

## Community Engagement Activities and Memoranda

The Library engaged individuals and groups in conversations about the community's context and thoughts on the Library. The content of these discussions, held as insight interviews, focused conversations in small groups, and open invitation community forums, helped the Library conceptualize service responses (as enhancements to existing or creation of new services) in this Strategic Plan to address opportunities to create greater impacts in the community it serves.

### Insight Interviews

45 minute to 1 hour conversations were held in person or by phone with the following community and civic representatives between June 23 and August 19, 2015.

August 19, 2015	Mark Addiego, City of South San Francisco
August 10, 2015	Pradeep Gupta, City of South San Francisco
August 10, 2015	Liza Normandy, City of South San Francisco
August 4, 2015	Karyl Matsumoto, City of South San Francisco
July 29, 2015	Marie Villarosa, South San Francisco Community Member
July 27, 2015	Mike Coyne, South San Francisco Unified School District
July 29, 2015	Anne Serenos, South San Francisco Community Member
July 27, 2015	Jason Li, Student, South San Francisco Unified School District
July 15, 2015	Zenaida Montecinos, South San Francisco Community Member
July 15, 2015	Kristy Camacho, South San Francisco Community Member
July 13, 2015	Chris Ramos, South San Francisco Community Member
July 9, 2015	Gene Mullin, South San Francisco Community Member
July 9, 2015	City of South San Francisco Department Heads
June 23, 2015	Maria Martinucci, South San Francisco Chamber of Commerce
June 23, 2015	Ginny Tilton, South San Francisco Historical Society
June 23, 2015	Rich Garbarino, City of South San Francisco
June 23, 2015	Mike Futrell, City of South San Francisco

The context of the interviews was to provide insight not about the Library, but the community at large. Individuals were asked to contribute their time and thoughts because they might have special insight and strategic perspectives that could inform the Library's Strategic Plan. Not all topics were discussed with each individual as the interviews were casual and freeform. The topics discussed included:

- Who do you feel you represent or can speak for within the community?
- What are the unique characteristics of South San Francisco?
- What do you believe are the five most critical issues facing your community today?

- What do you see happening on the horizon that will impact your community considerably?
- What should the City prioritize now? Three years from now?

Community Forums and Focused conversations were held between June 23 and August 29, 2015. Attendees conversed in small groups, reporting out to the large group with their thoughts.

Different activities were used to address these topics:

- What do you Love about the Library?
- What could the Library be doing Better?
- What is the Library Not Doing that it should be?
- What are the key words and phrases that describe a successful South City in 10 years?

### Community Forums (memoranda attached)

July 15, 2015            Community Forum, Open Invitation, Main Library Auditorium  
July 10, 2015            Community Forum, Open Invitation, Main Library Auditorium

### Focused Conversations (select memoranda attached)

August 29, 2015        Filipino Association of University Women  
August 3, 2015         SSF Chamber of Commerce Membership  
July 9, 2015            South San Francisco Unified School District  
July 7, 2015            Community Learning Center Stakeholders  
June 23, 2015         Library Board of Trustees Meeting with Public Attendees

### SWOT/PEST Workshop (memoranda attached)

July 18, 2015            Community and Staff Members

### Staff Engagement (agendas attached)

July 20, 2015            Service Assessment Workshop  
August 12, 2015        Service Planning Workshop  
August 20, 2015        Revisiting Mission and Vision Workshop

Additionally, the SSFPL Strategic Team met periodically to plan, review progress, and provide input and leadership for the planning process. The Library invited a number of community members, partners, and staff to comprise the team

### Community Surveys

Community Surveys were conducted online, with hard copies available in at library locations. Survey results are included in this Addendum.

**SSFPL Strategy Team Meetings** (agendas attached)

- September 16, 2105 Strategy Team Meeting 5: Review Working Draft
- August 31, 2015 Strategy Team Meeting 4: Review Working Draft
- August 19, 2015 Strategy Team Meeting 3: Review Strategic Scenarios
- August 3, 2015 Strategy Team Meeting 2: Review Opportunity Analysis
- June 1, 2015 Strategy Team Meeting 1: Kick Off Strategic Plan Project

## Context and Purpose

South San Francisco Public Library is planning our future! Our goal is to eventually create a compelling vision of what the Library will be – and why – based upon an understanding of future scenarios, and the issues and trends that will impact and shape not only our immediate community, but the larger world around us. Tonight we intend to have an interactive and expansive community conversation about what is important to you, and how we should allocate resources to realize the best future for South San Francisco.

We are very interested in your thoughts to help us plan for future services and to prioritize how we use our resources. By participating in this community forum, your input will help shape the Library's strategic direction.

## Intended Results

- diverse perspectives on what SSFPL is, and could be, for the communities it serves
- thoughts on what is important for the library to focus resources on, and not

## Agenda Items

### I. Introduction

- A. Agenda Review and Strategic Planning effort
- B. Goals and Expectations of participants

### II. SSFPL's Performance

- A. What do you LOVE about the Library?
  1. Great children's books / area / programs
  2. Wonderful comfortable reading areas - both chairs and tables
  3. Great Librarians!; Qualified staff; Staff to help; Librarians; Great staff; Staff ✓✓
  4. Great magazine / newspaper collection
  5. Accessibility
  6. What they do for younger kids
  7. Great book collection
  8. Spectacular DVD selection - especially foreign and TV series
  9. Easy parking
  10. Books and programs for my grandkids
  11. Variety (and diversity) of programs and materials ✓☐☐☐☐
  12. Locations that people can get to
  13. Automated check-in and out facilities
  14. Computers

15. The Director ✓
  16. Progressive design
  17. Project Read
  18. Doing more than ever expected
  19. Excellent collections
  20. Great learning environment
  21. Computers
- B. What could the Library be doing BETTER?
1. Keeping up with advances in technology
  2. Quiet reading space
  3. Due to the lack of space, library could be offering a greater number of programs for youth
  4. Signage (Grand)
  5. Should be larger in size (both)
  6. Parking at the CLC !!
  7. Windows! Natural light 'bring the outside in'
  8. Garden area / play area
  9. Small meeting rooms / study rooms - small group
  10. More audio books
  11. More hours
  12. More tech classes
  13. More staff
  14. Senior programs
  15. Talking books
  16. More world languages
  17. Engaging teen services
  18. Fun play area for kids
  19. Getting the word out / promoting programs and services
- C. What is the Library NOT DOING that it should be?
1. Not enough hours!
  2. Parking / multi story building
  3. Drive through book drop (driver's side)
  4. Downloadable movies
  5. E-magazines
  6. Digital music studio ✓
  7. Check out iPads for home use

8. Outreach to non-profits to use facility
9. Given the growing diversity, the Library needs to have multicultural literature (ex: SFPL has Filipino-American literature, etc.) ✓
10. Movie nights ✓

### III. South San Francisco in 10 years

- A. Key words and phrases that describe a successful city 10 years from now?
  1. Better traffic flow
  2. Keep small town feel
  3. Working man's town
  4. Sustainable living
  5. More pedestrian friendly
  6. Diverse population (age, ethnicity)
  7. Prosperous
  8. Showcase cultural diversity (maybe through public art)
  9. Keep / expand open spaces and parks
  10. Safe with good Fire Department and Police Department
  11. Biotech Capital of the World
  12. Green city; environmentally sound
  13. City of gardens
  14. More joint use facilities like the Regional Performing Arts Center
  15. Respect past and Embrace future
  16. Great, state of the art schools
  17. Connected, caring community
  18. Exciting!
  19. Joint Library and Community Center with connections to Schools
  20. Other cities are jealous
  21. Role model with active C.E.R.T.
  22. Thriving marina
  23. Unique shopping districts
  24. Bustling downtown
  25. City of educational firsts (including Library)
  26. Electric car charging
  27. Larger Convention Center
  28. More high tech jobs
  29. Free city wide wireless
  30. Improved cross city transit
  31. Strong City departments / services

32. No oversaturation of high rises
33. Incentives to live here for those that work in the area
34. Strong, reliable revenue sources to make it happen
35. Family friendly...

