

Library Strategic Plan 2009 - 2012

1. Goals and Objectives

a. Basic Literacy and Learning: help all community members to reach a functional level in reading, writing, math and critical thinking skills in English.

Goal 1: Build capacity to meet needs in a timely manner in the Project Read Program.

- a.1.1 Recruit new volunteer tutors to reduce the learner waiting time to fewer than two months. (annually)
- a.1.2 Fully utilize/expand the computer lab and other technologies to help those on the waiting list become eligible for tutoring (limited English proficient) or to work independently on skills. (annually)
- a.1.3 Work collaboratively with Redwood City Elementary School District to provide transportation for the elementary school age children and teen tutors.
- a.1.4 All students will receive free books, magazine subscriptions, and other learning materials chosen to address the student's interests and reading level. (annually)
- a.1.5 Project READ staff will assess the reading, conversation, and language skills of all learners when they enter the program, and annually thereafter. Project READ will strive for an average skill level growth of two grade levels after the first year of instruction. (annually)
- a.1.6 In order to help parents become more aware of their children's academic activities, families of all participating students will be encouraged to meet with their child's teacher at least once each year. Tutors will help parents communicate with teachers and offer to accompany them to school conferences. (annually)
- a.1.7 At least 90% of the students will tour the Library with their tutors to learn about the many resources the Library offers and obtain a library card. (annually)
- a.1.8 At least 300 elementary and high school students a year will be matched with tutors or Family Literacy Instructional Center Volunteers for instruction at least once per week. The tutors will be either trained adults or high school student volunteers (with Literacy staff supervision and training). (annually)

Goal 2: Find partners in the community that can help us provide better literacy services and bridge cultural divides.

- a.2.1 Undertake joint efforts with other community agencies to establish one new tutoring site per year that will be more convenient for learners. (annually)
- a.2.2 Develop community partners for referrals to meet the special needs of the learners if we can't serve their need ourselves. (annually)
- a.2.3 Solicit grants, use the Library's web site, and produce public service announcements to attract organizations and individuals who can provide a 5% increase a year in services and materials for use by tutors and learners. (annually)

Goal 3: Increase library resources allocated to Basic Literacy and Learning.

- a.3.1 Work with Library Director and staff to complete 2nd floor remodel. (1/10)
- a.3.2 Collaborate with Library Director and staff to help form the Teen Learning Center. (1/10)

b. Learning Support for Youth

Goal 1: Assist all children to become School Ready by developing the love of reading, learning and libraries from birth to kindergarten.

- b.1.1 Maintain a Traveling Storytime volunteer pool to ensure that at least 15,000 child contacts are read to each year. (annually)
- b.1.2 Evaluate attendance at weekly storytimes and add or delete storytimes at various library locations as demand indicates. (ongoing)
- b.1.3 Evaluate configuration of the children's area at each library to ensure that the areas and displays remain fresh and meet demands of the users. (ongoing)
- b.1.4 Study the effectiveness of the Baby Card program at Sequoia Hospital and look into ways of providing the program through Kaiser Hospital as well. (7/10)

Goal 2: Actively support the efforts of students from Kindergarten through 5th grade emphasizing the love of reading and learning.

- b.2.1 Serve the homework needs of students by providing in-library homework assistance after school at all library locations. (ongoing)

- b.2.2 Promote awareness and use of on-line homework services available through the library website. (ongoing)
- b.2.3 Continue to present community programs such as Family Author Nights and look for new opportunities to build community through additional programs. (annually)
- b.2.4 In the absence of a School District Librarian, support school media staff to help them in meeting the informational and readers advisory needs of students and teachers. (ongoing)
- b.2.5 Meet with School District Administration members to determine how best to support the curriculum needs of students. (ongoing)
- b.2.6 Promote the annual KinderCard campaign to ensure that every kindergarten student receives a library card and that an event is held at the library to accentuate the card campaign. (annually)
- b.2.7 Work with PRCS and PAL to develop a campaign to ensure that all youth enrolled in a program have a usable library card (6/10)
- b.2.8 Meet the needs of students' summer reading requirements established by schools by ensuring a collection of multiple copies of each title. (annually)
- b.2.9 Update and develop new graded booklists and subject booklists as readers' advisory tools for children and parents. (ongoing)

Goal 3: Actively support the efforts of students from 6th through 12th grades, emphasizing the love of reading and learning.

- b.3.1 Create a "Teen Zone" at the Downtown Library, a physical space where teens will feel welcome, safe and comfortable. (1/10)
- b.3.2 Increase access to different types of technology such as design tools, internet, gaming and music. (9/10)
- b.3.3 Meet the needs of students' summer reading requirements established by schools by having a collection of multiple copies of each title. (annually)

Goal 4: Develop means, procedures and policies to ensure that the Youth Services Department, its programs and services, and the communications of such are handled efficiently and on a timely basis.

