

SFPL Open Hours Assessment 2017-18

Staff Recommendations

May 31, 2018

Charter of the City and County of San Francisco, Section 16.109. LIBRARY PRESERVATION FUND.

Requires that the Library Commission:

- Maintain a minimum of 1,211 system-wide service hours per week.
- Conduct a comprehensive assessment of needs to modify service hours as appropriate at least once every five years.
- Establish a community input process to provide feedback for determining service hours, including a mandated public hearing in each supervisorial district.

To be completed by: June 30, 2018

In this assessment, SFPL endeavored to:

- 1. Utilize a data-driven approach to gather information on Library users for purpose of determining open hours.**
- 2. Position open hours to better serve the needs of the public and their respective communities.**
- 3. Determine the budgetary and staffing impacts of open hour proposals through different models.**

Controller's Office/CC&G Analyses

Patron Use Analysis

- Examined visitor usage patterns – patron visits and computer usage.

Consultant Survey Work

- Surveys administered to public and staff.

Public Hearings

- Public feedback opportunities at 11 public hearings.

Final Reports

- Patron use and survey findings to Library Commission – Feb. 1, 2018.

1. Allocate any new open hours to specific priority areas.

- Expand open hours on Sundays and Fridays.
- Extend opening and closing times on more days at locations demonstrating latent demand.

2. Consider reallocating existing open hours within and across branch libraries.

- Reallocate open hours to reduce coverage gaps, address specific high-demand times, and expand the system-wide coverage footprint.
- Reallocate open hours from some low-traffic branches to high-traffic branches or the Main Library.

3. Conduct further analysis into usage patterns.

- Monitor the effect on visitor traffic of the June 2017 open hours expansion.
- Pilot hours outside the coverage window.

SFPL is committed to responding to the Controller's Office's recommendations.

- Data analysis of visitor usage and survey data to support SFPL staff methodologies.
- Engagement with staff at Main and Branches to determine optimal hours reallocations/expansions with minimal staffing impact (given FTE freeze).
- Cost/benefit financial and operational considerations.
- Development of viable options for Library Commission consideration.

Charter Requirement: 1,211 Hours Per Week.

Current Status:

1,460 hours per week.

- Approximately 21% more than the charter mandate requires.

Every Library. Every Day.

- All branches and the Main are open 7 days per week.

Equitable Access.

- Minimum of 50 open hours per week at all SFPL facilities regardless of location.

Current SFPL open hours are well optimized.

- Survey found that SFPL is meeting the needs of 75% of patrons well or very well.
- Only 6% reported that SFPL is not meeting their needs.
- Patrons are staying 8 minutes longer than they were in 2012.
- Busy opening and closing hours suggest some latent demand.

SFPL Proposes 2 Additional Hours of Service at the Main

Main Scenario (+2) Schedule							
Library	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Main	12–6 (+1)	9–6 (+1)	9–8	9–8	9–8	12–6	10–6

MAIN: Sunday 5-6 PM and Monday 9-10 AM

Highlights

- Increases Main's weekly open hours from 60 to 62 hours per week.
- First increase in general open hours at the Main since it opened at 100 Larkin Street in 1996.
- Allows for patrons working on weekend projects for school or work to utilize 2 key additional hours of service on Sunday evening and Monday morning.

MAIN: Sunday 5-6 PM and Monday 9-10 AM

Justifications

- Expands system-wide coverage footprint by 3.2%.
- Offers greater weekday (Mon-Thurs 9 AM) opening hour consistency.
- Solves for two of Main's three highest latent demand opening/closing hours.
- Expect Main visitor traffic to increase by approximately 3.3%.
- Responds to patron survey feedback by adding a weekend, evening and morning hour of service.
- Minimal expected impact on core back of house services (i.e., IT/Facilities)

Option A: Branch Reallocation

- Reallocation of 18 low-traffic hours to high latent demand hours at 11 target branches.
- Target branches: **Anza, Bernal Heights, Excelsior, Golden Gate Valley, Merced, North Beach, Potrero, Presidio, Richmond, Sunset, Western Addition.**

Option B: Branch Expansion (+1, including some reallocation)

- Expansion of service at all 27 branches by 1 hour on Sunday (5-6 PM).
- Reallocation of 13 low-traffic hours to high latent demand hours at 6 target branches: **Anza, Bernal Heights, North Beach, Presidio, Sunset, Western Addition**

Methodology

- Employee engagement process from February-May 2018 with District Managers, Branch Managers, Circulation Supervisors, and public services staff.
- Staff were responsive to data analyses of visitor traffic information, patron and staff survey findings as well as their unique knowledge of branch patrons and local communities.
- Result is two options that SFPL believes will enrich the patron experience through optimal access.