B. What themes emerge in this picture of South San Francisco's future?

1. Transportation / mobility
2. Sustainability (living, revenue and services)
3. Diversity (housing, jobs, people)
4. Connections / Care / Family
5. Education
6. Safety
7. Destination
8. Scarcity of land

C. How might the Library make that future happen?

1. Library and Education as strong partners - both the model and conduit
2. Library and Parks and Recreation synergy
3. Undiscovered assets...
  - a) Outreach and engagement
4. Leverage other City departments
5. South City - nurture the sense of family
6. Personal connections through art

#### IV. Conclusion

A. Next Steps and Action Items

B. Feedback on the Session

1. Plus
  - a) South City in 10 years exercise
  - b) Small group discussions then large group discussions
  - c) Moved us around
  - d) Facilitation
2. Delta
  - a) Would like more people to be here

C. Take the Survey. Ask your friends and family of all ages to complete it as well.  
Encourage people who don't use the library to tell us why!

☞ [https://www.surveymonkey.com/r/SSF\\_library\\_survey](https://www.surveymonkey.com/r/SSF_library_survey)

## Context and Purpose

South San Francisco Public Library is planning our future! Our goal is to eventually create a compelling vision of what the Library will be – and why – based upon an understanding of future scenarios, and the issues and trends that will impact and shape not only our immediate community, but the larger world around us. Tonight we intend to have an interactive and expansive community conversation about what is important to you, and how we should allocate resources to realize the best future for South San Francisco.

We are very interested in your thoughts to help us plan for future services and to prioritize how we use our resources. By participating in this community forum, your input will help shape the Library's strategic direction.

## Intended Results

- diverse perspectives on what SSFPL is, and could be, for the communities it serves
- thoughts on what is important for the library to focus resources on, and not

## Agenda Items

### I. Introduction

- A. Agenda Review and Strategic Planning effort
- B. Goals and Expectations of participants

### II. SSFPL's Performance

- A. What do you LOVE about the Library?
  1. Resources
  2. No charge for holds
  3. Books available through the whole system
  4. I care about friendly, helpful staff
  5. Evening activities
  6. Programs after hour talks
  7. Great for reading and research
  8. Easy hold / reservation system
  9. Activities for adults
  10. Self check out ✓
  11. Nice relaxing place to study, research, or just enjoy a good book
  12. BOOKS
  13. Diversification of services
  14. Competent, helpful staff
  15. Great diversity of programs
  16. Children's programs ✓



17. Bringing outside resources in (authors, magicians, zoo animals, etc.)
  18. Science programs for kids
  19. Creative programming
  20. Active social media postings
- B. What could the Library be doing BETTER?
1. More space for activities
  2. Promote itself more
  3. Incorporate various opportunities
  4. More activities / services for seniors
  5. Need more parking – Grand Avenue and CLC
  6. More activities and services for the disabled
  7. More publicity about programs
  8. More outreach for local celebrities (i.e. speakers from SF. Giants, etc.)
  9. Longer times on DVD checkouts
  10. Much better access to information in History Room
  11. Avoid duplication of services by integrating with Parks and Rec
  12. Upgrade technology
  13. Color printer so people can print. Only one - sending them to San Bruno.
- C. What is the Library NOT DOING that it should be?
1. Supporting Teachers
  2. Connecting with other libraries in the state
  3. Strong connections with the schools
  4. STEAM and Makerspaces
  5. Upgrading physical facilities
  6. Raising enough to order more BOOKS
  7. More coordination between Friends/Project Read
  8. Broader programs for all ages
  9. Providing similar services to other County libraries
  10. Better access to library for disabled and seniors
  11. Open the History Room!
  12. Open History Room or move collection to West Orange
  13. Public art at the library
  14. themed book clubs - like Italian and go to a local restaurant to support the community
  15. San Bruno - Diddleado play space with baby area and families can bring their kids there.... 10\$ / kid. Some cities have this for free. Kids play and parents interact

and get to know each other. And have books there... and someone doing storytime, etc.

### III. South San Francisco in 10 years

- A. Key words and phrases that describe a successful city 10 years from now?
1. More community oriented
  2. Sustainable
  3. Brand new, big library ✓✓
  4. Affordable Housing
  5. Café
  6. Walk-able, navigable and pedestrian friendly
  7. Conducive to senior living / resources
  8. Satellite libraries in neighborhoods
  9. More family businesses (variety)
  10. More open space
  11. Parisian environment...
  12. Job opportunities
  13. Better schools
  14. Great cross town transit
  15. More modern library services (like the County)
  16. Save the Hills / Mountains
  17. Small business centers
  18. Jobs that don't require a masters degree where you can support a family
  19. Intergenerational programming
  20. Special needs activities for youth/adults/seniors
  21. Wired – WIFI citywide and free
  22. Incentivize more technology firms
  23. More distributed job opportunities (variations, training, vocational)
  24. Less traffic
  25. Disabled community opportunities
  26. Revitalized downtown
  27. More volunteer opportunities for all people, seniors, all ages
  28. Better partnerships with local corporations
  29. Literate
  30. Family oriented
  31. High in Parks and Art
  32. Literacy by 3<sup>rd</sup> grade
  33. Keeping parking affordable

34. More options for formal education (schools)
35. Improved maintenance of city assets and school district buildings and land

- B. How might the Library make that future happen?
1. If education is narrowing, the Library needs to step in
    - a) create funnels and opportunities beyond colleges
    - b) looking at goals and engaging community both physically and virtually
    - c) balance between vocational and professional (have some ART)
  2. More sustainable buildings are necessary for sustainable services (plus projections)
  3. Shared workspace, energy – in public agencies
  4. Library/Parks and Rec can engage the kids and address NOT losing them
  5. The library should carry books only
  6. Healthy and active communities
  7. Why aren't we making FOL book sale part of concert in the Orange park. Bring it to the public.

#### IV. Conclusion

- A. Next Steps and Action Items
- B. Feedback on the Session
1. Plus
    - a) Facilitator
    - b) Interactions
    - c) Boards inspired more thinking
    - d) Special / disabled communities represented
    - e) Comfortable expressing views
    - f) Great cross section of people
  2. Delta
    - a) More representation of the diverseness of the community
- C. Take the Survey. Ask your friends and family of all ages to complete it as well. Encourage people who don't use the library to tell us why!
- ☞ [https://www.surveymonkey.com/r/SSF\\_library\\_survey](https://www.surveymonkey.com/r/SSF_library_survey)

## Context and Purpose

SSFPL is planning our future! We are developing a Strategic Plan to ensure we deliver 21st century quality and benefits for the entire South San Francisco community. This is your Library and your input to the vision is vital. In fact, we can't do it without you.

The South San Francisco Public Library is very interested in your thoughts to help us plan for future services and to prioritize how we use our resources. By participating in this conversation, your input will help shape the Library's strategic direction. There will be additional opportunities throughout the year to participate in other aspects of the planning process, to include community forums and workshops.

