that does not incorporate the knowledge of environmental psychology to foster healthy communities, competent learners and connected societies compromises the library's mission and limits the ability to create strategic impact.

Museums, Libraries, and 21st Century Skills

What it is: The Museums, Libraries, and 21st Century Skills initiative identifies libraries and museums as essential educational institutions to teach 21st century skills such as communications and technology literacy, critical thinking, problem solving, creativity, civic literacy, and global awareness.

How it is shaping the contemporary library: This comprehensive document continues to challenge public libraries to assert their role as inclusive learning institutions that meet the needs of all styles of learners.

Inclusive Economic Placemaking

Inclusive Economic Placemaking considers how conditions and environments can be designed to foster upward mobility and financial security.

2020 — **2018** — **2007**

Reimagining the Civic Commons (2016–2020)

Building Equitable Cities: How to Drive Economic Mobility and Regional Growth

Making Cities Stronger: Public Library Contributions to Local Economic Development
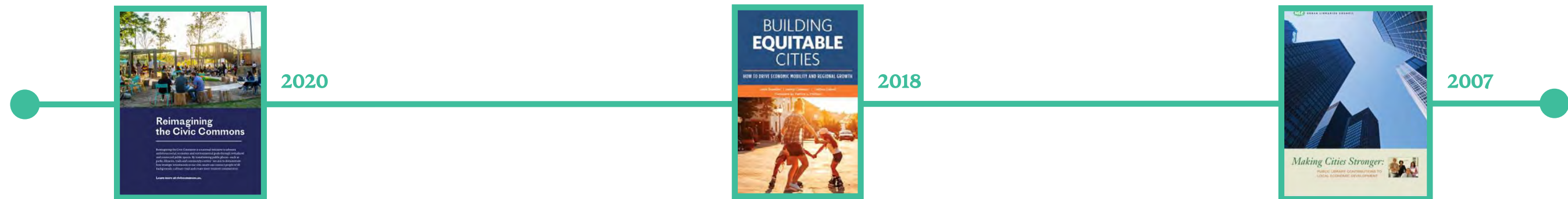
What it is: Reimagining the Civic Commons uses research, recommendations, and case studies to innovate more impactful ways to activate, operate, and manage public spaces to result in social, economic, and environmental benefits for all community members.

How it is shaping the contemporary library: With a focus primarily on public parks and driven by a social justice lens, this work continues to teach the library field best practice techniques of **Placemaking**, **Placekeeping** and **Community Co-Creation**.

What it is: This book provides practical guidance on how private developers and city leaders can and must develop a strategic plan for promoting economic mobility as a part of a broader equity agenda, along with the operational infrastructure and policy development needed to advance that plan.

How it is shaping the contemporary library: Identifying the critical importance of **place-based, people-based initiatives** to build human development and social capital, libraries must leverage this strength to demonstrate that they are community leaders positioned to organize, facilitate, produce, and partner to lead the **equity-driven urban development** agenda in their cities and communities.

What it is: This seminal report highlights the ways in which public library resources and services—particularly early literacy, workforce development, small business support, and physical space development—contribute to individual, family, and community economic vitality.

How it is shaping the contemporary library: The report was one of the first to make the case that libraries are positioned to support the expansion of technology skills, continuous learning, critical research, and local-to-global networks of information that are essential to fueling the contemporary knowledge economy and fostering economic mobility.

Resilient Placemaking

Resilient Placemaking considers the capacity to recover from crisis or trauma; libraries can provide experiences to accelerate healing and prevent sustained trauma.

Present   2021   2018

The Bass Center for Transformative Placemaking at The Brookings Institution (2018–present)

Understanding the Social Wellbeing Impacts of the Nation's Libraries and Museums

Palaces for the People: How Social Infrastructure can Help Fight Inequality, Polarization, and the Decline of Civic Life

What it is: The Bass Center focuses on generating inclusive economies and resilient cities to foster community wealth and health. Transformative Placemaking is distinguished by working at large scales and integrating systems to create city-wide resiliencies incorporating the dynamic ecosystem of institutions, infrastructure, and policies.

How it is shaping the contemporary library: Because public libraries are trusted partners able to connect community organizations strategically and at scale, they are a powerful vehicle for generating place-based initiatives that advance community health and resiliency.

