The San Francisco Public Library Office of Outreach Services

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Abstract

The Office of Outreach Services (OOS) is an experimental office located in the Main Branch of the San Francisco Public Library (SFPL). OOS was created to provide dedicated intake and assessment of patrons without homes who are in need of library and social services. OOS was seen as a solution to the increasing amounts of patrons using the library staff for outreach services, which created a burden for librarians and impacted other patrons. In its trial run, OOS has been a success, and in their strategic plan they outline a three-year plan that includes the goal of becoming a permanent part of the SFPL.
San Francisco Public Library Office of Outreach Services Strategic Plan 2009-2012

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Introduction

On a cold and wet December 11, 2006, in the midst of a particularly stressful holiday season for the city of San Francisco, a tragedy unfolded at the San Francisco Public Library for which no one was prepared: a librarian was murdered at the reference desk in front of dozens of horrified patrons. A regular homeless patron that had been known to all library staff had a violent episode after making an inquiry at the reference desk and was asked to wait until the librarian was finished with a phone call. At that point the man, 56 year-old Lamont Bryant wielded a knife from his jacket and stabbed veteran reference librarian Joy Perry 26 times to the chest and groin. Patrons who witnessed this shocking scene soon leapt to the librarian's aid, pulling Bryant off Perry and attempting to administer rudimentary first aid. However, it was too late, in the course of less than a minute, Bryant had robbed the SFPL of one of its most-beloved librarians, a staff fixture for more than ten years. The irony of this situation is that Perry had frequently mentioned to SFPL administration that there was a potentially dangerous situation brewing in regards to homeless patrons who were frequently in need of outside assistance not provided by the SFPL.

After this tragedy, the family of Joy Perry sued the SFPL for inadequate response to her prior complaints and for not securing a safe work environment for employees and patrons. In response, SFPL began to investigate avenues for changing the current persons without homes policies and did an extensive outreach discovery project and found that what happened in the SFPL situation was not an isolated event (Appendix H). As a result of the devastating occurrence of the murder of Joy Perry on December 11, 2006, the SFPL created an Office of Outreach Services (OOS).
The idea behind the creation of the OOS was to attempt to shoulder the burden of outreach that had been previously neglected or handled by untrained staff members who often had to serve as psychological counselors and outreach specialists in addition to being information professionals. The OOS was formed out of a pool of current SFPL staff and a virtual consultant, Sanford Berman, who is well versed in homeless issues in the context of public libraries, was used as needed in the formation stage to advise the development of OOS' programs.

The OOS was originally envisioned as an experimental office that would effectively "untie the hands" of SFPL administration and staff when it came to dealing with patrons without homes. In the city of San Francisco, homeless advocacy groups have been notoriously resistant to any prior attempts made by the SFPL to regulate relations between staff and patrons without homes. The hope for the OOS is that with sensitivity training, non-violent interaction instruction, mandatory workshops on how to perform rapid psychological scans of patrons, and basic self-defense training, the staff of the SFPL would be better prepared to deal with the issues and complications surrounding the problem of chronic homelessness in San Francisco.

After one year of operating with success, the OOS has been asked by the SFPL administration to prepare a three-year strategic plan to assess how they see themselves growing within the confines of SFPL policy in the aim that the OOS will become a permanent office of the SFPL.

Vision Statement

The vision of the San Francisco Public Library's Office of Outreach Services (OOS) is to position the San Francisco Public Library as a holistic link to homeless
patrons and community service providers in the San Francisco Bay Area.

Mission Statement

The SFPL Office of Outreach Services (OOS) is committed to bringing literacy and the enjoyment of libraries to patrons without homes while aiding and facilitating their inclusion into the larger community served by the San Francisco Public Library (SFPL).

Core Values

• Equal access
• Equal enjoyment of library services
• Safe space for all patrons
• Safe space for all employees
• Providing information based on needs of patrons
• Serving as an educational link between patrons without homes and the SFPL community
• Provide advocacy for persons without homes to SFPL community

Operating Goals and Objectives

• Strengthen relationship between SFPL and Homeless Advocacy Projects in San Francisco Bay Area
• OOS will lead the SFPL task force that addresses issues of disadvantaged patrons
• OOS will increase communication between the SFPL and advocacy groups
• OOS will develop informational presentations within various library branches
• OOS will increase media outreach and public education around program needs and goals
• Create sustainable relationships between homeless community and SFPL
• Seek more leadership opportunities for the role of OOS as a liaison within the SFPL
• Increase the role of OOS within homeless advocacy groups by co-sponsoring events
• Develop monetary security for OOS

Management Teams

Executive Director: KickingBear Lee

KickingBear Lee began her library career as a page for the Cherokee Reservation Library in Oklahoma. From these beginnings, KickingBear has worked and studied the way that poverty impacts library institutions worldwide. Her previous post before becoming a member of the SFPL in 2002, was in Calcutta, India, working as Executive
Outreach Director from 1990-2001.

Associate Director: Etelvina La Fonda

Etelvina La Fonda has worked throughout the Eastern European block implementing and supporting library programs in underdeveloped and poorly funded regions. Her latest community library building post had her in Kosovo rebuilding the numerous bombed libraries in the region and creating crucial international links for funding.

Program Director: Vivienne Leplastrier

Vivienne Leplastrier is an international icon in outreach service communities. She has spent the majority of her professional career working with Libraries Without Borders. Most of her work has been rebuilding and creating libraries in war-torn areas of the world as well as working to rebuild libraries after disasters strike—whether that be a bombing, hurricane, earthquake, or fire.

Neighborhood Community Liaison: Coretta Watkins

Coretta Watkins is an innovative community outreach worker. Coretta spent 10 years of her life living on the streets of Washington D.C. before finding herself in a Smithsonian Library computer literacy program. This class led her to enter the local community college - Potomac College - that collaborates with the Smithsonian Homeless Outreach program to assist homeless populations in gaining access to education. This opportunity has driven and inspired Coretta to fully engage academically and professionally with libraries across the nation to build similar pathways between persons without homes and libraries.

Remote Virtual Consultant: Sanford Berman (wish list)
Sanford Berman is a veteran advocacy librarian that has a diverse background in library services and homeless outreach. His personal convictions and professional drive have informed his prolific career and make him one of the most versed individuals in advocacy and implementation of community outreach projects worldwide.

Internal Staff OOS Liaison: Kimberly O'Shaughnessy

Kimberly O'Shaughnessy has been with the SFPL since 1985 and has worn many hats. She has at some point in her long and dedicated career been a part of each department in the SFPL. This ability to cross-communicate and lend her expertise to any job at hand makes Kimberly a crucial link between OOS and the rest of the SFPL staff.

Financial Advisor: Elvira Hausenphefer

Elvira Hausenphefer has worked as a financial advisor for numerous non-profit agencies, her most recent post was with Amnesty International from 2000-2005. Since joining the SFPL, Elvira Hausenphefer has expanded the donor list exponentially and discovered innovative financial planning tactics that are particularly useful for the SFPL.

