Lafayette Public Library



Strategic Plan 2010-2012



STRATEGIC PLAN 2010-2012

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LAFAYETTE PUBLIC LIBRARY STRATEGIC PLAN 2010-2012



INTRODUCTION

The Lafayette Public Library is a cornerstone of the City of Lafayette's Community Life Department and integral to the quality of life in the City. The citizens of Lafayette value the library facility; the variety of print and non-print resources available; the programs for children, youth, and families; and the friendliness and helpfulness of the library staff. The library is a gathering place for the community. Increasingly, our customers take advantage of the virtual resources the library has to offer. The Library Board believes that thinking and planning strategically are important for several reasons:

- > To stop and think about what we do and why we do it;
- > To help us identify where we will focus our energy for the next three years;
- > To assist us in allocating our resources, especially when resources are scarce;
- > To anticipate and respond to the needs of our fluid and dynamic community.

This plan builds on the outcomes of the 2007-2009 plan and will guide the Lafayette Public Library for the next three years, 2010-2012.

In preparing the 2010-2012 Plan, the Library Board and the library staff reaffirmed that our guiding principles have not changed:

1.0 LIBRARY MISSION, VISION, AND GUIDING VALUES

1.1 Mission Statement

We are your community connection to reading and learning.

1.2 Vision Statement

Lafayette will continue to be a community that values reading and encourages learning. To support these endeavors, the Library will provide personal service and skillful guidance through the world of books, media and information.

1.3 Core Values

These values represent the basic beliefs that capture the very essence of why the Lafayette Public Library does what it does. The core values are:

- Our library is central to the intellectual life of the Lafayette community.
- Our library promotes lifelong learning and self-improvement because these activities lead to strong, self-sustaining communities.
- People look to our library as a place to find an entire spectrum of information.

- Our library plays an important role in helping prepare children to be welleducated, productive adults.
- Our librarians pursue innovation in the ways in which we organize and deliver information to the community.
- Our patrons' privacy and confidentiality will always be protected by the library staff.
- Everyone in our community has an equal right to read, to access information, and to use our library.
- Our library provides a comfortable place for people in our community to gather and share common interests.
- Our library offers an outstanding return on tax dollars.

2.0 THE STRATEGIC PLANNING PROCESS

The development of the 2010-2012 strategic plan included the Library Board, library staff and management team, and consultant Stuart Sigman of The Sigman Group, who offered his assistance to the Board in updating the plan.

2.1 Strategic Plan Timeline

Summer	2008	Online library survey conducted.
January	2009	Board accepts Mr. Sigman's proposal to work with the board in the review of the current plan and the development of the new plan.
February 2009		2007-2009 strategic plan accomplishments presented to Library Board.
		Mission, vision, and core values statements are reaffirmed.
April	2009	Library staff survey conducted.
May	2009	Board and staff discuss directions for 2010-2012 and begin goal development.
May	2009	Ongoing strategic plan revision with staff and Board (through January 2010.)
February 2010		Library Board presents strategic plan to City Council.

2.2 User Survey Results

During the summer of 2008, 658 individuals responded to an online user survey. The results were much the same as the results of a similar survey conducted in 2006 prior to the 2007-2009 plan.

- More than 3/4 of respondents come to the library primarily for the print, audio, and DVD collections. Most respondents still report using the library at least once per month and search for materials in the library independently. Customers who responded prefer to have questions answered in person in the library or by calling the reference desk.
- Although the respondents are not our heaviest computer users when they come to the library, they are aware of and take advantage of our online resources. Respondents indicated that they have used, or want to use, a variety of services available through the library web site, including placing holds online (71%); using online databases in the library

(32%); online databases from home (42%); and accessing the wireless network in the library (23%).

Overall, respondents were very satisfied with the library staff and the services the library provides. However, the survey captured data for neither the customers who come to the library primarily to use library computers and access the internet, nor those who access our resources remotely and come to the library infrequently. Future assessments will need to target these user groups more specifically.

2.3 Staff Survey Results

Library staff members were surveyed in April, 2009. They were asked to rank possible strategic goals and suggest strategies for achieving them.