Option A: Branch Libraries Reallocation Proposal

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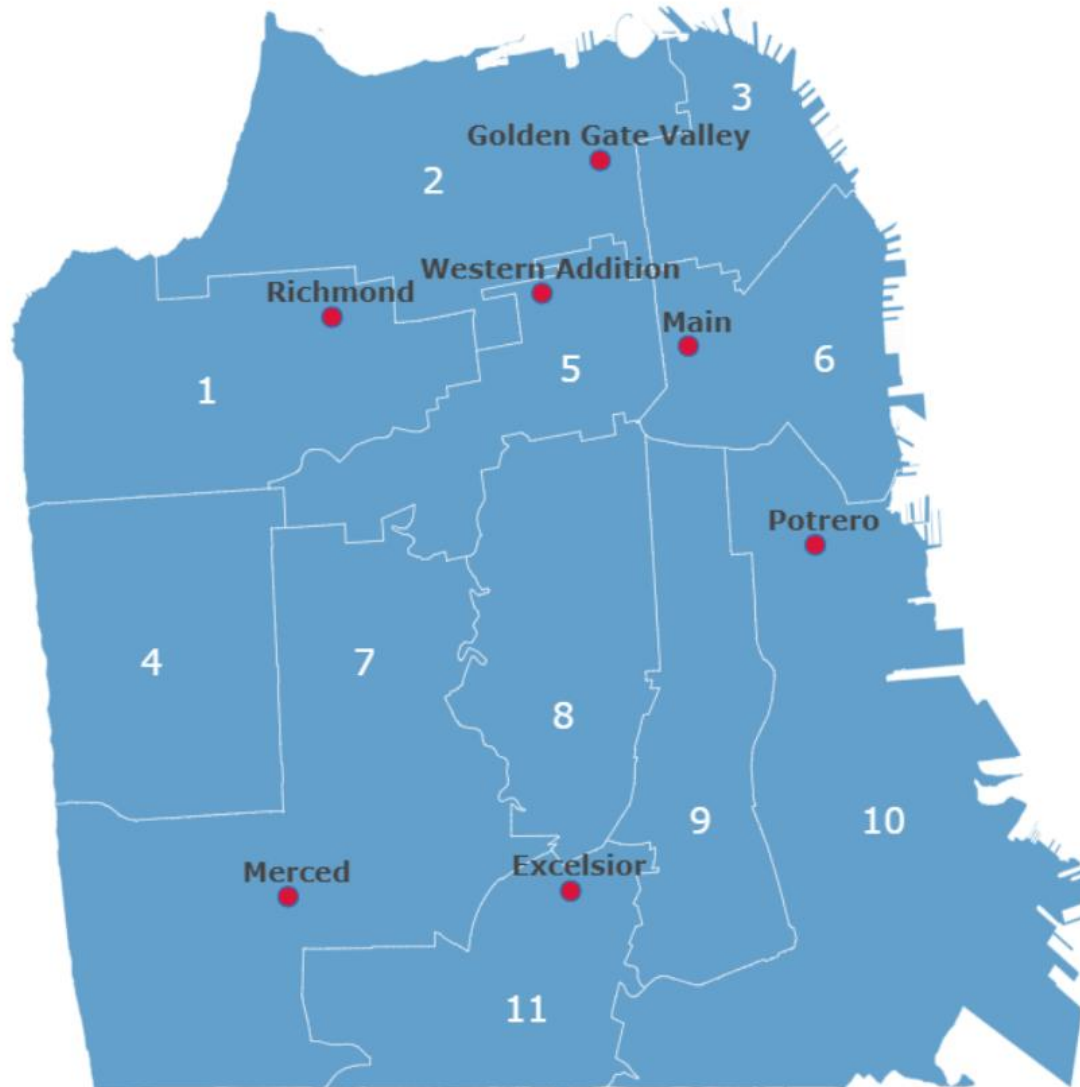
Branches Reallocation Schedule							
Library	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Anza	1-5	10-6 (+2)	10-8 (-1)	1-8 (-1)	10-6	1-6	10-6
Bayview	1-5	10-6	10-8	10-8	10-8	1-6	10-6
Bernal Heights	1-5	10-6	10-7 (-2)	1-9 (-1)	10-6	1-6	10-6 (+3)
Chinatown	1-5	1-6	10-9	10-9	10-9	1-6	10-6
Eureka Valley	1-5	10-6	10-9	10-9	10-6	1-6	10-6
Excelsior	1-6 (+1)	1-6	10-9	10-9	10-8 (-1)	1-6	10-6
Glen Park	1-5	10-6	10-6	12-8	10-7	1-6	10-6
Golden Gate Valley	1-6 (+1)	10-6	10-6	12-8 (-1)	12-8	1-6	10-6
Ingleside	1-5	10-6	10-6	10-8	12-7	1-6	10-6
Marina	1-5	10-6	10-6	1-8	10-8	1-6	10-6
Merced	1-6 (+1)	10-6	10-9	1-9	10-8 (-1)	1-6	10-6