Security Advisor: Sparky Bratlovski

Sparky Bratlovski was born and raised in San Francisco. As a third generation Police Officer, Sparky Bratlovski provides extensive experience and insight into historical and contemporary security procedures.

Management styles

The OOS management team is comprised of several different management styles that allow for chances to learn about compromise, diplomacy, and delegation. Although our differing management styles have led to some dynamic and lively interactions, the OOS team has started to realize how different styles enhance the team and allow for each
team member to bring their representative strengths to their respective positions. We are led by an executive director who brings a blend of charismatic and transformational leadership styles to her dealings with staff, administration, and homeless advocacy groups. The rest of the staff is comprised of everything from democratic or participative leadership, bureaucratic, and laissez-faire approaches to management.

Leadership Issues

- Employees may feel that the library is not the place for a community outreach center and may resist change
- Employees may continue to feel that certain patrons are a distraction from their work
- Employee culture may be divided between those who support changes and those who do not
- Employees may continue to feel divided from administration
- New employees with backgrounds in psychology and counseling will be needed to staff and oversee new projects
- Managers and high-ranking administration must be more supportive of employees who are often in public view and listen to their grievances without bias
- All employees must become aware of how the new outreach projects are implemented so that they be available to direct users to their services if asked

Internal Stakeholder Groups

- SFPL Management
- SFPL Librarians
- SFPL Library Staff

Internal Strategies

- Monthly "coffee and bagel" meetings between OOS and the rest of the SFPL will be held to discuss recent developments with OOS and to get feedback from staff on how we are helping them.
- One OOS staff member will embed themselves on the library floor once a week to observe and note firsthand what the needs of our clientele are and see how they are dealt with by SFPL staff so as to better inform our strategies.
- The OOS will provide bi-annual training days to help SFPL staff better handle relations between persons without homes as well as to inform them of the services OOS provides.
External Stakeholder Groups

- Patrons
- Homeless Advocacy Groups
- Donors

External Strategies

- OOS will prepare a press release to be delivered live during a television press conference and posted on the OOS website which can be linked to from the SFPL website.
- OOS will post our strategic plan on the same website and make it available for public comment.
- OOS will have an advance meeting with Executive directors and program managers of other non-profits who work with homeless patrons to begin forming alliances.

Strengths, Weaknesses, Opportunities, and Threats

A recent SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the Office of Outreach Services (OOS) demonstrated the need for the inclusion of OOS as part of the library. We found that our strengths and weaknesses were often two sides of the same coin. One of the strengths of the OOS is that it is made up of employees drawn from different parts of the library that fosters communication between different library departments, including the administration. Although we have been underutilized, we have shown that since our only job is outreach, we have been able to assist not only our target outreach population (patrons without homes) we have taken the burden away from librarians and staff working on the main floor who often feel that performing outreach services are a drain on their time and resources.

However, our greatest weakness lies in the fact that many SFPL employees do not understand what we do and hence, the OOS has been underutilized due to a lack of referrals from librarians and other SFPL employees, despite our diverse staff. This indicates that our communication with the rest of the library has not been as solid as it
could be, which perhaps can be traced to the fact that our team is new and is still getting used to making ourselves known to both staff and patrons. However, initial polling done via a survey of library patrons has indicated that many of our users feel a real need for the OOS and would love to see the OOS become an official part of the library and not just an experimental office.

In the way of threats we see funding and opposition from homeless advocacy groups who appear to take issue with our presence as the two threats to our survival as an organization.

Within these threats lies an opportunity to improve the SFPL through the establishment of the OOS as an official part of the SFPL. We feel that our services will lend assistance towards giving employees better job satisfaction and patrons better service and value by incorporating the OOS into a functioning part of the organism that is the SFPL. With our establishment there is the opportunity to strengthen the communication between different branches of the library, draw new patrons to the library, and attempt to work with advocacy groups outside of the library in a way that allows us to work together to benefit our stakeholders.

It is clear that patrons want a library where mainstream and disenfranchised populations can be served in a way that helps them to improve and employees wish to do their jobs. In the terms of Gary Deane (2003) in regards to the value proposition of the SFPL, “the only perspective on value that matters is that of the customer” (p. 316) and the incorporation of OOS into the library will send the message to patrons that all who come to the library will be helped in the way that is best for them. OOS will relieve the burden of outreach and being dedicated exclusively to providing outreach to our patrons
without homes, will be providing, delivering, and sustaining value.

User Analysis

The OOS was designed to exclusively serve persons without homes. This group includes both children and adults. Many members of this group have restricted access library cards that allow them restricted borrowing privileges without requiring them to have a fixed address.

The adult clients of OOS use often use the SFPL for shelter, particularly in the winter months that tend to be colder and rainy in the city of San Francisco. Many times they pass the time reading books and other items from the SFPL collection.

Homeless children are often brought to the SFPL by their parents for access to books, as they generally may not be either enrolled in school or may not be in regular attendance in school. Poor children who do have homes may use the SFPL as safe haven away from impoverished and crime-ridden neighborhoods. Many of these children also have parents who work long hours so they may use the SFPL as a place to stay and possibly do homework while they wait for their parents to come and pick them up.

Those who make use of the OOS do so primarily in order to obtain information about social services. These could be social services that are geared mainly towards persons without homes, such as information about shelters, temporary housing programs and health clinics. The OOS also provides information about job searching that is useful both to persons without homes who are trying to make the transition away from being homeless, as well as the working poor who are trying to improve their job skills so as to obtain better paying jobs. Many of the working poor who use the job services have families to support.
The main motivating factor for people using the OOS is opportunity and ease of use. The OOS is located at the library and is therefore easily accessible, particularly as the SFPL is regularly used by persons without homes and the poor. There are also many signs and other notices posted around SFPL alerting users to the existence of the OOS, and staff members are instructed to provide information about the OOS as needed or requested by patrons. In addition, users of the OOS are often unable to find information about social services elsewhere, and may be unaware of the existence of social services.

Support issues

The main issue that the OOS has in terms of support is that of the budget, which is a key planning factor for all public organizations. The particular issue concerning the budget is that of the commitment of funds. When the library has many other pressing needs such as building collections and information infrastructure – just to name two examples – these tend to take top priority, as they most closely reflect the stated mission of the library. In addition, philanthropic giving to the library tends to be focused on priorities related to the stated mission of the library. People who do donate to causes related to homelessness tend to make donations directly to organizations that have providing assistance to homeless persons as their stated goal and objective.

Indeed, many of these organizations may be resistant to the OOS for just this reason, as there tends to be fierce competition for a limited amount of funding.

The success of the OOS requires the participation and support of library administration, as they have the power to set the priorities and agenda for the library. This participation requires the administration to have the willingness to provide support for OOS. This relates to the first issue, that of the budget, in that budget allocations are
often a measure of the priorities of the organization. The OOS will have to work on advocacy for itself as well as for the homeless, and will need to emphasize how it will be able to help the library fulfill a mission of equal access to all patrons in order to be able to receive support from the administration.

