SANTA CRUZ • PUBLIC
L I B R A R I E S
A City-County System

LIBRARY JOINT POWERS AUTHORITY BOARD
SPECIAL SESSION

Monday, April 19, 2010
City Council Chambers
809 Center Street
Santa Cruz, CA

6:00 PM   PUBLIC MEETING

1. ROLL CALL

2. APPROVE AGENDA

3. STRATEGIC PLAN REPORT & DISCUSSION

4. NEXT MEETING

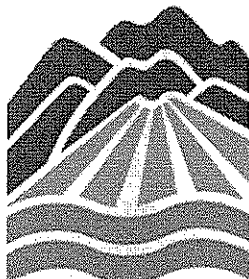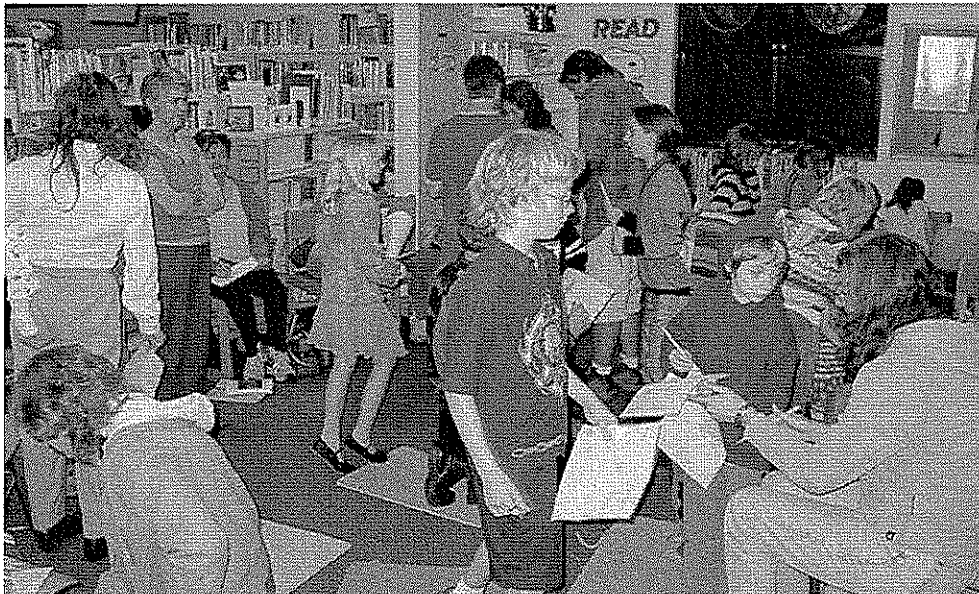The next regularly scheduled meeting is Monday, May 3, 2010.

5. ADJOURN

The Library Joint Powers Authority Board will adjourn from the regularly scheduled meeting of April 19, 2010 to the next regularly scheduled public meeting on May 3, 2010 at 7 pm in the Community Meeting Room of the Central Branch Library.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, the Library requests that you attend fragrance free. The Central Branch Library is a fully accessible facility. If you wish to attend this public meeting, and you will require special assistance such as sign language or other special devices in order to attend and participate, please call (831) 420-5600 seventy-two (72) hours prior to the event to make arrangements for assistance. Upon request, agendas for public meetings can be provided in a format to accommodate special needs.

Library Headquarters and System Services
117 Union Street • Santa Cruz, California 95060 • (831) 420-5600

Santa Cruz Public Libraries
A City-County System

3-5 Year Strategic Plan
2010-2015

Connect, Inspire, Inform

Santa Cruz
Public Libraries
A City-County System
http://www.santacruzpl.org

Library Joint Powers Board

Barbara Gorson, Chair, Citizenmember
Leigh Poitinger, Vice-Chair, Citizenmember
Katherine Beiers, Santa Cruz City Council
Nancy Gerdt, Citizenmember
Ellen Pirie, Santa Cruz County Board of Supervisors
Jim Reed, Scotts Valley City Council
Mike Rotkin, Santa Cruz City Council
Mark Stone, Santa Cruz County Board of Supervisors
Sam Storey, Capitola City Council

Message from the Chair of the Library Joint Powers Board

Given the significant challenges the Library System is currently facing, it is more critical than ever that we develop a solid strategic plan which defines our purpose, guiding principles, and service priorities and key objectives for the future. We are very fortunate that our community loves and uses its libraries and I am thankful that we received so many valuable comments from community members over the past six months. I am confident that we will meet our challenges and find opportunities to continue to rethink and improve library services. It will take all of us -- Library Board members, Library Staff, and our Community -- to reach our goals. With your help, the Santa Cruz Public Libraries will remain front and center in our community; connecting, inspiring, informing, and improving the quality of all our lives.

Barbara Gorson
Chair
Library Joint Powers Board

Dial-A-Story volunteers

Message from the Library Director

This is an exciting time for libraries across the country. Most, like Santa Cruz, are facing the most challenging financial situation they and their communities have ever faced. Yet, it is also a time of opportunity. It is a time to reexamine all we do, find ways to be more responsive to our communities' needs, and provide service in new and relevant ways. Every day we impact lives and the community; from the toddler with her first board book to the unemployed worker who applies for a job using library computers.

While we can't plan our way out of a recession, a strategic plan can provide direction. By understanding our purpose, vision, mission, values, and goals, we create a framework within which the governing board and staff can operate and make decisions. During the planning process we strove to involve the community as much as possible. I am confident we will survive this difficult phase and come out the other end stronger for it. We are facing much change and my hope is that this plan will help us face the threats and recognize and take advantage of the opportunities.

Teresa Landers
Library Director

The Strategic Planning Process

This strategic plan was developed during August 2009-March 2010. A steering committee representing various segments of the community was selected to lead the process with input from the Library Joint Powers Board, library staff, and the community at large.

