



## **Spokane Public Library Strategic Planning**

February 2007

The Spokane Public Library Vision, Values and Mission Statement was reaffirmed by the Spokane Public Library Board of Trustees when the Strategic Plan for 2006-2007 was adopted.

### **Vision**

We provide the power to read, learn and discover!

### **Values**

We value:

- Access to Information
- Intellectual Freedom
- Individual Differences
- Personal and Organizational Accountability
- Individual Pursuit of Learning

### **Mission**

Spokane Public Library responds to community needs by providing:

- Relevant books, programs and other resources
- Courteous, respectful service
- An inviting and welcoming environment

The Strategic plan for 2006-2007 also set forth the following Roles of Spokane Public Library. Key customers really cannot be identified beyond these roles since the Library's mission is to respond to general community needs rather than a specific sub-set of the population.

### **Popular Materials**

A library that provides Popular Materials helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

The library will provide a current collection with multiple copies of titles in high demand to ensure customer requests are met. Material will be offered in various formats and for various age levels and will be selected on the basis of local demand. Staff knowledgeable of the content of best-selling titles and the style of popular authors and performers will offer expert guidance to the public. Reader's advisory electronic resources will be available to broaden reading choices. The library will partner with other organizations to promote reading.

### **General Information**

A library that offers General Information helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.

The library will offer print, audio-visual and electronic resources that cover a broad variety of topics. In addition, there will be more in-depth resources in genealogy, Northwest history, and

government information available at the Downtown Library. The library will provide staff skillful in determining users' needs and in locating relevant information that satisfies those needs. The library will also provide information services via telephone, fax, and e-mail. Internet access will be provided. The library will organize and provide access to general information resources on a Web page.

### **Youth Programming**

A library that provides Youth Programming provides an atmosphere that promotes literacy and creative thinking by providing multi-sensory connections to literature and other library materials.

The library will provide storytimes for toddlers and preschoolers that are developmentally appropriate and help children and their care providers develop a life-long love of reading. The library will offer a summer reading program annually. This program will promote reading to youth from birth to eighteen, but is targeted mainly toward elementary school aged children. Other programming the library will offer over the course of the year will have the goal of connecting our younger customers, their parents, and their care-givers with library materials that best suit their needs. Off-site programming may be provided at daycare centers and preschools. This programming will be designed to bring storytimes and books to children who would otherwise not be likely to have a library experience.

### **Strengths**

1. Trained experienced staff (dedicated & talented, low turnover)
2. Positive image in the community, satisfied customers
3. Special collections draw people from outside of our community
4. Strong contributor to Quality of life. (ie Education, Business, Recreation, & Environment)
5. Partnerships with other community agencies and businesses
6. New, attractive, modern buildings
7. 24/7 online access
8. Use of volunteers

### **Weaknesses**

1. Inadequate open hours
2. Insufficient numbers of new materials
3. Facilities not maintained to desired level
4. Inadequate staffing impacts direct customer service, staff training and programming
5. Not keeping up with developments in technology for the staff or public
6. Website is out dated
7. Mission to serve the entire population dilutes ability to meet standards of excellence.
8. Lack of financial stability

### **Opportunities**

1. City Annexations -- increase service population & funding for new branch
2. Restore adequate service hours
3. Provide modern technology services such as downloadable media, and digitizing special collections
4. Continue fiscally responsible budget practices resulting in carry-overs to fund some capital needs
5. Reach more children with expanded youth services tying in to Governor's early learning initiative

6. Be a community Center
7. Increase public technology training (information literacy)
8. Provide more self service options

## Threats

1. Potential budget cuts in 2008
2. Growth in areas of city without branch nearby
3. Poor funding level could cause SCLD to terminate reciprocal agreement
4. Become marginalized due to not keeping up with new trends in public service
5. Perception that all information is on the internet
6. Some new media technologies incompatible with library service model
7. Changing demographics

## Key Success Factors

Collection: A healthy materials budget will be at least 15% of the Library operating budget. For 2007 it should be approximately \$1,117,500 rather than \$845,000. The current number of volumes per capita is a little low but would eventually be brought back in line given several years of an adequate materials budget.