There is also the issue of the availability and attitudes of the staff. There may not be enough staff in the library to re-assign to the OOS, and in tough economic and budgetary times, the library may be unable or unwilling to hire additional staff, especially as it will be working to maintain its principle mission of being information specialists.

In addition, many staff members may have a personal animus towards persons without homes, or may simply feel uncomfortable interacting with them. This may necessitate staff training on the part of the OOS. Again, this will need to be a consideration when planning the budget.

Strategic Initiatives

These are expanded upon in the Gantt chart (Appendix J)

• Become an integral part of the San Francisco Public Library
• Become an integral member of the community services structure of San Francisco
• Develop targeted library programs that serve patrons without homes

Measuring The Effectiveness Of Strategic Initiatives

The effectiveness of the strategies concerning the creation, absorption, and growth of the OOS will be determined by several strategies. Once the OOS is ready to be absorbed into the SFPL, we plan to make a press announcement and post this strategic plan on a website exclusive to the OOS to generate awareness in the community about how the SFPL will continue to improve so that it can serve all San Francisco residents. Evans and Layzell Ward (2007) advise that “posting a plan can generate positive public
relations as long as the plan is updated and there is progress on the stated goals.” (p.160).

We will do our best to keep all the activities of the OOS open to the public so that patrons, SFPL employees, and other San Francisco advocacy groups can stay informed about what we are doing.

We will also call for the creation of the position of a “two-way communications manager” who will ease and facilitate the airing of information and grievances between SFPL employees and the administration so that all employees are constantly aware of what other parts of the library are doing to lessen any anxiety or resistance to change that the absorption of OOS might portend for SFPL employees. Evans and Layzell Ward believe this is necessary because “[o]pen and honest communication is a key component to achieving a successful change.” (p.114)

In regards to our patrons, success will be measured through their participation on our website which will offer a community discussion board where we will collect feedback on and answer questions about OOS and its services. We will welcome feedback and commentary from both users of OOS services as well as other patrons who may have noticed effects of the OOS on their library experience. For patrons who do not have regular access to the internet, we will prepare bi-annual flyers and questionnaires that will be handed out at the OOS, homeless shelters, in the SFPL, and in other locations to be determined by an analysis of user demographics. For those who actively make use of OOS services, questionnaires will be handed out at each transaction or service interview to constantly gauge whether or not the programs designed for them are actually helping them.

Summary
The San Francisco Public Library's Office of Outreach Services (OOS) was created in response to a tragic event that brought attention to the need for the public library to have more of a presence and a position in regards to the needs of its patrons who are without homes and in need of special programs and services. After a successful one-year trial, the OOS has developed a strategic plan to demonstrate how it can feasibly become a permanent department of the SFPL. Over the next three years the OOS will implement the strategic initiatives of becoming an integral part of the SFPL, becoming an integral part of the community services structure of San Francisco, and developing targeted library programs to serve patrons without homes. The progress of these goals will be tracked by the continuous administering of questionnaires to solicit the opinions of key stakeholders with a special emphasis on patrons and homeless advocacy groups of the San Francisco bay area. The OOS will be a new and dynamic addition to not only the San Francisco community, but with its holistic approach to a long-standing problem, its transparency for stakeholders, and its implementation of technology to stay connected to the community, the OOS stands to become a bellwether for outreach programs in public libraries across the nation.

Conclusion

Joy Perry's tragic and untimely death, although traumatizing for both patrons and SFPL employees it was not in vain for it served as an impetus for the SFPL to make its decision to take control of the situation in regards to its patrons without homes, who are frequent users of the library and who often need services beyond what a reference librarian can provide. With the establishment of the OOS, the SFPL will be helping to redefine the status of the library as not only a place to gain information for research
purposes, but as a holistic link to the communities of which they are a part. With more and more patrons without homes using libraries, and with escalating occurrences of violence in libraries related to patrons without homes, it is critical that more public libraries pay attention to and implement policies to provide outreach to patrons in need.
References


City and County of San Francisco. (2008). *Consolidated budget and annual appropriation ordinance: City and county of san francisco (fiscal year ending june 30, 2009) and municipal transportation agency (fiscal year ending june 30, 2009 and fiscal year ending june 30, 2010)* No. 080725 and 081040. San Francisco: City and County of San Francisco.


Appendix A: Competitive Analysis

Purpose Statement

OOS is an integral community resource that does not have competitors, per se, but instead is challenged by the lack of utilization both internally within the SFPL and externally within the greater San Francisco community. In preparing a competitive analysis, the overall purpose is not to identify those competing for our target group, but instead, to reach beyond constructed boundaries and address avenues that need built to create a fully inclusive productive OOS.
Appendix B: San Francisco Homeless Advocacy Groups

San Francisco is home to a varied demographic with a surprisingly large number of homeless, statistically ranking as one of the top cities in the United States. Therefore, for the purpose of this report, a comprehensive guide to services provided within the Bay Area for homeless citizens has been compiled and is attached as Appendix F. This guide is meant to show the varied groups invested in addressing homelessness in the San Francisco Bay Area and to echo the voice of collaboration between the SFPL OOS and these dedicated homeless advocates. Because of this divergence from traditional competitive analysis formulation, the list does not compare and contrast the SFPL OOS and the individual homeless advocacy groups listed, instead it just provides a roadmap for future collaboration with the listed groups and stresses the importance of creating a liaison to communicate with the existing homeless advocacy community.
Appendix C: SFPL Homeless Services - Then and Now

As a public institution that is centrally located in the heart of San Francisco, the SFPL has a long history working with homeless patrons and the various community homeless advocacy groups. That said- the historical success of this relationship is debatable. A combination of deinstitutionalization of state mental health hospitals, shrinking budgets for low-income and homeless community members and the continual budget cuts impacting libraries has compounded an already difficult situation. Deinstitutionalization has created larger numbers of individuals that would previously have been aided by hospitalized care to become wards of the street and public facilities that are not trained in aiding mentally ill citizens. In addition, the tightening of financial assistance to low-income and homeless community members as well as the fiscal crisis that is currently challenging everyone from Wall Street to Mission Street - libraries by default have become safe havens and resource centers. Which in itself is a core responsibility of libraries- to provide service and resources to those that need it, but this responsibility is challenging to fulfill due to the fiscal and professional services that are required when assisting homeless patrons-as their needs are traditionally somewhat different than the mainstream patron.