Committee:

Staff:	Teresa Landers	Diane Cowen
	Emily Galli	Merritt Taylor
	Janis O'Driscoll	

JPB:	Barbara Gorson	Katherine Beiers
	Nancy Gerdt	Sam Storey
	Leigh Poitinger (alternate)	

Community: Bill Tysseling, Santa Cruz Chamber of Commerce
Theresa Rouse, Santa Cruz County Office of Education
Mary K. Simpson, Friends of the Library
Mac-i Crowell, Teen Advisory Board
Julia Rogers, UCSC and South County

Volunteers:

Becky Barrett	James Bourne	Ann Brucken
Ann Bunn	Darshana Croskrey	Judy D'Alessandro
Ron D'Alessandro	Gwen and Tim Clark	Nancy Drainkard
Susan Samuels Drake	Taffy Everets	Jack Farr
Renee Fleming	Glenda Hastings	Tracey Hawes
Dorrie Kennedy	Jackie Keogh	Mike Keogh
Mary Klassen	Darby Kremers	Dawn LeClair
Sylvia Lee	Paul Machlis	Carole McPherson
Teall Messer	Jerri Milgilacutti	Stacy Mitchell
Michele Mosher	Molly Ording	Matt Pond
Tracy Pond	Lise Quintara	Marilyn Robertson
Rene Roland	Renee Rothman	Paula Sarkar
Ernie Tavella	Phyllis Taylor	Valerie Tudor
Debra Van Bruggen	Elizabeth Walch	Ronnie Zamora
Martha Zentner		

Special thanks to Sandi Imperio for layout and design.

The Process

TOWN HALLS

Eleven town halls were led by the library director. These were held in the communities served by each of the ten branches and a special bilingual one. This also served as an opportunity for the new library director, who arrived in July 2009, to get to know the communities and for them to get to know her through an informal "meet and greet" held before each session.

FOCUS GROUPS

Special focus groups were conducted with the library director and various members of the steering committee meeting with senior citizens, homeschooling families, the homeless, Bonny Doon community members, and the business community. Library staff participated in two sessions and engaged in a values exercise.

SURVEYS

A survey was administered in the library branches, online and at grocery stores throughout the county service area during 4 Saturdays in January and February. Over 2500 responses were received.

DIRECTOR'S BLOG

The Library director maintained a blog which invited comments. A web page devoted to the strategic plan was kept updated with data as it was received and included an opportunity to submit comments. Over 50 comments were received.

ENVIRONMENTAL SCAN

An environmental scan was conducted to glean local and library demographic and statistical data deemed useful to inform the planning process. This data also included comparisons with similar libraries in California and throughout the United States and a review of national library trends.
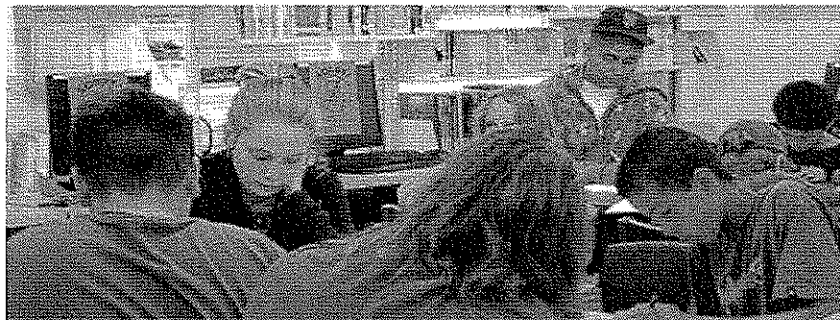
At the town halls and focus groups people were asked about strengths, weaknesses, threats, and opportunities.

The clearest message from the community was support for a free library system open to all. Being able to borrow items throughout the system and free computer access were also consistently mentioned as strengths. Friendly helpful staff was also identified as a major strength.

STRENGTHS

The most glaring weakness identified was the dearth of hours the libraries are open and the overall lack of adequate and consistent funding, with dependence on the now unreliable sales and property taxes. Opinions varied greatly on the best response, but it was clear that difficult decisions would need to be made to ensure a financially sustainable library system.

The need for better marketing and establishment of a clear brand were also identified as weaknesses; resulting in the public not necessarily understanding all the services thelibrary has to offer.

WEAKNESSES

The biggest threats identified were the uncertain financial future and the perception that libraries have become luxuries rather than necessities.

THREATS

There were many who see the financial difficulties as an opportunity to look at everything anew and reshape the system by identifying efficiencies and changes that will better position the library to survive financially and remain relevant.

Specific opportunities identified included building partnerships in the community to improve financial and other support, making better use of local talent, and putting a focus on the library as a center for community learning and interaction.

OPPORTUNITIES
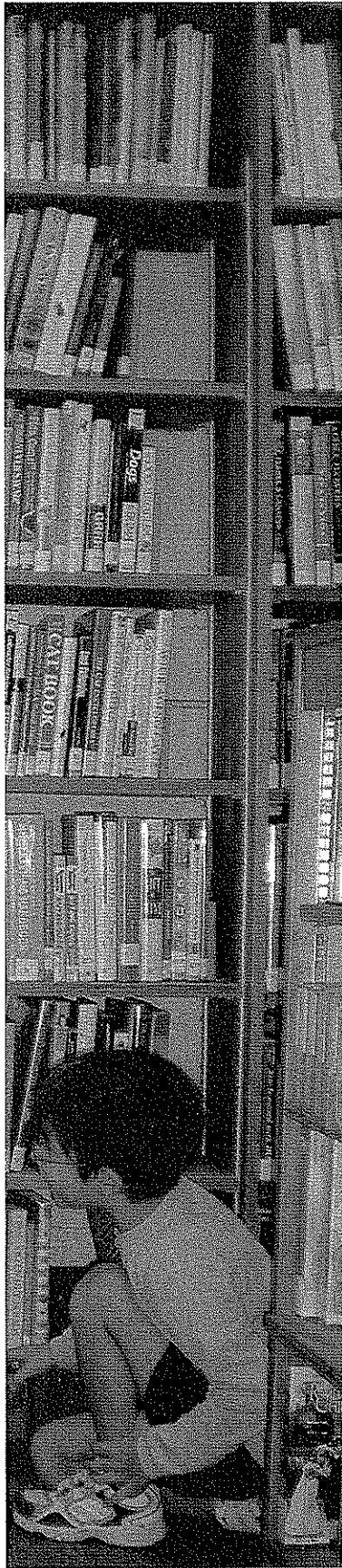
At the town halls and in the survey, participants were asked to prioritize services.