- > Two goals received the highest rankings by staff. These are: reflect the changing dynamics of society/culture, technology, and population; and promote literacy for children, for families, and for adults.
- An additional major goal identified by the staff was to increase the use of new technologies and to provide more opportunities for technology training to staff and the community.
- Staff expressed a strong desire to better serve the diverse population of Lafayette. This diversity includes ethnicity, age, family status, and access to services.

2.4 2007-2009 Strategic Plan Outcomes

Appendix 1 (pages 5-7) summarizes the progress made over the course of the 2007-2009 plan.

2.5 2010-2012 Goal Determination

Reflecting upon the survey results and the 2007-2009 plan, where staff and Board worked to achieve a broad range of goals, the planning group reached consensus that:

- Many of the areas addressed in the 2007-2009 plan actually constitute what we would identify as "business as usual" for the library.
- We will maintain these "business as usual" activities into the next cycle, but the 2010-2012 plan will focus on just two goals whose purpose will be to extend our capabilities and our role in the community.
- Staff will be responsible for the preparation of an annual implementation plan for each goal. Board and staff will review and adjust the implementation plan on an ongoing basis to reflect progress made, resources available, and changes in technology and community needs.

3.0 GOALS FOR 2010-2012

Goal 1. Become a recognized leader in the integration and coordination of literacy activities and services in the City of Lafayette.

To promote literacy is fundamental to the library's mission, yet the library is only one of many organizations in our community (such as schools, preschool programs, health care providers, service organizations) providing literacy services to the citizens of Lafayette. The library will

examine how other communities approach the coordination of literacy services and forge additional partnerships within the literacy community in Lafayette.

To accomplish this goal, the Library will:

Subgoal a. Benchmark other communities' models for coordinating literacy activities and services.

Activity i. Identify and monitor 3-5 cutting edge community literacy programs.

Subgoal b. Establish and enhance partnerships with literacy institutions providing services to people of all ages in Lafayette.

Activity i. Assess the scope of literacy services currently provided by community organizations.

Activity ii. Identify service gaps.

Activity iii. Share service information among literacy providers in the community.

Subgoal c. Build upon existing and new community partnerships to establish one or more priority literacy programs for the library to develop.

Activity i. Select a limited number of new or existing programs for emphasized outreach and funding attention.

Activity ii. Identify programs which will be maintained at their current level.

Goal 2. Address evolving developments in technology to meet the needs of Lafayette Public Library users and staff.

"Transliteracy" and "information literacy" mean being able to read, write, evaluate information, and communicate using a range of different media, including print, electronic, and online media. Technology is changing the way we do business. The library has an obligation to its customers to provide access to digital tools, teach digital skills, and meet them wherever they choose to access our resources, whether in the library, on our web page, or through social media networks.

To accomplish this goal, the Library will:

Subgoal a. Collaborate with the City of Lafayette IT department to plan for the library's technology needs.

Activity i. Maintain an ongoing dialogue between the library and the IT department.

Activity ii. Identify the library's unique technology characteristics and needs.

Activity iii. Develop new technology resources for the public and the library staff.

Subgoal b. Establish technology core competencies for all staff by job description.

Activity i. Identify relevant tools and resources.

Activity ii. Create and implement staff training schedule.

Subgoal c. Increase public awareness of Lafayette Public Library online resources and other technology resources in order to increase information literacy for the public.

Activity i. Identify and execute potential marketing and advocacy strategies.