As a result of a varied success rate in the past, the SFPL OOS has been implemented as a progressive approach to remedy the lacking services that have been targeted as a failure in the past. As the OOS is a new team within the SFPL, the goal is to have a comprehensive overhaul of the prior homeless services and do a far-reaching collaborative project with the above listed services (Appendix F). Therefore the replacing of prior services will take extensive dedication, fiscal response and community support to
be a success. As each of the existing community outreach services listed in Appendix F have varied services-ranging from health care to legal services - the SFPL OOS will have the task of being a frontline resource for homeless patrons to find and access the varied and comprehensive homeless services in the San Francisco Community.
Appendix D: Products and Services

The products and services the OOS will provide will focus on developing library services and programs for patrons without homes. The OSS will work with the San Francisco Public Library to augment its services and help develop additional needed services.

1. The OOS will provide library products and services for patrons without homes. In order to achieve this goal, the OOS will:
   • participate monthly in Project Homeless Connect, along with members of the SFPL, and provide books and magazines for those waiting for services
   • work with the SFPL to develop, promote and support classes through the SFPL ‘Public Training Program’ targeted at persons without homes: classes could include such things as 1)Beginning E-mail, 2) Internet Searching, 3) Finding Online information and resources
   • target services to patrons without homes by developing an outreach plan and building partnerships with agencies and services that provide services and resources to this population.

   The resources that are needed to achieve these goals are allocation of staff time, a budget to provide necessary resources, and good communication with the SFPL. OOS staff will be assigned as part of their duties to attend monthly Project Homeless Connect meetings, and to work with organizations such as Friends of the San Francisco Public Library to secure resources and materials to supply to those waiting for services. OOS staff members will work closely with the Information Services unit of the Main Library to develop targeted classes for patrons without homes, and find avenues for advertising classes to targeted population.

2. The OOS will develop literacy programs that support patrons without homes and their families. In order to achieve this, the OOS will:

   • train reading volunteers to participate in a Saturday afternoon reading program for children of patrons without homes, which would occur monthly in various library branches
   • train volunteers to be available to read to adults who are persons without homes and
assist them with finding library materials
• provide library orientations that are for patrons without homes
• publicize library events to homeless shelters to increase participation
• provide materials and resources for collection development that reflects this population.

The OOS will recruit and train volunteers in the best practices to read aloud to children, including material selection, reading techniques, and how to work with children from this targeted population. Included in the training will be information on the particular issues children of patrons without homes face, and how the library might support their needs, e.g., having the children participate in weekly library programs to keep them connected to the community and to provide a safe environment for them. The OOS will publicize the library events to homeless shelters, so that families and children can participate in story time, puppet shows, and other special programs.

The OOS will recruit adults to read to adult patrons without homes and become a library buddy for them. Volunteers could help the patrons read paperwork, resource materials, and if needed material and information that is online. Volunteers can also be available to help patrons without homes find information in the library. Training for these volunteers will include understanding issues of homelessness and how to support the literacy and information resource needs of patrons without homes. In addition, the OOS will provide materials and resources, including book donations, for collection development that reflects the homeless population. Materials could include books, resource materials, and online resources.

OOS staff time must be dedicated to collaboration and partnership development. A dedicated OOS staff member will assigned as the liaison for SFPL departments and other agencies. As Evans and Layzell Ward (2007) state, “Leadership that depends on
personal qualities apart from technical expertise represents another method of legitimating authority” (p.171).

OOS staff will need to connect with the SFPL Department of Communications to ensure that information is posted in various communication avenues such as the website or the newsletter. Collaboration and communication are key to the success of these efforts. It is also critical that the OSS staff creates methods to continually assess the programs and efforts. As Alexander, Black, Field and Vesper (2004) state, “Assessment can bring us closer to our users and free us to use innovate thinking in creating more effective library services” (p.15).
Appendix E: Wish List

- Create working relationship with Bay Area Community Colleges to assist Patrons Without Homes to achieve higher learning
- Create relationships with national service programs and colleges to recruit interns to continue developing and evolving the SFPL OOS
- Create fundraising department exclusively for OOS
- Create mobile digital centers to assist patrons without homes to access online resources
- Initiate working exchange program with staff members of New York Public Library Office of Outreach Services
Appendix F: Websites of Services for Persons Without Homes

- San Francisco Homeless Services Coalition: http://www.sfhsc.org/
- San Francisco Department of Public Health: Homeless Services: http://www.sfdph.org/dph/comupg/oservices/homeless/default.asp
- Haight Ashbury Free Clinics: http://www.hafci.org/
- National Coalition for Homeless Veterans: http://www.nchv.org/
- National Coalition for the Homeless: http://www.nationalhomeless.org/
- Project Homeless Connect SF: http://www.sfconnect.org/AboutUs/index.php/homeless_connect/phe_our_mission.html
- Hamilton Family Services: http://www.hamiltonfamilycenter.org/
- Huckleberry Youth Services: http://www.huckleberryyouth.org
- Bay Area Homeless Alliance: http://www.baha.org/
- National Law Center on Homelessness and Poverty: http://www.nlchp.org/
Appendix G: Needs Assessment Tools

These needs assessments were designed after a careful discussion amongst the OOS staff in which we determined who our key stakeholders were and what responses we would need for them to effectively evaluate the needs of our various stakeholders. These questionnaires were compiled from data collected during an environmental scan where we identified some key issues that might be of concern to our stakeholders and decided to use some of these concerns to formulate questions in the hope that we would receive more-in depth answers than we did during the environmental scan. From the data collected from these questionnaires, we were able to better develop our SWOT analysis prior to preparing our strategic plan.

These questionnaires are also the ones that we plan to utilize during our bi-annual surveys of our various stakeholder groups. We wish to ask the same questions over a three-year period so that we can better track our growth in relation to areas covered by certain questions.

Library Staff Questionnaire

1. How do you feel that your job has been impacted by the services provided by the OOS?
2. Do you feel that the OOS has alleviated or lessened job stress created by non-traditional library inquiries?
3. Do you believe the OOS has had a positive impact on overall job morale?
4. Do you find the strategies used by OOS effective?
5. Do you feel that OOS and SFPL management has responded to your complaints and concerns?
6. How effective do you feel the communication between OOS and library staff has been? Do you have overall recommendations on how to improve communication effectiveness?

7. Do you feel physically safer in your employment at SFPL since OOS has been initiated?

8. Are there general questions, concerns, or advice you would like to convey to the OOS team and SFPL management?

Homeless Advocacy Groups Questionnaire

1. In regards to our mutual clients, what changes have you seen since they began working with OOS?

2. Do you feel that the OOS is providing services that help your clients according to needs you or your client has identified?

3. Do you feel that we have a comprehensive list of services or should they be expanded?

4. Is there a gap in services provided in San Francisco that you think the OOS would be able to provide?

5. Do you feel that the communication between OOS and your organization is clear, productive, and effective?

6. Do you feel that the OOS is an integral member of the homeless outreach programs of the San Francisco Bay Area? If not, how do you think we can best achieve this?

Needs assessment for Patrons

1. How often do you use the library?

2. Are there issues that prevent you from using the library?
3. Do you feel that your community is well-served by the SFPL?