Staff: All employees of Spokane Public Library will have the training they need to do their jobs effectively. Staff will be deployed to maximize efficiency and customer service throughout the system.

Technologies: Computers will be replaced every six years. Spokane Public Library will respond to public needs by providing materials in new formats as soon as public demand warrants, a new format is more cost-effective, or a current format is no longer widely available.

Facilities: All residents of Spokane will have access to a SPL branch within 3 miles of their home. Facilities will be clean, attractive and well maintained.

Service Hours: Public Library service hours will be between 50 and 60 per week per branch. A schedule of three 10 hour days and three 8 hour days would be 54 hours per week and a 7-day per week schedule is the standard for excellence. The Downtown Library currently is open 44 hours per week, Shadle and South Hill are open 40 hours per week and the East Side, Hillyard and Indian Trail branches are open 22.5 hours per week.

## Top Goals and Strategies

1. Promote programs and services to library users as well as non-users
  - a. Re-design the library web site to be more user friendly and better highlight library services
    1. Work with design firm to finalize the look and functionality
    2. Staff finalize subject guide changes
    3. Present to staff at Staff Day and solicit feedback using pulse pads

Responsibility: The Web Team

Will be completed by: June 2007

- b. Evaluate the Connecting Libraries to Learners grant to determine how to continue the partnership after the grant funding ends.

1. Gather statistics for number of cards issued and track any increases in usage of online databases covered in the training.

2. Debrief the project with YS Librarians and school librarians to determine what changes need to be made.

3. Consult with school district to decide how to continue the collaboration

Responsibility: Youth Services Coordinator

Will be completed by: June 2007

2. Share with the community our strategies to provide cost-effective service, including evaluation of services and results of evaluation.

a. Communicate to a broader audience through an online graphical newsletter that will be distributed to the library's customer email list.

1. Work with design firm to finalize the look of the template

2. Order new server to manage the email newsletter distribution

3. Create Newsletter in new format for July/August

Responsibility: Communications Coordinator, Automation Services Manager

Will be completed by: July 2007

b. Create an annual report every year, using the piece to communicate strategies to the public and distribute it beyond the current library customers.

1. Design annual report and determine what to include

2. Distribute report as an insert in Inlander, in libraries, and when making community visits.

Responsibility: Communications Coordinator

Will be completed by May 2007

3. Develop an operational and financial plan to restore library services cut during the last several years, if additional funding were to become available.

a. Evaluate customer feedback from Fall 2006 survey and usage statistics and patterns for all locations to determine priorities for expanded open hours.

Responsibility: Administration and Public Services Team

Will be completed by: Mid year 2007

b. Develop list of priorities and costs for expanded open hours and select strategies to communicate it to the public.

1. Based on feedback gathered from a. select appropriate possibilities for increased hours and determine the staff that would be needed.

2. Determine the cost of the various possibilities.

Responsibility: Administration

Will be completed by: Mid year 2007

4. Build staff capacity to best utilize their skills to effectively provide quality service to our customers.

a. Use annual Staff Day 2007 to train staff on Library 2.0 and emerging technologies

Responsibility: Human Resources Manager

Will be completed by: May 2007

b. Standardize new employee orientation to include training Downtown and communication of vision, values, mission and strategic plan.

1. Develop a checklist for important messages and information for new hires.

2. Develop a system to track each new employee to ensure that they have received the necessary orientation.

Responsibility: Human Resources Manager

Will be completed by: September 2007

5. Develop a plan for a revised organizational structure to address the Matrix concerns about the overly broad span of control of the director and to position the library for expansion of service hours.

- a. Research organizational structure of other comparable library systems

1. Identify the library systems to use as comparables
2. Request organizational charts from those systems
3. Study the various charts and interview administrators in the target systems to see how effective they think their model is.

Responsibility: Administration

Will be completed by: Mid-year 2007

- b. Determine goals of the reorganization and best approach for SPL

1. Develop the preferred organization chart and work toward it as positions turn over.

Responsibility: Administration

Will be completed by: Mid-year 2007