## Intended Results

- diverse perspectives on what SSFPL is, and could be, for the communities it serves
- thoughts on what is important for the library to focus resources on, and not
- stories about the future that help us imagine it

## Agenda Items

### I. Introduction

- A. Agenda Review
  - B. SSFPL's Strategic Planning effort
- I. Participants: Whom can you represent; what groups do you identify with?

### II. Questions

- A. What do you appreciate most about the Library?
  1. Staff are accommodating
  2. Staff are helpful
  3. New programs
  4. Offerings
  5. Computers / Training
  6. Checking in/out of books (self service)
  7. Books on Tape
  8. Light from windows
  9. Colors
  10. Free access and open to everyone!
  11. Willingness to adapt
  12. Caring / concerned library staff
  13. Diversity of information

14. Lots of options
15. People
16. Hours / Sundays
17. Learning Technology
18. Fun
19. Volunteers
20. Whimsy
21. Books ✓
22. DVDs
23. Programs ✓

B. And what do you value least?

1. Too small in both locations
2. Early closure Wednesday
3. Cell phone
4. Grubby books
5. Parking Lot ✓
6. Parking at Grand ✓
7. Homeless and dogs
8. Short hours
9. CLC hours
10. Need more restrooms
11. Need better café
12. Need better access to public transportation
13. Cell phone
14. Rude people ✓
15. No privacy
16. Dirt
17. Fines
18. Fewer programs at Grand
19. Not open at midnight

C. What are your hopes and dreams for South City?

1. Don't lose old town charm
2. Maintain the feel (Not San Francisco)
3. Maintain / Improve diversity ✓✓

4. One stop shop
  5. Senior programming / Housing
  6. Traffic
  7. Foster Grandparents
  8. Better transportation ✓
  9. Keep it family and community oriented
  10. Bring back 'Day in the Park'
  11. A CLC in each area of the City
  12. Innovative programs in schools
  13. Adult programming
  14. Parades
  15. Brand New Library
  16. Downtown revitalization
  17. Whole Foods
  18. Multicultural Day (Food, Music, Art, Dance)
  19. Safe
  20. Pedestrian oriented
  21. Affordable housing
  22. Fully literate community
- D. What would you like to be able to do at the library, but currently cannot?
1. Ongoing book sale
  2. Place to play
  3. Café
  4. Tech classes
  5. Quiet Rooms
  6. Acting class
  7. Small group rooms
  8. Tech toys
  9. Elevator
  10. Functional space
  11. Accessibility
  12. Programs for teens
  13. Exhibits
  14. Science for adults
  15. Cultural festivals
  16. Spontaneous art
  17. Theatre

18. Music
19. Crafts
20. Big performance with community
21. STEAM Room

### **III. Conclusion**

Note that this meeting was held in English and Spanish.

### **Context and Purpose**

SSFPL is planning our future! We are developing a Strategic Plan to ensure we deliver 21st century quality and benefits for the entire South San Francisco community. This is your Library and your input to the vision is vital. In fact, we can't do it without you.

The South San Francisco Public Library is very interested in your thoughts to help us plan for future services and to prioritize how we use our resources. By participating in this conversation, your input will help shape the Library's strategic direction. There will be additional opportunities throughout the year to participate in other aspects of the planning process, to include community forums and workshops.

### **Intended Results**

- diverse perspectives on what SSFPL is, and could be, for the communities it serves
- thoughts on what is important for the library to focus resources on, and not
- stories about the future that help us imagine it

#### 1. Appreciate (Love Most)

- a. Children's activities / programs / staff
- b. Resources
- c. Information on any issue
- d. Friendly, welcoming, comfortable place
- e. Staff is helpful, knowledgeable, and friendly
- f. Free internet
- g. Literacy program and CLC!
- h. Movies to check out
- i. Close to home
- j. Motivates kids to read
- k. Information about the community
- l. Storytime
- m. Loan books, videos (disfrutar the loan)
- n. Reunion of volunteers every year
- o. Learning
- p. Books
- q. Resources (Recursos)



- r. Homework help for kids
- s. Classes
- t. Reading clubs
- u. Can request from other libraries
- v. Can find lots of information
- w. Classes like programs Sam Trans
- x. Medical insurance information
- y. 24/7 hours and access
- z. There is much information about any theme, program of community interest, events.
- aa. The Library offers access to the internet, movies, educational courses for children, literacy programs and what is most liked is that we have the CLC

## 2. Value the Least

- a. Building size is small (and hard to navigate / find things)
- b. Not enough computers
- c. Hours - closes too early on weekends
- d. Orange Avenue has fewer Spanish libros
- e. Parking
- f. Not enough new books
- g. Location (Grand Avenue and CLC are close; Orange is too far)
- h. Differences in programming between Grand and Orange (Grand has fewer)
- i. Schedules for programs are difficult for working parents
- j. Kid's activities are very early
- k. No notifications that items are due
- l. Grand Avenue is smaller and has more people; size of the building for children's programs
- m. Orange Library is sort of hidden
- n. Library schedule is not consistent
- o. When it's closed, or when it has less hours open for services. It's too small for the great number of people

## 3. Words that Express Hope for the future of this community

- a. Interesting
- b. Inspiring
- c. Education
- d. Youth
- e. Together (stronger)
- f. Safe | Security for all (seguridad)

- g. Atencion (pay attention, be more attentive)
  - h. Supportive
  - i. Successful comunidad
  - j. Tolerant
  - k. Virtual
  - l. Cultural Humility
  - m. Open
  - n. Modern (not left behind esp. technologically)
  - o. Potential
  - p. Involved
  - q. Aware
  - r. Connected (network)
  - s. Understanding
  - t. Friendly
  - u. Happy
4. What would you like to achieve (for yourself, your family, your community)? What is your dream for the future?
- a. Dinero
  - b. Tranquility
  - c. Own a House
  - d. Salud (health)
  - e. Unity (unidad)
  - f. Equal access and opportunity
  - g. Equality for all
  - h. Education (educacion)
  - i. Better jobs
  - j. Dream job!
  - k. Graduation from High School and College
  - l. After school programs
  - m. Happiness
  - n. Well rounded
  - o. Hunger for learning
  - p. Courage (take responsibility for actions)
  - q. Activities (for all ages, babies to elderly)
  - r. Lifelong multigenerational learning (new technologies, etc.)
  - s. Pride
  - t. Align investments with community expectations and priorities (schools, library, government)

- u. Youth opportunity
  - v. Motivate youth and children more
  - w. Managing finances (financial literacy)
  - x. Child care (elementary)
  - y. Collective approach to the whole family with an individual focus on each member
  - z. Buffet
5. What is standing in your way? What is the challenge?
- a. Money \$
  - b. Ignorance
  - c. Disposition
  - d. Language barrier
  - e. Prioritization
  - f. Information (lack of)
  - g. Willingness to sacrifice
  - h. Indifference
  - i. Openness to change (lack of)
  - j. Time
  - k. Procrastination
  - l. Having a plan and taking action
  - m. Desire (ganas)
6. New ideas for the Library...
- a. Downloadable books
  - b. Workshops with kids and adults to learn how to get and use eBooks
  - c. Faster checkouts (like at the University library with robots retrieving books from underground)
  - d. The Library becomes a community learning center (CLC) through working with schools
  - e. Maybe the Library comes to the schools
  - f. Library must be outside traditional format - you go without realizing... access programs and information comfortably and in many ways - you go there on a date!
  - g. Change the name from Library... to ?
  - h. Almost like a Barnes and Noble with coffee
  - i. Quiet Study Rooms
  - j. Many floors, different uses and activities
7. Tell a story about your visit to the library in five years...

