SPECIAL MEETING MINUTES

Date: 5/15/2018
Time: 7:15 p.m.
Belle Haven Branch Library
413 Ivy Dr., Menlo Park, CA 94025

A.   Chair Cebrian called the meeting to order at 7:23 p.m.

B.   **Roll Call**

Present: Cebrian, Gonzalez, Halaby, Keith (arrived 7:41), Lai, Lubata (arrived 7:30)
Absent: Cline
Staff: Library Services Director Susan Holmer, Assistant Library Services Director
            Nick Szegda

C.   **Public Comment**

- Pam Jones thanked staff for going out in to the community as part of the Needs Assessment. She asked a question about the definition of "non-place based services."

D.   **Regular Business**

D1.   Approval of minutes from the April 18, 2018, Special Meeting

ACTION: Motion and second (Halaby/Lai) to approve minutes as written, passed (4-0); Cline absent, Keith and Lubata not yet arrived).

D2.   Discuss and approve next Committee meeting date

ACTION: Motion and second (Halaby/Cebrian) to schedule the next meeting for June 20, 2018, at 7:00 p.m., at the Belle Haven Branch Library, 413 Ivy Drive. The motion passed (6-0; Cline absent)

D3.   Consider requests for future agenda items

By acclamation, the Committee requested the following items be added to a future agenda:

- Bus tour – branch libraries
- Discuss and consider services at libraries that serve communities similar to Belle Haven
- Discuss and consider services that could be added to Belle Haven branch services (quick wins from Gensler report)
- Library System Improvements project update

E.   **Study Session**

E1.   Study Session on Belle Haven Neighborhood Library Needs Assessment

Jerod Turner, Kimberly Wong, and Erin Cubbison from Gensler presented an executive summary (Attached) and a draft version (Attached) of their report. They discussed how they gathered their information and which groups and individuals they contacted. The Gensler representatives took feedback from Committee members and questions from the public regarding the draft report. Responses will be incorporated into the final version of the report, which will presented to the community and the City Council in late June.

F.   Committee Member Reports

F1.   Individual Committee Member reports

There were no individual reports.

G.   Adjournment

Chair Cebrian adjourned the meeting at 8:51 p.m.

BELLE HAVEN NEIGHBORHOOD NEEDS ASSESSMENT
STUDY SESSION DRAFT REVIEW
MAY 2018

Welcome and thank you for joining us! A draft report has been prepared by Gensler for the City of Menlo Park as part of the Belle Haven Neighborhood Needs Assessment. We look forward to reviewing and discussing the content with you at today's study session.

Agenda
- Introductions
- Our Approach
- Needs Assessment Report
- Q&A and Discussion
- Next Steps

Contact Information
- City of Menlo Park
  Susan Holmer, Library Director (SEHolmer@menlopark.org)
  Nick Szegda, Assistant Library Services Director (NJSzegda@menlopark.org)
- Consultant - Gensler
  Jerod Turner (jerod_turner@gensler.com)

METHODOLOGY

The Belle Haven Neighborhood Library Needs Assessment ("Needs Assessment") was conducted from October 2017 through May 2018 with the intent to discover, evaluate and pinpoint the evolving needs, opportunities and desires of the Belle Haven neighborhood in Menlo Park. This report documents the findings of the Needs Assessment based on the research conducted by Gensler on the behalf of the City of Menlo Park and does not reflect the views of the library or the city of Menlo Park.

The methodology and techniques below were conducted as part of the Needs Assessment within a four-phase approach framework rooted in user-centered research and analysis.

1. Discover
(November-December)

2. Engage
(January-April)

3. Define
(April-May)

4. Deliver
(June)

SUMMARY OF INPUTS

1. Design Lab

• Experience Canvas	19 Artifacts
• Young Learner Worksheets	38 Worksheets
• Comments (From Installations)	212 Responses
2. dscout Platform	44 External Surveys
3. Local Intercepts & Interviews	71 Intercepts & Interviews
Total	**384 Inputs**

1. About the Design Lab
- Community workshops held on April 5 and 7, 2018 at the Belle Haven Branch Library
- Small-scale interactivities and co-design workshops to understand the needs of the neighborhood and build a vision for the library

2. About the dscout Platform
- External market research on neighborhood and library needs in communities similar to those in Belle Haven
- Both English and Spanish-speaking participants

3. About the Local Intercepts and Interviews
- Intercepts of local residents and visitors at various neighborhood institutions and events for their perspective on the neighborhood and library
- Interviews of local leaders and strategic partners to identify core attributes, opportunities and challenges facing Belle Haven

SUMMARY OF FINDINGS

Strengths

- Support for school-age children and after-school programs
- Co-location near a public plaza for community events
- Perception of safety and trust from parents
- Neighborhood walkability, adjacency to Onetta Harris Community Center and Kelly Park
- Computer utilization and availability for students
- Friendly and familiar staff
- Regular patronage by students and community members
- Farmers Markets on Sundays near the library
- Diverse, multicultural neighborhood

Areas of Improvement

- Communications and marketing awareness
- Limited operating hours
- Limited collection for adults, including visibility
- Limited collection in Spanish / bilingual for all ages
- Limited capacity to support children not yet in school
- Lack of separate spaces for reading, studying or games (noise disruptions)
- Isolated from nearby amenities / community services

Opportunities

- Redefine metrics of success as necessary to support new programs Ex: dwell time, satisfaction reports, participation in programs (attendance), conversion rates, customer listening capabilities
- Link programming and activities with Onetta Harris Community Center and parks
- Leverage space within the school as a library extension for public events and other programs, when school is not in session
- Integrate city services or neighborhood needs such as housing or legal services, continuing education programs, or grocery/restaurant access
- Formalize and expand after school programs to include tutoring and homework help
- Foster multi-generational and multi-cultural engagements between community members

Risks

- Removal of co-location with school could impact success of after-school programs
- Metrics of success aligned with traditional libraries, rather than community centers
- Community fatigue / exhaustion from outreach
- Overperformance in new or emergent service areas
- Increased traffic in surrounding area preventing access
- Capacity to engage and reach out to new residents

KEY THEMES

The current Belle Haven Branch Library is limited by its colocation to the Belle Haven Elementary school and resulting brand perception. Improved outreach and awareness of library services could help remedy this perception. However, relocation of the library or additional facilities will not meet its needs related to available programs for education and media literacy, collection curation for all ages and multiple languages, and other community needs. The library could meet these needs by aligning priorities with the capacity to deliver on the expectations.

As the library shifts to providing more community-building programs and services, its internal metrics for success and performance need to shift in order to properly assess the viability and impact of new and existing programs and services. Regardless of its location, the Belle Haven Branch Library should identify complementary partners or service providers, such as schools, community centers, grocery stores, city services, parks and recreation, etc., to support and enhance its role and presence in the community.

BELLE HAVEN NEIGHBORHOOD NEEDS ASSESSMENT
STUDY SESSION DRAFT REVIEW

IDENTIFIED NEEDS

The list below reflects the variety of services, needs, and improvements as identified by participants. The order of the list is not indicative of the frequency or the priority of the need, service, or improvement. Please see the figures in the report that reflect the nature of these features and evaluates them in terms of support, novelty of library elements, degree of eduction / literacy emphasis, and degree of social / community emphasis.

Needs / Services

- Book Clubs / Adult Programs
- Story Time
- Computer Access - Games
- Computer Access - Internet
- Collection - Books
- Collection - Spanish
- Collection - Movies /DVDs
- Collection - Contemporary
- Collection - Children
- Collection - Adult
- Inter-Library Loan
- Homework Help / Tutoring
- Outdoor Space
- Reading Rooms
- Printing / Reproduction
- ESL
- Multi-cultural events / programs
- Collaboration Spaces
- Childcare
- Continuing Education - Adults
- Space for Civic Engagement
- Spanish Lectures / Readings
- After school Activities (Non-HW/Reading)
- Event / Multi-purpose Space
- Café
- Community Garden
- Social Services (Case Worker, Housing, Legal)
- Spanish Translation Services
- Targeted Marketing Outreach
- Teen Hangout Space
- Maker Space / Art Studio
- Grocery Store / Access

USER PROFILES

The Belle Haven Branch Library serves the following primary user groups:

- Toddler - Children under the age of 5
- Early Learner - School children under the age of 12
- Teens / Young Adults
- Adults - English Learner
- Adults - Parent
- Adults - No Kids
- Seniors
- Library Staff

The needs of these users change over time and align with their phase of life. While young children and early learners appreciate the opportunity to socialize, library programs tend to focus on developing education and literacy. In contrast, teens, young adults, and older residents rely on the library for social interaction and community building.

For more information, please see the profiles in the report that identify each of the above user groups and provide insights and recommendations based the research collected during the Needs Assessment.

QUESTIONS/COMMENTS

Belle Haven Neighborhood Library Needs Assessment
Study Session DRAFT Review
May 15, 2018

This draft report has been prepared by Gensler for the City of Menlo Park as part of the Belle Haven Neighborhood Library Needs Assessment ("Needs Assessment"). The content of this report is for discussion purposes only. The full report will be published at the conclusion of the Needs Assessment based on the guidance received during the Belle Haven Neighborhood Library Advisory Committee's study session on May 15, 2018.