Mission	1-5	1-6	10-9	10-9	10-9	1-6	10-6
Mission Bay	1-5	10-6	10-6	11-8	10-6	1-6	10-6
Noe Valley	1-5	12-6	10-9	1-9	10-6	1-6	10-6
North Beach	1-5	10-6 (+3)	10-8 (-1)	1-8 (-2)	10-6	1-6	10-6
Ocean View	1-5	10-6	10-6	12-8	10-7	1-6	10-6
Ortega	1-5	10-6	10-6	1-9	12-9	1-6	10-6
Park	1-5	12-6	10-9	1-9	10-6	1-6	10-6
Parkside	1-5	1-6	10-9	12-9	10-6	1-6	10-6
Portola	1-5	10-6	10-6	12-8	10-7	1-6	10-6
Potrero	1-6 (+1)	1-6	10-8	1-8 (-1)	10-8	1-6	10-6
Presidio	1-5	1-6	10-9	11-8 (-1/+1)	10-6	1-6	10-6
Richmond	1-6 (+1)	1-6	10-9	10-9	10-8 (-1)	1-6	10-6
Sunset	1-5	10-6 (+3)	10-8 (-1)	10-8 (-1)	10-8 (-1)	1-6	10-6
Visitation Valley	1-5	10-6	10-8	10-8	10-8	1-6	10-6
West Portal	1-5	1-6	10-9	10-9	10-9	1-6	10-6
Western Addition	1-6 (+1)	10-6	10-6	1-8	10-7 (-1)	1-6	10-6