- b.4.1 Develop a strategy of services for the years 2009/2012 by creating and implementing a Youth Services Work Plan. (7/09)

- b.4.2 Work with library staff in ensuring that communications about programs planned for the Branches and at Downtown are disseminated to staff for promotion and buy-in in support of programs. (ongoing.)
- b.4.3 Sustain and seek ways to expand YS programs and services and outreach during the times of a diminished budget. (7/09)
- b.4.4 Determine ways to tie library services and programs for youth into the research being done by the John Gardner Center database to track youth involvement in city/county/private programs and how they affect educational growth. (4/10)
- b.4.5 Develop a better means of capturing YS highlights and statistics on a monthly basis. (4/10)

c. Community Centered Collections: provide library materials in a variety of formats and languages and in quantities sufficient to meet community demands.

Goal 1: Create a current and popular collection that is responsive to community demand.

- c.1.1 Respond to local reader's demand and order accordingly. Ensure we own a majority of all bestsellers. (ongoing)
- c.1.2 Respond to local media demand and order accordingly. (ongoing)
- c.1.3 To prepare for the infusion of Library Foundation collection dollars, analyze collection use at Fair Oaks and select accordingly. (ongoing)
- c.1.4 Respond to collection use at Redwood Shores and budget and select accordingly. (ongoing)
- c.1.5 Implement an easier-to-use customer suggestion system. Increase customer suggestions by 5%. (annually)
- c.1.6 Allocate more money to collections, from 10% to 12%. (7/11)
- c.1.7 Facilitate collection ease-of-use by analyzing collection placement and making adjustments to locations. (ongoing)
- c.1.8 Increase circulation by 5% each year at all facilities. (annually)
- c.1.9 Market the Library's collection by merchandising, creating special collections, use of endcap displays and improved signage. (1/10)

- c.1.10 Explore new models of business such as borrowing models like Netflix and user profile models like Amazon. (ongoing)
- c.1.11 Maintain collection statistics that measure collection usage. (annually)
- c.1.12 Provide reader's advisory, technical and merchandising training to all public library staff. (ongoing)
- c.1.13 Decrease and eliminate print reference collection. (7/11)

Goal 2: Increase access to standard library materials as well as new formats.

- c.2.1 Explore out-of-the-box solutions to collection access such as book and movie vending machines, holds deliveries, Amazon wish-lists, etc. (Ongoing, by FY 2010/2011)
- c.2.2 Design book referral mechanisms similar to Amazon's "if you liked" recommendations. (ongoing)
- c.2.3 Implement and expand new virtual formats such as eBooks, eAudioBooks, playaways, e-books, downloadable music/movies and more. (ongoing)

Goal 3: Continue to be efficient and effective in collection management.

- c.3.1 Streamline the processing of library material to ensure 90% of our materials are preprocessed. (7/11)
- c.3.2 Implement library custom services from Baker and Taylor and other vendors. (ongoing)
- c.3.3 Continue to implement more standing orders and vendor-selected lists. (ongoing)
- c.3.4 Analyze all aspects of collection management and technical processes to eliminate excessive buying, maintenance, and staff handling. (ongoing)
- c.3.5 Consider alternative purchasing methods such as customer donations through Amazon. (7/11)

d. Commons—an environment that helps people meet, interact, participate, creating a "third place" for the community.

Goal 1: Make Library facilities safer, friendlier and more comfortable for people to use.

- d.1.1 Sustain current levels of open hours at all libraries. (annually)
- d.1.2 Provide library spaces to accommodate all uses and ages—either quiet or social.
- d.1.3 Continue to ensure that the library experience is interesting, safe, convenient and contemporary for all ages. (ongoing)
- d.1.4 Increase library visits 5% each year at each facility. (annually)

Goal 2: Increase technology for access and efficiency.

- d.2.1 Sustain the number of public internet stations and bandwidth to meet demand. (ongoing)
- d.2.2 Integrate the library webpage into the City's format. (1/11)
- d.2.3 Digitalize the Local History collection for web access. (9/10)
- d.2.4 Implement RFID system for materials handling. (9/10)
- d.2.5 Train staff to be knowledgeable with technology such as digital resources and eBooks in order to teach and assist customers. (ongoing)
- d.2.6 Increase the number of classes offered on technology applications by 5% a year. (annually)

Goal 3: Increase meaningful volunteer opportunities that connect the city with the community.

- d.3.1 Sustain or increase all current volunteer based programs. (ongoing)
- d.3.2 Develop new opportunities for the Redwood Shores Branch library. (9/10)
- d.3.3 Increase teen involvement in program planning and volunteer opportunities. (9/10)

Goal 4: Increase publicity of Library services.

- d.4.1 Improve signage and collateral to aid self-service to collections and services. (1/10)
- d.4.2 Implement a signage system with posters, flyers, or digital screens to publicize events and services. (9/09)
- d.4.3 Develop and execute a Library Communication Plan including targeted email, newsletters, use of Twitter and Facebook, and in-house publicity of library programs and services. (1/10)

- d.4.4 Increase the number of active library card holders by 5% a year. (annually)
- d.4.5 Develop and implement a survey to determine the reasons why some residents do not use the library. (6/10)

Goal 5: Deliver excellent customer service.

- d.5.1 Create and implement a benchmark for best practices for customer service with a personalized, customer-centered focus and train all staff in the service guidelines. (ongoing)
- d.5.2 Determine measures of customer satisfaction, include them in future customer surveys and check for improvement in years two and three. (annually)
- d.5.3 Evaluate staff training and customer service effectiveness through customer satisfaction comments and surveys. (9/10)