For more information, please contact:

City Of Menlo Park
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Jerod Turner
jerod_turner@gensler.com

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Methodology
Summary of Inputs

About The Design Labs
About The dscout Platform
About The Intercepts

Summary of Findings
Key Themes
Identified Needs
User Personas

Appendix

METHODOLOGY:

The Belle Haven Neighborhood Library Needs Assessment ("Needs Assessment") was conducted from October 2017 through May 2018 with the intent to discover, evaluate and pinpoint the evolving needs, opportunities and desires of the Belle Haven neighborhood in Menlo Park. This report documents the findings of the Needs Assessment based on the research conducted by Gensler on the behalf of the City of Menlo Park and does not reflect the views of the library or the city of Menlo Park.

The methodology and techniques below were conducted as part of the Needs Assessment within a four-phase approach framework rooted in user-centered research and analysis.

SUMMARY OF INPUTS

Design Lab
- Experience Canvas   19 Artifacts Collected
- Young Learner Worksheets   38 Worksheets Collected
- Comments (From Installations)   212 Responses Collected

Dscout Platform   44 External Surveys Conducted
Local Intercepts / Interviews   71 Intercepts/Interviews Conducted
TOTAL   **384 INPUTS**

See the following pages for more information about each of the activities conducted as part of this needs assessment.

About the Design Labs

The Design Lab Community Workshops were held on Thursday, April 5, 2018 from 7PM – 9PM and Saturday, April 7, 2018 from 12PM – 5PM at the Belle Haven Branch Library. These design labs included a variety of small-scale interactivities and co-design workshops to understand the needs of Belle Haven and build a vision for the library. Participants shared their perspectives and thoughts through activities, such as an Experience Canvas, Young Learner Worksheets, Comment Cards, two Mad Libs installations, and a Paint-By-Number feedback installation. *See the Appendix for templates and documentation of the design lab activities.*

About the dscout Platform

The Needs Assessment leveraged the dscout platform to conduct external market research on neighborhood and library needs in communities similar to those in Belle Haven in addition to providing a survey tool for Belle Haven residents. Participation in this platform from local residents was limited due to difficulty accessing and using the platform, citing difficulty accessing and downloading the related apps. *See the Appendix for the full question set and results.*

External research included 44 participants, 4 of whom were primary Spanish speakers. *See the Appendix for the demographics of participants.*

About the Local Intercepts and Interviews

As part of the community engagement process of the Needs Assessment, local leaders and strategic partners were also interviewed to identify core attributes, opportunities and challenges facing Belle Haven. Interviewees included:

Library Staff (12/21/17)
Juan Quinonez
Jennifer Wilkins

City of Menlo Park (12/21/17)
Derek Schweigart

Belle Haven Action (1/25/18)
Annielka Perez
Julie Shanson
Cecelia Taylor

Library Commission
Lynne Bramlett (4/3/18)
Ester Bugna (4/6/18)
Kristen Leep (4/25/18)

In addition, residents and visitors of the Belle Haven neighborhood and library users at both the were intercepted for their perspective on their neighborhood and the library's role and services. Intercepts were conducted at the Belle Haven Branch Library, the Menlo Park Main Library, the Belle Haven neighborhood (including Kelly Park) as well as at the Belle Haven Branch Library Open House (February 25, 2018) and the Belle Haven Spring Fair (April 28, 2018).

See the Appendix for the Intercept Guide and Interview Guide.

SUMMARY OF FINDINGS

Strengths
- Support for school-age children and after-school programs
- Co-location near a public plaza for community events
- Perception of safety and trust from parents
- Neighborhood walkability, adjacency to Onetta Harris Community Center and Kelly Park
- Computer utilization and availability for students
- Friendly and familiar staff
- Regular patronage by students and community members
- Farmers Markets on Sundays near the library
- Diverse, multicultural neighborhood

Areas for Improvement
- Communications and marketing awareness
- Limited operating hours
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- Limited collection in Spanish / bilingual for all ages
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  Ex: dwell time, satisfaction reports, participation in programs (attendance), conversion rates, customer listening capabilities
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Risks
- Removal of co-location with school could impact success of after-school programs
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- Community fatigue / exhaustion from outreach
- Overperformance in new or emergent service areas
- Increased traffic in surrounding area preventing access
- Capacity to engage and reach out to new residents

KEY THEMES

About the Neighborhood
The Belle Haven neighborhood is a historic working-class neighborhood within the City of Menlo Park. Recent development has correlated with demographic shifts within the community. The community continues to shift and change, and is expected to in the coming years.

Overall
The current Belle Haven Branch Library is limited by its colocation to the Belle Haven Elementary school and resulting brand perception. Improved outreach and awareness of library services could help remedy this perception. However, relocation of the library or additional facilities will not meet its needs related to available programs for education and media literacy, collection curation for all ages and multiple languages, and other community needs. The library could meet these needs by aligning priorities with the capacity to deliver on the expectations.

As the library shifts to providing more community-building programs and services, its internal metrics for success and performance need to shift in order to properly assess the viability and impact of new and existing programs and services. Regardless of its location, the Belle Haven Branch Library should identify complementary partners or service providers, such as schools, community centers, grocery stores, city services, parks and recreation, etc., to support and enhance its role and presence in the community.

A. Community Space First, Library Second
Across all age groups, there was a request for community space to gather, play, and learn. If the library was to cease its role as a traditional library, residents indicated that the needs remained for community space that supports families and youth in Belle Haven and surrounding neighborhoods, similar to the Onetta Harris Community Center.

The library space could also be leveraged as a center for civic education and engagement, with some of the recent exhibits in the Menlo Park Main Library having been seen as successful by visitors for its appropriate content, legibility, and quality of information.

The Onetta Harris Community Center and the nearby Kelly Park were often cited by residents for their ability to meet community needs. The campus of the Onetta Harris Community Center contains a public pool, a reservable event space, meeting rooms, a facility for gym equipment, a gymnasium, locker rooms, classroom for young learners, and a computer room. Kelly Park offers a soccer field, tennis courts, basketball fields, running track and various apparatuses for outdoor sports and recreation. Conversations

with staff indicated that the fitness facilities and meeting rooms were frequently used, but computer rooms were limited in their use and the hours limited access to the community center on weekends. The adjacent Menlo Park Senior Center offered multi-purpose spaces for crafts and activities, discounted food programs and communal spaces for seniors. The size of the cafeteria space also allows for use by the city for public meetings and gatherings. A limitation of the Onetta Harris Community Center is its location at the end of the neighborhood bus lines with no nearby through traffic.

B. Library Programs / Services

Specific to the library, the most frequently requested programs and functions involved a "third space" - a flexible space for gathering, connection, and other tasks that is neither work nor home. Examples of third spaces included:
- Enclosed Quiet / Reading Rooms
- Enclosed Rooms for Video Games
- Reservable Conference Rooms
- Teen Hangout Space
- Maker Space / Art Studio
- Outdoor Space

These spaces meet many social and programmatic needs identified by Library residents. Programs for adults, teens, and children below school age were requested with the greatest frequency. Additional program-related requests included: multi-lingual or Spanish-only programs for both adults and young children; adult continuing education programs; tutoring and homework help for students; and continued art programs.

The current Belle Haven Branch Library's location within the Belle Haven Elementary School (K-8) lends itself to education programs for students. Students and young adults frequently use the library after hours and some children travel from East Palo Alto to use the library. Computer access, space to socialize and hang-out, and quiet spaces for homework were prioritized by students and children and reflects current activity at the library.

The Library's current role and location allows it to function as an after school space that is viewed by parents as safe and trustworthy. Especially for when parents are unable to pick up students on time, the library allows for a safe space with friendly staff that can provide supervision. For those children and students that use the space afterschool, they suggested that they would like a proper space to play, be outdoors, and have more fun activities beyond just the computers.

In regards to collections and available media, the Belle Haven Branch Library currently offers more content for children and teens, reflecting its location in a school, but has been making an effort to increase the materials for adults to combat the perception it

only served students. Some adults stated during the intercepts that they felt that the library was only open to serve children, and were surprised to hear that it was open to all. Any further shifts in collections towards adults or older patrons will require outreach and advocacy to increase awareness of those services.

C. Neighborhood Services

Based on community feedback, the Belle Haven neighborhood had three key desires in regards to neighborhood services: access to a grocery store within the neighborhood, traffic alleviation along Willow Road, and a location to support city services.

First, there is no large-scale grocery store within the limits of the Belle Haven neighborhood and choice or variety of restaurants is very limited. One of the only places to get food or drinks is the strip mall anchored by Starbucks at the corner of Willow Road and Hamilton Ave. The weekly farmer's market in front of the library is a popular place to shop for groceries, but still just temporary. While a community garden exists, it is not publicly accessible and is secured with a key-code lock.

Second, traffic was a primary concern for residents, which was further exacerbated by the potential for new development in the area. Willow Road in particular limits the ability of residents to enter and leave the Belle Haven neighborhood at certain times of day. However, many residents indicated that a strength of Belle Haven was its walkability and tranquility within the neighborhood.

Lastly, access to city services is limited due to the geographic location of the neighborhood relative to Menlo Park as a whole, as well as limited locations and operating hours of city facilities, such as the Neighborhood Service Center on Hamilton Ave. Requested services included housing support, legal services, education, and spaces for civic participation and activism.