BRANCHES: 11 Branches Reallocate 18 Hours of Service

Highlights

- Generally, reallocates from low-traffic midweek late evening hours to high latent demand hours on Sunday evening and Monday morning.
- Late evening service to 9 PM remain available on Tuesday, Wednesday and Thursday nights at select locations.
- Reallocation at Bernal Heights provides consistent Saturday coverage from 10-6 across the entire system.

BRANCHES: Reallocation Provides Sunday 5 PM Service at 6 Branches

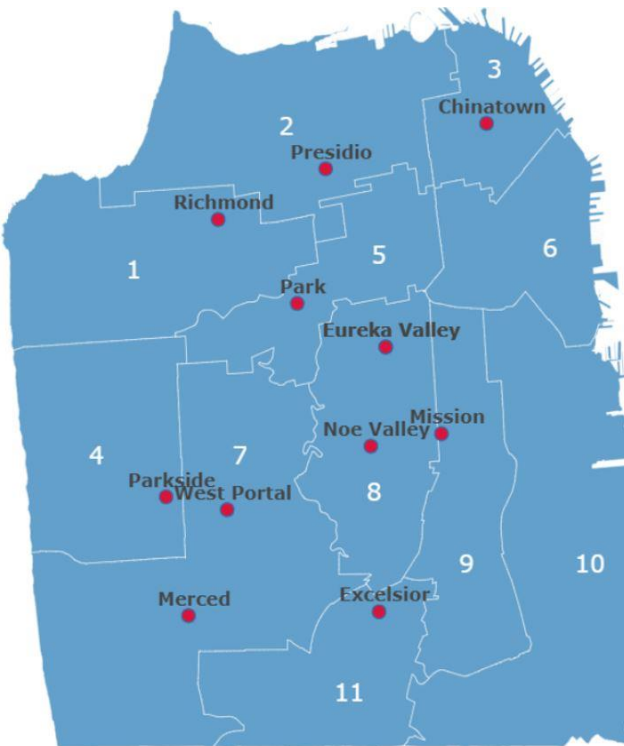


Option A: Branch Libraries Reallocation Proposal

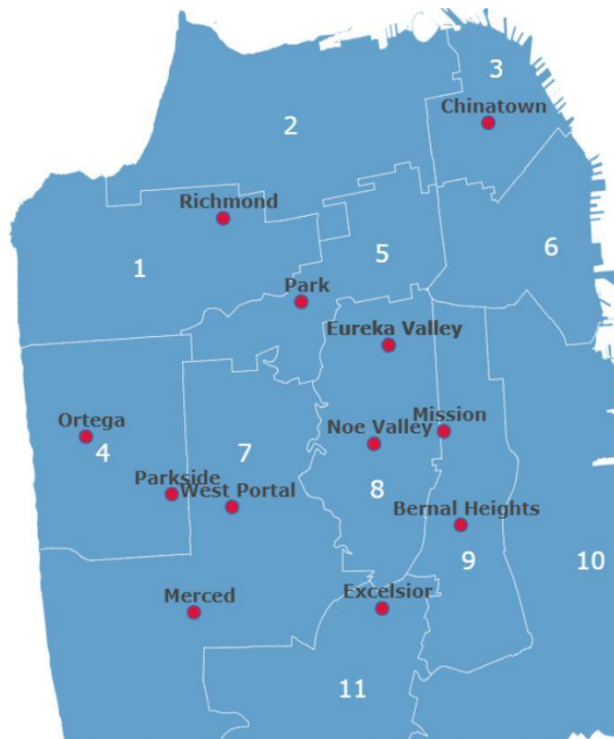
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BRANCHES: Tuesday, Wednesday & Thursday 8 PM Options Remain Available