What it is: This study explores how social wellbeing is related to the presence and utilization of museums and public libraries across the country.

How it is shaping the contemporary library: This document explicitly calls on libraries to catalyze their dynamic networks and actively contribute to their community's social wellbeing. It provides frameworks and assessment structures to build coalitions around shared outcome goals and assessment methods.

What it is: This book introduces the concept of **social infrastructure** as the vehicle to bring together a divided society and use places in communities to build the social resiliencies critical to a strong social fabric and democracy.

How it is shaping the contemporary library: Klinenberg positions the public library as an essential anchor institution, making a strong case for the value of the physical places and organizations that shape the way people interact. Klinenberg argues that a community's resilience correlates strongly with the robustness of its social infrastructure.

Placemaking at a Glance

The following case studies exemplify the placemaking concepts discussed in the previous slides.

How San Francisco is adopting inclusive place management to revive its Civic Center Plaza

How mobile placemaking in Omaha, Nebraska is supporting the city's Black commercial corridors

How a Massachusetts town is investing in social infrastructure to rebuild its Main Street

How a New Haven library is connecting residents to the city's innovation economy

How Cleveland's innovation district is advancing equity through a new kind of anchor institution

How an Atlanta park is connecting people to housing through place-based social service provision

How a Baltimore makerspace is encouraging trust between local residents, businesses, and institutions
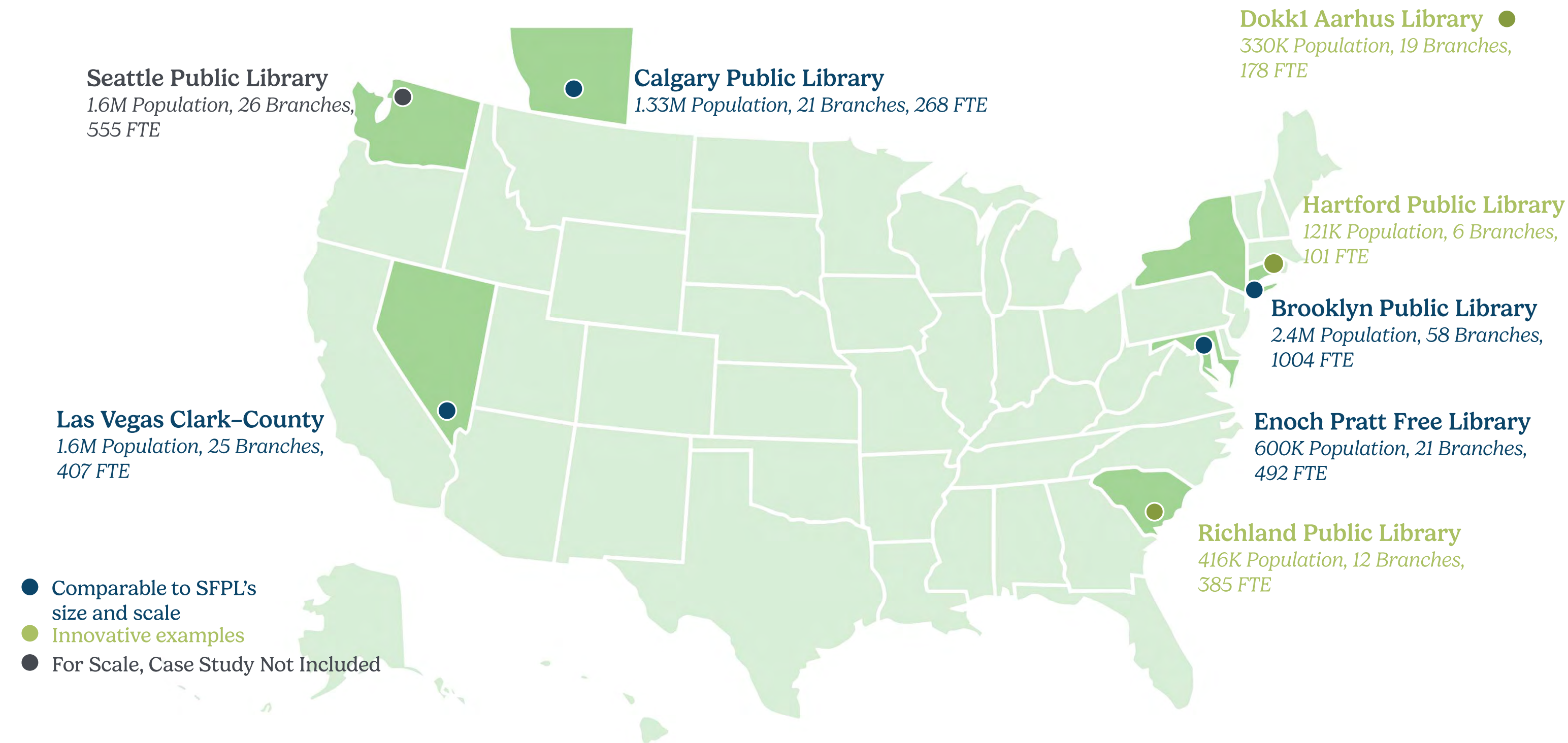
How Little Tokyo, Los Angeles is approaching community-led recovery through arts and culture