D. Neighborhood Belonging

Residents shared that they felt disconnected from and underserved by the City of Menlo Park relative to other neighborhoods, Belle Haven residents indicated a need for access to basic services, such as grocery stores, and better education and related programs, often requesting moving from the Ravenswood School District to the Menlo Park School District. Furthermore, the decline of home ownership and resources to assist with home maintenance raised residents' concerns increased turnover or "churn" within the neighborhood.

Throughout the Needs Assessment, the research team received feedback on improvements for community outreach within the Belle Haven neighborhood. Future community outreach should involve door-to-door recruitment when possible and could take advantage of the neighborhood's walkability through the installation of physical

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messaging boards or information centers. Other platforms to disseminate information include NextDoor or similar digital channels. Language describing activities within the neighborhood should be simple, clear, and provided in both English and Spanish.

IDENTIFIED NEEDS

The list below reflects the variety of services, needs, and improvements as identified by participants. The figures that follow reflect the nature of these features and evaluates them on a Likert Scale in terms of: support (no support=0 to heavily supported=5); novelty of library elements (core=1 to emergent=5); degree of education / literacy emphasis; degree of social / community emphasis. The order of the list is not indicative of the frequency or the priority of the need, service, or improvement.

Fig. Key	Need / Service	Fig. Key	Need / Service
A	*Book Clubs / Adult Programs*	K	*Multi-cultural events / programs*
B	*Story Time*	L	*Collaboration Spaces*
C1	*Computer Access - Games*	M	*Childcare*
C2	*Computer Access - Internet*	N	*Continuing Education - Adults*
D1	*Collection - Books*	O	*Space for Civic Engagement*
D2	*Collection - Spanish*	P	*Spanish Lectures / Readings*
D3	*Collection - Movies /DVDs*	Q	*After school Activities (Non-HW/Reading)*
D4	*Collection - Contemporary*	R	*Event / Multi-purpose Space*
D5	*Collection - Children*	S	*Café*
D6	*Collection - Adult*	T	*Community Garden*
E	*Inter-Library Loan*	U	*Social Services (Case Worker, Housing, Legal)*
F	*Homework Help / Tutoring*	V	*Spanish Translation Services*
G	*Outdoor Space*	W	*Targeted Marketing Outreach*
H	*Reading Rooms*	X	*Teen Hangout Space*
I	*Printing / Reproduction*	Y	*Maker Space / Art Studio*
J	*ESL*	Z	*Grocery Store / Access*

Figure 1: The chart below indicates alignment between support for core needs and services.

Support for Core and Emerging Needs and Services

■ No Support -> Heavily Supported   ■ Core -> Emergent
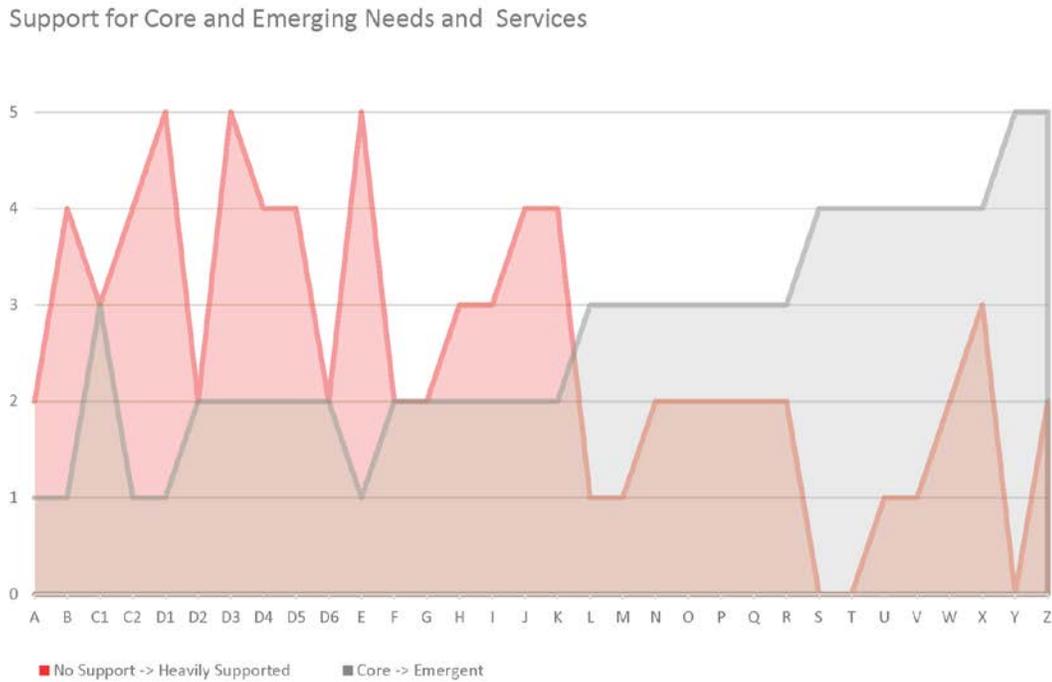
Figure 2: The chart below indicates the varied nature of the identified needs and services.

Nature of Needs and Services

■ Education / Literacy   ■ Social / Community

Figure 3: The chart below indicates alignment between support with needs and services with an education or literacy emphasis.

Support Mapped Against Education / Literacy Emphasis
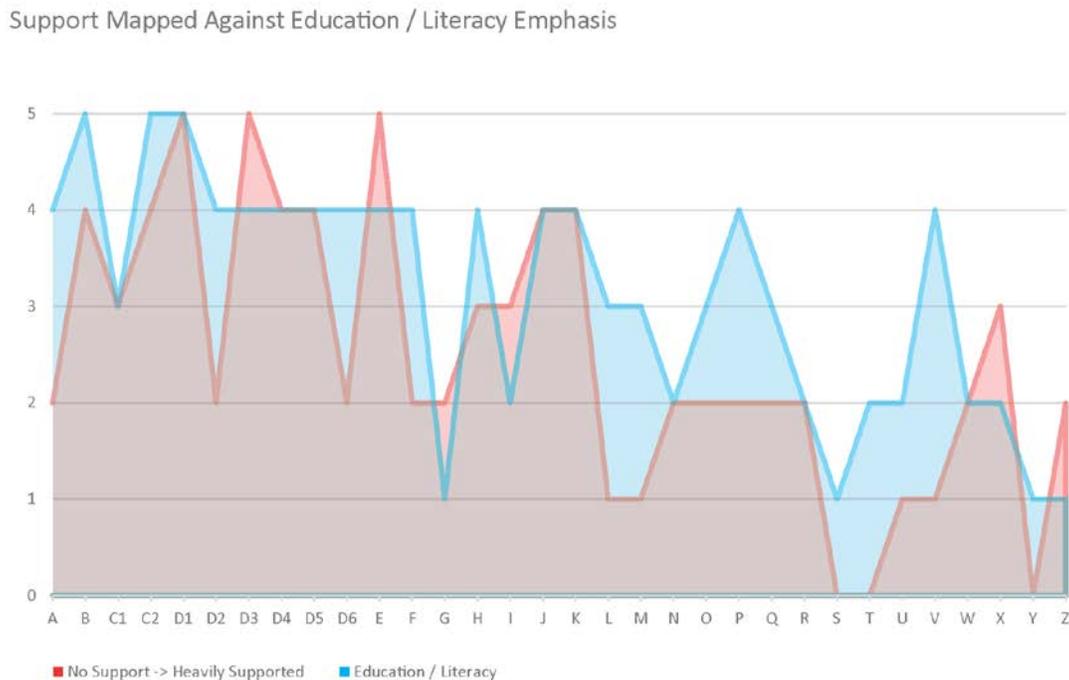
Figure 4: The chart below indicates a gap between support and needs and services with a social or community emphasis.

Support Mapped Against Social / Community Emphasis
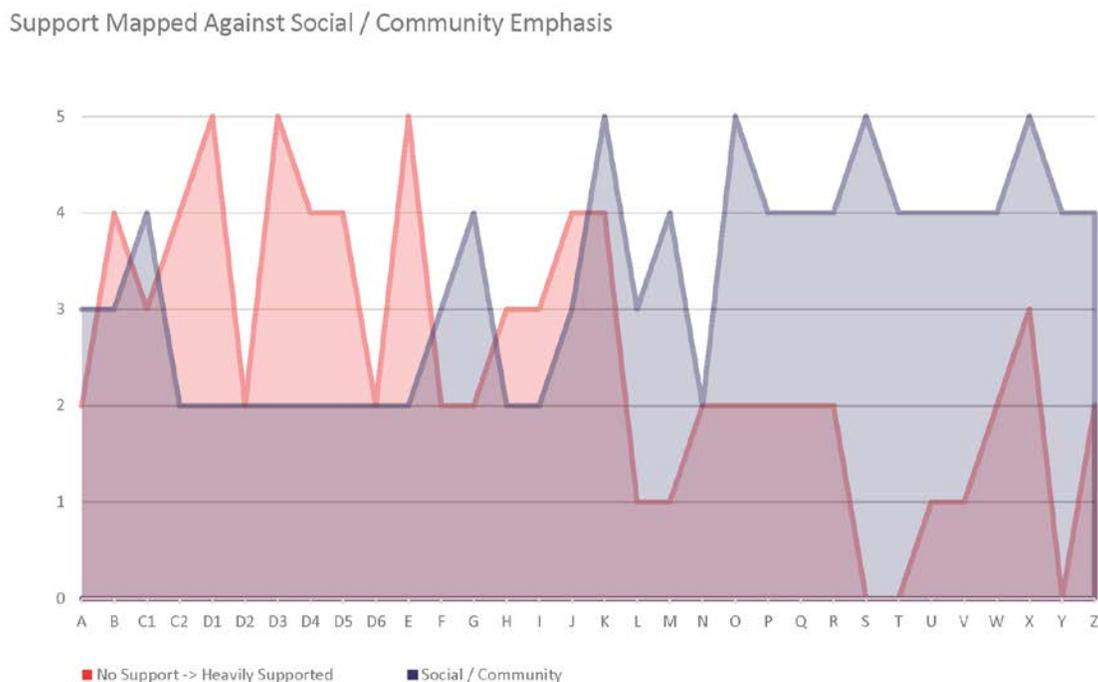
Figure 5: The chart below indicates alignment between needs and services related to education and literacy and core library elements.

