Council Agenda Report

From: Angelica Fortin, City Librarian

Subject: Library Strategic Plan – Draft Preview

Date: March 7, 2017

Facts

1. In 1981, Paso Robles City Library staff and the Library Board of Trustees initiated long-range Library planning.
2. Those early efforts prompted a 13-year campaign to build a new City Library, recognizing that our increasing population had outgrown the small Carnegie Library in the City Park.
3. The Paso Robles City Library opened at its current Spring Street location in May 1995, with City Hall temporarily inhabiting the second floor.
4. A significant economic recession indefinitely delayed plans to expand Library space and services by 2010, and ultimately required Library service and staff reductions from 2007 through 2016.
5. The reinstating of a City Librarian position in 2016 provided the opportunity for renewed long-range library planning. Over a 10-month period, Library staff has analyzed current deficits and future needs for library service in our community.
6. The City Librarian has sought several rounds of input from staff members, library volunteers, the Library Board of Trustees, the Friends of the Paso Robles City Library, and the Paso Robles Library Foundation in developing a 5-year strategic plan for Library services, programs, collections and facilities.
7. Once the five-year strategic plan is adopted, then the process segues into facility review and planning. A determination will need to be made if the Library's existing facility locations are appropriate, or whether an additional or alternative location is needed.
8. Before going further, it is appropriate for the City Council to provide feedback on the draft plan, suggest any additional or substitute elements to be included in the plan, and provide any desired direction.
9. The Library Board of Trustees has informally endorsed completed sections of the draft strategic plan.

Options

1. Do nothing
2. Direct staff to complete the Paso Robles City Library strategic plan for future City Council consideration and adoption.
3. Adopt the plan as written.

Analysis and Conclusions

History demonstrates that long-range Library planning is crucial and effective in providing appropriate public library services to the citizens of Paso Robles. Renewed long-range planning efforts are underway, and Library staff is seeking City Council direction to complete these efforts.

Fiscal Impact

Dependent on Council direction. The five-year strategic plan includes programs and maintenance concerns that are included in the City budget as well as future needs that may call for additional funding in future budget cycles.

Recommendation

Provide feedback on the draft plan and/or suggest additional elements to be included in the plan, and direct staff to complete the Paso Robles City Library strategic plan for future City Council adoption.

Attachment

1. Draft Paso Robles City Library Strategic Plan

The choice of wood in the library really is exquisite. It's warm and inviting. I think it's one of the most beautiful libraries I've been in in years."

-Author Ray Bradbury, Paso Robles Library Dedication, February 27, 1995

ABOUT

MISSION

"The Paso Robles City Library is the place to discover, to learn, and to grow, empowering our community to achieve its vision for the future."

CORE VALUES

Equality: We serve all members of our community with dignity and respect

Empowerment: We provide opportunities for community members to engage, learn and thrive

Life-long Learning: We promote and provide learning opportunities at all stages in life

Responsiveness: We provide access to timely resources and services

VISION

To provide "21st century library services with small town appeal."

STRATEGIC AREAS OF FOCUS:

Access   Empowerment   Awareness   Engagement

8 Foundational Spokes of the Paso Robles City Library

OUTPUTS: TO BE MEASURED USING ESTABLISHED TECHNOLOGYAND REPORTING SYSTEMS

Circulation: Number of items checked in and out

Door Counts: Number of people utilizing facility

Program Attendance: Number of people attending programs

Internet Usage: Number of users connecting to the Internet via library computers and Wi-Fi network

Volunteer Program Participation: Number of volunteers and hours served

OUTCOMES: TO BE MEASURED VIA USER SURVEY* AND THROUGH ANALYTICS ON DEMAND

Overall user satisfaction: Percentage of users who rated overall services as excellent.

Overall saturation of services: Percentage of households with a library card.

Availability of resources: Percentage of reference transactions that were rated as successful; users who rated ease of finding materials excellent; items available within 7-14 days.

Customer Service: Percentage of users who rated helpfulness and general attitude of staff as excellent.

Accessibility: Percentage of users that live within City limits, percentage of users who rated the overall state of the facility as excellent, percentage of users who rated the hours of operation as excellent.

*To be developed

GOALS

1. COLLECTION

PROVIDE ACCESS TO RELEVANT, POPULAR AND CURRENT MATERIALS

Strategy 1	Use Collection HQ to develop weeding schedule to aggressively cull the collection of non-circulating and outdated materials and formats
Project Lead:	
Participants:	
Target Date:	
Strategy 2	Streamline materials processing by standardizing labeling across all formats to include label placement, type, size, and font and update processing manual as needed
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Develop and implement plan to re-label current holdings according to new standards
Project Lead:	
Participants:	

Target Date:	
Strategy 4	Develop and implement plan to re-allocate resources towards collection development based on Collection HQ data
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Develop Spanish language adult and youth collections to include popular materials, as well as ESL and Citizenship materials, across all formats (includes SC holdings)
Project Lead:	
Participants:	
Target Date:	
Strategy 6	Right size special collections including: reference, local history, and microfiche
Project Lead:	
Participants:	
Target Date:	