- a. I will, in 5 years time continue to use the library. I enjoy visiting the library for study and research. I appreciate the help from librarians and volunteers and advice and direction offered when I need answers. I enjoy the peace sometimes found in a quiet corner. It seems as though I enter a respectable, knowledge center and I will continue to view it that way because that a childhood image that's stayed with me through adulthood. It would be fantastic to have a modern technological center that is well-lit, spacious and inviting like a safe haven full of color and opportunity. A friend for life that's always there for me and family and community and offers knowledge and learning.
- b. I plan to use the library for many purposes. If I go to graduate school, I will use the library to look for resources that will help with my studies. If the time comes when I begin having a family I want to take my children to the programs that will be offered. I also want to take my parents and have them get involved in programs that will benefit them. I will also use the library for my own purposes. I enjoy reading during my leisure time.
- c. In 5 years I will take my children to the library. Have them check out a couple of books while I check one out for myself. Be part of one of the many storytimes they offer and check out two movies to watch over the weekend. We will read a couple of books in English and some in Spanish just like I used to back in the day to learn the language. At the end we will go to the park for a few minutes and then head home. Once at home I will request a book I want to read online because our library didn't have it so it will have to come from another library.
- d. In about five years I would like to continue enjoying the services being offered now to the children. Perhaps with better schedule and more space for everyone to enjoy the events and programs. Children are our future and I would like for the library to continue with any activity or event for them. That also includes the family when children enjoy the activities in the library and the love for reading and books. The library is a good place to meet people in the community.
- e. In 5 years, the library would be the place where I have access to printed, visual and in-person information that would increase my quality of life, help me to connect to others and continue lifelong learning. The new library will be the next "Community Center" for all residents.
- f. Five years from now I'll be going to the new/remodeled library located on Grand Avenue to use more the computers, bringing my kids to enjoy their story time after working hours (5 pm and after). Also, for me (mom) being able to find parking to drop off those kids that I couldn't enroll in any programs this year (summer 2015) because all kids programs were given in the morning or around noon!
- g. Five years ago since the time when we were in a meeting at the CLC... The Library has been very important to my family because we can stay informed and are

- educated constantly; I can see how education is an important pillar for my daughters; specially to have free and rapid access to books and technology. This way, it's possible to be part of a community where we can share individual knowledge with more people who may be opened and willing to learn and teach. I'm very happy to have taken advantage of these opportunities offered by the Library. Thanks 😊
- h. To have more time because I have a little time for myself; and to try to read a little bit more; to have more books in Spanish; to have them available at a place where I can walk to because it is important to exercise. That's all. Thanks.
8. Plus
- a. Being Invited
  - b. All Ideas Shared
  - c. Survey in Spanish - email link and snail mail to Angelica
    - i. Go to churches to share survey information
    - ii. Laundromats
    - iii. Hacienda and other Hispanic / Latino groceries
9. Delta
- a. Add one more of these conversations in Spanish at Grand Avenue Library

## Goals

- Looking outward and forward, and looking inward creates strategic perspectives
- Creating scenarios reveals opportunities

## Agenda Items

### 1. Introduction

- a. Get Present Exercise: Look around and count how many purple things you see; close your eyes and name all green things you saw. “We find what we’re looking for”

### 2. PEST(E) Conversations

- a. Political
  - i. California is politically influenced and technology strong – however SSF is weak in education leadership
  - ii. SM County is poised to lift early education with the BIG LIFT. SSF is increasingly influential at the county level
  - iii. CA is a leader in social justice issues
  - iv. City Council is receptive and responsive to community needs
  - v. The school district is divided and hard to engage effectively
  - vi. Social media, Spanish newspapers and work of mouth are the way political news gets distributed
  - vii. Voter participation is distressingly low
- b. Economic
  - i. Bay area is too expensive
  - ii. SSF economy stable at present, but people are struggling to live here
  - iii. Strong tax base
  - iv. Pedestrian accessibility needs improvement
  - v. Small business entrepreneurship
- c. Societal
  - i. 25 years ago... Needs were described around family, seniors, children and immigrants, and Tools included ‘access to information (books) and librarians and services were always open with a sense of community
  - ii. Now the Internet, Kindle, iPhones, etc. create a screens vs people world
- d. Technological
  - i. Technology advances exponentially and society lags behind
  - ii. Technology for the haves and the have-nots
  - iii. Technology alone is not enough to improve knowledge and retention
  - iv. Technology provides remote access (e.g. Skype, etc.)
  - v. Tech impact on the youth is both positive and negative (lack of privacy is an issue)

vi. Tech changes the definition of 'Leisure'

### 3. SWOT Conversations

#### a. Strengths

- i. Resources (community information, tax forms, voter registration)
- ii. Location
- iii. Children's programs
- iv. The staff
- v. Parking
- vi. Crafts
- vii. Multiple languages
- viii. Online services
- ix. Community Learning Center
- x. Community support and attendance
- xi. Variety of programs
- xii. Public meeting rooms available
- xiii. Accessible computer workstations
- xiv. Community service opportunities
- xv. Homework club
- xvi. CLC provides child care
- xvii. Friends of the Library
- xviii. Makerspace
- xix. Dynamic leadership
- xx. Great relationship with Parks and Recreation and other departments
- xxi. Blu-ray DVDs
- xxii. Membership in PLS
- xxiii. Free tax prep
- xxiv. Teacher library card
- xxv. Library Board
- xxvi. Self-check in and out
- xxvii. Number of events
- xxviii. Council support
- xxix. Partnerships

#### b. Weaknesses

- i. Physical – parking, accessibility, lighting, space
- ii. Capacity – staff linguistic ability, open hours, funding (i.e. less competitive than peers in compensation)
- iii. Communications – branding of library, CLC, and Project Read as one entity, cross promotion of all programs and services

#### c. Threats

- i. Failure to make libraries fully inclusive
- ii. Perception that the library is a non-essential service (sustainable funding, maintain aging facilities, sustainable and talented staffing)
- iii. Facilities (maintain the building, leases, agreements)
- iv. Vision (long term planning, community vision and Library vision alignment)
- v. Customer service
- vi. Technology (cost, current)
- d. Opportunities
  - i. Tutoring / literacy including ESL
  - ii. Digital skills
  - iii. Disseminating information
  - iv. Connecting the community
  - v. Promoting cultural diversity
  - vi. Welcoming new residents / immigrants
  - vii. Voter registration
  - viii. Citizenship classes (promote)
  - ix. Partner with government agencies (such as ACA)
  - x. Information and referrals to assist in basic quality of life
  - xi. Introduce people to newest digital trends, such as makerspaces
  - xii. Community mixers, maybe for singles
  - xiii. Computer classes
  - xiv. Partner more with Parks and Rec
  - xv. Improving economy
  - xvi. Collocate a community center and library with equal access from both sides of town
    - 1. Talk of a new library is an opportunity to promote all of the benefits of a library
    - 2. Café culture in new library
    - 3. Site with foot traffic
    - 4. New proposed site on transportation hub
    - 5. Great to locate a library where there are shops nearby
  - xvii. Collaborative work spaces
  - xviii. Provide non-traditional career training (shop classes, crafts, coding, etc.)
  - xix. After school tutoring, especially reading help to kids
  - xx. Drop in clubs for kids – such as chess – keep them off the street
  - xxi. Teen hangout and work space
  - xxii. Expand work language in a large facility
  - xxiii. Provide collections and services geared to changing demographics
  - xxiv. Think outside the Library in the community – a library pop up



- xxv. Collaborate with the SSFUSD; bring the library into the community
- xxvi. Unique location – great geographic location and close to a lot
- xxvii. Expanding demographic base of city
- xxviii. Be the ?? with local companies
- xxix. Volunteer opportunities, especially with technology assistance
- xxx.