Library Landscape

We explored libraries similar in size to SFPL and smaller, innovative libraries to learn about current pursuits and how strategies are shifting.

Dokk1 Aarhus Library ●
330K Population, 19 Branches, 178 FTE

Seattle Public Library
1.6M Population, 26 Branches, 555 FTE

Calgary Public Library
1.33M Population, 21 Branches, 268 FTE

Hartford Public Library
121K Population, 6 Branches, 101 FTE

Brooklyn Public Library
2.4M Population, 58 Branches, 1004 FTE

Enoch Pratt Free Library
600K Population, 21 Branches, 492 FTE

Las Vegas Clark–County
1.6M Population, 25 Branches, 407 FTE

Richland Public Library
416K Population, 12 Branches, 385 FTE

● Comparable to SFPL's size and scale
● Innovative examples
● For Scale, Case Study Not Included

SFPL in context

San Francisco Public Library	Las Vegas-Clark County Library	Seattle Public Library	Calgary Public Library	Brooklyn Public Library	Enoch Pratt Free Library
875K People 27 Branches 672 FTE	1.6M People 25 Branches 407 FTE	1.6M People 25 Branches 407 FTE	1.3M People 21 Branches 268 FTE	2.4M People 58 Branches 1,004 FTE	602K People 21 Branches 492 FTE
11.4M Material Circulated	**9.5M** Material Circulated	**9.2M** Material Circulated	**17M** Material Circulated	**7.6M** Material Circulated	**1.2M** Material Circulated
4.2M Items in Collection	**3.3M** Items in Collection	**1.7M** Items in Collection	**600K** Items in Collection	**29M** Items in Collection	**2.2M** Items in Collection
2.4M Library Visits	**3.5M** Library Visits	**783K** Library Visits	**7M** Library Visits	**1.8M** Library Visits	**179K** Library Visits
101K Children and Adult Program Attendance	**550K** Children and Adult Program Attendance	**25K** Children and Adult Program Attendance	**19K** Children and Adult Program Attendance	**13K** Children and Adult Program Attendance	**69.9K** Children and Adult Program Attendance
6.2M Unique Page Views	**1.5M** Unique Page Views	**5.2M** Unique Page Views	N/A Unique Page Views	**4.5M** Unique Page Views	**1M** Unique Page Views
$186M Total Operating Revenue	**$80.9M** Total Operating Revenue	**$100M** Total Operating Revenue	**$56.6M** Total Operating Revenue	**$158M** Total Operating Revenue	**$61M** Total Operating Revenue

NOTE: Data extracted from the Institute of Museum and Library Services (IMLS) FY21 Public Libraries Survey and/or annual reports from each library

Library Industry Shifts

Today's libraries are resilient, embodying a commitment to lifelong learning, community empowerment and inclusivity. With a steadfast dedication to equipping patrons with 21st-century skills and fostering passion-based learning, libraries serve as vibrant centers deeply rooted in their neighborhoods. However, amidst their strengths lies a pressing need for evolution. Challenges loom in expanding their focus beyond books, forging robust community alliances and addressing complex societal issues. In response, contemporary libraries are on a transformative journey, aiming to fortify social infrastructure, curate holistic learning experiences and embrace a more relational approach to service delivery. These shifts are shaping libraries into dynamic hubs for personal growth and community cohesion.