2. TECHNOLOGY

INTRODUCE TECHNOLOGY THAT STREAMLINES SERVICES AND IMPROVES USER EXPERIENCE

Strategy 1	Evaluate, recommend and implement 15-minute express internet station and Internet Only Library Card option
Project Lead:	
Participants:	
Target Date:	
Strategy 2	Evaluate current technology and recommend/implement discontinuation, upgrades, or maintenance (catalog printers, laptop)
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Investigate CIPA compliance guidelines and provide recommendations to City/Advisory Board
Project Lead:	
Participants:	
Target Date:	
Strategy 4	Evaluate, recommend and implement cash register or drawer for fee collection
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Evaluate, recommend and implement self-service copy/scan/print system
Project Lead:	
Participants:	
Target Date:	
Strategy 6	Evaluate, recommend and implement Wi-Fi printing
Project Lead:	
Participants:	

Target Date:	
Strategy 7	Evaluate, recommend and implement pre-processing of purchased items based on new processing standards
Project Lead:	
Participants:	
Target Date:	
Strategy 8	Evaluate, recommend and implement Polaris circulation at the Study Center
Project Lead:	
Participants:	
Target Date:	
Strategy 9	Evaluate, recommend and implement RFID technology
Project Lead:	
Participants:	
Target Date:	

3. PROGRAMS & SERVICES

EMPOWER THE COMMUNITY THROUGH PROGRAMS AND SERVICES THAT ARE CURRENT, ENRICHING AND PROMOTE: CIVIC ENGAGEMENT, WORKFORCE DEVELOPMENT, AND LITERACY AT ALL STAGES OF LIFE

Strategy 1	Develop and implement program plan using strategic focus and outcomes based evaluation as outlined by the Public Library Association
Project Lead:	
Participants:	
Target Date:	
Strategy 2	Implement "Every Child Ready to Read" –research-based practices developed by the Public Library Association to help young children establish skills they need before they can learn to read (English and Spanish)
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Restore the early literacy program "Mother Goose on the Loose"
Project Lead:	
Participants:	
Target Date:	
Strategy 4	Evaluate, recommend and implement partnerships to introduce additional Early Literacy programming such as: 1,000 Books Before Kindergarten and First Grade at the Library programs
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Introduce year round teen volunteer program with workforce development emphasis that incorporates after school homework help program
Project Lead:	
Participants:	
Target Date:	

Strategy 6	Develop teen leadership skills by introducing seasonal teen programming series that includes teen feedback and input.
Project Lead:	
Participants:	
Target Date:	
Strategy 7	Collaborate with Paso Robles Joint Union School District to enhance educational opportunities • Co-sponsor teen substance abuse aversion programs with the Kayla Peach Foundation. • Purchase children's and teen books that complement the District Curriculum. • Cohost the annual "Battle of the Books" competition for elementary school students.
Project Lead:	
Participants:	
Target Date:	
Strategy 8	Establish partnerships to develop Citizenship and English as a Second Language programs at the Library Study Center (Conversation Cafés, Mexican consulate adult education program "Plaza Comunitaria")
Project Lead:	
Participants:	
Target Date:	
Strategy 9	Develop and implement monthly lecture series with the purpose of engaging community members through access to information regarding current events, community services, and high interest topics
Project Lead:	
Participants:	
Target Date:	
Strategy 10	Introduce programming to address the digital divide: • E-book classes • Computer classes • Database instruction • New technologies based on opportunities
Project Lead:	
Participants:	
Target Date:	
Strategy 11	Modify the Library Volunteer Associates Program to more fully engage the community, provide enriching volunteer experiences and appropriately balance volunteer assignments with professional library service
Project Lead:	
Participants:	
Target Date:	
Strategy 12	Evaluate, recommend and implement usage of space adjacent to the Story Hour room for purpose that embodies the mission of the library
Project Lead:	
Participants:	
Target Date:	
Strategy 13	Evaluate, recommend, and implement programming and services dedicated to supporting local tourism: • Programs and collections in support of local industries: wine, olives, springs, art • Hotel/vacation rental reading collections sponsored by Library (discards, donations) • Marketing services at hotels

	• Travel sharing program
Project Lead:	
Participants:	
Target Date:	

4. STAFFING

DEVELOP A WELL TRAINED, EFFICIENT, ACCOUNTABLE AND INFORMED WORKFORCE

Strategy 1	Develop key staff competency checklist and training opportunities
Project Lead:	
Participants:	
Target Date:	
Strategy 2	Incorporate quarterly staff meeting with training component
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Re-introduce volunteer training academy
Project Lead:	
Participants:	
Target Date:	
Strategy 4	Update all service handbooks and user guides
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Evaluate, recommend and implement operationally based staff schedules and daily schedules
Project Lead:	
Participants:	
Target Date:	
Strategy 6	Evaluate, recommend and implement workflow standards to streamline processes and increase staff availability while at service stations (Self-help holds, internal book drop)
Project Lead:	
Participants:	
Target Date:	
Strategy 7	Provide staff with library "Survival Spanish" training and tools
Project Lead:	
Participants:	
Target Date:	