The top responses were remarkably consistent throughout the system.

- Reading, Viewing and Listening for Pleasure was number one for both the survey and the town halls

- Lifelong Learning was number 3 for both the survey and the town halls

- Create Young Readers was in the top 4 for both; even in town hall sessions with no young parents

- Connect with the Online World ranked 5 for the survey and 6 for the town halls

- Visit a Comfortable Place was number 8 for the survey and 4 for the town halls

- Finding and Evaluating Information and Reference Services were higher priorities on the survey than in the town halls.

- Homework Help was a high priority for youth under 18 and for the Latino community according to the survey and number 6 in the town halls.

All this information is reflected in this plan. The plan includes a statement of purpose, vision and mission statements, shared values, guiding principles, and six strategic directions with accompanying objectives. Goals and specific action steps are included in a separate document and will be continually evaluated and developed as the plan progresses with input from appropriate stakeholders.

"Reading, Viewing and Listening for Pleasure" was number one

By the Numbers

## Resources Available to the Community

- 10 branch libraries plus Outreach Services
- 1 bookmobile with over 17 distinct stops
- 1 virtual branch (website)
- New Scotts Valley branch scheduled to open April 2011
- SCPL facilities open 206 hours per week in FY2009/2010
- Collection of 516,167 items
- Staff: 97.42 full time equivalents in FY2009/2010
- Volunteers: 550 active volunteers contributed 14,378 hours in fiscal year 2008-2009
- 152 public Internet access computers
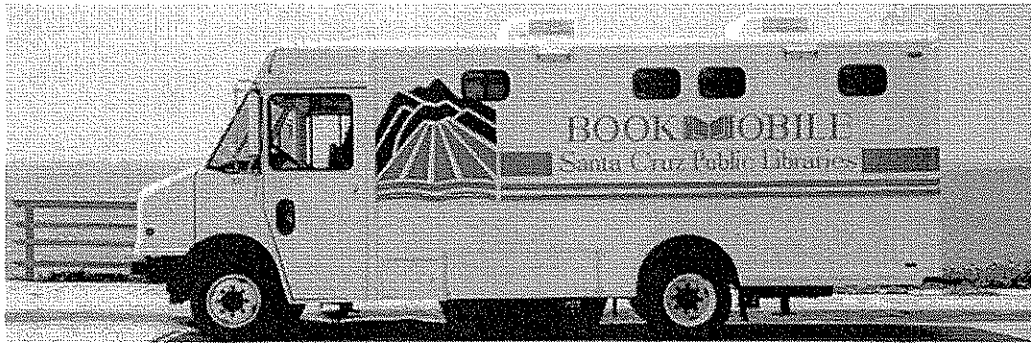
Services Provided to the Community

In fiscal year 2008-2009 at SCPL, there were:

- 2,221,819 loans to customers
- 1,285,407 visits to the library
- 342,661 Web visits from outside the library
- 299,473 information requests
- 126,147 registered borrowers
- 1,994 programs attended by 41,219 people
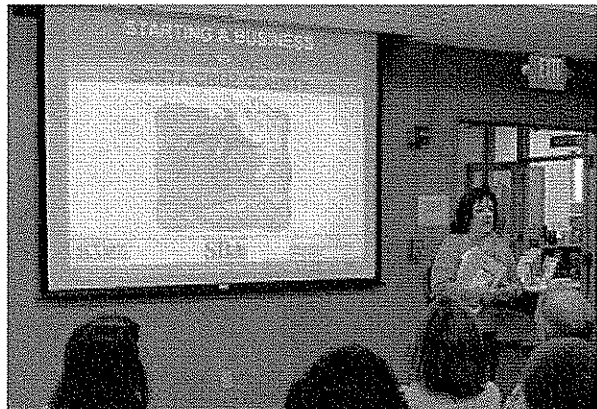
Santa Cruz County

Over the past decade, Santa Cruz County's population has been growing at about 1/2% per year. Santa Cruz county is growing less than half as fast as California overall. The county population is projected to increase 6.5% by 2020, to a total of 286,500.

The demographics are expected to change slightly, The Latino population is expected to reach 42% from a current level of 36% by the year 2020. The proportion of young people to seniors shifted from 2001-2009 with a 3.1% reduction in the number of children under the age of 14 and a 1.3% increase in the number of adults over the age of 45. As the Baby Boomers move into their 60's in increasing numbers, it is likely that the shift will continue.

The proportion of young people to seniors shifted

Since early literacy was a high priority for the community, the decrease in the number of children could have important implications for the library system, as could the increased Latino population. A growing population of seniors will create a greater demand for popular reading and lifelong learning materials and programs. As the baby boomers age it is likely they will be more computer proficient than the current population of seniors, yet will still remain very book focused, whereas the younger population will most likely have a very different perspective. This could result in a difficult clash in priorities for the library, but is not expected to make a big difference in the next 3-5 years.

Comparison with Other Libraries

Compared with libraries with a similar county structure and service population (209,000), SCPL scores strongly in most areas. The obvious area of weakness is the number of open hours. Santa Cruz has .025 branches per square mile, while the average number of branches per square mile for comparator libraries in California is .006. This is a density of about four times that of the comparators. The number of Full Time Equivalent (FTE) employees who provide library service to our population is higher than the California average, due to the number of branches we maintain and the greater use of libraries by our residents. This means that a larger percentage of our total spending goes to personnel costs compared with many other library systems. Finally, 60% of our branches do not meet minimum state and federal branch standards for open hours and staffing.

On the favorable side we offer the following:

- Circulation per capita is 10.40. This places SCPL among the top 15% of state libraries and is significantly above the California mean of 5.78.

- Material expenditures per capita are $4.90 which is higher than the state average of $3.36. However, 18% of libraries in the state have higher material expenditures per capita.

- Circulation per registration is 33.37 while the national mean for libraries of 100,000 to 250,000 service population is 8.10, with the highest being 49.17.

- Reference transactions per capita is 1.59 with the national mean at 1.05 and a high of 9.72.