4. Do you feel that you have questions that cannot be answered by reference librarians?

5. Would you like it if the SFPL had a permanent Office of Outreach Services located in the Main Branch?

6. What kinds of services would you like an outreach office to provide?

7. Do you feel safe and secure while at the library?

8. What strategies could the SFPL undertake to make you feel safer?

9. What strategies could the SFPL undertake to improve the quality of your library experience?

10. Please add additional comments in the space provided:

   Needs assessment for OOS Clients

1. Why did you originally come to OOS?

2. How did you find out about OOS?

3. Has the OOS provided the level of outreach that you were expecting to receive?

4. Would you recommend OOS to others in your community?

5. Would you recommend OOS to others in your community over other similar organizations?

6. Do you feel that the OOS makes the library more hospitable to you and your needs?

7. Do you feel safer in the library as a result of assistance from OOS?

8. What can OOS do to improve its facilities/ programs/ service to help you and your community?

   Needs assessment for Donors

1. Approximately how much money have you given to the SFPL over the last five years?
A. $0-100
B. $101-500
C. $501-1000
D. Over $1,000
E. Other

2. Why have you chosen to give money to the SFPL?

3. Would you consider giving money to special programs within the SFPL such as Outreach Services for Homeless Patrons.

4. Do you feel that the SFPL should participate in outreach programs?

5. If you feel that the SFPL should not participate in outreach programs, would you cease to donate to the library if they implemented outreach programs?

6. Would you be more inclined to give money to the SFPL if they implemented outreach programs?

7. Would you ever consider planned giving to an outreach organization within the SFPL?

8. If you have never donated to the SFPL, what would inspire you to make a contribution?

9. When you donated money to the SFPL, did you donate via an affiliated organization such as Friends of the SFPL, or did you give the money directly to the SFPL?

10. Do you have any concerns, questions, or comments in regards to donating money to the SFPL?
Questionnaire for Library Administrators

Adapted from the Public Library Data Service Statistical Report, 2007

Library Name ____________________________
Street Address ____________________________ City ____________________________
State/Province ____________________________ Zip/Postal Code ____________________________
Director’s Name ____________________________ Submitted by ____________________________
Library Phone ____________________________ Extension ____________________________ Fax ____________________________
Email Address ____________________________ Date of Submission ____________________________ (mm/dd/yyyy)
Library Website ____________________________

A. GENERAL INFORMATION

1. Ending date for latest completed fiscal year. Report as mm/dd/yyyy ____________

2. Population of legal service area. Report the number of people in the geographical area for which the public library has been established to offer services and from which (or on behalf of which) the library derives income, plus any areas served under contract for which this library is the primary service provider.

   Population of legal service area ____________
   Square miles in legal service area ____________

3. Library registration. Report this figure only if the library purged its file at lease once within the last three years.

   Library registration ____________

4. Holdings. For the purpose of this data service, holdings will be classified as the number of cataloged items (number of items (NOT number of titles) plus paperbacks and videocassettes if uncataloged. Do NOT include periodicals with cataloged or uncataloged.

   Holdings ____________

5. Central library. A single library building or a building where the principal collections are kept and handled, also called Main Library. A library system may or may not have a central library. Some systems may have an administrative center that is separate from the principal collection and is not open to the public. This type of building should not be reported.

   Do you have a central library? Yes □ No □ (if no, please skip to Q6)
What is the total square footage of the library building?  
Square feet:  

6. Branch libraries. Report number, using the following definition: Branch libraries are units that all of the following: 1) separate quarters, 2) a permanent basic collection of books, 3) a permanent staff, and 4) a regular schedule for opening to the public.

   Number of branches (if 0 please skip to Q7)  
What is the total square footage of all your branches?  Total square feet:  

7. Bookmobiles. Report number, using the following definition: a truck or van especially equipped to carry books and other library materials that serves as a traveling branch library. Count vehicles in use, not stops, during most recent fiscal year.

   Number of bookmobiles  

8. Public service hours. Report the total scheduled public service hours in a typical week in October for all service outlets (i.e. central library, branches and bookmobiles).

   Total weekly public service hours  

9. Current annual salary of director  
$  

10. Salary of beginning librarian. Report the current annual salary that would typically be paid to a beginning librarian with an MLS degree and no professional experience  
$  

B. STAFF (FULL-TIME EQUIVALENT)

Report figures as of the last day of the fiscal year. Include unfilled positions if a search is currently underway. Report full-time equivalent (FTE) in terms of standard work as long as that standard week is between 35 and 40 hours. If not, please convert to 40 hours a week.

11. Librarians. Report FTE of all who are staff members doing any work that requires professional skill in the theoretical or scientific aspect of library work, or both, as distinct from its mechanical or clerical aspect. The usual educational requirement is a master’s degree (or its historical antecedent) from a library education program. Include staff in managerial positions as well as in other positions.

   Number of librarians (FTE)  

12. All other paid staff. Include all other persons paid by library budget EXCEPT plant operations and maintenance staff. Include paraprofessionals, clerks, pages, and
professionals other than librarians.

Number of all other paid staff (FTE) ________________

13. Total paid staff (FTE).
   Total of items 11-12 ________________

C. OPERATING FINANCES

**Sources of Income**

*Operating finances are defined as follows: the current and recurrent income for and costs necessary to the provision of library service, such as personnel, library materials, binding supplies, repair of replacement of existing furnishings and equipment, and costs incurred in the operation and maintenance of the physical facility. Note: local accounting practice shall determine whether a particular source of income or expense is an operating appropriation or expense, regardless of the examples just given. This questionnaire does not ask for capital income or expense, however you define it.*

Unless otherwise noted, all figures reported on this questionnaire should be accurate as of the end of the most recently completed fiscal year. Canadian libraries should report in Canadian dollars.

14. Local. Report all tax and nontax receipts allocated by the community, district or region of the public library and available for expenditure by the public library. Do NOT include the value of any contributed or in-kind services or the value of any donations, fines or fees.
   Income from local government. $ ________________

15. State/Province. Report all revenue from funds collected by the state/province and distributed to public libraries for expenditure by the public libraries, EXCEPT for federal monies distributed by the states/provinces.
   Income from state/provincial government. $ ________________

16. Federal. Report all revenue from funds collected by the federal government and distributed to public libraries for expenditure by the public libraries, including federal monies distributed by the state/province.
   Income from federal government. $ ________________

17. Other income. Report all income other than that reported in Items 14-16. Include, for example, gifts, donations, interest, fines and fees. This amount is the difference between the sum of the income reported in Items 14-16 and the total income, reported in item 18. Do NOT include the value of any contributed services or the value of in-kind gifts and donations.
   Other income. $ ________________

18. Total income.
   Total of items 14-17. $ ________________
19. Salaries and wages. This amount should be the salaries and wages for all library staff except plant operation and maintenance staff for the fiscal year. Salaries for plant operation and maintenance staff, if paid from the library budget, should be reported as other expenditures. (Item 22). Include salaries and wages before deductions, but exclude employee benefits.