#### 4. Large Group Discussions: Pest and SWOT Conversations

- a. The dark side of the bay area's economic dynamics
- b. Environmental - centennial path
- c. New library near above
- d. Accessibility needs improvement
- e. BioTech - how many of our residents actually work there - or is everyone coming in from other areas. There are no longer blue collar industries. Nice to draw something back for people in different walks of life.
- f. Incentive (housing) for employees who work here to live here
- g. We've lost staff at the library b/c they people
- h. SMC Health System - at County level they are very aware of walkability in SSF due to diabetes and other health issues here.
- i. How walkable and bike-able is the area?
- j. How do we make El Camino Real different - Grand Boulevard initiative
- k. Libraries are not free. Free at the point of purchase. A service that this community values and funds. It brings money back - you get more return on the dollar. Make people aware that they've already paid for something. Maybe there are service fees the libraries can charge for tiered services. Added value services.
- l. In looking at combined library/community center need to look at that.
- m. Genentech - how are we holding them accountable? Is it worth what they take? That side of the city seems inaccessible during the week - we're segregated from Oyster Point, etc. I know they give grants to education, but what else? Is this a mutually beneficial relationship?
- n. Pedi needs: think of senior and disabled communities - we need ADA improvements around town.
- o. Perspective of libraries 20 and 30 years ago.
- p. 25 years ago we knew neighbors. Not now.
- q. Necessity
- r. So important for kids to have access to books. For being a teacher - whatever book I read in the morning - is what they want to read in the afternoon.
- s. Keeping the little ones off the computer - social place; kids need to be social. When they grow up how will they interface with each other.

- t. Not all families can afford technologies / devices;
- u. Overall theme - gathering place, space where people see and interact with each other and also the place where people access reputable information (rely upon, expertise, in security and safety, etc.). This is for all of us - seniors, youth, etc. Not rely on someone who is trying to take advantage of you. The Library's preschool and baby reading groups; took grandkids who then were involved in summer reading - created readers from an early age.
- v. We got the idea that having the technology makes us technology literate. There's a place and time to use it. Seniors and kids could benefit from tech and services but don't know how to use it.
- w. Lib is a place where there is an opportunity to come together and facilitate opp to support kids with purposeful use of tech. Facilitator and Engineer -
- x. How do we support our students who want to be engineers AND be social and engaged and create global citizen.
- y. Where does SC society come together other than the library: church, coffee shops, special events, movies in the park, dog park. Lived in SC for 55 years - town hall meetings now... Day in the Park. Senior Center.
- z. Thinking about overlap of library and museum. Gathering place is being challenged for youth. Let's hold onto the idea that it is the repository for information.
- aa. My societal experiences were through schools, PTA, boy and girl scouts, etc.
- bb. CA is politically influential and technology strong, however
- cc. SSF is weak in educational leadership
- dd. SMC is poised to lift early education with the Big Lift initiative (grant funded). SSF is increasingly influential at the County level
- ee. CA is a leader in social justice issues
- ff. City Council is receptive and responsive to community needs
- gg. The SSFSD is divided and hard to engage effectively
- hh. Social media, Spanish newspaper and word of mouth are the way political news get distributed
- ii. Voter participation is distressingly low
- jj. Large - CA and then zeroed in on local community. One of the challenges when zeroing in on focus -
- kk. CA is a leader in social justice issues;
- ll. What Spanish language newspaper? in East SSF, there is a newspaper - but it's from San Francisco (El Tecolote) free.
- mm. No newspaper in SSF, Daly City, etc. Getting great press in Daily Journal in particular. No one media - the slant / perspective is different. People have to go a lot of places to understand what is going on in SSF. No local newspaper. Everything South City - issues start conflict. Many of our people aren't very savvy.

- nn. School District - neighborhood schools in younger schools - at High School there is an influx of Asians from North Westborough and Latinos from East. Seeing conflict. City Council and the School District. It's phenomenal to me how many of our kids are going to amazing colleges. It's not all bleak - there is a lot of good stuff going on.
- oo. Voter participation - if you can get 3000 votes you can get elected... still! So increasingly easy to vote!
- pp. No one in this community is taking the lead on civic engagement and civic responsibility - getting people registered to vote, etc. It's a lot of work. There is a void... League of Women Voters...
- qq. Reaching Latino community might take more old school techniques (posters). Get a group of youngsters to get people registered to vote by mail.
- rr. Having a quality candidate to vote for is as important as getting people to vote. It's very expensive to run in an elect
- ss. No high school volunteer or community service requirements.
- tt. Many volunteer opportunities at Library and P/R. In SSF they are encouraged to volunteer and in their senior year they have community service hour requirements. Might be senior project. Community service is like broccoli for me.
- uu. Taking children with you in your work or living in the community. Filling out forms is not part of the Latino culture - it's scary, trust issues, language issues, etc.
- vv. Electoral year and that may shift with each presidential election - shift in priorities. Have spent funds and time focused on health and OBAMA Michelle.
- ww. Nationally we're having an immigration debate. However that debate goes will impact our local immigrations issues in SC.
- xx. No matter who is president, it's also very important what is happening in congress.
- yy. Supreme Court decisions are changing our worlds.  
In elementary schools, the population is so diverse that even the leadership in schools aren't ready to work with them. That affects the whole city. There has been so much change - they don't have that continuity. Why don't I have the volunteer hours.
- zz. CA is trying to deal with environmental issues and challenges now. We're impacted by worldwide issues. Weather, water, etc. CA is way ahead of the game. We're trying to do what we can. Also impacted by who gets elected.
- aaa. We're very fortunate to have Kevin Mullin and Jackie Spear.
- bbb. On political perspective. Bond issues, etc. If voters do turn out - the perception of what has happened in the past affects future opportunities. Need to be prepared and get information out.
- ccc. What are the community hours
- ddd. We have Citizens Academy - upside of social media and reaching out...mostly to people with emails and internet access.

