



Vision 2030 – Implementation Update

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Agenda

1: Vision 2030 Background

2: Implementation & North Star Metrics Framework

3: City Priorities Alignment & Initiatives



Why Vision 2030?

FORUM: You can literally hear the changing culture of libraries

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New Report Examines Evolving Role Of Public Libraries In Media Literacy And News Access

Moving Libraries Forward in an Ever-Changing World

[How Library Science Principles Power Community AI Literacy.](#)

[The Librarian's New Role: Knowledge Discovery.](#)

"A Democratic, Equitable, and Vibrant San Francisco for Everyone"



Vision 2030

San Francisco Public Library
Strategic Plan: 2024-2030



SFPL's Strategic Evolution

Pre-2017

Pre-RSA (Research, Strategy & Analytics unit)

2017 – Present

Establish reliable and valid data infrastructure

Future

Vision 2030 metric-driven priorities & operations



San Francisco Public Library

Vision 2030



Vision

A democratic, equitable and vibrant San Francisco for everyone

Mission

Connect our diverse communities to learning, opportunities and each other

Values

Well-being • Community • Equity • Collaboration • Exploration

Strategic Priorities



Literacy Champion

Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.



Cultural Amplifier

Facilitate cultural experiences that celebrate and deepen understanding of the diverse communities of San Francisco.



Community Catalyzer

Foster experiences both within and beyond the Library that create and strengthen social connections.



Thoughtful Navigator

Serve as a caring and knowledgeable gateway, helping people find and use library, community and city resources to realize their goals.



Resource Provider

Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.