Education / Literacy Emphasis Mapped Against Novelty

■ Education / Literacy   ■ Core -> Emergent

Figure 6: The chart below indicates an alignment between needs and services related to socialization and community and emergent library elements.

Social / Community Emphasis Mapped Against Novelty

■ Social / Community   ■ Core -> Emergent
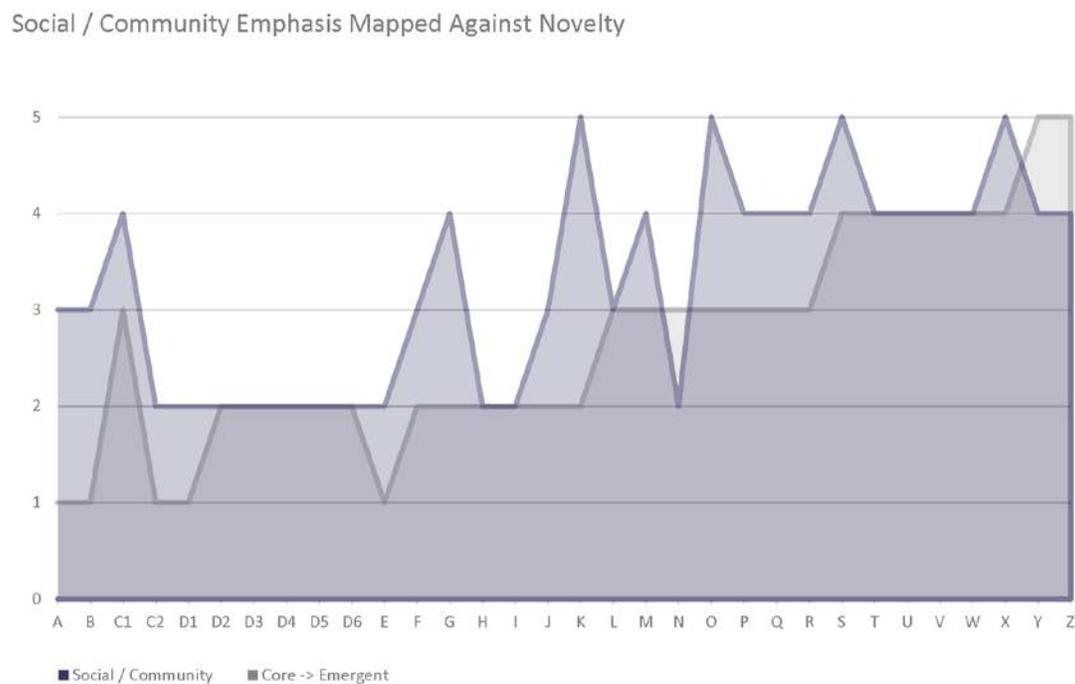
USER PERSONAS

The Belle Haven Branch Library serves the following primary user groups:
- Toddler - Children under the age of 5
- Early Learner - School children under the age of 12
- Teens / Young Adults
- Adults - English Learner
- Adults - Parent
- Adults - No Kids
- Seniors
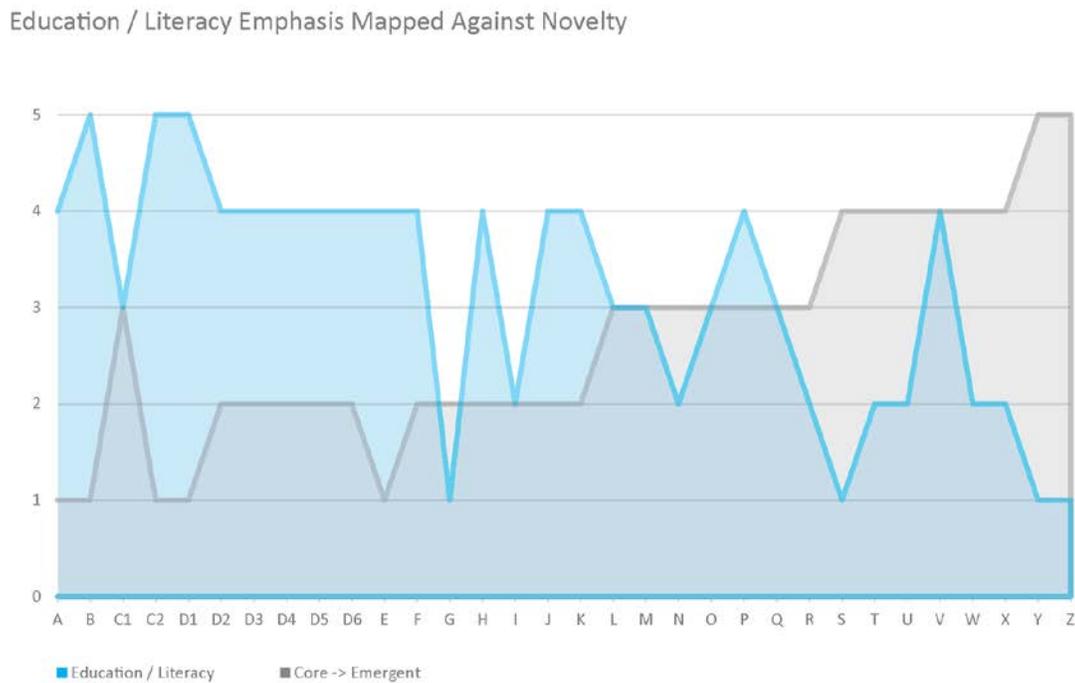- Library Staff

The needs of these users change over time and align with their phase of life. While young children and early learners appreciate the opportunity to socialize, library programs tend to focus on developing education and literacy. In contrast, teens, young adults, and older residents rely on the library for social interaction and community building.
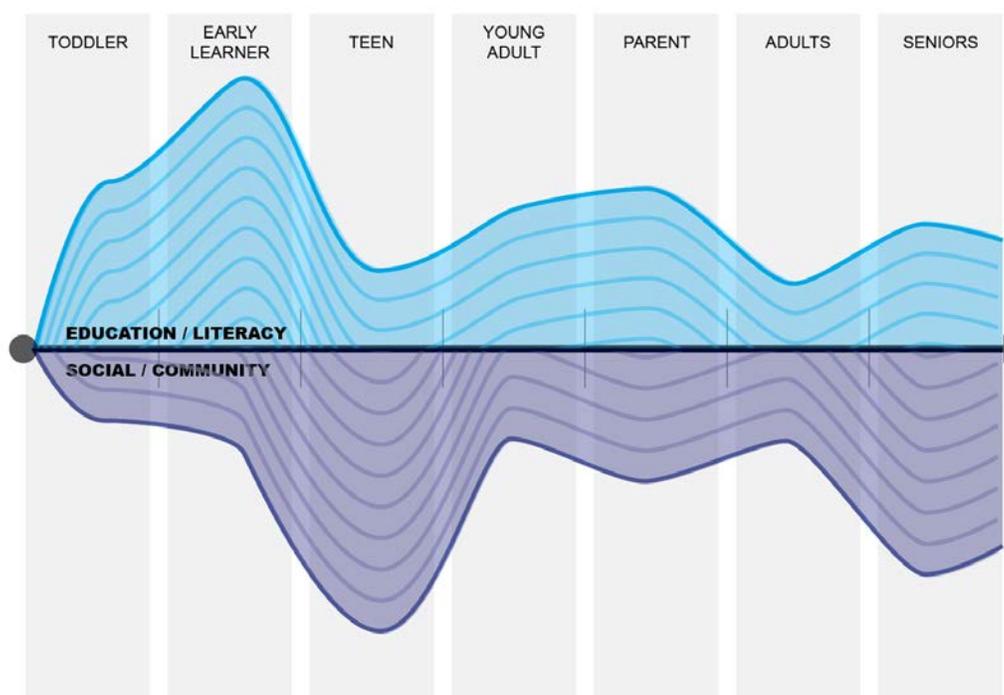
The figure above illustrates relative needs for users within a library over the course of their life.

The following pages identify each of the above user groups and provide insights and recommendations based the research collected during the Needs Assessment. The narratives presented here are aggregated from feedback and stories heard during the research and do not represent any single individual.