- eee. Advancing exponentially - however society is lagging behind. Big portion that is still not savvy. Haves/Have Nots - digital divide and gadget ownership.
- fff. Tech alone is not enough to improve knowledge. Lots of research about retention of knowledge utilizing hard copy books and the way we learn. Not the only answer to improving knowledge for this generation.
- ggg. Does provide people access - collaboration - there's maybe less need to have so many libraries - maybe they can share. Fed orgs are now sharing technology and utilizing tech to increase efficiency.
- hhh. Addressing the topic of environmental issues: unforeseen impacts to our youth on technology. Maybe the model of university and college needs to be reinvented. Draper University - entrepreneurs using geek words and eating sushi.
- iii. Maybe library can impact knowledge of health impacts of technology.
- jjj. Has tech really improved our quality of life? The expectations of the giver around tech are different from what we perceived. I used to have a day to answer a phone call.
- kkk. Not less buildings that area called a library - more specialization and collaboration.
- lll. The sustainability of our buildings and the ability of tech to make our buildings more efficient and use less resources. Library could be an experimental pilot program. Maybe PG&E sponsors. Latrine at San Mateo library is high tech.
- mmm. When you upgrade and through new facilities - what we save in maintenance and repair we then can reinvest in programs and services. For example, repurpose what we're spending on water and shift thinking.
- nnn. Life cycle costing and thinking - Financial Literacy.
- ooo. Onsite water recycling is in our future?
- ppp. Composting in addition to recycling - Scavenger.
- qqq. COLMA is rebating residents for purchasing high energy equipment and rain barrels.
- rrr. Gray water in Pleasanton - at the plant they give the water to residents to water lawn. Last year four stations - now 25. Line out the door and it's also been a great community builder.
- sss. Downside of technology is loss of privacy. technology is so intrusive in our lives.
- ttt. tech makes it hard to say no. We don't know how to say no.
- uuu. responsive classroom; tribes, social emotional curriculum that teaches empathy!
- vvv. Anonymity and Community
- www. Leadership and Legacy
- xxx. Strengths
- yyy. Multiple languages - PT staff that have other languages

- zzz. CLC
- aaaa. Community support and attendance
- bbbb. Variety of programs - for children, adults,
- cccc. Homework Club (@ CLC)
- dddd. Child Care (@ CLC)
- eeee. Friends of the Library
- ffff. Makerspace

## 5. Imagining Futures

- a. Using a quad diagram with the Economy and Education as axes, we developed four scenarios for South City's future
  - i. High Education / Low Economy (College Town)
  - ii. Low Education / Low Economy (Hopelessness)
  - iii. High Education / High Economy (New Palo Alto)
  - iv. Low Education / High Economy (Transient)

For each, the group described the environment and conditions, and as large group we discussed how the Library could make an impact in these very different scenarios.
- b. High Ed / Low Econ (College Town)
  - i. Volunteer opportunities
  - ii. Retiree opportunities
  - iii. Job training / fairs
  - iv. Get book donations
  - v. Free programming: engage community
  - vi. Lend books
- c. Low Ed / Low Econ (Hopelessness)
  - i. Offer classes and education
  - ii. Offer clubs to combat gangs
  - iii. Open a branch at the jail
  - iv. Offer a safe place for kids
  - v. Refer to other services
  - vi. Offer joy
  - vii. Apply for grants
  - viii. Help in Economic Development
  - ix. Partner with Businesses
  - x. Social Services
  - xi. Focus in early childhood literacy
  - xii. Path to higher education
  - xiii. Parent and family support

- d. High Ed / High Econ (New Palo Alto)
  - i. Tax breaks for \$ > Schools
  - ii. Cultural events
  - iii. Café, High end Restaurant and Bar
  - iv. Comp every student
  - v. Famous authors
  - vi. Free e materials
  - vii. Sponsor programs for Hopeless, CA - like a shuttle service
  - viii. Support affordable housing
  - ix. Sponsor book drives
  - x. Youth internships
  - xi. Unique support for alternate education and lifelong learning
  - xii. Robust lecture series
  - xiii. Involve youth in volunteerism
  - xiv. ID issues – motivate the community to help the world
- e. Low Ed / High Econ (Transient)
  - i. Lots of workshops
  - ii. Bridge educational gap
  - iii. Satellite CLCs and mini branches
  - iv. Affordable housing
  - v. Library as community center, 3<sup>rd</sup> place, and 2<sup>nd</sup> home
  - vi. Great transportation
  - vii. Philanthropy
  - viii. Subsidize classes at CLC
  - ix. Universal pre-school

## 6. Seeking Opportunities

- a. Continuous dialogue with entire, diverse population via multiple channels
- b. More community centered activities in all neighborhoods
- c. Preparing youth for an undefined future
- d. Being engaged with the community to promote change in the Educational, Societal and Political realms
- e. Exciting to think about a voter registration drive
- f. Social / emotional growth for zero to eight year olds - empower them to be better people and better to other people
- g. Isolated efforts could be better through integration and collaboration
- h. Get recognition for schools, 'distinguished' - create a measurable goal and involve the community
- i. All work together on one goal

- j. Get information (oriented to all demographics, all South City) that reaches all with consistent, credible information
- k. Teach our youth what SSF means to us so they can discover what it means to them
- l. Welcome and integrate new immigrants
- m. Navigability (pedestrians, bicycles)
- n. Group and process allows us to reach out to the community east of 101 - Oyster Point - to create relationships and even collaborate

## 7. Conclusion

- a. Plus
  - i. Moving around and meeting people
  - ii. Diversity of group
  - iii. Respect and appreciation for/from all
  - iv. Don't all know each other
  - v. Nice space
  - vi. Activities / exercises
  - vii. Good facilitation
  - viii. Lunch
  - ix. Different structure
  - x. Good plan: lots of info
  - xi. Sense of timing breaks
  - xii. Productive, good ideas
  - xiii. Everyone had a voice
  - xiv. Accomplishments
- b. Delta
  - i. Capstone
  - ii. Wish for SSFUSD participation
  - iii. Good to break for lunch – maybe for less than an hour



## Context and Purpose

We'll spend today working through and visually representing how the business of the Library gets done. We'll talk through work and material flows, and generally describe all process and their relationships. After we have a picture of the work being done, we'll also discuss whether any of the processes can be streamlined or even eliminated. Our last focus will be on the future work of libraries, and the training and professional development that staff need to be successful in that future.

## Intended Results

- shared understanding of all components of the library
- relational maps that represent the work of the library
- considerations for process improvements or elimination
- priorities for training and professional development for staff

## Agenda

1. Introduction
2. Staff Goals for the Day
3. Elements of the Library
4. Work and Material Flow / Processes
5. Ideas for Process Improvements
6. What skills and behaviors are needed in Library staff to do the future work of libraries?  
(small group exercise)
7. ✓  Plus /  $\Delta$  Delta



## Context and Purpose of the Workshop

The Library has engaged its patrons, stakeholders, the community and staff in developing an understanding of both South San Francisco and the Library. Today's work is about bringing the insight from those activities together with market segmentation specific to the City. We'll use the qualitative and quantitative data to further inform the framing of future scenarios, and our imagining both the Library's role and relationship with Parks and Recreation as a primary partner (as well as other potential partners).

Market segmentation summarizes data at the household level at a range of scales from the census block group level up to outlet service area and citywide. Summing up data at higher geographic levels enables us to see usage and need patterns across the city neighborhood by neighborhood, enabling the Library to be strategic while remaining personalized to each customer. With this information in hand, we will explore service model scenarios that respond to our new understanding of community needs, preferences, and perceived value of the Library and it's collaboration with other City departments and community organizations as an essential service.

## Intended Results of the Workshop

- shared understanding of market segmentation impacts in customer service, collections, programs, and community engagement
- multiple service model prototypes based upon community and organizational analytics
- informed dialogue on higher level strategic scenarios developed through pattern recognition

## Agenda Items

### I. Introduction

### II. Community and Organizational Context

- A. Qualitative Data: Opportunity Analysis
- B. Quantitative Data: Market Segmentation Findings

### III. Service Model Prototyping (ideas often apply to more than one segment)

- A. Pacific Heights
- B. International Marketplace
- C. Trendsetters
- D. Pleasantville
- E. Urban Chic
- F. Las Casas

### IV. Strategy Seeking

- A. Ideation: Strategic Scenarios
- B. Small Group Exercises and Large Group Discussion

- C. Synthesis: Strategic Scenarios

**V. Conclusion**

- A. Reflection
- B. Next Steps and Action Items
- C. Feedback on the Session

## Context and Purpose

As we develop the strategic direction for SSFPL, we need to revisit the mission and role of the Library...