01 Designing for the Community

The industry is utilizing human-centered design approaches to be more responsive to community needs.
Example: Calgary Public Library's Design Thinking Approach to Crisis Response

02 Embracing Experiential Learning

Libraries are adopting experiential learning models through place-based programming to foster inclusive and equitable experiences.
Example: The Bubbler at Madison Public Library

03 Investing in Staff Design Skills

The industry is investing more in staff capacity building around new skills and talents that enable community-driven service design and cross-functional team collaboration.
Example: Brooklyn Public Library's Incubator

04 Deepening Partnerships

Libraries are expanding their current partnership models to deepen relationships that create collective community impact and align with shared city and community-wide priorities.
Example: Raising Las Vegas

05 Aligning Staff Interests

Staff are being leveraged for their skillsets and encouraged to apply their passions to amplify strategic goals and programs.
Example: Prince George's County Strategic Plan Implementation [will link to page in appendix]

06 Designing for Experiences

Library facilities are shifting from focusing on collections storage to prioritizing people-centered activities designed for learning outcomes and social experiences using placemaking principles.
Example: Library as Studio

07 Funding for Innovation

Libraries are diversifying their funding sources to include a combination of local, philanthropic and grant funding to generate more innovative offerings.
Example: Chicago Public Library

08 Measuring Social Well-being Impact

The industry is adopting emerging social impact measurement tools first used in other fields, crucial for assessing institutions' role in their communities' well-being.
Examples: IMLS report and Collective Wellbeing Mapping

Las Vegas-Clark County Library District

Innovative collective impact partnerships, economic empower-ment, and cultural placemaking through facilities design helps foster upward mobility.

1.7M
Population

25
Branches

407
FTE

Facilities Master Plan
Placemaking Initiative

Designed as an extension of the Strategic Plan: Vision 2020, this FMP called for a system-wide approach to activate facilities for community, culture, family learning, project -based learning, school support, and career services. For example, the East Las Vegas Library, serving a large Latinx population, is designed with a plaza to host car shows, a large community room to host Quinceaneras, and a community café that sells Mexican food.

City-Wide Childcare Resource Enhancement
Raising Las Vegas, ULC Innovation Award

Through a Collective Impact structure, "Raising Las Vegas," the Library worked with over 100 childcare providers, training on early childhood development as well as providing visits to the library, licensing support for business subsidies, business and financial literacy classes, and home ownership assistance.

Workforce Development
One-Stop Career Centers

To bridge socioeconomic gaps, LVCCLD used federal funds to integrate "One-Stop," its workforce development centers, in libraries throughout the district. Leveraging LVCCLD's spaces, the program support the whole family with after-school homework help, maker programs, immigrant services, English Language acquisition assistance, and career and workforce training. One-Stop has achieved unprecedented success and driven rising retention of co-located programs.
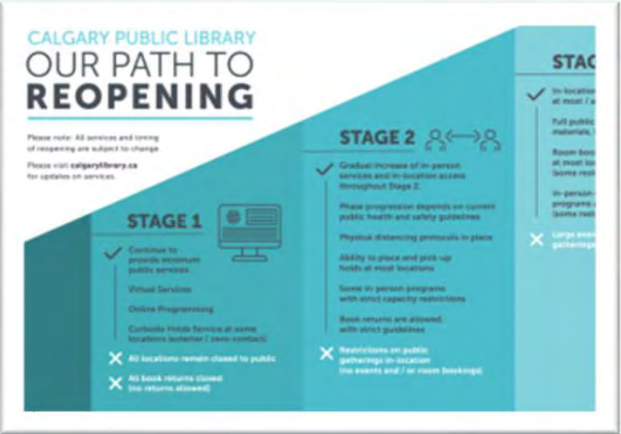
Calgary Public Library

Design thinking and problem-solving approaches push boundaries, delivering equity, lifelong learning, and collaboration to the community.

Identifying Key Needs with Service Design
CPL's Path To Reopening—Crisis Response

11 virtually-identified service design projects offer a multi-tiered response to COVID-19 through crisis communications, urgent community support, critical baseline service, and staffing. The shift in staffing through contactless and virtual support methods enabled CPL to reopen and adapt during the pandemic lockdown.