USER GROUP: TODDLER, CHILDREN AGE <5

Description / Narrative:	*Hi! My name is Daniela and I love coming to the library with my dad on the weekends for Story Time. I love to draw and color and play hide and seek on the playground (I'm really really good at hide and seek!). I'm always on the go and walking around the neighborhood with my dad.*

Drivers:	Community Family Learning / Literacy

Needs + Desires:	● Activities that can be completed with a parent ● Space to play, explore, color, draw, etc. ● Durable books in multiple languages ● Variety of content to provide a mix of favorites and new collections to learn from ● Child height furniture / playscapes ● Clear sightlines / visibility for parents ● Space separate from other kids and adults

Programs:	Story Time Arts & Crafts

Recommendations:	● Provide a space catered to children and their related activities and collections ● ensure activities are available during the day (before nap time) and allow for drop-ins ● Curate a collection that is multilingual, educational, and durable

USER GROUP: EARLY LEARNER, CHILDREN AGE 5-12

Description / Narrative:	*Hi! I'm Michael! I'm 8 years old, and I go to school at Belle Haven. I always go to the library after school to meet my friends and do my homework. The computers are my favorite! If I do my homework at the library, Mom says that I can play Roblox afterwards with my friends. If I need help, the librarian and teachers are always willing to help answer a question. They're really nice. When I'm tired of Roblox and reading there are all kinds of puzzles and other games I can play too. The library is so much fun!*
Drivers:	Learning / Literacy Socialize Digital / Technology
Needs + Desires:	Computer Access – for internet and games Homework Help Afterschool Programs Quiet space for reading Helpful staff / librarians
Programs:	Tutoring / Homework Help Fun lectures / Learning events After School Childcare
Recommendations:	Provide a variety of activities that children can do independently and with each other Support students through programs that offer homework help and tutoring, or provide resources that help students complete their homework (textbooks, homework guides, online games/curriculum)

USER GROUP: TEENS / YOUNG ADULTS, AGE 12-18

Description / Narrative:	*What's up? I'm Adriana and I've lived in Belle Haven since I was a baby. I love hanging out with my friends and riding my bike around the neighborhood or go visit areas nearby. The library is usual meeting spot because we can lock our bikes, hang out, grab a coffee, and chat without anyone disrupting us. My friends and I love manga and graphic novels and having our own space in the library with lounge furniture and places to watch movies. When I need to, I can get a room to study or work on a group project, but most of the time I need a place to hang out with my friends. Plus it's free. Who doesn't like free?*
Drivers:	Community Socialize
Needs + Desires:	Teen hangout space Quiet spaces to study / read Collections for my interests Bike storage / safety, accessibility by walking/bike The latest young adult books and graphic novels
Programs:	Art / Maker Programs Comic-con style events Tutoring / Peer Reading Book / Hobby Clubs
Recommendations:	Create and support a separate space for teens that includes spaces to talk, hangout, focus, and quickly see the latest books Offer food/snacks/beverages for purchase for teens Ensure that location is walkable and has bike storage

USER GROUP: ADULTS – ENGLISH LEARNER

Description / Narrative:	*Hi there, my name is Ana and I have lived in Belle Haven for the last two years. I currently work evening shifts in Palo Alto and I'm working on getting my diploma and through some of the programs and classes at the library. It's sometimes hard for me to help my kids with their homework, so I'm grateful the library provides the tutoring help they need and staff that is vigilant and friendly.*
Drivers:	Learning / Literacy Community Diversity
Needs + Desires:	ESL classes and opportunities to practice English-speaking Continuing Education Classes Multi-lingual collections Assisted services in native language (legal, housing, civic) Local signage that shows what programs and events are happening
Programs:	ESL / Classes Lectures, Movie Nights Assistance Courses / How-To's (legal, finance, home ownership, teaching skills, etc.)
Recommendations:	Provide continuing education and ESL classes at a variety of times Use signage that is multilingual and offer a collection with multiple languages Provide on-site support and navigation in multiple languages for those seeking city services or additional help

USER GROUP: ADULTS – PARENT

Description / Narrative:	*Hi there, my name is Paul and I have been a resident within Belle Haven for the last five years. I've lived around the Bay Area, but needed to find a place to raise my growing family. My youngest daughter Daniela loves coming to the library and reading the dog books. My other kids tag along for fun programs, whether its arts and crafts or a science demonstration. I always put my kids first and want the best for them. The library gives me a place to teach my kids to love to read and connect with my family through fun, free programs we can all do together.*
Drivers:	● Community ● Learning / Literacy ● Family
Needs + Desires:	● Programs for my kids that are free and family-friendly ● Programs that allow me to do my thing while my kids are watched and entertained ● Spaces for me to interact with my kids without disrupting others ● Nearby playgrounds and other amenities that are within walking distance
Programs:	● Story Time ● Events / Fairs at the Library ● Multicultural events / collections ● Movie Nights ● Materials to teach how to read
Recommendations:	● Provide parenting resources that help parents teach reading skills ● Provide spaces for parents to have interests independent of, but alongside their kids ● Provide homework help and afterschool programs for my kids of all ages

USER GROUP: ADULTS – NO KIDS / SENIORS

Description / Narrative:	*Hi there, my name is Marie and I have been a Belle Haven resident all my life. I've seen the neighborhood change a lot, but the kinds of people here haven't changed. The library for me is a gatekeeper for knowledge and a place to get involved in the community. I often come to the library for film discussions and poetry readings. The library is a great space for me to meet my neighbors and meet with other seniors.*
Drivers:	● Community ● Learning / Literacy ● Services
Needs + Desires:	● Spaces to connect with community members and neighbors ● Access to services and assistance ● Variety of media and collections ● Events and discussions that discuss literature and film ● Events that celebrate the community and its diversity
Programs:	● Movie nights, readings, and discussion groups ● Multicultural events
Recommendations:	● Provide programs that integrate the collection with an event or lecture (book clubs, cooking classes, film discussions, etc.) ● Provide regular programs throughout the day that engage the community

USER GROUP: LIBRARY STAFF

Description / Narrative:	*Welcome! My name is Matt and I've been working at the Belle Haven Branch Library for two years now. While technically I manage the collections in the library, I'm really more of a community manager and friend. People come to me whenever they need to find something, whether it's where to find the newest book, how to sign up their kids for different programs, or how to catch the shuttle. When people need help with computers or technology, I'm there too. The library is a place where I can help others learn, connect, and have fun – no matter what they came here to do.*
Drivers:	● Operations ● Learning / Literacy ● Community
Needs + Desires:	● Expand outreach to the Belle Haven community about library programs and services ● Visibility of patrons and a central location to provide assistance ● Visibility of NextDoor and other media platforms ● Customer listening capabilities to adapt collections and programs to feedback
Programs:	● Library Staff Favorites ● Staff-led lectures or discussions ● Civic engagement programs
Recommendations:	● Build connections to patrons with name badges, bios, or staff favorites ● Expand and enrich community outreach efforts to promote programs and services ● Allow staff to remain consistently in a single location for the community's benefit and familiarity ● Develop an agile and responsive way to respond to community feedback and requests in terms of collection management and operations

APPENDIX

Design Lab Materials
- Experience Canvas Template
- Young Learner Worksheet Templates
- Installation Question Set

dscout
- Question Set
- External Participant Demographics

Intercept Guide
Interview Guide

Design Lab Materials
Experience Canvas Template - English

BELLE HAVEN
DESIGN CHALLENGE

1. START HERE!
Show us your **favorite place in your neighborhood.** Use all of your senses to **describe your experience.**

Draw, write, and glue any materials to tell your story

[10 minutes]

2. NEXT STEP!
Share with us a **challenge** you're facing in your neighborhood. What keeps you up at night?

[5 minutes]

3. KEEP GOING!
What is your **hope for the future?** These ideas can represent you, your family and friends, your community or any dreams or ambitions you might have.

[5 minutes]

4. TIME TO SHARE!
Use this Experience Canvas and **share your story** with your partner.
Make sure to ask questions when your partner share's their story too!