Expenditure for salaries and wages. $ __________

20. These are defined as follows: The benefits outside of salary and wages paid and accruing to an employee except plant operations and maintenance staff, even if benefits or equivalent cash options are not available to all employees. Benefits for plant operations and maintenance staff, if paid from the library budget, should be reported as other expenditures (Item 22). Include amounts spent by the library for direct, paid, employee benefits including Social Security, retirement, medical insurance, life insurance, guaranteed disability income protection, unemployment compensation, workmen’s compensation, tuition and housing benefits.

Expenditure for employee benefits. $ __________

21. Library materials. Include expenditures for material in all formats purchased for use by patrons.

Expenditure for library materials. $ __________

22. Other operating expenditures. Include all operating expenditures not reported in Items 19-21.

Expenditure on all other items. $ __________

23. Total operating expenditures. Total of Items 19-22. $ __________

D. OUTPUT MEASURES

For Items 24-28, report separate figures for the central library (if any) and for all branches, as well as a total. Please provide the latest data available regardless of fiscal year.

Annual Counts

The following data elements are either exact counts or annual figures projected from counts taken on sample days. They will be used with population of legal services area to produce per capital measures. Please check U/A if figures are unavailable.

<table>
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<tr>
<th>Central Library</th>
<th>U/A</th>
<th>Total for All Branches/ Bookmobiles</th>
<th>U/A</th>
<th>Total</th>
<th>U/A</th>
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</thead>
<tbody>
<tr>
<td>24. Annual circulation.</td>
<td>______</td>
<td>___________________________</td>
<td>______</td>
<td>______</td>
<td>______</td>
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25. Annual in-library materials use
26. Annual reference transactions
27. Annual number of library visits (total number of people entering library)
28. Annual program attendance (total attendance in a year)

E. SERVICES FOR PERSONS WITHOUT HOMES

For the first time, the Public Library Data Service is collecting data on public library services for “persons without homes.” The PLDS Statistical Report Advisory Committee, with the help of the National Coalition for the Homeless, has developed the following supplemental survey in order to assess the state of “persons without homes” services in the nation’s public libraries.

29. Does your library provide services to persons without homes? Yes ☐ No ☐ (if no, please skip to end of survey)

30. How many persons without homes used your public library in the last year? _______________

32. What is the population of persons without homes for your library’s legal service area (number of persons without homes, according to your library’s definition of persons without homes, that live in your legal service area). If the number is unavailable, please provide the percent value and indicate that a percent is used by checking the “%” box. Please use the data available in the 2000 Census. __________ %

33. How many librarians and/or paraprofessionals (actual persons) are dedicated to services to persons without homes according to their job descriptions? _______________

34. What is the full-time equivalent for librarians and/or paraprofessionals dedicated to services to persons without homes? Librarians (FTE)
Paraprofessionals (FTE) ________________

35. Are your materials for persons without homes maintained in a distinct area (i.e. separate from children’s and adult materials in the:
   Central/Main Branch Yes ☐ No ☐
   Other Branches Yes ☐ No ☐

36. Total circulation (including renewals) of all materials for persons without homes in all formats. __________________________________

37. Do you account for materials for persons without homes separately in your annual materials expenditures?
   Yes ☐ No ☐

37a. Expenditure on materials for persons without homes for the CURRENT fiscal year? (Please include the expenditures for material in all formats, including periodicals, that are published for use by young adult patrons as defined by your library):
   ________________

37b. Expenditures on materials for persons without homes for the PAST fiscal year? (Please include the expenditures for material in all formats, including periodicals, that are published for use by young adult patrons as defined by your library):
   ________________

38. Does your library have a homeless advisory board (or boards)? Yes ☐ No ☐

39. In terms of outreach with:
   Local Schools:
   Yes ☐ No ☐

   Do children without homes from public schools in your service area come to the public library for visits or instruction? ☐ ☐

   Do librarians from the public library visit shelters that house children without homes in your service area at least once in each academic year? ☐ ☐

   Are collections shared between shelters and other outreach agencies for persons without homes and the public library? ☐ ☐

   Do you collaborate with shelters and other outreach agencies for persons without homes when it comes to purchasing materials? ☐ ☐
Community Partners:

- Do you work with Homeless Outreach Organizations (Scouts, 4-H Club, etc.) in planning cooperative activities/programs and/or in providing information/meeting spaces for persons without homes? [ ] Yes [ ] No

- Do you work with Cultural Organizations (museums, etc.) in planning cooperative activities/programs and/or in providing information/meeting spaces for persons without homes? [ ] Yes [ ] No

- Do you work with Recreational Organizations (YWCA, YMCS, etc.) in planning cooperative activities/programs and/or in providing information/meeting spaces for persons without homes? [ ] Yes [ ] No

- Do you work with Health/Mental Health Agencies in planning cooperative activities/programs and/or in providing information/meeting spaces for persons without homes? [ ] Yes [ ] No

40. How many volunteers for persons without homes have you had in the past year?

41. In the past year has your library offered programs geared towards persons without homes? [ ] Yes [ ] No (if no, please skip to Q42)

41a. How many programs in the past year were geared towards persons without homes?

41b. What is the annual attendance for all your programs for persons without homes combined in the past year?

42. Does your library web page have a specific section for persons without homes? [ ] Yes [ ] No
Appendix H: "No Longer a Refuge for Readers."

Instructor's Note: While this article is now over 10 years old, it still provides a realistic snapshot of typical security issues found in modern libraries, especially in urban and larger public library facilities.

Title: "No Longer a Refuge for Readers." Author: Janny Scott The Los Angeles Times (Home Edition) Los Angeles, Calif. Date: Aug 10, 1993

Abstract

In Sacramento, where a patron killed two librarians in April, their colleagues want panic buttons behind the desks. In Miami, libraries are hiring off-duty police officers and filling in windows to discourage break-ins.

In San Diego, two new libraries in affluent, suburban areas are equipped with surveillance cameras and monitors. In Dade County, Fla., windows are being replaced with glass block to prevent break-ins, and off-duty police officers are being hired as guards.

"We have been forced to be the solution to a problem that the city has not dealt with," said Charles W. Hunsberger, director of libraries in Las Vegas, referring to the way social problems, such as homelessness, have spilled into libraries. "But I think this is a much broader responsibility. It is not a library responsibility."

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Full Text:

When the Los Angeles Central Library reopens this fall, seven years after an arsonist set it on fire, it will have all the accoutrements of a modern library-including 100 surveillance cameras, motion detectors and access-control doors.
In Sacramento, where a patron killed two librarians in April, their colleagues want panic buttons behind the desks. In Miami, libraries are hiring off-duty police officers and filling in windows to discourage break-ins.

In Chula Vista, where foiling taggers is a civic preoccupation, the new library will be coated with an "anti-graffiti melt" and ringed by a barricade of bougainvillea-chosen less for color than for its thorns.

A visit to the public library is not what it used to be.