5. PARTNERS

DEVELOP PARTNERSHIPS THAT POSITION THE LIBRARY AS A KEY COMMUNITY RESOURCE THAT IMPROVES ACCESS TO SERVICES

Strategy 1	Develop partnerships as listed under Programming, Strategies 6 & 7: See above
Strategy 2	Work with the Friends of the Library to strengthen book sale program and continue to build relationship
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Work with the Library Foundation to develop fundraising opportunities and objectives which include annual events and grant writing opportunities
Project Lead:	
Participants:	
Target Date:	
Strategy 4	Develop onboarding process for Library Advisory Board that establishes responsibilities for new members
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Create list of potential partners in support of lecture series as described above in Programming, Strategy 8
Project Lead:	
Participants:	
Target Date:	
Strategy 6	Increase collaboration with internal City Departments
Project Lead:	
Participants:	
Target Date:	

6. FACILITIES

INCREASE CAPACITY AND ACCESS OF CURRENT FACILITIES TO CREATE A SAFE, EFFICIENT AND ENGAGING ENVIRONMENT

Strategy 1	Develop and implement plan and schedule for re-distribution of collection locations post-weeding.
Project Lead:	
Participants:	
Target Date:	
Strategy 2	Develop and implement plan to completely clean and organize all spaces, offices, and storage areas
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Evaluate, recommend and implement wayfinding signage plan with standard letters and colors
Project Lead:	
Participants:	

Target Date:	
Strategy 4	Define, designate and maintain centralized area(s) for all notices and postings
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Standardize shelf markers: font, color, size
Project Lead:	
Participants:	
Target Date:	
Strategy 6	Implement marketplace model merchandizing techniques to increase access to high circulating materials: including gondolas and power walls
Project Lead:	
Participants:	
Target Date:	
Strategy 7	Relocate self-check machine for more prominent access
Project Lead:	
Participants:	
Target Date:	
Strategy 8	Develop short-term Teen Space, using Teen input, to include Teen friendly furnishings
Project Lead:	
Participants:	
Target Date:	
Strategy 9	Expand Study Center service to provide a Circulating Children's Library on the North end of the City.
Project Lead:	
Participants:	
Target Date:	
Strategy 10	Develop a "Facility Master Plan" using professional consultant that is inclusive of community input and needs.
Project Lead:	
Participants:	
Target Date:	
Strategy 11	Work with City Leadership to investigate feasibility of expanding Library services to the upper floor of the City Hall building by 2021. To include public meeting spaces, computer lab and dedicated Teen Space.
Project Lead:	
Participants:	
Target Date:	

7. FUNDING

DEVELOP FUNDRAISING STRATEGIES TO SUSTAIN AND ENHANCE COLLECTIONS, PROGRAMS, FACILITIES AND ACCESS TO TECHNOLOGY

Strategy 1	Systematically increase materials budget to achieve 7% of overall library budget as target. Methods to include: City budget increase, community giving, and matching funds program

Project Lead:	
Participants:	
Target Date:	
Strategy 2	Work with stakeholders to develop campaign to fund RFID technology project
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Work with stakeholders to fund Library Marketplace Model refresh and signage plan
Project Lead:	
Participants:	
Target Date:	
Strategy 4	Work with stakeholders to fund technology plan to integrate new and future technology into services and programming
Project Lead:	
Participants:	
Target Date:	

8. COMMUNITY RELATIONS

INCREASE COMMUNITY AWARENESS OF THE CORE AND CRITICAL SERVICES AND LEARNING OPPORTUNITIES OFFERED THROUGH THE LIBRARY

Strategy 1	Develop and implement usage of standard flier template that simplifies translation
Project Lead:	
Participants:	
Target Date:	
Strategy 2	Develop communications plan to identify and utilize standard key promotional tools
Project Lead:	
Participants:	
Target Date:	
Strategy 3	Make data accessible by all library staff and begin collecting current year data vs previous year data in reports
Project Lead:	
Participants:	
Target Date:	
Strategy 4	Work with Recreation Services to implement system for "Bi-Weekly Update" reporting that is inclusive of staff input
Project Lead:	
Participants:	
Target Date:	
Strategy 5	Develop standardized look of library materials
Project Lead:	
Participants:	
Target Date:	

Strategy 6	Utilize Library iPad to capture library moments that can then be used for future promotions, news reporting, and increased social media sharing
Project Lead:	
Participants:	
Target Date:	
Strategy 7	Update and design key collateral materials: Library history pamphlet and user guide
Project Lead:	
Participants:	
Target Date:	
Strategy 8	Develop Customer Service survey for in branch use to measure library experience
Project Lead:	
Participants:	
Target Date:	
Strategy 9	Develop community survey to increase awareness and capture data for the development of future library services and programs.
Project Lead:	
Participants:	
Target Date:	
Strategy 10	Develop Monthly Report for distribution to City Leadership and key stakeholders: Library statistics and highlights
Project Lead:	
Participants:	
Target Date:	