[5 min per person x2 = 10 min]

1

2

3

DESIGN LAB
EXPERIENCE CANVAS
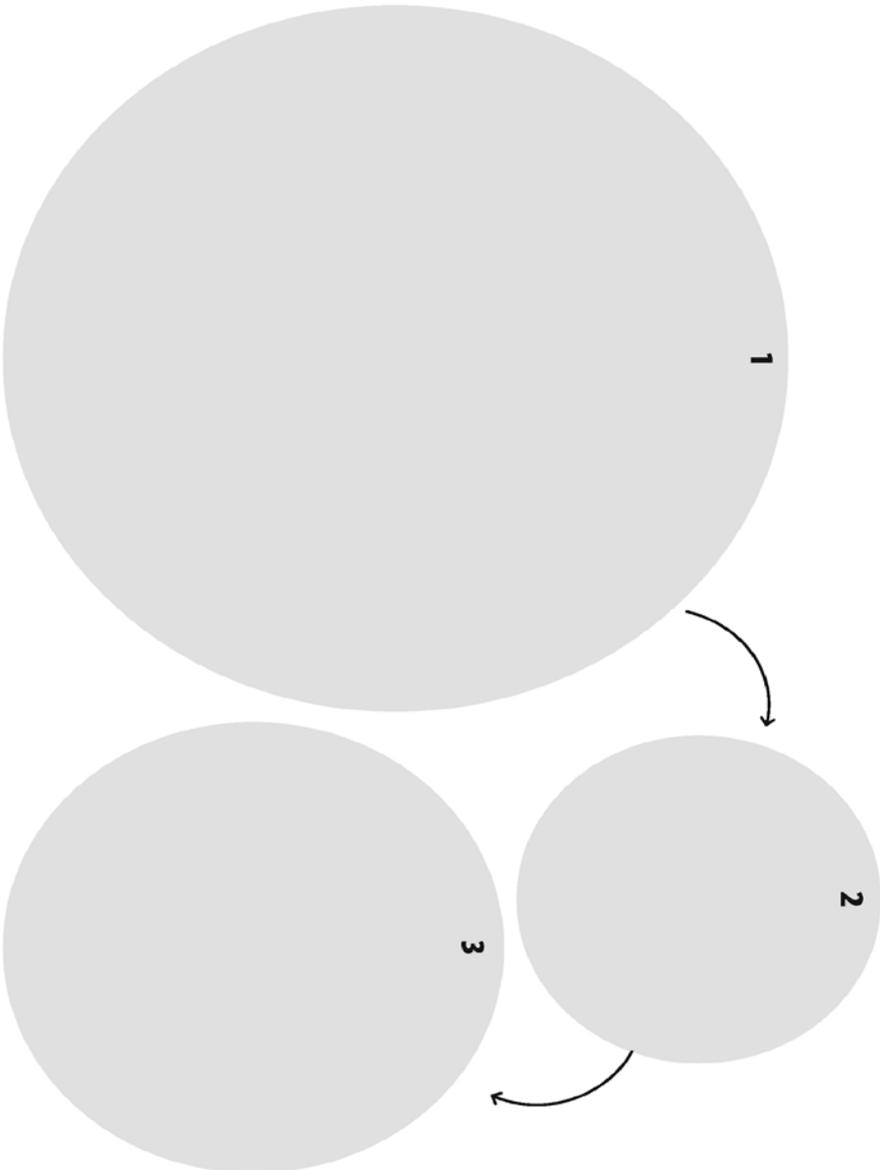
Design Lab Materials
Experience Canvas Template - Spanish

BELLE HAVEN
DESIGN CHALLENGE

1. COMIENCE AQUÍ!
Muestrenos su **lugar favorito en el vecindario** Use todos sus sentidos para **describir su experiencia.**

Dibuje, escriba, y pegue cualquier material para contar su historia.

[10 minutos]

2. PRÓXIMO PASO!
Comparta con nostros un **reto** que tenga en el vecindario. Que te mantiene despierto en la noche?

[5 minutos]

3. SÍGUA ADELANTE!
Cual es su **esperanza para el futuro?** Estas ideas pueden representarle a usted, su familia y amigos, su comunidad ó cualquier sueño o ambición que tenga.

[5 minutos]

4. TIEMPO DE COMPARTIR!
Use esta Experiencia en Lienzo y **comparta su historia** con su compañero. Asegúrese de hacerle preguntas a su compañero sobre su historia.

[5 minutos por persona x2 = 10 minutos]

1

2

3

TALLER DE DISEÑO
EXPERIENCIA EN LIENZO
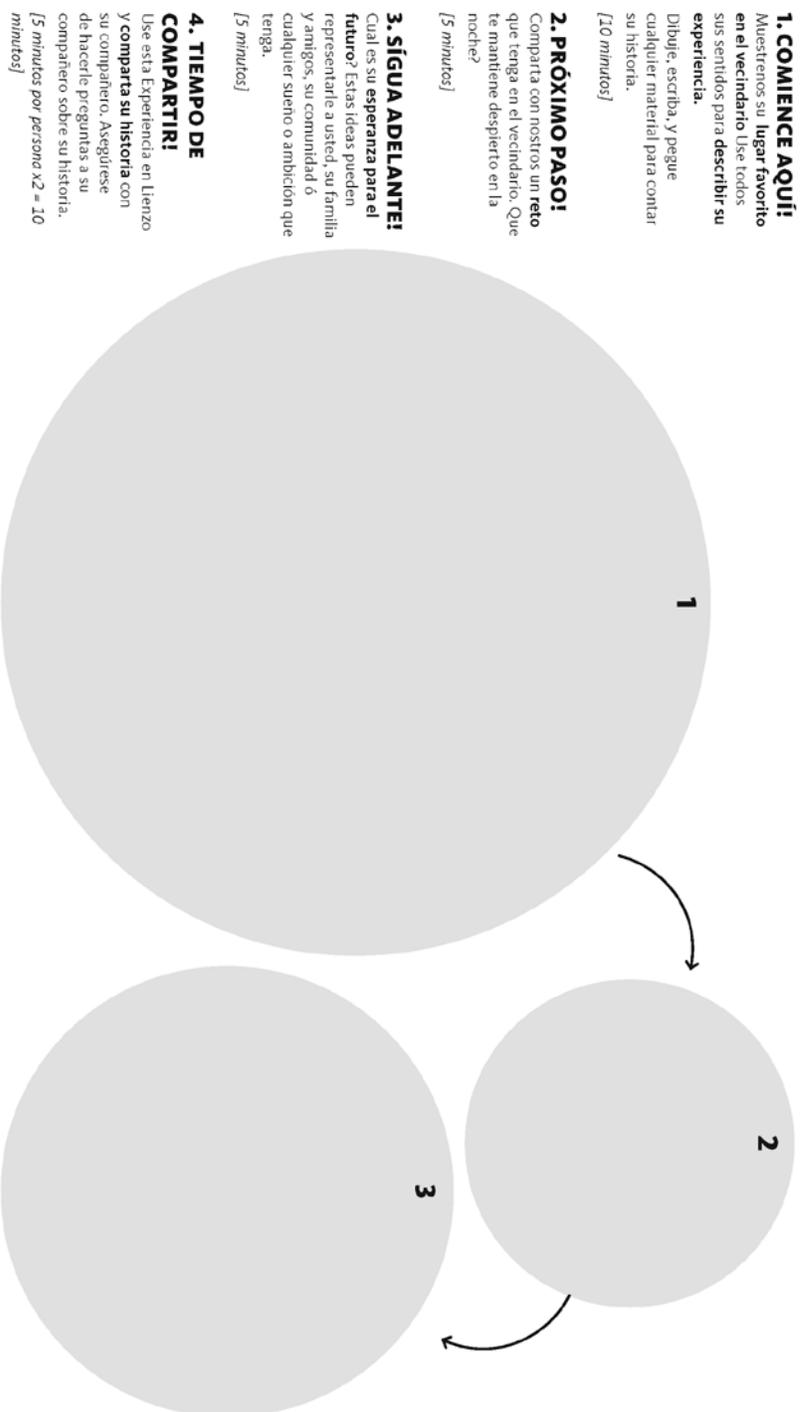
Design Lab Materials
Young Learner Worksheet Template - English

BELLE HAVEN LIBRARY
DESIGN CHALLENGE

HOW OLD ARE YOU? _____

When do you come to the library?
Fill-in each circle that matches

○ Weekdays!   ○ Every day!
○ Weekends!   ○ Every week!

List the top 3 experiences you have had at any library. Why?

1.

2.

3.

Think far into the future, and **draw** something that the library should have and describe what it is!

What did you draw? _____

Use your imagination! If the library wasn't a library, what should it be? Why?

This activity is part of the Belle Haven Neighborhood Library Needs Assessment. For more information, please visit: ***http://bit.ly/mybellehavenlibrary***

Design Lab Materials
Young Learner Worksheet Template - Spanish

BELLE HAVEN LIBRARY
DESIGN CHALLENGE

¿Cuándo viene a la biblioteca?
Marque las opciones que correspondan.

O Entre Semana!   O Todos los días!
O Fines de Semana! O Cada semana!

1.

2.

3.

Escriba las tres mejores experiencias que ha
tenido en una biblioteca. ¿Por qué?

This activity is part of the Belle Haven Neighborhood Library Needs Assessment.
For more information, please visit: **http://bit.ly/mybellehavenlibrary**

¿CUÁNTOS AÑOS TIENES? _____

Piense en el futuro...Dibuje algo que la biblioteca debe tener. ¡Describe qué es!

¿Qué dibujó? _____

¡Use su imaginación! Si la biblioteca no fuera una biblioteca, ¿qué debería ser?
¿Por qué?

Design Lab Materials
Installation Question Set

Mad Libs Installation
EN: The Belle Haven neighborhood needs _____.
SP: El vecindario de Belle Haven necesita _____.

EN: The library is a place for_____.
SP: La biblioteca es un lugar para _____.

Paint by Number Installation
EN: What's precious at the Library?
SP: ¿Que esperanzas tiene para el futuro?

EN: What would be one thing to change at the library?
SP: ¿Qué cosa cambiaría en la biblioteca?

EN: What are your hopes for the future?
SP: ¿Que esperanzas tiene para el futuro?