- Library visits per capita is 5.18 with the national mean at 4.92 and a high of 19.75.

- Holdings per capita is 2.79 volumes with the national mean at 2.70 and the high being 5.82.

Note: Source of most data is 2007/2008 fiscal year
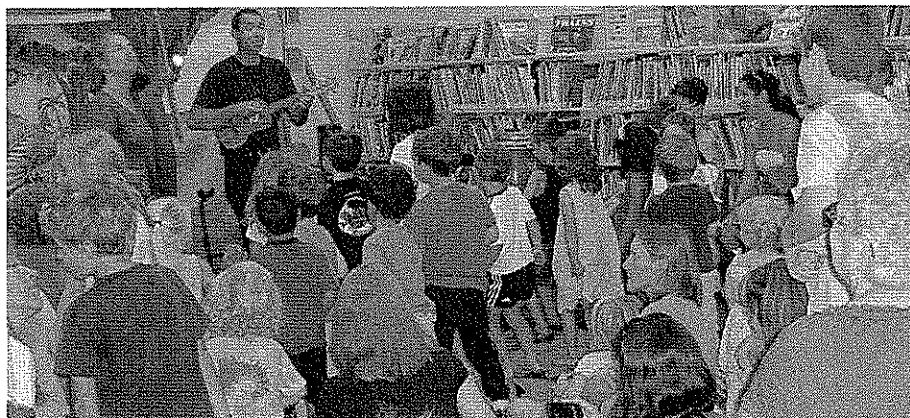
SCPL: Change for the Future

Libraries throughout the United States are facing many challenges and an uncertain future. Libraries, like any organization, need to evolve to stay relevant to their customers. Library staff identified five trends. SCPL is committed to following these trends and incorporating the value added aspects of these as SCPL looks to the future and its own evolution. These trends are described below with a few concrete examples.

1. Patrons get service at the level THEY want:

- **Self service:** Check out own materials, pick up own holds, check in materials and get a receipt, place own holds, edit own account (change address, pin, etc), pay fines online or at self checkout station, add subject headings (tags) to catalog, RSS feeds about new materials, etc.
- **Single point of service**: Reduce customer service desks so that customers receive service at initial point of contact. Requires a change in service philosophy and staffing.
- **Layered service**: Library staff is aware of patron's needs and delivers service in accordance with that need not with what staff *thinks* the patron needs.

2. Rebranding and marketing
- Establish the library as a relevant resource in the modern world through services provided and better marketing of those services.
- Draw innovative ideas from the retail model for merchandising library materials.
- Market the Library's story so that library materials, programs, and services are more visible and the ways the Library connects, inspires, and informs to transform lives and change communities is made clear.

3. Libraries as Local
- Libraries have the ability to provide local content that is unavailable elsewhere (e.g. newspaper indexing, digitizing local historical photographs).
- Increased opportunities for library staff to take their skills outside to the community (e.g. story time at school free breakfast programs).

4. Remote delivery of services
- Is part of self service issue
- E-books
- Downloadable audio and video
- Online book clubs
- Podcasts, RSS feeds
- Web based pathfinders and other ways of helping public navigate the web (recommended sites)
- Community information
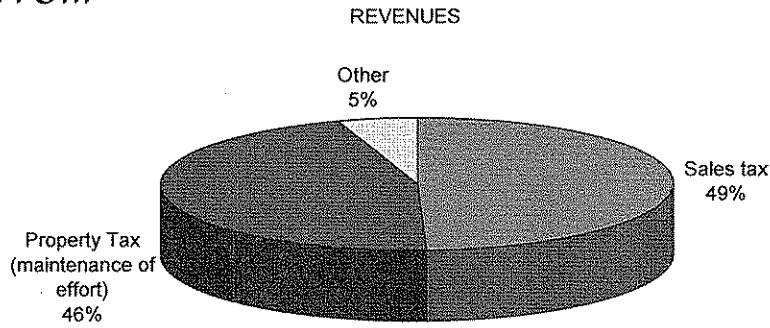- Online payment of fees

5. User involvement
- Use of social media- e.g. Twitter, Facebook
- Creation of new content- user defined subject headings in the library's catalog
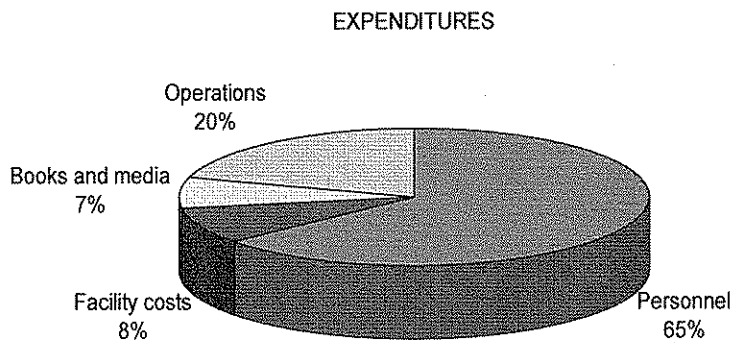- Wikis

SCPL looks to the future

SCPL Funding FY 2009-2010

Where it
comes from

REVENUES

Other
5%

Sales tax
49%

Property Tax
(maintenance of
effort)
46%

Where the
funding goes

EXPENDITURES

Operations
20%

Books and media
7%

Facility costs
8%

Personnel
65%

Purpose

Connect,
Inspire,
Inform

Mission

The Santa Cruz Public Libraries enhance Santa Cruz County's quality of life by providing vibrant physical and virtual public spaces where people connect, discover and engage the mind. All ages have the opportunity to nurture their love of reading, find diverse and relevant resources for entertainment and enrichment, and strengthen community networks.