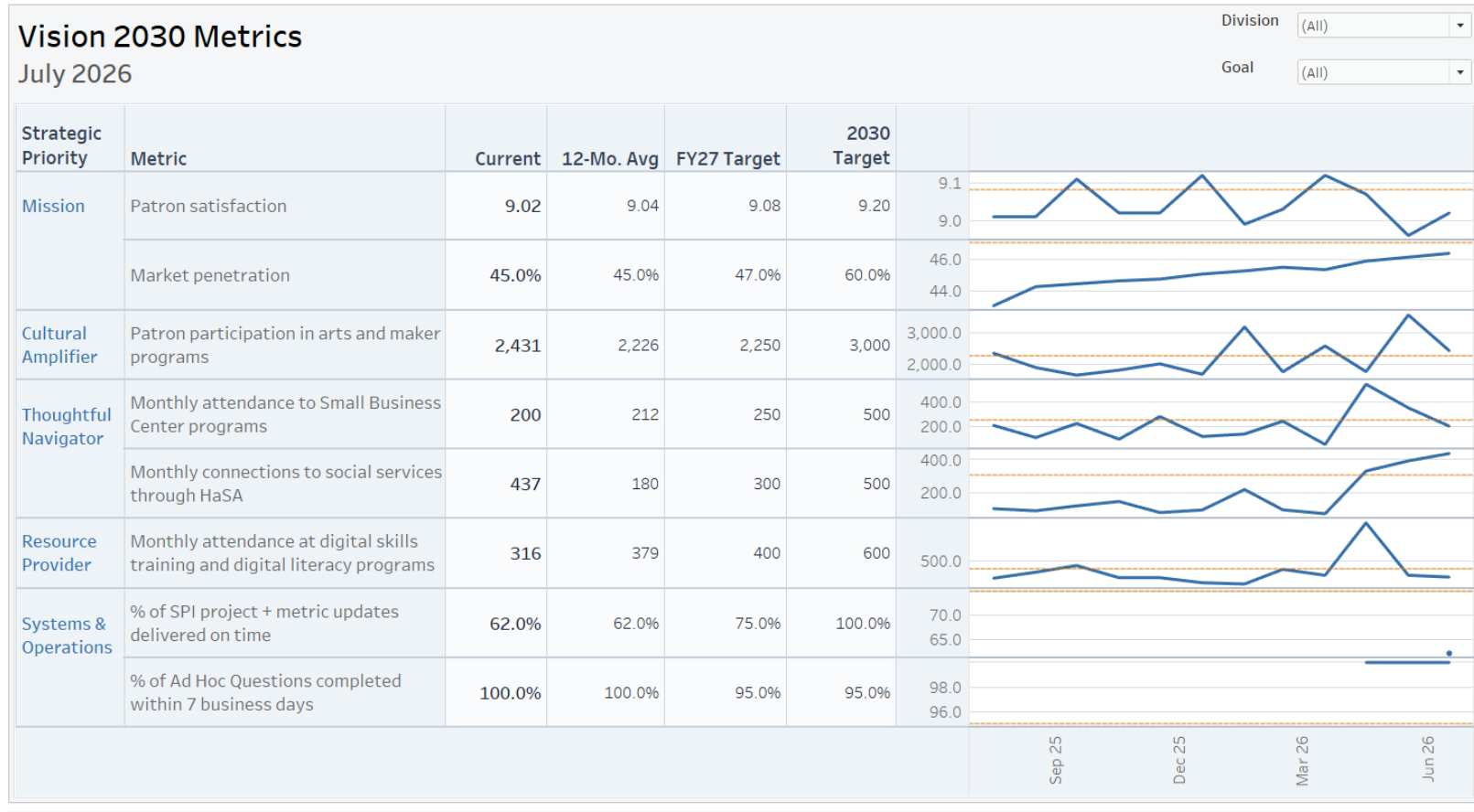
SFPL North Star

Connect our diverse communities to learning, opportunities and each other

- The verb, our role:
CONNECT
- How do we measure connection?

Metrics & Targets...

- ✓ Support on-the-ground insight and expertise
- ✓ Define + measure success
- ✓ Set clear long-term goals
- ✓ Enable prioritization



Measuring Success



Mission-Level Metrics (“Connection”)

Market Penetration

How many people are we connecting with?

Dwell Time

Are we meaningfully engaging with the people we connect with?

Patron Satisfaction

Are people happy with the connections they make with the library?



Example Strategic & Divisional Metrics

Strategic Plan	Metric
Literacy Champion "Expand the impact and scope of current core literacy programs to support reading and writing skill development for all ages"	Project Read – Adult Literacy Outcomes
Thoughtful Navigator "Take a warm approach to orient newcomers to the neighborhood and branch, fostering a sense of belonging"	Churn rate for new cardholders
Systems & Operations "SFPL's internal systems are optimized and resources are used effectively to maximize impact"	Percentage of internal IT tickets closed within Service Level Agreement standards