As social problems such as drug abuse, homelessness and untreated mental illness overflow from the streets into public buildings, library officials across the country say they see a rise in crime and lesser disturbances that may be offensive but not criminal. As a result, institutions once known for their open-armed embrace-seen by many as the most accessible and democratic of all public buildings-are taking unprecedented steps to fend off the outside world.

Closed-circuit TV cameras track visitors through library stacks. Security guards patrol the restrooms. Elaborate rules address matters of patron behavior, ranging from what users carry in to how they smell.

Such measures are far from universally popular. Many staff members are queasy about anything that seems to limit public access. Civil libertarians have begun tilting against such rules, saying they violate the Constitution.

"Library security really does walk a tightrope," said Rachel MacLachlan, director of security for the San Francisco Public Library. MacLachlan was injured five times in 18 months, almost always in violent incidents.

"Everyone has a right to access, regardless of whether they are mentally disturbed
or homeless. But if the vast majority of people don't feel safe coming to your facility, you're denying them access in a very real way."

Although there is little hard data tracking crime and disruptive behavior in libraries, many librarians and security officials believe that the numbers are up—perhaps in part because several unusually shocking cases have focused attention on the problem. The latest incident was the Sacramento shooting, which occurred April 18, shortly after a celebration of the library's expanded hours. For reasons that remain unclear, a 38-year-old homeless man often seen in the library shot and killed two librarians. He died in a rooftop shootout with police.

Five months earlier, the head librarian in the rural community of Buckeye, Ariz., was sexually assaulted and stabbed more than 30 times in the library. A convicted rapist and child molester has been charged with her assault and murder.

There have been other, less dramatic cases.

In Atlanta, a private security guard, working in the main library and prohibited from carrying a gun on the job, nonetheless shot another guard to death in an argument in the library basement. In Ft. Lauderdale, Fla., in July, a staff member opening a branch at 10 one morning escaped unharmed from a man with a knife.

In Brooklyn, thieves did tens of thousands of dollars worth of damage in June while stealing aluminum and copper from the air-conditioning systems in two branch libraries. In the Miami-Dade County system, reported crimes and disturbances have increased fourfold over the past year.

And in Las Vegas, library officials have found thousands of dollars worth of compact discs stolen from their collection in pawnshops throughout the city. In cities
across the country, theft of videotapes for quick resale on the street has become a major problem.

"A library reflects the society in which it's located," said George Needham, executive director of the Public Library Assn. "It's not an island. As violence has grown in the cities and suburbs and rural areas, it's also grown in the libraries."

As in many cities, San Francisco's main library is downtown, near an area frequented by drug addicts. MacLachlan, the security director, said drug dealers congregate alongside the library-40 or 50 on a nice day.

"Most of those people come in to use our toilets. They also relieve themselves outside the building," she said. "Keeping the outside of the building clean is a really serious problem."

MacLachlan and her staff try to keep the block free of dealers, hoping that will help keep down problems inside the library and encourage patrons to come. But at one point, she recalled, with 60 to 100 people living beside the building, "we just gave up. I said it's not safe for us to go out there."

In Southern California too, library officials say they have seen crime increasing-while budget and staff cuts have made it harder to keep an eye out for trouble. Donald L. Buck, business manager for the Los Angeles Public Library, believes that the greatest increase has been in assaults, robberies and purse snatchings.

A recent survey of 175 Los Angeles city librarians by their union, the Librarians Guild, found that one out of three did not feel safe in the branch in which they worked. Two out of three said they wanted more protection.

Nevertheless, no officials in Southern California or elsewhere suggested that
library users should stay away.

"There is a heightened sense of concern about security in general, and libraries are caught up in that like any other building type," said Richard B. Hall of the library development bureau of the California State Library in Sacramento. "But I have never heard a patron say: 'I'm not going to the library because it's unsafe.'"

The very qualities that make libraries unique also make them vulnerable. They are among the most accessible and undiscriminating of public institutions. They may be the only public buildings open on evenings and weekends, said Alan Jay Lincoln, a criminologist who has studied library crime.

They are also used heavily by teen-agers, said Lincoln, a professor at the University of Massachusetts in Lowell; teen-agers are disproportionately involved in crime in general as victims and as offenders. Furthermore, Lincoln said, Americans have relatively little respect for public property.

"Libraries are the only place in the country where a person can go for free and sit all day long and not have anyone bother them as long as they're not breaking any rules," said Susan Hildreth, a deputy director of the Sacramento Public Library. "But as resources become scarcer and scarcer, and we have less and less staff, we're not able to monitor what goes on in the buildings sufficiently to be able to protect ourselves and the public."

As a result, even smaller libraries are resorting to video surveillance, panic buttons and security guards. Doors to staff areas are kept locked. One system has a surveillance camera lens hidden in a fire sprinkler; if the camera were visible, officials figure, it would be stolen.
In San Diego, two new libraries in affluent, suburban areas are equipped with surveillance cameras and monitors. In Dade County, Fla., windows are being replaced with glass block to prevent break-ins, and off-duty police officers are being hired as guards.

In Sacramento, the park benches in front of the main library are under suspicion-by the police, not the library staff. The police have recommended replacing the benches with smaller, backless seating less inviting to transients.

In Tulsa, the city-county library system recently increased staffing so no worker would ever be alone in a library. Several Los Angeles libraries use motion detectors hooked to Polaroid cameras. One has already identified and caught a thief.

"Librarians have become more cautious about the one-to-one contacts they have with people," said David Smith, a consulting librarian from Hopkins, Minn. "There seems to be a lot greater interest on the part of libraries that I work with of the need to protect." Many problems libraries experience are not crimes - they are nuisances. But that doesn't make them any less difficult to control. The most controversial of the new policies has turned out to be rules governing patron conduct-everything from drunkenness, bad hygiene and disruptive behavior to panhandling, exhibitionism and sexual harassment of staff.

Sexual harassment is widespread, say some officials, including Will Manley, director of the Tempe, Ariz., public library, who published a survey form in American Libraries magazine in January asking staffers how often they had been sexually harassed by patrons.

According to the results, made available at a meeting in Boston in June, 22% of
the 3,758 people who responded said they had been harassed weekly in the previous 12 months. Forty percent said they had been harassed monthly; 7% said daily.

Most said the harassment was visual, such as staring, leering and flashing, and verbal, such as threats and obscene language. But 40% said they had experienced physical harassment, such as touching or being followed.

But when the Freeport, Ill., library recently tried to ban a 40-year-old man who had handed a sexually explicit letter to a young clerk, the man took the library to court charging that it had denied him his 1st Amendment right of access to information.

The man's lawyer contends that his client simply wanted a date but was shy and went about it in the wrong way. The library accused him of harassment, which library officials said was grounds for expulsion under an unwritten policy governing patrons who harass or intimidate staff members.

In July, a federal judge refused to grant the library's request for summary judgment, concluding that the unwritten policy was so vague that it unreasonably limited the patron's rights.