Vision

Transform
lives & change
communities
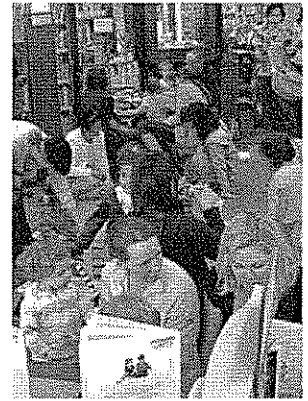
The strategic planning process is the first step in defining SCPL's activities for the next 3-5 years. The statement of purpose defines who we are and what we perceive to be our role in the community. We see SCPL as a place for the community to connect with knowledge, information (both physical and virtual), and with each other. SCPL is a place to find inspiration whether you are a pre-schooler just learning to love reading or a senior who is exploring something for the first or hundredth time. SCPL is also dedicated to informing the community through a variety of formats and in ways that are customer driven.

The vision describes what we hope to be. Automation will free staff from the more routine and physical tasks. This will change the focus from checking out physical materials to providing more personalized service in innovative ways.
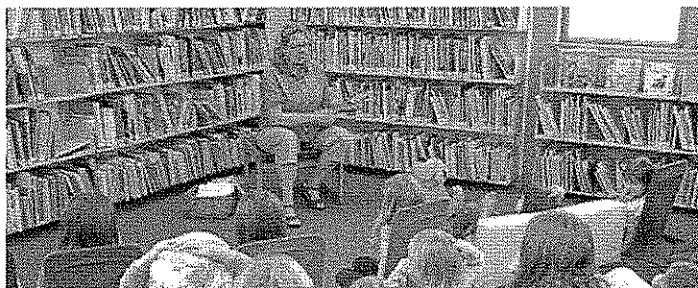
The mission statement describes how we are going to achieve the vision.

This plan outlines how SCPL plans to fulfill its purpose, vision and mission.

SCPL Values and Guiding Principles

The Staff and Library Joint Powers Board embrace these values:
- Innovation
- Open Communication
- Excellent Governance
- Respect
- Teamwork
- Efficiency
- Humor and Fun

And adopt these Guiding Principles to convert these values into actions:
- We are **customer** driven.
- We commit to **continuous improvement** and learning.
- We strive for **financial sustainability** and responsible stewardship.
- We seek **transparency.**
- We create a **welcoming environment** for people of all cultures.
- We seek **partnerships.**
- We add value to the community's **quality of life.**
- We are dedicated to **intellectual freedom** and the individual's **right to privacy.**
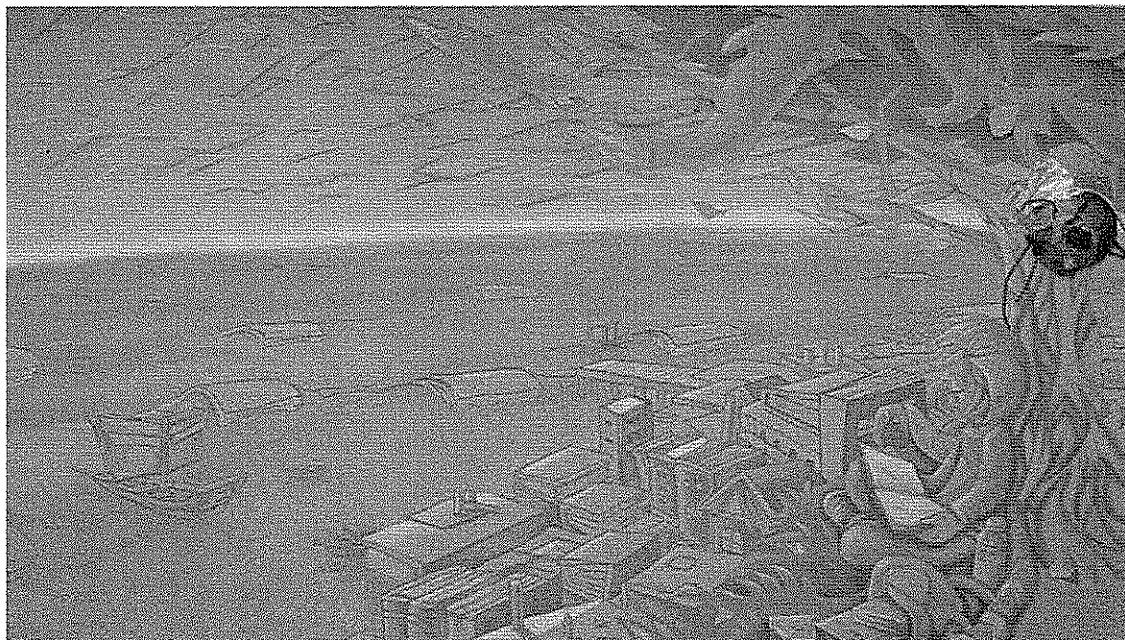
Strategic Directions

READING, VIEWING, AND LISTENING FOR PLEASURE

People of all ages will find materials for personal enrichment when and where they want them, and they will have the help they need to make choices from among the options.

- Children in Santa Cruz County will enter school ready to read, write, listen, and learn.
- All ages will have materials, programs, and displays that reflect current community interests and provide pleasurable reading, viewing, and listening experiences that help them reach their personal literacy goals.
- People of all ages will have friendly support and intuitive access to the materials and resources they want.
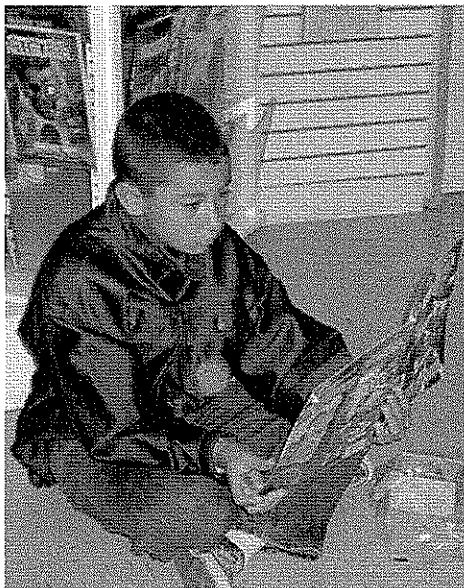
LIFELONG LEARNING

People of all ages will have access to the resources and tools they need to explore areas of personal interest and to pursue their own path of self directed learning.

- People will have access to a relevant collection of resources in diverse formats for all ages.
- Library users will have access to innovative and successful programming which reflects the cultural, educational and informational needs of the diverse communities served by SCPL and which will help learners of all ages to achieve their goals.
- People will have access to innovative technology and the tools necessary to find, evaluate and use information and resources to meet their learning needs.