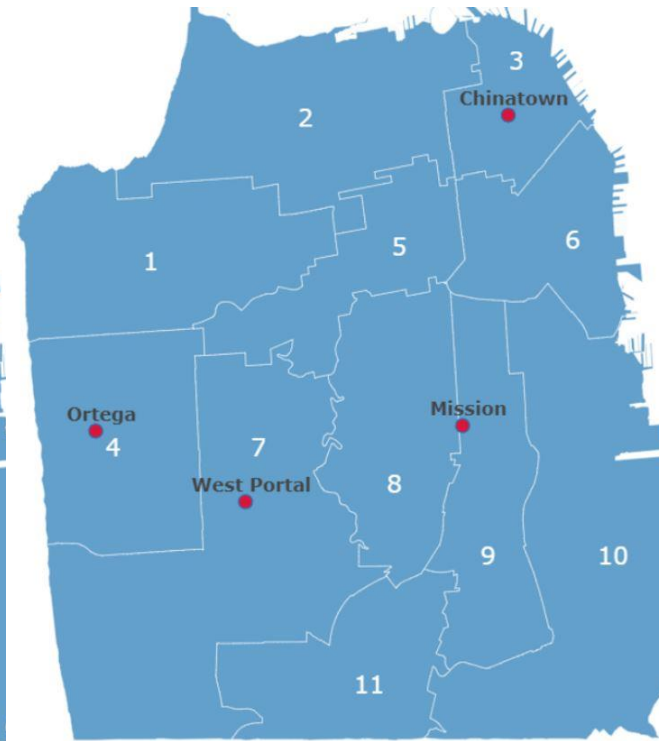
TUESDAY



WEDNESDAY



THURSDAY



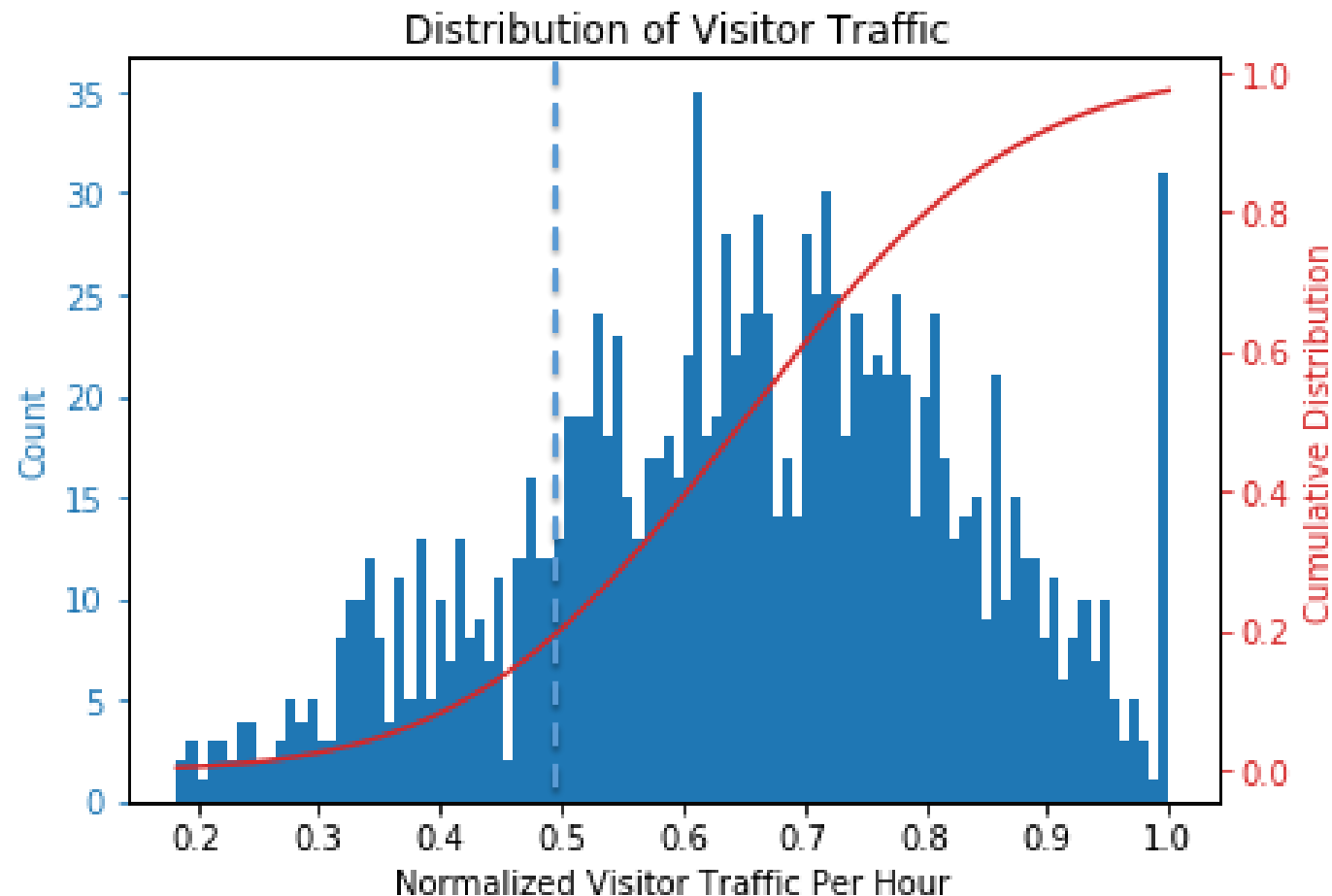
BRANCHES: 11 Branches Reallocate 18 Hours of Service

Justifications

- Optimizes existing open hours while allowing June 2017 expansion of 85 hours to continue to settle.
- 14 of 18 reallocation removals involve hours that fall into the bottom 10% of system-wide visitor traffic.
- 17 of 18 reallocation additions involve hours that show adjacent latent or improved demand.
- Expect visitor traffic to the branches to increase by nearly 1%.
- Responds to patron survey feedback by adding weekend (Sat/Sun), evening (Sun/Tues) and morning (Sat/Mon) hours of service.