Feedback Box Installation
EN: What does your neighborhood need most? (For example: places, programs, or services)
SP:¿Qué es lo que más necesita su vecindario? (Por ejemplo: espacios, actividades, servicios)

EN: What is the "glue" within Belle Haven?
SP: ¿Qué es lo que une en Belle Haven?

EN: For you, why the Belle Haven neighborhood?
SP: Para usted, ¿por qué el vecindario de Belle Haven?

EN: What questions should we be asking?
SP: ¿Qué preguntas deberíamos considerar?

EN: How do you define a library?
SP: ¿Comó define una biblioteca?

EN: What places or programs in your neighborhood support innovation, learning, or growth?
SP: ¿Qué lugares o actividades en su vecindario promueven innovación, aprendizaje, o desarollo?

EN: Comments?
SP: ¿Comentarios?

dscout External Participants - Question Set, Screener
Screener Intro
Opinions needed. We want your perspective and you are uniquely suited to give it. Why, you ask, because the topic is your neighborhood. Give details surrounding your neighborhood to see if you qualify for this project.

Se necesitan opiniones. Queremos su perspectiva y usted es el único adecuado para brindarla. ¿Por qué ?, se preguntará, porque el tema es su vecindario. Proporcione detalles sobre su vecindario para ver si califica para este proyecto.

Q1 [single select]
How would you describe your neighborhood:
¿Cómo describirías su vecindario?
- Urban
- Suburban
- Rural (x)

- *Urbano*
- *Sub urbano*
- *Rural*

Q2 [open end]
What's the name of your neighborhood?
¿Cual es el nombre de su vecindario?

Q3 [video] [30 seconds]
Give us a quick flavor of your neighborhood. Tell us what makes your neighborhood distinct or special.
Danos una idea rápida de tu vecindario. Cuéntanos qué hace que tu barrio sea distinto o especial.

Q4 [single select]
About how many people live in your neighborhood?
¿Cuantas personas viven su vecindario?
- Under 1,000
- 1001 - 5,000
- 5,001 - 10,000
- Over 10,000

- *Menos de 1,000*
- *1001 - 5,000*
- *5,001 - 10,000*
- *Más de 10,000*

Q5 [single select]
Now we are going to ask you give us your best guess at the racial demographics of your neighborhood.
Ahora le pedimos que nos dé su mejor estimación sobre la demografía étnica de su vecindario.

What percentage of your neighborhood is Hispanic or Latinx?
¿Qué porcentaje de su vecindario es Hispano o Latino?
- Less than 25%
- Between 25% - 50%
- Between 25% - 75%
- More than 75%

- *Menos de 25%*
- *Entre 25% - 50%*
- *Entre 25% - 75%*
- *Más de 75%*

Q6 [single select]
What percentage of your neighborhood is Black or African American?
¿Qué porcentaje de su vecindario es Afroamericano?
- Less than 25%
- Between 25% - 50%
- Between 25% - 75%
- More than 75%

- *Menos de 25%*
- *Entre 25% - 50%*
- *Entre 25% - 75%*
- *Más de 75%*

Q7 [single select]
Are multiple languages spoken in your neighborhood?
¿Se hablan varios idiomas en su vecindario?
- Yes (name the top three languages
- No

- *Si (nombra los tres idiomas principales*
- *No*

Q8 [single select]
What is your annual household income?
¿Cual es tu ingreso anual?
- Less than $25,000
- $25,000 to $49,999
- $50,000 to $74,999
- $75,000 to $99,999
- $100,000 to $124,999
- Over $125,000
- I prefer not to respond

- *Menor a $25,000*
- *$25,000 to $49,999*
- *$50,000 to $74,999*
- *$75,000 to $99,999*
- *$100,000 to $124,999*
- *Mayor a $125,000*
- *Prefiero no responder*

Q9 [single select]
How would you describe the income level of the neighborhoods that are next to yours?
¿Cómo describiría el nivel de ingresos de los vecindarios que están junto al suyo?
- The surrounding neighborhoods are much LOWER income
- The surrounding neighborhoods are about the SAME income
- The surrounding neighborhoods are much HIGHER income

- *Los vecindarios vecinos tienen MENORES ingresos*
- *Los vecindarios vecinos tienen casi LOS MISMOS ingresos*
- *Los vecindarios vecinos tienen muchos MAYORES ingresos*

Q10 [multiple select]
Which of the following best describes who you live with? Select all that apply.
¿Cuál de las siguientes opciones describe mejor con quién vives? Seleccione todas las que correspondan.
- Solo (Live Alone)
- Parents
- Partner/Spouse
- Child(ren) Under 18
- Child(ren) Over 18
- Roommates
- Other (tap to type)

- *Solo*
- *Padres*
- *Pareja / Esposo(a)*
- *Niño(s) menor de 18*
- *Niño(s) mayor de 18*
- *Compañero de cuarto/casa*
- *Otro (tap to type)*

Q11 [single select]
Do you speak Spanish or could interview a relative that only speaks Spanish?
¿Habla español o podría entrevistar a un pariente que sólo hable español?
- Yes
- No

- *Si*
- *No*

Q12 [single select]
If selected for for this project, which language would you prefer the mission be written in:
Si se selecciona para este proyecto, ¿en qué idioma prefiere que sea la misión:
- English
- Spanish

- *Inglés*
- *Español*

dscout External Participants - Question Set, Mission
Overview
Hi there, and welcome to the Belle Haven Library Mission!

We have three parts to this mission, focused on your neighborhood, your lifestyle, and your local library. Each section will ask questions and give you the chance to upload a video of your response! Once you complete one section, you will be able to complete the next section.

We're excited to hear your thoughts and insights in this interactive mission, so feel free to use the questions and prompts in this activity to share your feedback.

Accept the mission by clicking the button below, and let's get started!

Hola, Bienvenidos a la Misión de la biblioteca de Belle Haven!

La biblioteca de Belle Haven está organizando una serie de talleres y actividades (¡incluida esta!) para crear una visión del futuro de la biblioteca en función de las necesidades de sus residentes.
Tenemos tres partes para esta misión, centradas en su vecindario, su estilo de vida y su biblioteca local. ¡Cada sección contiene preguntas y le dará la oportunidad de subir un video con su respuesta! Una vez que complete una sección, podrá pasar a la siguiente sección.
Nos complace escuchar sus opiniones y puntos de vista en esta misión interactiva, así que siéntase libre de usar las preguntas y sugerencias de esta actividad para compartir sus comentarios.

Acepte la misión haciendo clic en el botón de abajo y ¡comencemos!

PART ONE:

Description: We're interested in hearing more about a day in your life. Feel free to use the videos and questions below to give us a sense of your lifestyle and the places around you.

[Video, 60 sec] First, tell us about yourself and your neighborhood. What are three things you love about your neighborhood?

[Open-ended 140 characters] What is your favorite place to go to or visit in your community? What about that place makes it your favorite? (Examples could be parks, restaurants, community events/festivals, etc.)

PRIMERA PARTE:

Descripción: estamos interesados en saber más acerca de un día en su vida. Siéntase libre de usar los videos y las preguntas que a continuación le daremos para darnos una idea de su estilo de vida y los lugares a su alrededor

[Video, 60 seg] Primero, cuéntenos sobre usted y su vecindario. ¿Cuáles son las tres cosas que le encantan de su vecindario?

[140 caracteres abiertos] ¿Cuál es su lugar favorito para ir o visitar en su comunidad? ¿Qué hay con ese lugar que lo hace su favorito? (Ejemplos podrían ser parques, restaurantes, eventos / festivales comunitarios, etc.)

PART TWO:

Description: Before answering the questions in this section, take a moment and think about the following: Where do you go for work and for fun? What makes your neighborhood a place you want to be? How does your neighborhood support your lifestyle?

[Video, 60 sec] If you could change or improve one thing about your neighborhood or community, what would it be? How could it be changed or improved for the better?

[Multiple Choice] Besides time at home, how much time do you spend in your neighborhood?

[Multiple Choice] Does your neighborhood support the activities or needs that you would like it to?
1.   Yes, it supports everything I like to do and meets most of my needs
2.   Yes, but it doesn't' support everything I need
3.   No, but it supports what I need
4.   No, the neighborhood doesn't meet a lot of my wants or needs

[Open-ended, 140 characters] How often do you attend local events? Where do you usually go?

Think about your typical week. Tell us about what you like to do and where you go.
[Open-ended, 140 characters] On most weekdays, I am….
[Open-ended, 140 characters] On most weeknights, I am….
[Open-ended, 140 characters] On most weekends, I am….
[Open-ended, 140 characters] On most weekend nights, I am….

[Open-ended] Anything else you'd like to share?

PARTE DOS:
Descripción: Antes de contestar las preguntas de esta sección, tómese un momento y piense en lo siguiente: ¿A que lugares va por trabajo y a que lugares va para divertirse? ¿Qué hace que su vecindario sea un lugar en el que quiere estar? ¿Cómo es que su vecinadrio apoya su estilo de vida?

[Video, 60 seg.] Si pudiera cambiar o mejorar una cosa sobre su vecindario o comunidad, ¿cuál sería? ¿Cómo podría cambiarse o mejorarse?

[Opción múltiple] Además del tiempo en casa, ¿cuánto tiempo pasa en su vecindario?