COMMUNITY CONNECTIONS

The community will engage and collaborate with the Library through a variety of dynamic platforms which are responsive to the changing needs of the community and utilize up to date technology.

- The Library will initiate and nurture partnerships with the public, private, and nonprofit sectors in Santa Cruz County for the mutual benefit of the partners, the Library, and the community.
- People will strengthen their ties with each other, the community and the library. SCPL will increase its visibility in social networking venues.
- The community will recognize the value of SCPL in improving their lives and will recognize SCPL as an asset to their community.

A WELCOMING PLACE

People of all ages and backgrounds will find safe, comfortable, welcoming and customer-focused physical and virtual spaces which reflect the character of the community and which deliver a 21st century library experience.

- People of all ages find their branch (physical and virtual) to be a welcoming place.
- People of all ages will define the level of service they need and want.

FINANCIAL SUSTAINABILITY

People of all ages consistently access quality services and programs and their supporting infrastructure.

- SCPL maintains a healthy and stable financial position.
- There is adequate, stable, and diverse funding to finance ongoing operations, key strategic initiatives, and capital projects.
- Services of a defined level and quality are consistently delivered, based on revenue projections and a supportive organizational and operating structure.
- The Library operates efficiently and focuses on continual improvement.
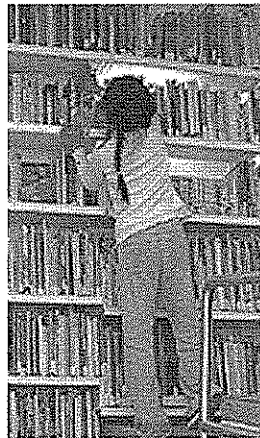
ORGANIZATIONAL READINESS

The organization has a well trained workforce available to fulfill the mission of the Library system today and in the future.

- Staff receives adequate training to do their jobs effectively.
- SCPL is committed to developing current library staff to become tomorrow's library leaders.
- Employees have the skills to execute change and are committed to change and continual improvement.
- A customer driven service philosophy guides staff training and development.

Santa Cruz Public Libraries

Aptos
7695 Soquel Drive
Aptos, CA
95003-3899

831-420-5309

**Bookmobile
& Outreach**

831-420-5650

831-420-5651

Boulder Creek
13390 West Park Avenue
Boulder Creek, CA
95006-9301

831-420-5319

Branciforte
230 Gault Street
Santa Cruz, CA
95062-2599

831-420-6330

Capitola
2005 Wharf Road
Capitola, CA
95010-2002

831-420-5329

Central
224 Church Street
Santa Cruz, CA
95060-3873

831-420-5700

Felton
6299 Gushee
Box 56
Felton, CA
95018-9140

831-420-5339

Garfield Park
705 Woodrow Avenue
Santa Cruz, CA
95060-5950

831-420-6344

La Selva Beach
316 Estrella Avenue
La Selva Beach, CA
95076-1724

831-420-5349

Live Oak
2380 Portola Drive
Santa Cruz, CA
95062-4203

831-420-5359

Scotts Valley
230-D Mount Hermon Rd
Kings Village
Shopping Center
Scotts Valley, CA
95066-4304

831-420-5369

For more information and details on the process and data gathered for this plan, go to the library's web site: www.santacruzpl.org.
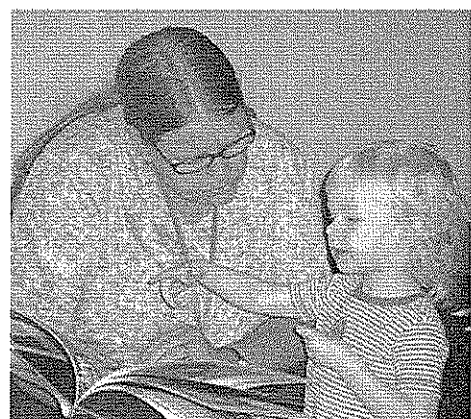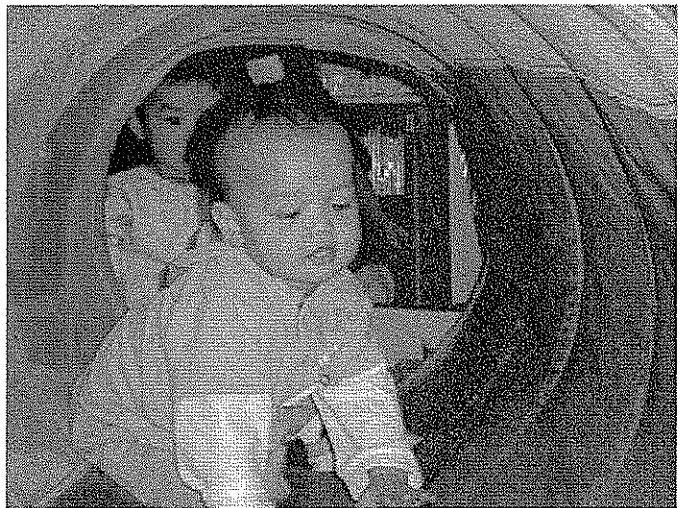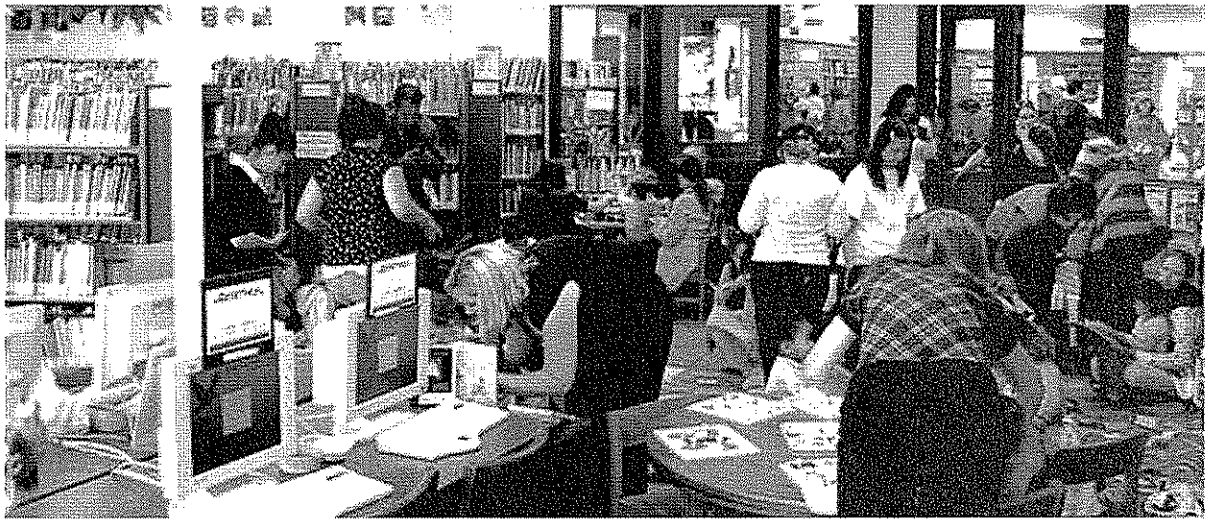
Santa Cruz Public Libraries
Administration
& System Services
117 Union Street
Santa Cruz, CA 95060-3707