Option A: Branch Libraries Reallocation Proposal

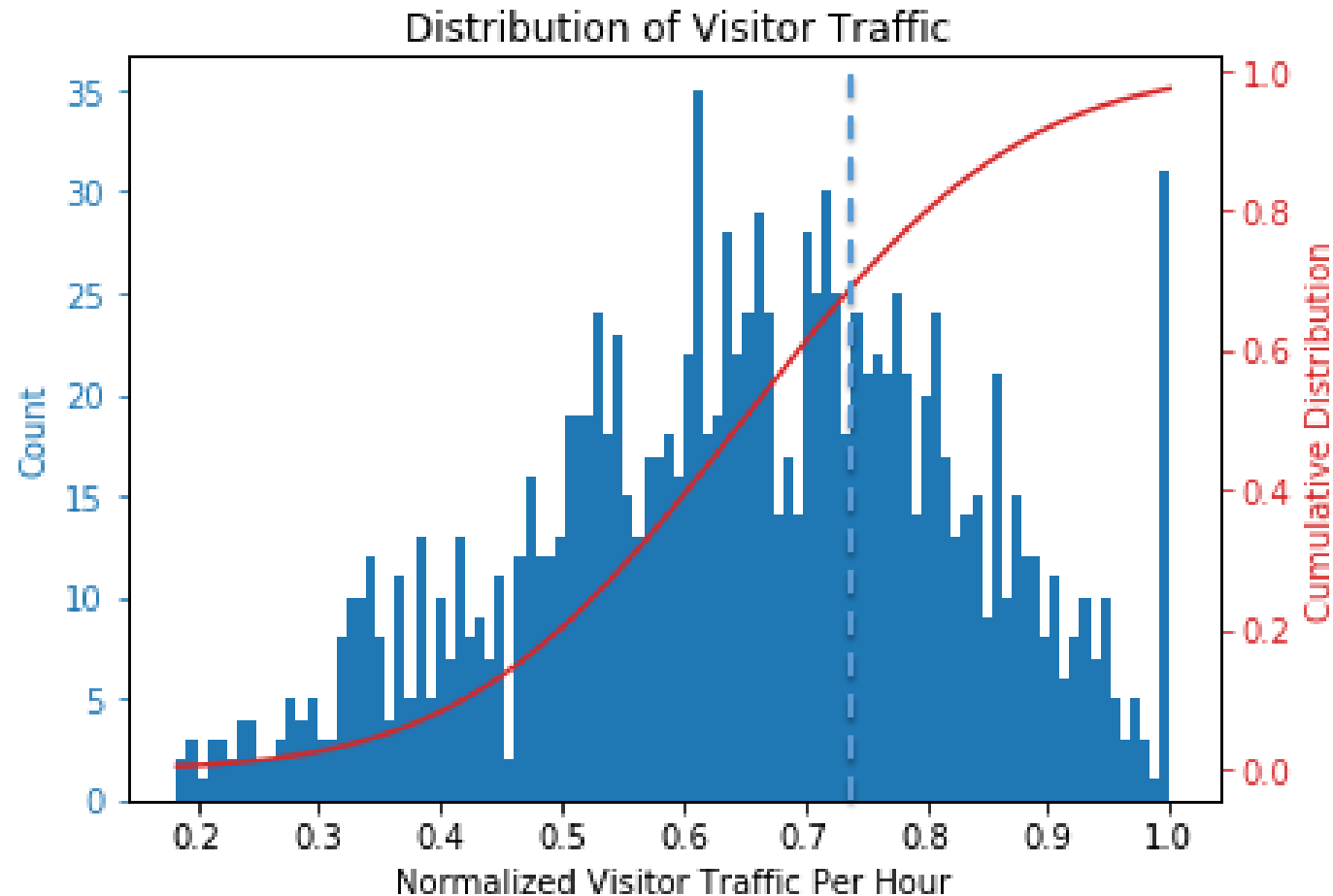
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More than 83% of the hours proposed to be reallocated are within the lowest 17% of the data range.

Option A: Branch Libraries Reallocation Proposal

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More than 73% of the hours proposed to be added are adjacent to hours within the highest 31% of the data range.

BRANCHES: 11 Branches Reallocate 18 Hours of Service

Selected Patron Survey Feedback

Wednesday and Thursday the branch stays open until 9 pm. Usage in the hours past eight are very light. I think a better use of the hours would be to close at 8 on Wednesday and Thursday and take those two hours and move them to an earlier opening.

I would like the library to open earlier on the days that it opens at 1 pm now.

Good branch, great staff, and good service. Needs to open longer on weekends.

It's nice. If I were in charge of the universe, I would open more in the morning every day.

I love my branch, I just wish it were open at 10 am every day, and longer on Sundays.

