



Council Agenda Report

From: Angelica Fortin, City Librarian
Subject: Library Strategic Plan – Adoption
Date: May 16, 2017

Facts

1. On March 7, 2017, City Council reviewed a draft Library Strategic Plan and directed staff to obtain additional public input.
2. On April 29, 2017, forty-seven community members attended a public workshop that included an overview of the Library Strategic Plan, opportunities to ask questions and provide input, and a voting exercise in which attendees indicated their top three general library concerns:
 - *Collections and Programs & Services (tie)*
 - *Technology*
 - *Facilities*
3. Within the general categories, the following areas in particular were favorably noted:
 - *Develop Spanish language collection*
 - *Radio Frequency Identification (RFID) of library materials*
 - *Increased access to popular collections*
 - *Addressing the overall library facility needs*
4. Prior to the April 29 workshop, the City Librarian sought input from her staff, library volunteers, the Library Board of Trustees, the Friends of the Paso Robles City Library, and the Paso Robles Library Foundation – all responded favorably to the plan in its entirety.

Options

1. Do nothing
2. Adopt the 2017-2022 Library Strategic Plan and direct staff to initiate examination of the costs and feasibility of implementing the identified strategies.
3. Provide alternative direction to staff

Analysis and Conclusions

History demonstrates that long-range Library planning is crucial in providing appropriate public library services to the citizens of Paso Robles. City Council reviewed the draft plan and received additional public input. All input to date indicates unanimous support for the Library Strategic Plan as presented.

Fiscal Impact

There is no cost associated with adoption of the plan. Implementation of the plan may call for additional Library funding, subject to approval by City Council and/or obtained through grants and donations.

Recommendation

Adopt the 2017-2022 Library Strategic Plan and direct staff to initiate examination of the costs and feasibility of implementing the identified strategies.

Attachments

1. Draft Paso Robles City Library Strategic Plan
2. Paso Robles City Library Strategic Plan Workshop results

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



KEY PERFORMANCE MEASURES

OUTPUTS: TO BE MEASURED USING ESTABLISHED TECHNOLOGY AND 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 <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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
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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:	

DRAFT

PASO ROBLES CITY LIBRARY: STRATEGIC PLAN 2017-2022

Public Workshop Results: Attendance: 47

COLLECTIONS

Overall	38	80%
Reduce outdated and non-circulating collections while increasing access to new materials	17	36%
Improve browsing experience	0	0%
Develop Spanish Language adult and youth collections	21	45%

TECHNOLOGY

Overall	35	74%
Improve access to Internet and technology for users	13	28%
Remove outdated technology	0	0%
Make use of available library technology to streamline services and improve internal processes	20	43%
Increased safety on public computers	0	0%

Notes: Chromebooks available in library and RFID identified specifically

PROGRAMS AND SERVICES

Overall	38	80%
Increase early literacy opportunities	7	15%
Engage teen users and provide opportunities for leadership	6	13%
Promote safe communities after-school	2	4%
Increase collaboration with local schools	4	9%
Provide enriching life-long learning opportunities for adults	10	21%

STAFFING

Overall	4	9%
Use data to assist in making staffing decisions	0	0%
Provide regular and consistent training for staff and volunteers	3	6%
Streamline process for increased circulation	1	2%

PARTNERS

Overall	8	17%
Strengthen relationship with current Library support Groups	0	0%
Increase collaboration with community partners	8	17%

Notes: School collaboration

FACILITIES

Overall	18	38%
Maintain clean and safe spaces	0	0%
Improve access to the collection	4	9%
Address facility needs	7*	15%

Notes: Members of the community placed indicators on "Facility" header to indicate preference for facility issues overall. This significantly alters results, indicating that at least 30% of attendees prioritize addressing facility needs.

FUNDING

Overall	12	26%
Fund current initiatives	6	13%
Become leader in innovation	6	13%

COMMUNITY RELATIONS

Overall	7	15%
Raise awareness about Library services and resources in the community	7	15%
Develop branded look for library marketing materials	0	0%
Develop standardized reporting methods to measure success	0	0%

OVERALL FINDINGS

On Saturday, April 29th, members of the community were invited to a public workshop to discuss the Draft Library Strategic Plan. At this workshop, attendees learned how the plan was developed, received an overview of the goals and objectives contained in the plan, and had the opportunity to ask questions and provide comments. Each attendee received 3 green dots and, at the end of the session, they were able to indicate their top 3 areas of preference.

With eight total areas of focus, the top areas of priority were Collections, Programs and Services, Technology and Facilities. Of note is that the top three areas will have major implications for the latter that include, but are not limited to, development of space for popular collections, programming, and introduction of technology.

- Top overall priorities:
 - (1 a) Collections (1b) Programs and Services
 - (2) Technology
 - (3) Facilities
- Top individual priorities:
 - (1) Develop Spanish Language collections
 - (2) Technology for streamlined service (RFID)
 - (3) Increase access to popular collections
 - (4) Address facility needs*
- Community Ranking of Goals:
 - (1a) Collections (1b) Programs and Services
 - (2) Technology
 - (3) Facilities
 - (4) Funding
 - (5) Partners
 - (6) Community Relations
 - (7) Staffing

*Members of the community placed indicators on "Facility" header to indicate preference for facility issues overall. This significantly alters results, indicating that at least 30% of attendees prioritize addressing Facility needs, making it the fourth most popular objective of twenty-five objectives presented.