Learning Through Play
Library School

A program in partnership with the Calgary Public School system where students and teachers can delve deeper into local arts, books, and learning through play. Students interact with resident historians, artists, and musicians to discover how the library can be a place for lifelong learning that extends beyond books. Participants spend a week in the library focusing on a passion project.

Understanding Culture
Indigenous Placemaking Program

This initiative develops traditional and contemporary artworks that promote understanding of indigenous peoples and cultures. The creation of these works also added indigenous languages to the library collections and CPL's Languages Resource Center. The result is an inclusive space for sharing and gathering, where all communities to learn and grow together.
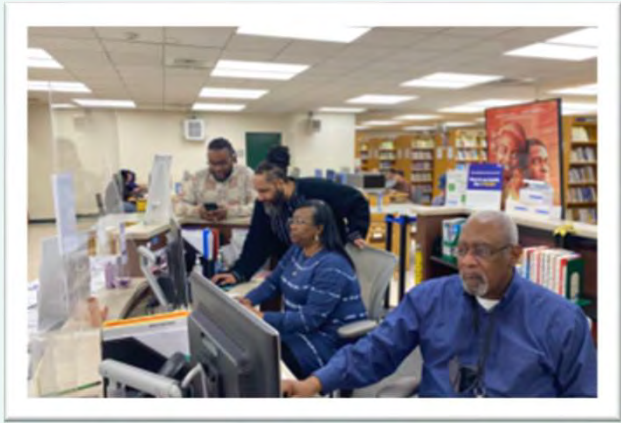
1.33M	**21**	**268**
Population	Branches	FTE

Brooklyn Public Library

A hyper-local focus on Brooklyn's diversity resulted in ambitious exhibits, innovative programs, and neighborhood development through strategic partnerships and staffing.

Internal Curriculum and Mentorship Development
BKLYN Incubator

BKLYN Incubator ensures that BPL's work is responsive to the community by helping build public programs and services from the ground up. The program provides a curriculum and mentorship through a competitive process where winning ideas receive funding and implementation assistance. Some winning ideas are AniTomo, ARTmobile, Red Hook Improv, and Hackathon.

Realigning Resources Through a Trauma-informed Lens
Branch Tap-Ins, ULC Innovation Award

Branch Tap-Ins are designed to reposition team engagement, reconnect staff, and strengthen collective culture. Each week an interdepartmental mix of administrators take over a branch while the local staff enjoys an offsite team building retreat. This effort realigned staff support and resources through a trauma-informed lens, resulting in improved relationships and a renewed commitment to the mission.

Influencing Library Membership on a Global Scale
The Book of HOV, JAY-Z Exhibit

BPL collaborated with Roc Nation for the Jay–Z exhibit, creating limited-edition library cards that sparked a surge in membership. The immersive exhibit, commemorating 50 years of hip-hop, is the only one of its kind to be housed in an active public space. Every BPL branch is offering a unique card, encouraging patrons to visit locations across the borough.

2.54M	58	1,004
Population	Branches	FTE

Enoch Pratt Free Library & Baltimore County Public Library

Leveraging strategic partnerships and realigning staff skillsets to support urgent socioeconomic gaps to successfully reach underserved communities.

Staff Training and Coalition Building
Entrepreneur Engagement Group

Training for library staff to work with small business owners to help them set up and run their own businesses. The training involved partner-led classes and guided access to e-resources, offering free classes on marketing, business strategies, and other small business-building basics.

Peer-to-Peer Counselling
Peer Navigators

In partnership with Maryland Peer Advisory Council, Peer Recovery Specialists serve as role models and provide a safe, non-judgmental space that promotes overall wellness. This program is for individuals with lived experience or who have loved ones with a history of substance misuse, mental or behavioral health challenges, and recovery. A grant from CareFirst BlueCross BlueShield was leveraged to help people deal with trauma and get guidance on supporting loved ones.

Providing Equitable Access to Civil Services
Mobile Library Law Center, ULC Innovation Award

The Mobile Library Law Center was designed to reach communities in underserved areas, offering free legal services and helping overcome transportation barriers. The vehicle is equipped to assist a variety of issues including expungements, custody/visitation/divorce, and foreclosures.

600K	21	492
Population	Branches	FTE

Hartford Public Library

Investments in community-driven staff competencies through human-centered design to generate social enterprise innovations, build generational wealth, and heal racial disparities.