Option B: Branch Libraries Expansion (+1) Proposal

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Branches Expansion (+1) Schedule							
Library	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Anza	1-6 (+1)	10-6 (+2)	10-8 (-1)	1-8 (-1)	10-6	1-6	10-6
Bayview	1-6 (+1)	10-6	10-8	10-8	10-8	1-6	10-6
Bernal Heights	1-6 (+1)	10-6	10-7 (-2)	1-9 (-1)	10-6	1-6	10-6 (+3)
Chinatown	1-6 (+1)	1-6	10-9	10-9	10-9	1-6	10-6
Eureka Valley	1-6 (+1)	10-6	10-9	10-9	10-6	1-6	10-6
Excelsior	1-6 (+1)	1-6	10-9	10-9	10-9	1-6	10-6
Glen Park	1-6 (+1)	10-6	10-6	12-8	10-7	1-6	10-6
Golden Gate Valley	1-6 (+1)	10-6	10-6	12-9	12-8	1-6	10-6
Ingleside	1-6 (+1)	10-6	10-6	10-8	12-7	1-6	10-6
Marina	1-6 (+1)	10-6	10-6	1-8	10-8	1-6	10-6
Merced	1-6 (+1)	10-6	10-9	1-9	10-9	1-6	10-6
Mission	1-6 (+1)	1-6	10-9	10-9	10-9	1-6	10-6
Mission Bay	1-6 (+1)	10-6	10-6	11-8	10-6	1-6	10-6
Noe Valley	1-6 (+1)	12-6	10-9	1-9	10-6	1-6	10-6
North Beach	1-6 (+1)	10-6 (+3)	10-8 (-1)	1-8 (-2)	10-6	1-6	10-6
Ocean View	1-6 (+1)	10-6	10-6	12-8	10-7	1-6	10-6
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Parkside	1-6 (+1)	1-6	10-9	12-9	10-6	1-6	10-6
Portola	1-6 (+1)	10-6	10-6	12-8	10-7	1-6	10-6
Potrero	1-6 (+1)	1-6	10-8	12-8	10-8	1-6	10-6
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Richmond	1-6 (+1)	1-6	10-9	10-9	10-9	1-6	10-6
Sunset	1-6 (+1)	10-6 (+3)	10-8 (-1)	10-8 (-1)	10-8 (-1)	1-6	10-6
Visitation Valley	1-6 (+1)	10-6	10-8	10-8	10-8	1-6	10-6
West Portal	1-6 (+1)	1-6	10-9	10-9	10-9	1-6	10-6
Western Addition	1-6 (+1)	10-6	10-7 (+1)	1-8	10-7 (-1)	1-6	10-6

BRANCHES: 27 Branches Add 1 Hour of Sunday Evening Service

Highlights

- Every branch joins the Main in expanding by one Sunday evening hour at 5-6 PM, keeping a consistent Sunday schedule across the system.
- Reallocations of 13 hours of service in 6 branches provides for greater optimization of open hours.
- Bernal Heights' reallocation provides consistent Saturday coverage from 10-6 across the entire system.
- Less than 1% of current system-wide hours change, allowing minimal disruption to patrons accustomed to enjoying existing open hours.
- A staffing impact of \$1 million over the next 5 years is expected in additional custodial and security needs.

BRANCHES: 27 Branches Add 1 Hour of Sunday Evening Service

Justifications

- Expanding branch tiers to 51 and 56 hours (1,427 open hours per week) rank among the most robust in US library systems.
- Allows for some optimization of existing open hours for particular branch needs.
- 20 of 27 expanded hours show adjacent latent demand.
- 11 of 13 reallocation removals involve hours that fall into the bottom 10% of system-wide visitor traffic.
- 10 of 13 reallocation additions involve hours that show adjacent latent demand.
- Expect visitor traffic to the branches to increase by 2.8%.
- Responds to patron survey feedback by adding weekend (Sat/Sun), evening (Sun/Tues) and morning (Mon/Wed/Sat) hours of service.

BRANCHES: 27 Branches Add 1 Hour of Sunday Evening Service

Selected Patron Survey Feedback

We are very happy about Sunday hours. It makes a big difference. We use it more on Sunday than other days.

Really nice service but I would like to see hours on weekends change to stay open longer.

It would be helpful if the library was open more on weekends. I don't have time on weekdays, when I just want to collapse after work.

Later hours and longer weekend hours, especially on Sunday would be helpful since I'm employed full time.