831-420-5600

www.santacruzpl.org

OBJECTIVES, GOALS

AND

SAMPLE ACTION STEPS

READING, LISTENING AND VIEWING FOR PLEASURE
People of all ages will find materials for personal enrichment when and where they want them, and they will have the help they need to make choices from among the options.

Objective 1: Children in Santa Cruz County will enter school ready to read, write, listen, and learn.

> *Goal:* Increase number of children with cards by 10% by 2014.
>> **Action step:** Register children for cards at library storytimes.
>> **Action step:** Work with daycare centers and family daycare providers to register children for library cards.

> *Goal:* Increase attendance at children's library programs by 10% by 2013.
>> **Action step:** Offer regular storytimes, laptimes and baby storytimes at all branches throughout the year.
>> **Action step:** Offer 2 storytimes per month in off-site locations.

> *Goal:* Increase number of summer reading program participants ages 0-6 by 10% by 2012.
>> **Action step:** Partner with daycare centers and family daycare providers to promote SRP for pre-readers.

> *Goal:* Increase the circulation of the Read-to-Me kits by 50% by 2014.
>> **Action step:** Have kits available for circulation in 4 branches.

> *Goal:* 80% of parents and caregivers surveyed will indicate that the library plays an important role in helping children enter school ready to read, write, listen and learn.
>> **Action step:** User surveys at appropriate intervals.

Objective 2: All ages will have materials, programs, and displays that reflect current community interests and provide pleasurable reading, viewing, and listening experiences that help them reach their personal literacy goals.

> *Goal:* Library materials budget is at or above the 80th percentile of its national comparator libraries.
>> **Action step:** Budget reflects this minimum dollar amount.

Goal: Build and maintain a relevant collection of resources in diverse formats.
    Action step: Use collection/circulation reports to determine areas of high demand, and allocate budget and space accordingly.

Goal: Circulation of all fiction materials will increase by 10%.
    Action step: Create timely book displays monthly at 4 branches.
    Action step: Book discussion groups will be formed for all ages utilizing volunteers.

Goal: 80% of library users surveyed will indicate that they found something of interest to read, view, or listen to at the library.
    Action step: User surveys at appropriate intervals.

Objective 3: People of all ages will have friendly support and intuitive access to the materials and resources they want.

Goal: The Library will increase the amount of time staff is assigned to reader's advisory duties by 10%.
    Action step: Determine baseline by December 2010.
    Action step: Staff identified, trained, and scheduled by June 2011.

Goal: Booklists and book review will be provided on the SCPL website.
    Action step: Staff will continue to write reviews.
    Action step: Book reviews/recommendations created by library users will be posted.

Goal: 85% of People indicate they found what they were looking for.
    Action step: An annual fulfillment study will be done.

LIFELONG LEARNING
People of all ages will have access to the resources they need to explore areas of personal interest and to pursue their own path of self directed learning.

Objective 1: People will have access to a relevant collection of resources in diverse formats for all ages.

Goal: 85% of users rate the non-fiction collection as good or excellent.
    Action step: Restore ILL by January 2011.
    Action step: Annual user satisfaction survey.

Goal: Database usage increases by 10% annually.
    Action step: Develop and implement marketing plan for databases.
    Action step: Offer one class per year on each database.

Objective 2: Library users will have access to innovative and successful programming which reflects the cultural, educational and informational needs of the diverse communities served by SCPL and which will help learners of all ages to achieve their goals.

Goal: Provide help for students to succeed in school.
  Action step: Sponsor an after school tutoring program at one library
        location by June 2011.
  Action step: Provide homework help centers utilizing volunteer assistants at four
        library locations by June 2012.
  Action step: Market class visits to schools.
  Action step: Subscribe to web based tutoring program by July 2011.

Goal: Develop 5 new programming partnerships annually.
  Action step: Encourage and partner with community members to create displays of
        interest in all branches.
  Action step: Review and revise meeting room policy by January 2011.
  Action step: Sponsor a One Book, One County event annually in cooperation with
        Watsonville.
  Action step: Expand movie series to all libraries with a movie license.

Goal: Increase attendance at programs by 10% annually.
  Action step: Offer regular story times at all library locations.
  Action step: Promote programming through the website.
  Action step: Use automated email to alert interested library users to upcoming
        programs.

Objective 3: People will have access to innovative technology and the tools necessary to find, evaluate and use information and resources to meet their learning needs.

Goal: Teach a minimum of 10 classes per year for adults related to online materials and
    information.
  Action step: Teach a class on new ways to access digital content through personal
        devices.
  Action step: Offer Infopeople Tech Zoo program that introduces innovative
        technology to public.

Goal: Teach research techniques to incoming freshman.
  Action step: Develop and implement program.

Goal: Librarians create local and enhanced content for library website.
  Action step: Librarians create 5 electronic path/way finders per year.