### *Mission*

*South San Francisco Public Library is actively committed to providing the best possible combination of library materials and services to meet the informational, educational and recreational needs of our multicultural community, in a professional manner, with a human touch.*

- *Roles*  
*Primary - Popular Materials Library and Complement to the Formal Education Process, for Children and Adults.*
- *Secondary - Pre-Schoolers' Door to Learning and Complement to Independent Learning Process, for Children and Adults.*

## Intended Results

- dialogue around why the Library exists, and what inspires you to do the work (what can happen because you are here)
- body of ideas developed through conversation that will inform a new vision and mission for SSFPL

## Agenda Items

### **I. Introduction**

What is a mission statement vs a vision statement?

### **II. Mission Dialogue**

- A. Purpose and reason for existing
- B. What unique strengths, aptitude, and expertise does staff have?
- C. Answer the 'Why you exist' question - what special place does the library have in this community from your patron's perspectives?
- D. What could the library's special place be in the minds of your patrons?

### **III. Vision Dialogue**

- A. What inspires you?
- B. Answer the 'What happens because you exist' question

### **IV. Conclusion**

- A. Reflection
- B. Feedback on the Session: Plus (worked well)
- C. Feedback on the Session: Delta (could be improved)

## Context and Purpose

Today's session is focused on ensuring the work we've done in this strategic planning process is well represented in the final document. We'll also celebrate all that has occurred, how well this team worked together to provide leadership and direction, and the successful, significant engagement with the community throughout the process.

## Intended Results

- feedback on the strategic plan document (content, format, etc.)
- agreement on how we'll continue to capture comments, as well as how we'll incorporate them
- next steps and action items

## Participants

Valerie Sommer	Library Director
Carol Simmons	Acting Asst. LD
	Library Manager, Literacy
Karla Molina Bourdon	Services
Leslie Arroyo	SSF Communications Director
Angela Bernal-Silva	Management Analyst II
Pat FitzPatrick	Library Board President, FOL
Diane Huddleston	Library Board VP, FOL
Judy Bush	President, SSFUSD Board
	Parks & Rec Management
Greg Mediati	Analyst
Hilda Barradas	Community Member
Anissa Malady	Librarian II
Krista Martinelli	SSF City Clerk
Ray Yoschak	Community Member
Veronica Ortiz	Library Assistant I
Jolene Malfatti	SSF Union School District

## Agenda Items

- I. Introduction**
  
- II. Draft Strategic Plan: Reviewing the Working Document**
  - A. High Level Comments: Strengths, Weaknesses and Opportunities
  - B. Specific Comments
  
- III. Integrating Comments: Getting to a Final Draft**
  - A. Process and Decision Making

- B. Communication with the Strategy Team

#### **IV. Conclusion**

- A. Reflection
- B. Next Steps and Action Items
- C. Feedback on the Session

## Context and Purpose

The bulk of our planning work is done, with some items that we'll explore further. To meet our overall schedule, we are working to develop a lean first draft and create an overall sense of the intended look and feel of the draft plan based on how we want it to be perceived. This is an interactive, hands-on, working session!

## Intended Results

- clarity on how we want this plan to be received and embraced by your community
- review of draft as outline and discussion of content that should be included
- next steps and action items

## Participants

Valerie Sommer	Library Director
Carol Simmons	Acting Asst. LD
	Library Manager, Literacy
Karla Molina Bourdon	Services
Leslie Arroyo	SSF Communications Director
Angela Bernal-Silva	Management Analyst II
Pat FitzPatrick	Library Board President, FOL
Diane Huddleston	Library Board VP, FOL
Judy Bush	President, SSFUSD Board
	Parks & Rec Management
Greg Mediati	Analyst
Hilda Barradas	Community Member
Anissa Malady	Librarian II
Krista Martinelli	SSF City Clerk
Ray Yoschak	Community Member
Veronica Ortiz	Library Assistant I
Jolene Malfatti	SSF Union School District

## Agenda Items

- I. Introduction**
  
- II. Perceptions of the Plan: Our Intentions**
  - A. Small and large group discussions
  - B. Shared goals for the plan
  
- III. Draft Strategic Plan Review and Discussion**
  - A. Outline



- B. Content
- C. What's missing?

**IV. Conclusion**

- A. Reflection
- B. Next Steps and Action Items
- C. Feedback on the Session

## Context and Purpose

Last week we worked with partners from Parks and Rec, community members and a councilperson, as well as a cross-functional representation of staff to correlate the qualitative information from community engagement with the quantitative information from market segmentation. With deeper understanding of the community SSFPL, serves we explored potential impacts that might be possible through what is already offered by the library and newly imagined services, programs, collections and engagement.

The patterns, themes, and new perspectives developed to date have been synthesized into strategic scenarios. These directly relate to opportunities to meet our communities' needs through deeper insight into their lives. We'll quickly recap the source of our new perspectives and the do the work of finding strategies that will create greater impacts in helping South City realize its dreams for the future.

## Intended Results

- shared understanding of community and organizational analytics
- collaborative framing of opportunities from the analytics effort
- priorities for pursuing opportunities in developing strategic scenarios
- next steps and action items

## Participants

Valerie Sommer	Library Director
Carol Simmons	Acting Asst. LD
	Library Manager, Literacy
Karla Molina Bourdon	Services
Leslie Arroyo	SSF Communications Director
Angela Bernal-Silva	Management Analyst II
Pat FitzPatrick	Library Board President, FOL
Diane Huddleston	Library Board VP, FOL
Judy Bush	President, SSFUSD Board
	Parks & Rec Management
Greg Mediati	Analyst
Hilda Barradas	Community Member
Anissa Malady	Librarian II
Krista Martinelli	SSF City Clerk
Ray Yoschak	Community Member
Veronica Ortiz	Library Assistant I
Jolene Malfatti	SSF Unified School District

## Agenda Items



## **I. Introduction**

## **II. New Community Perspectives**

- A. Seven Tapestry Segments for 66,600 service population of the Library \* brief summaries are attached \*
  - 1. Pacific Heights | 66.6% = 43,032 people
  - 2. International Marketplace | 14.0% = 9,073 people
  - 3. Trendsetters | 7.9% = 5,092 people
  - 4. Pleasantville | 5.0% = 2,042 people
  - 5. Urban Chic | 2.0% = 1,268 people
  - 6. Wealthy Seaboard Suburbs | 1.3% = 860 people
- B. Market Segmentation Insights
  - 1. Geographic locations of each segment
  - 2. Market share (current customers) and market potential (not yet customers) for each segment
  - 3. Library usage by segment
  - 4. Age, income and race / Hispanic ethnic distribution by segment

## **III. Strategic Scenarios**

- A. Presentation and dialogue including potential impacts, opportunities and constraints
- B. Small group and large group dialogue

## **IV. Criteria for Prioritization of Scenarios and Strategic Direction**

- A. Issues to consider around intended outcomes
- B. Model for decision-making

## **V. Preferred Strategic Direction**

- A. Quadrant diagramming exercise to find robust strategies
- B. Small group and large group dialogue

## **VI. Conclusion**

- A. Reflection
- B. Next Steps and Action Items
  - 1. Mission and Vision
  - 2. Service Strategy and Model
  - 3. Organizational Impact
- C. Feedback on the Session

## Context and Purpose

We've made great progress in doing the research and community and staff engagement to understand both where the community is and where the library is currently. This effort has also revealed how the community might change and develop over time. We also need not stop here. We intend to continue accepting survey responses to inform our exploration into the future, and to also continue to reach out to key community members to ask for insight on our ideas and strategies moving forward.