SFPL Commitment to Responsiveness – Expanded Coverage Footprint

Option A: Branch Libraries Reallocation Proposal													Library System Covered Hours	Total System Daily Hours
Sunday				1	28	28	28	28	7				6	120
Monday	1	18	18	20	28	28	28	28	28				9	197
Tuesday	1	28	28	28	28	28	28	28	28	19	18	11	12	273
Wednesday	1	11	13	18	28	28	28	28	28	28	28	12	12	251
Thursday	1	25	25	28	28	28	28	28	28	19	14	4	12	256
Friday				1	28	28	28	28	28				6	141
Saturday		28	28	28	28	28	28	28	28				8	224
	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	65	1462
Total Weekly Hours	4	110	112	124	196	196	196	196	175	66	60	27		
% Weekly Coverage	2%	56%	57%	63%	100%	100%	100%	100%	89%	34%	31%	14%		
% Total System Hours	0%	8%	8%	8%	13%	13%	13%	13%	12%	5%	4%	2%		

Notes: Red text notes a proposed change; darker colored areas indicate more open libraries; white areas indicate hours no library is open at that time.

SFPL Commitment to Responsiveness – Expanded Coverage Footprint

Option B: Branch Libraries Expansion (+1) Proposal													Library System Covered Hours	Total System Daily Hours
Sunday				1	28	28	28	28	28				6	141
Monday	1	18	18	20	28	28	28	28	28				9	197
Tuesday	1	28	28	28	28	28	28	28	28	20	18	11	12	274
Wednesday	1	11	13	19	28	28	28	28	28	28	28	13	12	253
Thursday	1	25	25	28	28	28	28	28	28	19	14	7	12	259
Friday				1	28	28	28	28	28				6	141
Saturday		28	28	28	28	28	28	28	28				8	224
	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	65	1489
Total Weekly Hours	4	110	112	125	196	196	196	196	196	67	60	31		
% Weekly Coverage	2%	56%	57%	64%	100%	100%	100%	100%	100%	34%	31%	16%		
% Total System Hours	0%	7%	8%	8%	13%	13%	13%	13%	13%	4%	4%	2%		

Notes: Red text notes a proposed change; darker colored areas indicate more open libraries; white areas indicate hours no library is open at that time.

Source: Open-ended comments relating to open hours in Patron Survey (2017)

SFPL Commitment to Responsiveness – Greater Optimization

Projected Increase in Weekly Number of Library Visitors			
	Branches	Main	System-wide
Option A: Reallocation	+0.7%	+3.3%	+1.4%
Option B: Expansion	+2.8%	+3.3%	+3.0%

SFPL Commitment to Responsiveness – Financial Implications

Main Library Expansion/Branch Reallocation

- Approximately \$15,000 additional cost per year at the Main.
- No expected additional direct cost to the Branches, Facilities or IT.

Main Library Expansion/Branch Expansion

- Approximately \$15,000 additional cost per year at the Main.
- Approximately \$200,000 additional cost per year in Facilities for enhanced security and custodial staff coverage.
- No expected additional direct to the Branches or IT.

Option	Division	Hours Changes	Staffing Impacts	FY19	FY20	FY21	FY22	FY23	5-year Total
A. Reallocation	Main	Sunday 5-6 PM; Monday 9-10 AM	Nominal	\$ 15,000	\$ 15,464	\$ 15,929	\$ 16,416	\$ 16,909	\$ 79,718
	Branches	18 reallocated hours	n/a	--	--	--	--	--	--
	Facilities		n/a	--	--	--	--	--	--
	IT		n/a	--	--	--	--	--	--
	TOTAL			\$ 15,000	\$ 15,464	\$ 15,929	\$ 16,416	\$ 16,909	\$ 79,718
B. Expansion	Main	Sunday 5-6 PM; Monday 9-10 AM	Nominal	\$ 15,000	\$ 15,464	\$ 15,929	\$ 16,416	\$ 16,909	\$ 79,718
	Branches	Sunday 5-6 PM; 13 reallocated hours	n/a	--	--	--	--	--	--
	Facilities		Additional 2.0 FTE required	\$ 202,374	\$ 208,627	\$ 214,907	\$ 221,483	\$ 228,128	\$ 1,075,519
	IT		n/a	--	--	--	--	--	--
	TOTAL			\$ 217,374	\$ 224,091	\$ 230,836	\$ 237,900	\$ 245,037	\$ 1,155,237

SFPL Commitment to Responsiveness – Library Commission

Next Steps

The Library Commission may:

- Choose one of the proposed options and direct SFPL to implement that proposal of modified open hours in FY19.
- Offer a hybrid approach of the proposed options and direct SFPL to implement those modified open hours in FY19.
- Keep the existing SFPL open hours in place until further analysis using new technology is conducted.

Questions?