[Opción múltiple] ¿Su vecindario apoya las actividades o necesidades que tiene?
1. Sí, es compatible con todo lo que me gusta hacer y cumple con la mayoría de mis necesidades
2. Sí, pero no cubre todo lo que necesito
3. No, pero cubre todo lo que necesito
4. No, el vecindario no cumple con muchos de mis deseos o necesidades
[abierta,140 caracteres] ¿Con qué frecuencia asistes a eventos locales? ¿Dónde suele ir?

Piense en tu semana típica. Cuéntenos sobre lo que le gusta hacer y a dónde va normalmente.
[Abierto, 140 caracteres] En la mayoría de los días de la semana, estoy ...
[abierto, límite de 140 caracteres] En la mayoría de las noches de la semana, estoy ...
[abierto, límite de 140 caracteres] En la mayoría de los fines de semana, estoy ...
[abierto, límite de 140 caracteres] En la mayoría de las noches de fin de semana, estoy ...
[Abierto] ¿Algo más que quiera compartir?

PART THREE:
Thanks for sharing a bit more about you and your neighborhood, we really appreciate your local expertise! Now we have a few questions about a place you may or may not visit often: your local library.

[Multiple Choice] Does your community have a local library? Is it easy to access when you need it or when you would like to visit?

[Multiple Choice / For Belle Haven Scouts] Do you know where the Belle Haven Branch Library is located? Do you know where the Menlo Park Main Library is located?

[Video] Tell us about your last visit to a library. What did you do? What was the library like? How often do you go to the library?

[Open-ended, 140 char limit] What are three things that are important to you in a library? These could be related to content in the library, programs and services, or features within the library.

[Multiple Choice] Which of the following programs or services would you be interested in if they were offered at your local library? Select up to four.

- Access to Cultural Passes
- Arts & Crafts
- Book Clubs
- Collaborative / Meeting Space
- Community Garden
- Computer Classes
- Equipment Rental
- Language Classes
- Lectures or Perfomances
- Mobile Lending Station
- Movie Nights
- Storytime for Families / Children
- Tutoring
- Wi-Fi Access
- Other (Tap to Type)

PARTE TRES:
¡Gracias por compartir un poco más sobre usted y su vecindario, realmente apreciamos su experiencia local! Ahora tenemos algunas preguntas sobre un lugar que puede o no visitar con frecuencia: su biblioteca local.

[Opción múltiple] ¿Su comunidad tiene una biblioteca local? ¿Es fácil acceder cuando lo necesita o cuando quiere visitarla?

[Opción múltiple / Para Belle Haven Scouts] ¿Sabe dónde se encuentra la Biblioteca Branch de Belle Haven? ¿Sabe dónde se encuentra la Biblioteca Principal de Menlo Park?

[Video] Cuéntenos sobre su última visita a una biblioteca. ¿Qué hizo? ¿Cómo era la biblioteca? ¿Con qué frecuencia va a esa biblioteca?

[abierto, límite de 140 caracteres] ¿Cuáles son tres cosas que son importantes para usted en una biblioteca? Estos podrían estar relacionados con el contenido de la biblioteca, los programas, servicios o las características de la biblioteca.

[Opción múltiple] ¿Cuál de los siguientes programas le interesaría que se ofrecieran en su biblioteca local?
- *Acceso a pases culturales*
- *Arte y Manualidades*
- *Club de Libros*
- *Espacio de reuniones/colaboración*
- *Jardín Comunitario*
- *Clases de computación*
- *Renta de equipo*
- *Clases de Idiomas*
- *Presentaciones o Conferencias*
- *Estación móvil de prestamos*
- *Noche de Películas*
- *Cuenta cuentos para Familias/Niños*
- *Tutorías*
- *Acceso a Wi-Fi*
- *Other (Tap to Type)*

dscout External Participants - Demographics

Age - English Speaking

Age	
25-34	45.0%
35-44	20.0%
18-24	15.0%
13-17	7.5%
45-54	7.5%
Under 13	2.5%
55-64	2.5%
65-74	0.0%
75-99	0.0%
Unknown	0.0%

40 Scouts   120 Entries

Household Income - English Speaking

Household Income	
$75,000 to $99,999	27.5%
$25,000 to $49,000	25.0%
$50,000 to $74,999	15.0%
$100,000 to $124,999	15.0%
Less than $25,000	7.5%
$125,000 to $149,999	5.0%
Over $150,000	2.5%
I prefer not to respond	2.5%
Unknown	0.0%

40 Scouts   120 Entries

Household Composition - English Speaking

Household Composition	
With partner/spouse + child	30.0%
Solo	20.0%
With partner/spouse	17.5%
With parent(s)	12.5%
With roommate(s)	10.0%
Other	5.0%
With child under 18	5.0%
Unknown	0.0%

40 Scouts   120 Entries

Ethnicity - English Speaking

Ethnicity	
Caucasian or White	57.5%
Asian or Pacific Islander	20.0%
African-American or Black	10.0%
Hispanic or Latino	10.0%
Other	2.5%
I prefer not to respond	0.0%
Unknown	0.0%

40 Scouts   120 Entries

Age - Spanish Speaking

Age

Under 13	0.0%
13-17	0.0%
18-24	0.0%
25-34	50.0%
35-44	50.0%
45-54	0.0%
55-64	0.0%
65-74	0.0%
75-99	0.0%
Unknown	0.0%

4 Scouts 14 Entries

Household Income - Spanish Speaking

Household Income

Less than $25,000	0.0%
$25,000 to $49,000	50.0%
$50,000 to $74,999	50.0%
$75,000 to $99,999	0.0%
$100,000 to $124,999	0.0%
$125,000 to $149,999	0.0%
Over $150,000	0.0%
I prefer not to respond	0.0%
Unknown	0.0%

4 Scouts 14 Entries

Household Composition - Spanish Speaking

Household Composition

Other	0.0%
With partner/spouse + child	50.0%
With child under 18	0.0%
Solo	0.0%
Unknown	0.0%
With parent(s)	0.0%
With partner/spouse	50.0%
With roommate(s)	0.0%

4 Scouts 14 Entries

Ethnicity - Spanish Speaking

Ethnicity

Hispanic or Latino	100.0%
Asian or Pacific Islander	0.0%
African-American or Black	0.0%
I prefer not to respond	0.0%
Other	0.0%
Unknown	0.0%
Caucasian or White	0.0%

4 Scouts 14 Entries

Intercept Guide

EN: Where do you live (your city and/or neighborhood) and how long have you lived there?
SP: ¿Dónde vive (su ciudad y / o vecindario) cuanto tiempo ha vivido allí?

EN: What are three things you like or don't like about your neighborhood?
SP: ¿Cuáles son tres cosas que le gustan o no le gustan de tu vecindario?

EN: If you could change or improve one thing about your neighborhood or community, what would it be? How could it be changed or improved for the better?
SP: Si pudiera cambiar o mejorar una cosa sobre su vecindario o comunidad, ¿cuál sería? ¿Cómo podría cambiarse o mejorarse?

EN: What are three things that are important to you in a library? These could be related to content in the library, programs and services, or features within the library.
SP: ¿Cuáles son tres cosas importantes para usted en una biblioteca? Estos podrían estar relacionados con el contenido de la biblioteca, los programas y servicios o las características de la biblioteca.

Interview Guide
Discovery Interviews
- What are effective engagement tools for reaching out to the community? Library patrons?
    - ...what times of day work best for engagements?
- What public activities have gathered a lot of notice or participation from the community? (could be not an engagement)
- What do you identify as a failure of past engagement strategy? (Besides no attendance)
- What do you define as success for an engagement strategy?
- What programs seem to be the most attractive to Belle Haven residents?
- What draws people to public events? Food? Music? Play?
- How has your engagement strategy changed within the last year?
    - ...within the last five years?
- Let's discuss effective communication tools. What works well? What doesn't? What have you not tried but wanted to?
    - ...are posters/brochures/etc. effective communication tools?
    - ...is social media an effective communication tool? Why/why not?
- How does Menlo Park target certain neighborhoods or differentiate communications?
- What topics or discussions are exciting topics? Hot buttons?
- Are there other digital platforms that are effective? (NextDoor)
    - ...to parents/students?
    - ...to residents?
    - ....to neighbors?
    - ...to corporate/civic partners?
- Who are the leaders in the community?
- What demographic do you feel like is the most underserved?
- What transportation systems work best for residents?
- Are there programs centered around cultural heritage?
- How is content (collection/programs) selected and curated by the community?
- What locations in the city are heavily used/visited?
- What needs within the community does the library serve best?
- Are members of the community active pedestrians?
- What kind of workshops build excitement?
- What other languages should be supported beyond Spanish/English?

Interview Guide

Stakeholder Interviews

- Tell us about yourself and your relationship to the Belle Haven neighborhood (or duration on Library Commission)
- For you, why the Belle Haven neighborhood?
- What does your neighborhood need most? (For example: places, programs, or services)
- What is the "glue" within Belle Haven?

- What locations in the city are heavily used/visited?
- What places or programs in your neighborhood support innovation, learning, or growth?

- Share with us some of your experience on the Library Commission
- What needs within the community does the library serve best?
- How do you define a library?
- What's precious at the Library?
- What would be one thing to change at the library?
- What are your hopes for the future?

- If the library wasn't a library, what should it be? Why?
- What questions should we be asking?