Innovation Highlights

Collocating to Meet Community Needs
HPL Barbour

The Swift Factory at HPL Barbour is a stand-alone campus that provides services to foster upward mobility with programs like the Food Justice Pantry, immediate capital and financial literacy courses through Chase Bank, and a Workforce Development training center. The library and Factory campus is adjacent to affordable housing developed by Community Solutions.

All-encompassing Citizenship Service Approach
The American Place

TAP (a division of HPL) is a leader in citizenship services, connecting newcomers with services and resources to facilitate resettlement, education, and career transitions. At HPL Downtown, TAP will be integrated into the Entrepreneurial Center, HPL Studios, and UConn partnership spaces to further strengthen a 'wraparound service' to foster financial freedom, passion-based learning, and educational opportunities.

Fostering Local Social Enterprises
HPL Studios and HPL Imprint

HPL is currently launching HPL Studios, a media center for film production, sound recording, and music making, as well as the HPL Imprint, a small-scale publishing house. HPL will be the first library system in the country to connect individuals and start-ups to resources, experts, and funding to benefit the city's growth and individual's success.

121K	6	101
Population	Branches	FTE

Dokk1 Aarhus Public Library

Design thinking mindsets and an adaptable library responsive to community needs provides a range of public facilities for open, democratic experiences.

330k
Population

25
Branches

407
FTE

Innovation Highlights

New Learning Formats
Albus Festival

Albus is a biennial international children's literature festival organized in collaboration with the Aarhus municipality. With special focus on new literature formats of literature, patrons can meet authors, experience theatre, and reading concerts, while participating in creative workshops and competitions. Authors, illustrators, researchers, communicators, and publishers come together to celebrate the full diversity of children's literature.

Leading the Next Gen of Library Professionals
Next Library

DAPL is leading staff and professional growth with the Next Library event, an international gathering for forward-thinking library professionals, partners, and organizations pushing boundaries to support 21st century learning. Satellite conferences have been held in Chicago and Berlin.
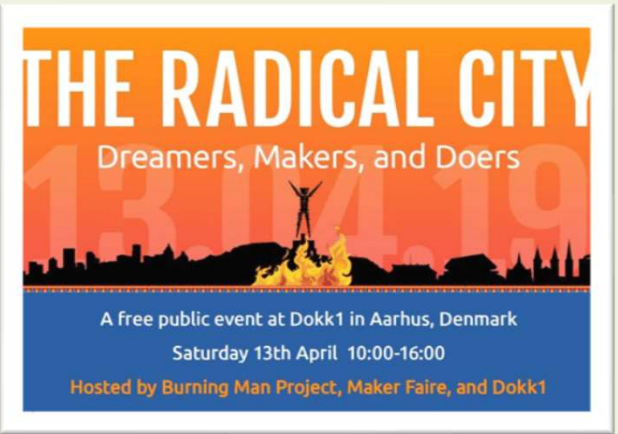
Facilitating Community Events
Radical City

Burning Man Project, Maker Faire, and DAPL partnered and co-hosted 60+ public, all-ages activities in Aarhus's South Harbor district as part of "Radical City: Dreamers, Makers and Doers" at Dokk1 public library. DAPL has hosted Maker Faire for five years, paving the way for a site-specific pop-up at Burning Man 2019. The activities and events explored the role of citizens in temporary and permanent cities.

Richland Library

Applying human-centered design to reimagine facilities, encourage racial equity conversations, and lead community-based economic development solutions.

416K	**12**	**385**
Population	Branches	FTE

Innovation Highlights

Place-based Innovation
Library as Studio

Library as Studio re-imagined library buildings as spaces for innovators to learn, create, and share. Richland Library leads Columbia's creative economy by providing experts, spaces, technologies, partnerships, and resources for all styles of learners to flourish. A free support system offers the co-working and meeting spaces, art studios, and performance spaces required for passion-based learning, new business start-ups, and creative expression.

Facilitating Racial Equity Conversations
Let's Talk Race Curriculum, ULC Innovation Award

Designed for libraries, museums, non-profits, and educational and community organizations, the Let's Talk Race Curriculum provides facilitation techniques, conversation guides, and toolkits to create opportunities for civic engagement. The team consists of diverse staff members who have been trained to lead discussions on race, bias, inclusivity, and equality.