APPENDIX 1 2007-2009 Strategic Plan Outcomes

Goal	Goal Description	Achievements as of December 2009 – what's different
	·	now than when we launched the plan in 2007?
3.11	Strengthen early literacy skills	 All library story times incorporate special activities to promote the development of early literacy skills in young children. With the addition of baby story times in 2008, the story time schedule now includes programs for parents/caregivers and children of all ages from birth – age 6. The children's collection includes materials specifically designed to help parents and caregivers promote development of early literacy skills. Staff-trained volunteers regularly provide early literacy story times to 10-12 day care centers in Lafayette (about 200 children per month).
3.12	Improve students' academic success	Goal deleted (2007 Adjustments)
3.13	Provide after-school homework tutoring	 In addition to the on-site homework center and Reading Buddies sessions, satellite Reading Buddies programs are in place at Sanchez Elementary and Lafayette Elementary one day a week. Special math and physics tutoring for high school students is available 4 days a week in the homework center. Multiplication classes for elementary age students helped 41 children in 2008 and 43 in 2009 improve their skills.
3.14	Deliver information and reference services	 Reference librarians take appointments for one-on-one research and computer help. In 2009, in response to the economic downturn and increased demand for services from job seekers, staff implemented an ongoing series of workshops, one-on-one resume help, and additional computer help. Bookletters (genre or subject specific online newsletters) provide customers with easy access online to information about new titles, with a clickable link to the library catalog. We have 1114 Bookletters subscribers as of December 2009. In 2009, our Bookletters pages generated 13,022 pageviews. Since it was introduced in late 2008, Lafayette Readers, an online forum using the free "ning" platform, has attracted 268 members to discuss books and book related issues. All new cardholders with email addresses receive invitations to join the group.

3.21	Help teens enjoy their teen years	 Teen Advisory Group (TAG) esta 2007 with 9 members now includ (grades 6-12) who plan program library's teen advocate with specteens. 350+ teens regularly receive inf teen activities at the library via e The TAG initiated teen game nig year.) Teens recommend books to their monthly online Bookletters lists 	des 18 teens s and assist the cial activities for ormation about mail. hts (3 times a
3.22	Cultivate quick and friendly customer service	 83% of voice messages receive within one hour; 100% of messare turned within 2.5 hours. Eight groups of cardholders have surveyed to determine their satisfibrary and its services. Since the implementation of a nesystem in April, 2009 made it eacustomers to check out their own 73,000 items (about 31% of all of been checked out by patrons at station. 	ges are been faction with the w self-check sier for materials, heckouts) have the self check
3.31	Engage volunteers in the library	 Volunteer hours increased by 44 January, 2006 and December, 2 313 volunteers (from teens to ok 8223 hours of service. 	008. In 2008,
3.32	Widen the customer base of the library	 9361 subscribers now receive mupdates with information about li (as of December, 2009). Since 2008, online registration (the library website) enables custome for a library card off-site. 195 cusigned up online and obtained like. Staff regularly attend school and events to promote the library and up for library cards. 	hrough the ers to sign up stomers have brary cards. community
3.33	Use a variety of physical spaces within the library	 Members of the public can make reservations through the library of the online registration system into 2008. Rockies Coffee is firmly establish library's coffee vendor. Rockies the art gallery and sales of FOL items, and have increased artist the gallery. 	web site using roduced in ned as the staff oversee book sale
3.34	Maintain a current and well-used collection of materials	 Staff use Bookletters to identify titles likely to be popular with libr Display team members (includin library areas) create and maintaidisplays which highlight different collection and topical issues each. In 2009, staff completed a major of the collection and deleted iten out-of-date, underutilized, or in present the collection. 	ary customers. g staff from all n a system of parts of the h month. reassessment ns which were

3.35	Support small businesses	Goal modified (2007 Adjustments)		
		The business collection is being maintained, but the outreach and special services that were originally part of this goal have been dropped.		
3.36	Tailor library services for specific groups in the community	 Goal modified (2007 Adjustments) Bilingual staff members are available to assist Spanish speaking customers at least four hours a day, seven days a week (an average of 6 hours per day). Bilingual staff plan and provide special programming for Spanish speaking children and families, both in the library and in the community. Through collaboration with other city departments and outside organizations, English classes (three different levels); citizenship classes; GED classes; computer classes; confidential one-on-one health information research assistance; job help services; and seasonal tax preparation assistance are all regularly available at the library. 		
4.1	Monitor the CO Highway 7 corridor	Ongoing Library Board activity		
4.2	Explore potential needs/programs	Ongoing Library Board activity		

APPENDIX 2

The 2010-2012 strategic plan was a cooperative effort among the Lafayette Public Library Board, the Lafayette Public Library management team and staff, and consultant Stuart Sigman. We wish to acknowledge everyone's contributions and extend our thanks.

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