COMMUNITY CONNECTIONS
The community will engage and collaborate with the Library through a variety of dynamic platforms which are responsive to the changing needs of the community and utilize up to date technology.

Objective 1: The Library will initiate and nurture partnerships with the public, private, and nonprofit sectors in Santa Cruz County for the mutual benefit of the partners, the Library, and the community.

Goal: Increase active partnerships by 10% annually.
  Action step: Establish baseline data by July 2010.
  Action step: Identify potential partnerships and seek them out.

Objective 2: People will strengthen their ties with each other, the community, and the library.

  Goal: SCPL will increase its visibility in social networking venues as measured by monthly reports.
    Action step:

Objective 3 : The community will recognize the value of SCPL in improving their lives and will recognize SCPL as an asset to their community.

  Goal: Improve citizens' knowledge about the library and its role in the community.
    Action step: Establish baseline data by January 2010.
    Action step: Create and implement a marketing plan.
    Action step: Do follow up survey.

A WELCOMING PLACE
People of all ages and backgrounds will find safe, comfortable and welcoming, and customer-focused physical and virtual spaces. These spaces will reflect the character of the community and will deliver a 21st century library experience.

Objective 1: Identify the physical changes and funding required to provide 21st century library facilities.

  Goal: Identify space, design, and cost requirements for ensuring each branch is a welcoming place by February 2012.
    Action step: Hire a consultant to analyze current physical condition of all branches and recommend cost requirements to make necessary improvements in time to provide input to Facilities Master Plan.
    Action step: Review and update the Facilities Master Plan by February 2012.

  Goal: Identify the means to fund needed renovations and expansions by April 2012.
    Action step: Create a funding plan.

  Goal: 90% of people indicate that they agree or strongly agree that the branch they use meets the definition above by a date determined by the new Facilities Master Plan.
    Action step: Conduct community satisfaction survey.

Objective 2: The virtual branch meets the definition of a welcoming place.
  Goal: Website usage increases by 5% per year.

  Goal: Library technology and the website are rated as excellent based on user experience metrics.

Goal: Social media platforms are used by 1% of the user population by August 2012.

Goal: 75% of users indicate that accessing library services virtually meets or exceeds expectations.
Action step: Library expands access to mobile platforms by a rate of at least two services per year.

Goal: 75% of users indicate that the website is welcoming, easy to use and meets or exceeds expectations.
Action step: Library continually evaluates web site and makes changes.
Action step: Library includes promotion of the website in library's marketing plan.

Objective 3: People receive service at the level they need and want.

Goal: 90% of patrons rate library service as good or excellent.
Action step: Develop a customer driven service philosophy.
Action step: Utilize volunteers to assist users as identified in the Volunteer Report.
Action step: Develop an ongoing education program that will create self sufficient library users.
Action step: Develop consistent signage at all branches in Spanish and English that is conducive to independent usage.

FINANCIAL SUSTAINABILITY
The library's infrastructure supports people's access to quality services and programs.

Objective 1: The Library System maintains a healthy and stable financial position.

Goal: The library has no need to borrow funds to cover monthly cash flow by July 2014.

Goal: Reserves are built and maintained at 10-20% of operating expenses by June 2015.

Objective 2: There is adequate, stable, and diverse funding to finance ongoing operations, key strategic initiatives, and capital projects.

Goal: Alternative and diverse funding sources comprise 10% of revenue by July 2014.

Goal: Assess need for additional public funding and, if needed, determine the approach to obtaining it by February 2011.

Objective 3: Services of a defined level and quality are consistently delivered based on revenue projections and a supportive organizational and operating structure.

Goal: Minimum standards for open hours and materials budget are identified by

February 2011 and met by June 2012.

> *Goal:* Branch strategy and structure is rationalized and is aligned with service priorities and revenue projections by December 2010.

Objective 4: The Library operates efficiently and focuses on continual improvement.

> *Goal:* Population served per FTE meets state or national mean for comparator libraries by July 2013.

> *Goal:* Utilize volunteers effectively and appropriately.
> **Action Step:** Develop a plan to respond to new and emerging volunteer needs by March 2011.

> *Goal:* Self check handles 80% of circulation by September 2011.
> **Action step:** Self check and self pickup of holds is implemented system wide by January 2011.

> *Goal:* Facilities with adequate space utilize automated check in by June 2015.

> *Goal:* New ILS implemented by July 2011.
> **Action step:** Floating collections are implemented June 2015.
> **Action step:** Hold slips are custom printed by the system by December 2011.

> *Goal:* Formally analyze workplace efficiency on an ongoing basis.

ORGANIZATIONAL READINESS

The organization has a well trained workforce available to fulfill the mission of the Library system today and in the future.

Objective 1: Staff receives adequate training to do their jobs effectively.

> *Goal:* There is an annual staff development plan.
> **Action Step:** 90% of staff receive a minimum of 8 hours of formal training annually.
> **Action Step:** Training (including travel and professional involvement) is funded at a minimum of 1% of overall operating budget with 2% as excellent.
> **Action Step:** All staff has the opportunity to create a personal development plan annually.
> **Action Step:** Annual staff development plan will identify training priorities for the Year.

Objective 2: SCPL is committed to developing current library staff to become tomorrow's library leaders.

> *Goal:* There is a clear and defined career path for library staff.
> **Action Step:** A staffing plan is developed by May 2011 that takes this into consideration.

Goal: Leadership opportunities are encouraged.
>   **Action Step:** City Leadership criteria are integrated into the employee evaluation process by December 2010.
>   **Action Step:** 70% of professional staff participate actively in regional or state wide professional library activities with support from the Library.
>   **Action Step:** 40% of paraprofessional and clerical staff participate actively in regional or state wide professional library activities with support from the Library.

Objective 3: Employees have the skills to execute change and are committed to change and continual improvement.

Goal: Staff is trained in change management practices by June 2011.
>   **Action Step:** All Staff Day focuses on change management.

Goal: Effective change management practices are utilized for key projects that represent change such as self-check and new service models.
>   **Action Step:** Managers formally designate how change management practices will be incorporated into training for identified projects.

Objective 4: A customer driven service philosophy guides staff training and development.