Creative Problem-solving for Communities
Do Good Columbia, ULC Innovation Award

The library leads Do Good Columbia, a two-day community problem-solving workshop and brings together diverse stakeholders to develop creative solutions to community problems. In 2023, Do Good Columbia's design challenge is to strengthen support and collaboration among those working on issues of housing insecurity and homelessness.

Bonus round!
Other libraries offering cool and innovative programming

Activating Connected Learning
Memphis Public Library

Designed to foster connected learning and YOUmedia best practices, the 8,300 square foot teenage learning facility Cloud901 activates a creative process to develop 21st century skills including innovation, collaboration, critical thinking, and problem solving at no cost. In addition to exposing teens to state-of-the-art technology, CLOUD901 translates that knowledge into career pathways, college opportunities, and workforce entry.

Making the Library Cool
Wilmington Library

The Wilmington (DE) Institute Free Library won an IMLS Honor Award in 2022 for making the library appealing to audiences through celebrity events, talks, musical performances, and poetry slams. Guests include KRS-ONE, Master P, and the cast of In Living Color. Celebrating the diversity of the community, the events have increased library attendance and downtown development.

Connecting through Making
Madison Public Library

The Bubbler at Madison Public Library is a hub that connects artists to the community and the community to artists through free hands-on making, exhibitions, and community-wide events. By activating spaces in partnership with local non-profits, a new service model emerged, positioning the library as a connector and coordinator and exponentially increasing programming capacity.

Fostering the Creative Economy
San Diego Public Library

SDPL launched a quarterly workforce development program to train young adults in filmmaking. After the six-week program, students are deployed into branches for a paid internship program to help capture and communicate their stories. To support the creative economy, interns are paired with mentors and given paid stipends, transit passes, and a clothing allowance.

Key Takeaways

Regardless of size, scale, and total operating revenue, libraries with a strong vision can use their resources strategically to generate community impact.

01 Design for Experiences and Learning Outcomes

Libraries are adopting models for equitable community development, place-based programming and placemaking to create experiences.

02 Community-Driven Design

Libraries are focusing on human-centered design and service design models to respond to community needs.

03 Long-Term Staff Development

Libraries are investing in staff development, shared values and culture in the first through fifth years to lay successful foundations for strategic work. Year one is focused on values alignment and culture building.

04 Optimized Funding Sources

Libraries are maximizing their funding sources through more stable federal funds as well as foundation support to generate more innovative offerings.

05 Deepening Partnerships

Libraries are embracing and amplifying their current partnership models to deepen relationships that create collective community impact.

06 Re-thinking Facilities Design

Facilities are being designed to deliver critical resources through co-location models and innovative placemaking strategies.

07 Assessment and Measurements

Shifting towards social well-being indicators and project-based assessments to measure impact.

08 Expertise Alignment

Staffing models are being redesigned to facilitate and activate library offerings, provide expertise, and align passions to maximize experience, learning goals, and utilization.

Space Activation for Strategic Priorities

This conceptual diagram illustrates potential new or modified spaces that may be used to deliver against each of the Strategic Priorities. The space types identified in this diagram represent potential future dedicated areas to activate throughout SFPL's 28 locations, modified multi-purpose areas and off-site partner activations and mobile outreach strategies. Portrayed here are just some of the ways in which we can activate our spaces and work with our partners in meaningful ways while making changes that embrace our new Strategic Priorities. In addition to the implementation of this Strategic Plan, these ideas will be explored further through a future Facilities Master Plan.

Activation Opportunities

- New Immigrant Centers
- Social Services
- Meeting Rooms
- Thoughtful Navigator
- Gathering Spaces
- Community Catalyzer
- Cafe-like Lounges
- Outdoor Activity Spaces
- Content Creation Studios
- Exhibit & Gallery Spaces
- Cultural Amplifier
- Performance Spaces
- Learning Spaces
- Youth Development Zones
- Literacy Champion
- Early Childhood Spaces
- Special Collection Area
- Technology Areas
- Resource Provider
- Recording Studio

Industry Examples of Programs that Align with Strategic Priorities

COMMUNITY CATALYZER

Let's Talk Race Curriculum at Richland Library:
Designed for libraries, museums, non-profits, educational and community organizations, Richland Library's Let's Talk Race Curriculum provides user-friendly resources like conversation guides and best practices for facilitation to foster impactful dialogue about challenging race-related topics and build relationships between people from different backgrounds.