This is intended to be a "What if, and How Might We?" discussion, not a decision making activity. We need to frame and shape the next step of developing strategic scenarios based upon the opportunities we feel have the most potential for impact if the Library intentionally acts. Today, we're asking ourselves "How can the Library support this community in moving from concern about transition to confidence about where it wants to be?"

## Intended Results

- shared understanding of community and organizational analytics
- collaborative framing of opportunities from the analytics effort
- priorities for pursuing opportunities in developing strategic scenarios
- next steps and action items

## Participants

Valerie Sommer	Library Director
Carol Simmons	Acting Asst. LD Library Manager, Literacy Services
Karla Molina Bourdon	Services
Leslie Arroyo	SSF Communications Director
Angela Bernal-Silva	Management Analyst II
Pat FitzPatrick	Library Board President, FOL
Diane Huddleston	Library Board VP, FOL
Judy Bush	President, SSFUSD Board Parks & Rec Management Analyst
Greg Mediati	Analyst
Hilda Barradas	Community Member
Anissa Malady	Librarian II
Krista Martinelli	SSF City Clerk
Ray Yoschak	Community Member
Veronica Ortiz	Library Assistant I
Jolene Malfatti	SSF Union School District

## Agenda Items

## **I. Introduction**

- A. Agenda Review
- B. Framing Opportunities: Thriving Communities Discussion

## **II. Engagement and Research Activities and Outcomes**

- A. Quick Recap (see Page 3 for list of activities)
- B. Continued Engagement and Research
  - 1. Ideas for Survey Participation
  - 2. Other Populations, Groups Organizations or People Not Yet Represented
- C. Summary of Findings to Date
  - 1. Current Context and Projections for South City
  - 2. Library Satisfaction, Engagement and Performance

## **III. Opportunity Analysis**

- A. Library Positioning for Impact
  - 1. Obvious Arenas
  - 2. Strategic Arenas
- B. Gap Analysis
  - 1. Organizational Capacity and Potential Future Demands
    - a) Skills and Behaviors for the Future Work of Libraries
    - b) Physical Facilities and Presence
  - 2. Opportunities to Build Capacity
    - a) Staff Recruiting, Retention and Development
    - b) Scenarios: Strategic Alliances and Partnering

## **IV. Conclusion**

- A. Reflection
- B. Next Steps and Action Items
- C. Feedback on the Session
  - 1. 'Plus'
  - 2. 'Delta'

## Status Update

After our August 3<sup>rd</sup> meeting, memoranda for the following engagement activities are available upon request:

- Insights from Interviews
- Community Forum Memoranda
- Focused Conversations Memoranda
- Community Survey (English Version) Response Summary to date
- SWOT / PEST Workshop
- Service Assessment Workshop

## Market Segmentation is in Progress

### Insight Interviews Completed

1. Anne Senores (Child Development Specialist, YMCA of San Francisco, SSF Resident and Mom)
2. Chris Ramos (Lifelong Resident, 'Mr. South San Francisco')
3. Gene Mullin (Longtime Resident, Former Assemblyman and City Council member, Former Planning and Historical Preservation Commission member, Former Schoolteacher)
4. Ginny Tilton (President, Historical Society of South San Francisco)
5. Jason Li (Student, SSFUSD)
6. Kristy Camacho (Parks and Recreation Commissioner, Resident)
7. Maria Martinucci (CEO, South San Francisco Chamber of Commerce)
8. Marie Villarosa (Resident, Mom,
9. Michael Coyne (SSFUSD)
10. Mike Futrell (City Manager)
11. Rich Garbarino (City Mayor)
12. Zenaida Montecinos (Resident, Community Volunteer)

### Insight Interviews Outstanding

1. Roberto Bernardo (Harbor Commissioner)
2. Gail Donaldson (Gates Associates – Parks and Recreation Master Plan Project Manager)
- 3.

### Community Forums Completed

1. July 10, 2015
2. July 15, 2015

### SWOT/PEST Workshop (July 20, 2015)

### **Focused Conversations Completed**

1. Library Board and Friends of the Library
2. Community Learning Center (Stakeholders and Clients)
3. SSFUSD (Sheryl Chan, Child Development Director and Jay Spaulding, Director of Student Performance, Program Evaluation and Instructional Interventions)
4. City Department Heads

### **Focused Conversations Scheduled or Pending**

1. SSF Chamber of Commerce Members (August 3, 3:00 p.m.)
2. Asian Community in SSF

### **Community Survey Results**

1. English (133 responses to date 5:30 p.m. July 29, 2015)
2. Spanish (0 responses to date 5:30 p.m. July 29, 2015)

### **Staff Engagement (Formal and Informal)**

1. Staff Survey (43 responses to date 5:30 p.m. July 29, 2015)
2. Project Read Staff Discussion
3. CLC Staff Discussion
4. Library Staff Conversations
5. Service Assessment Workshop

## Context and Purpose

We begin the strategic planning effort with this first opportunity to meet as a group. We need to formulate our Strategy Team, develop shared goals and protocols for working together, and create shared understanding of what we'll be doing, with whom, when in this project. Please bring your calendar and this agenda to this meeting.

## Intended Results

- develop strategic plan and process goals and expectations
- review and validate the planning process roadmap
- develop collaboration, communication, and information sharing protocols
- next steps and action items

## Participants

Valerie Sommer	Library Director
Carol Simmons	Acting Asst. LD
	Library Manager, Literacy
Karla Molina Bourdon	Services
Leslie Arroyo	SSF Communications Director
Angela Bernal-Silva	Management Analyst II
Pat FitzPatrick	Library Board President, FOL
Diane Huddleston	Library Board VP, FOL
Judy Bush	President, SSFUSD Board
	Parks & Rec Management
Greg Mediati	Analyst
Hilda Barradas	Community Member
Anissa Malady	Librarian II
Krista Martinelli	SSF City Clerk
Ray Yoschak	Community Member
Veronica Ortiz	Library Assistant I
Jolene Malfatti	SSF Union School District

## Agenda Items

### I. Introduction

- Agenda Review
- Goals and Expectations of Core Team (*for the plan and the process*)
- Reflections on South San Francisco

### II. Strategy Team

- Roles and Responsibilities
  - validate process and participants

2. review and provide feedback and additional input on engagement plan
  3. provide leadership, direction, and course correction to ensure integrity of the process, and achievement of goals and objectives
  4. act as engagement and media liaisons
- B. Communication and Collaboration
1. develop Strategy Team ground rules
  2. review protocols and determine preferences
  3. discuss document sharing

### III. Roadmap

- A. Overview
1. Participants
    - a) Groups (Authority, Leadership, Catalyst and Influence)
    - b) Engagement Matrix and Staff 'Inreach'
  2. Activities and Interrelationships
  3. Timeline
    - a) review entire schedule
    - b) confirm, modify, and integrate into calendars

### IV. Conclusion

- A. Reflection
- B. Next Steps and Action Items
- C. Feedback on the Session
1. 'Plus'
  2. 'Delta'