How Metrics Work – 3 Phase approach for each metric

Phase 1: Define the metric and data source

Phase 2: Establish baseline and target

Phase 3: Move the needle



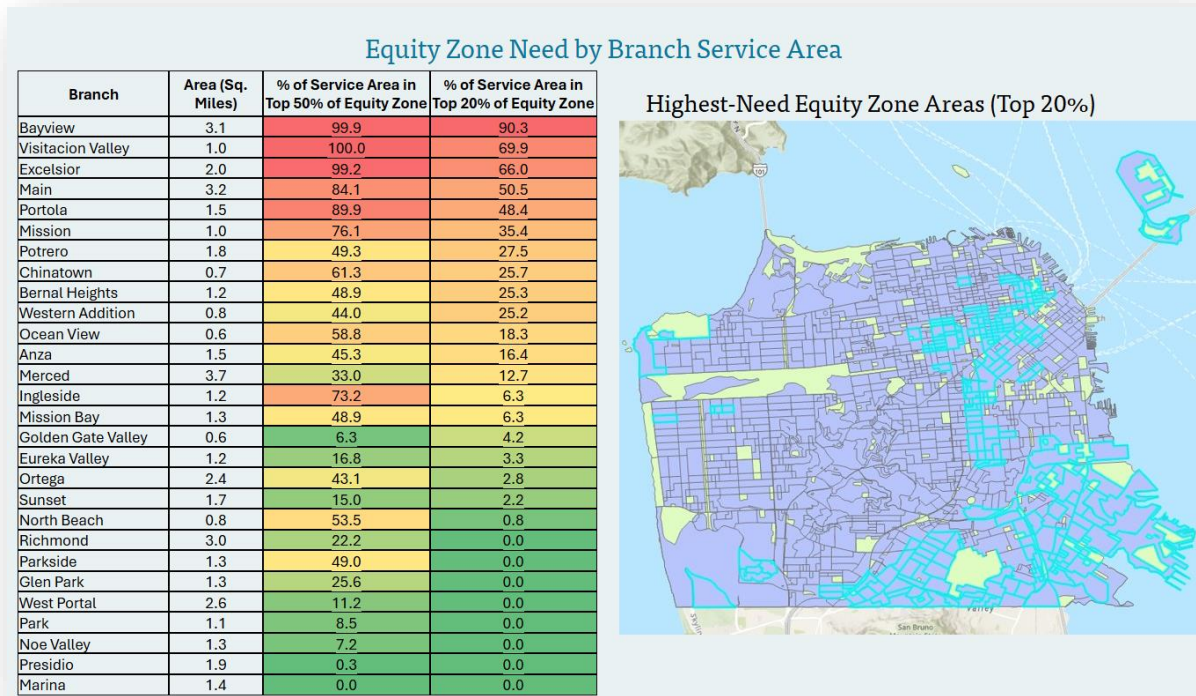
Alignment with City Priorities



- Strategic alignment with Mayor's Office
- Maximizing capacity without overextending workloads
- Data transparency and interdepartmental collaboration
- Persistent metrics framework



