

Strategic Priority	Strategy	Metric
1: Mission	<i>Connect our diverse communities to learning, opportunities and each other</i>	Market penetration
		Patron satisfaction
		Dwell time per visitor
2: Literacy Champion	<i>Bridge education gaps and minimize learning loss through expanding out-of-school-time learning opportunities, including homework support</i>	Monthly out-of-school learning support hours
	<i>Expand and optimize content types and instructional format to support all 21st century literacies, including media, digital, financial and civic</i>	Monthly attendees per media and civic literacy program
	<i>Expand the impact and scope of current core literacy programs to support reading and writing skill development for all ages</i>	FOG Readers achievement
		Project Read literacy outcomes for adults
3: Cultural Amplifier	<i>Connect people to diverse arts and culture experiences across San Francisco</i>	Patron satisfaction with cultural programming
	<i>Develop offerings and experiences at the Library that facilitate cultural exchanges to deepen our understanding of ourselves and each other</i>	Patron evaluation of SFPL's role in cultural exposure and learning
	<i>Enable creators with the tools, materials and knowledge to explore creative passions</i>	Patron participation in arts and maker programs
	<i>Provide creative professionals with paid opportunities and new audiences for their work</i>	Number of SF residents/small businesses who did paid work through SFPL
4: Community Catalyzer	<i>Foster shared experiences that facilitate new relationships and expertise-sharing between community members</i>	Patron evaluation of library as a social connector
	<i>Offer experiences that bridge generations, rooted in shared interests and passions</i>	Monthly attendance at "intergenerational programs"
	<i>Provide off-site services to reach priority, high urgency audiences who don't typically use the Library</i>	Monthly attendance at off-site programs in Equity Zones
		Market penetration for branches in Equity Zones
5: Thoughtful Navigator	<i>Take a warm approach to orient newcomers to the neighborhood and branch, fostering a sense of belonging</i>	Churn rate for new cardholders
	<i>Support the whole family's well-being by offering a centralized, approachable starting point to address intertwined needs (eg, navigating a career switch while caring for small children)</i>	Patron evaluation of SFPL's support for family well-being
		Monthly attendance to Small Business Center programs
	<i>Guide immigrants and high-need residents towards vital services and comprehensive support networks, taking a tailored approach based on specific needs</i>	Monthly connections to social services through HaSA
		Monthly attendance at SFPL programs that connect people to other City agencies or community organizations
6: Resource Provider	<i>Champion digital equity through access to emerging technologies and the spaces that support them</i>	Monthly attendance at digital skills training and digital literacy programs
		Utilization index

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	<i>Provide community members with core library services, including books, media, equipment and spaces that align with their interests, accessibility needs and personal growth goals</i>	Active cardholders
		Estimated value of library services
7: Staff Development	<i>SFPL invests in staff development, ensuring library employees have opportunities for professional growth and are equipped to meet evolving community needs</i>	% of completed PPARs that lead to end-of-year appraisals
8: Systems & Operations (Divisional Metrics)	<i>SFPL's internal systems are optimized and resources are used effectively to maximize impact</i>	% of Ad Hoc Questions completed within 7 business days
		% of SPI project + metric updates delivered on time
		% of first floor staff fully cross-trained
		Number of program publication drafts that require corrections or clarifications
		Amount of time it takes to complete all Planner Tasks on check list
		Time to process a project request
		Net available work hours reduced by sick time
		3-year average % of post-audit checks which resulted in repeat infractions by type
		% of payments which took more than 30 days
		Average time to hire for PBT positions from CL approval to Offer Accepted
		% of tickets closed within SLA standards
		Average software procurement time from Request to Purchase to Completed Contract
		% of exhibition proposals that move on to the second step in calendaring process
		Average time for HR to develop and deliver training requested by staff
		% of new branch staff that feel confident about their role in Branch operations
		% increase in pitches (new story angles) for strategic priorities that have received less attention
		% of campaign requests that meet submission standards
		% of programs that receive a staff evaluation