In his ruling, the judge cited a similar but better-known case—that of Richard Kreimer, a homeless man who sued the library of Morristown and Morris Township, N.J., after it evicted him for staring at other patrons and having offensive body odor.

A federal judge sided with Kreimer. But an appeals court overturned the ruling last year, saying a library may enforce such rules if they are reasonable and fairly applied and if they impinge as little as possible on the right of access to information.

"So the library has to balance the legitimate security needs of all its users and its staff against the equally legitimate rights of all its users to access to services," said
Gordon Conable, president of the Freedom to Read Foundation, which helps litigate 1st Amendment issues relating to libraries.

In Las Vegas, advocates for the homeless challenged a policy under which the libraries wanted to expel people whose odor was offensive at two yards or so. They also challenged another policy barring people from bringing large bundles, such as bedding, into the library.

As a result, library officials agreed to call in a mediator to render an opinion on a person's odor whenever they want to expel someone. And they agreed to install in every library a special container to serve as an objective measure of whether a person's parcel is too big.

"We have been forced to be the solution to a problem that the city has not dealt with," said Charles W. Hunsberger, director of libraries in Las Vegas, referring to the way social problems, such as homelessness, have spilled into libraries. "But I think this is a much broader responsibility. It is not a library responsibility."

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## Appendix H (Continued)

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<th>Incidence of Violence</th>
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# Appendix I: Budget

## SFPL OOS Budget 2009-2012

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| Personnel (8 total - includes salary and benefits) | 141,600  | 141,600   | 141,600  | 141,600  | 162,840  | 162,840   | 162,840  | 162,840  | 162,840  | 187,266   | 187,266  | 187,266  |
| Books and Materials | 6,250    | 6,250     | 6,250    | 6,250    | 7,188    | 7,188     | 7,188    | 7,188    | 7,188    | 8,266     | 8,266    | 8,266    |
| Promotional Materials | 4,250    | 4,250     | 4,250    | 4,250    | 4,888    | 4,888     | 4,888    | 4,888    | 4,888    | 5,021     | 5,021    | 5,021    |
| Furniture | 2,600    | 2,600     | 2,600    | 2,600    | 2,990    | 2,990     | 2,990    | 2,990    | 2,990    | 3,439     | 3,439    | 3,439    |
| Phone | 800      | 800       | 800      | 800      | 920      | 920       | 920      | 920      | 920      | 1,058     | 1,058    | 1,058    |
| Computer (hardware and software) | 2,750    | 2,750     | 2,750    | 2,750    | 3,163    | 3,163     | 3,163    | 3,163    | 3,163    | 3,637     | 3,637    | 3,637    |
| Networking (phone and computer) | 300      | 300       | 300      | 300      | 345      | 345       | 345      | 345      | 345      | 392       | 392      | 392      |
| Personal care kits for homeless | 875      | 875       | 875      | 875      | 1,006    | 1,006     | 1,006    | 1,006    | 1,006    | 1,157     | 1,157    | 1,157    |
| Office supplies | 600      | 600       | 600      | 600      | 690      | 690       | 690      | 690      | 690      | 794       | 794      | 794      |
| Meetings and Travel (including conferences) | 4,000    | 4,000     | 4,000    | 4,000    | 4,000    | 4,000     | 4,000    | 4,000    | 4,000    | 5,290     | 5,290    | 5,290    |
| Miscellaneous | 1,000    | 1,000     | 1,000    | 1,000    | 1,150    | 1,150     | 1,150    | 1,150    | 1,150    | 1,323     | 1,323    | 1,323    |
| **Total EXPENSES** | 165,025  | 165,025   | 165,025  | 165,025  | 189,780  | 189,780   | 189,780  | 189,780  | 189,780  | 218,248   | 218,248  | 218,248  |

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<tr>
<td><strong>NET (Income - Expenses)</strong></td>
<td>9,975</td>
<td>9,975</td>
<td>9,975</td>
<td>9,975</td>
<td>5,221</td>
<td>5,221</td>
<td>5,221</td>
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<td>1,752</td>
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<tr>
<td><strong>Projected End Balance</strong></td>
<td>9,975</td>
<td>19,950</td>
<td>29,925</td>
<td>39,900</td>
<td>45,121</td>
<td>50,341</td>
<td>55,562</td>
<td>60,782</td>
<td>62,534</td>
<td>64,286</td>
<td>62,534</td>
<td>64,286</td>
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### Appendix J: Strategic Initiatives

|--------------------------------------------------------------------------------------|--------------------------|----------|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|----------|----------|
| **Become an integral part of the SFPL**                                              | All invested members of persons without homes advocacy and services | Meeting with Management and Bay Area Homeless Advocacy Services 3-5:30 P.M. Moss Room, SFPL Main | OOS will host a signing session with SFPL management, patrons, and patrons without homes via surveys sent by email addresses on file and in person surveys which will be handed out during checkout. | OOS will conduct an audit of department to assess direction and sustainability of services | OOS will meet with management, patrons, and patrons without homes via surveys sent by email addresses on file and in person surveys which will be handed out during checkout. | OOS will meet with SFPL management, patrons, and patrons without homes via surveys sent by email addresses on file and in person surveys which will be handed out during checkout. | OOS will conduct an audit of department to assess direction and sustainability of services | OOS will meet with management, patrons, and patrons without homes via surveys sent by email addresses on file and in person surveys which will be handed out during checkout. | OOS will meet with management, patrons, and patrons without homes via surveys sent by email addresses on file and in person surveys which will be handed out during checkout. | OOS will have a snack served roundtable with any staff that wishes to join to discuss overall staff opinion of how OOS is performing | Meeting with Management and Bay Area Homeless Advocacy Services 3-5:30 P.M. Moss Room, SFPL Main | OOS will evaluate year out. | **Note:** Adjustments and make implementation one year.

For the year ending December 31, 2011, OOS will: 
- Conduct a survey of OOS clients and use data to inform the creation of new programs.
- Develop and distribute questionnaire for OOS clients and use data to inform the creation of new programs.
- Develop library programs that serve patrons without homes.
- Implement a Saturday afternoon reading program for homeless families and children.
- Provide library orientations for patrons without homes.
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- Develop and distribute questionnaire for OOS clients and use data to inform the creation of new programs.
Author Note

Shelly Buchanan, Jonathan Leff, Melissa Mallen and a fourth group member who wishes to remain anonymous are all graduate students in the Masters of Library and Information Science program at San Jose State University in San Jose, California.

This fictional strategic plan was formed on data previously collected for our case study which concerned the San Francisco Public Library and its dealing with what are known as "patrons with problems." The data represented in this study are a blend of fiction and non-fiction. The OOS and the story of its inception are completely fictional, but some details regarding sources of funding for the SFPL and some budget details were derived from non-fictional sources.

Correspondence concerning this strategic plan should be directed to Shelly Buchanan, Instructor Liaison, Email: ogmommie@yahoo.com