Impact of Metrics - Examples



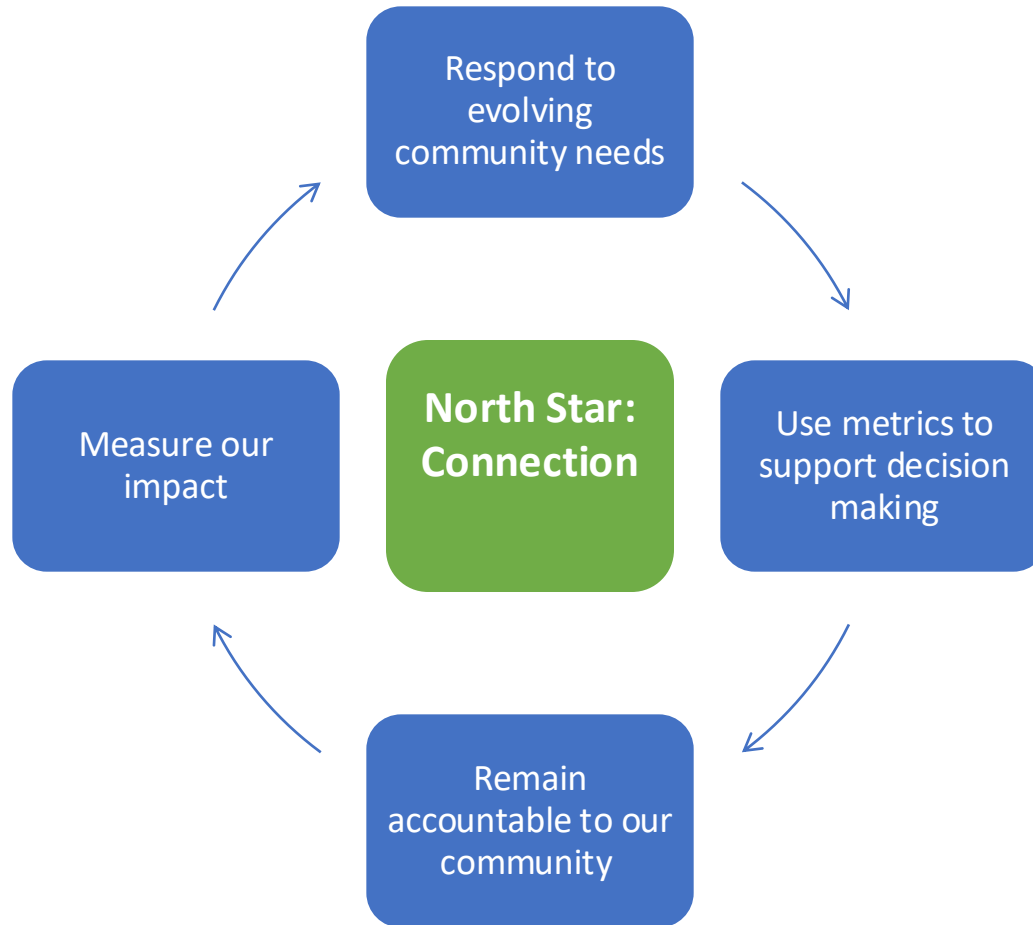
SFPL Equity Zone Map



FOG Partnership for Grade-Level Reading



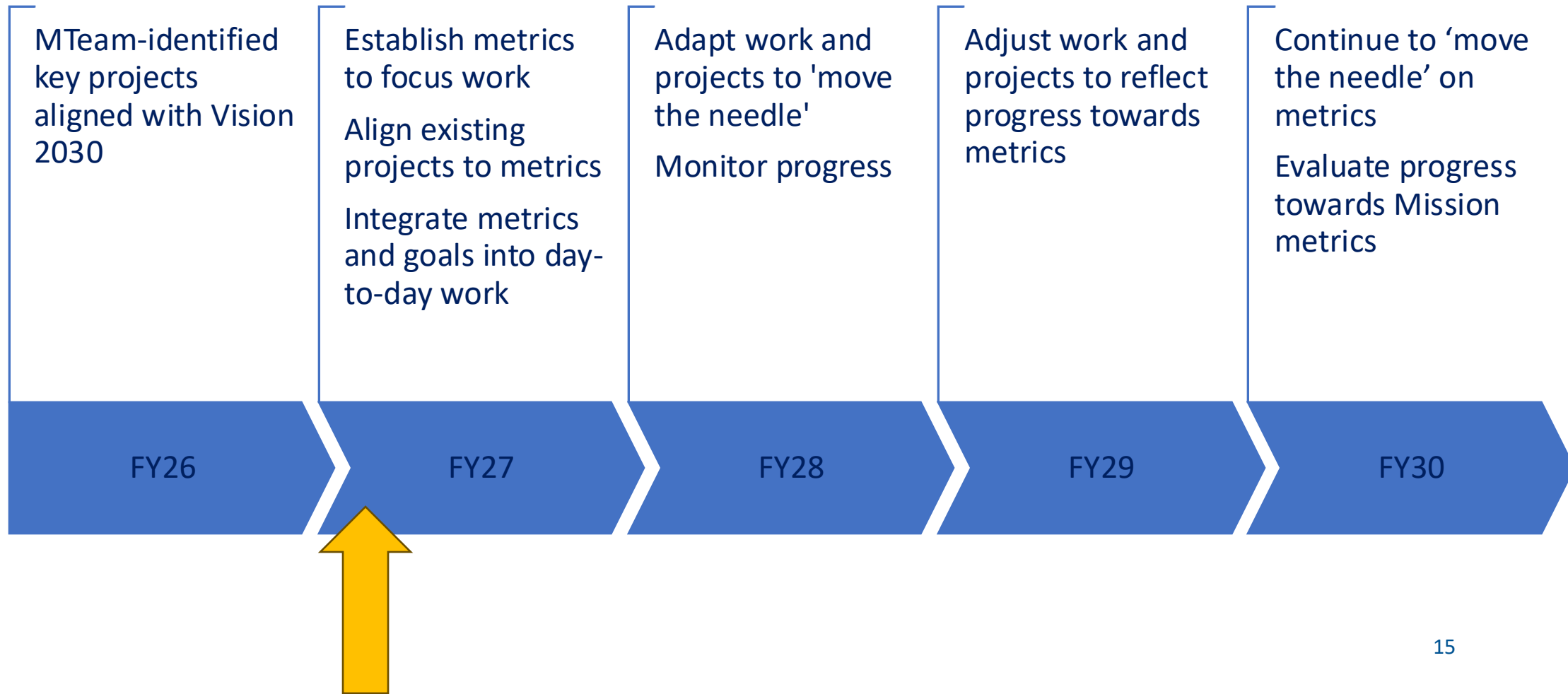
Sustainable Change & Structural Stability



- Evolving Operational Work Planning
- Addressing Capacity Constraints
- Data-Informed Resource Allocation
- Long-Term Organizational Health



Change Takes Time



Thank you!