THOUGHTFUL NAVIGATOR

Digital Navigators at Durham County Library:
At the Durham County Library, Library staff guide patrons to where to learn technology skills, get connected to low-cost devices and access affordable internet at home. Digital Navigators host sessions both on and off-site, including at local senior centers, family shelters and community events.

LITERACY CHAMPION

New Immigrant Center at Hartford Public Library:
The American Place at Hartford Public Library (Hartford, CT) offers wide-ranging support for immigrants transitioning to the Unites States by providing trainings in digital, financial and English literacy.

CULTURAL AMPLIFIER

Jay Z Exhibit at Brooklyn Public Library:
An immersive experience showcasing never-before-seen images, art and ephemera from one of Brooklyn's most influential artists. The exhibit honors the musical and cultural icon and engenders local pride and inspiration.

RESOURCE PROVIDER

Innovation Hub at New Haven Free Public Library:
Ives Squared at the New Haven Free Public Library is a high-tech center for innovation and collaboration designed to inspire and augment the vibrant civic and entrepreneurial culture of its community with a maker space, co-working areas and more.

References

SFPL Strategic Planning Initiative

March 2024

Glossary

Civic engagement

Active individual or collective participation in society, such as through volunteering, protesting or voting, that aims to address and resolve community issues, engage with current affairs and invest in the public good.

Community needs

The missing but essential resources needed by individuals and communities for a vibrant quality of life. The process of identifying community needs surfaces the root causes of the present gaps in essential services and has become a critical tool to assess organizational priorities and impact goals.

Co-creation

An approach to building resilient neighborhoods, organizations, services and products achieved through sustained, coordinated, active and scaled participation involving the end users who will directly benefit from the evolved offerings.

Creative economy

Economic activity driven by contributions from art, culture, design and innovation industries, leveraging individual and community talent.

Critical literacies

The essential competencies needed to survive, thrive and engage in today's society, including those listed in IMLS's 21st century skillsets: information, communications, technology and civic literacy.

Cross-functional

An intentional team structure that unites people from different areas of an organization to work towards a common goal based on the belief that diverse perspectives and expertise create stronger outcomes.

Cultural exchange

The exchange of ideas, feelings, stories and customs from people of different backgrounds in a way that sparks dialogue and fosters cultural understanding.

Developmental milestones

A set of physical, cognitive, emotional and social abilities people are expected to attain by certain ages throughout their lifetime.

Digital equity

The condition in which all individuals and communities have access to the devices, internet, digital resources and know-how needed for full participation in society, democracy and the economy.

Growth mindset

The belief that one's abilities, circumstances and opportunities are not innate or fixed but rather advanced through effort and learning.

Health equity

Ability to attain one's full health and well-being potential regardless of race, gender, geography, socioeconomic standing or other factors that have historically impacted quality of care.

Holistic development

Developing a wide variety of factors that shape an individual's growth and affect their quality of life in social, emotional, physical, mental and intellectual capacities.

Glossary

Human-centered

A participatory and iterative approach to problem-solving that centers the needs, circumstances, behaviors and emotions of the individuals and communities impacted.

Library of things

A collection of loanable non-traditional library items such as instruments, sports equipment, home tools and more.

Service model

The various ways organizations approach delivering value to their users.

Kindergarten readiness

The comprehensive social, emotional and learning skills known to ensure a successful foundation for lifelong learning and impact future educational outcomes. Assessed skills may include a child's ability to follow two-step directions, write their name and identify shapes, letters or numbers.

Out-of-school-time learning

A broad array of supervised, enriching and consistent programming for youth to participate in outside of the traditional classroom.

Socioeconomic mixing

The intentional exposure to and relationship building between people of different socioeconomic backgrounds to bridge the divides of race, income, geography and belief, improving community trust and promoting economic mobility.

Learning loss

Delays or reversals in academic progress and skill-development due to education gaps and disruptions, from summer break to chronic absenteeism.

Personal growth

The act of developing one's own abilities and potential.

Whole Family Support

An approach to lifelong learning that intentionally places equal emphasis on providing services and opportunities for the child and their caregivers, bolstering outcomes for all involved.

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