



October 2008

Strategic Plan 2009-2012



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Earl Blomquist - Anderson Friends of the Library
Melinda Brown - Executive Director, People of Progress
April Carlton - Child Abuse Prevention Coordinating Council of Shasta County
Stacey Carman - Chief Operating Officer, Redding Rancheria
Jim Ceragioli - Friends of Redding Library (FOSCL)
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Bob Place - Ethan Allen / Parmer's Fine Furniture / Shasta Library Foundation
Francie Sullivan - Friends of the Inter-Mountain Library
Susan Wilson - Exec. Director, Health Improvement Prtnrshp / SCOE Board member
Beth Woodworth - Shasta County CalWORKS



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Introduction

The following proposed strategic plan is the result of many hours of discussion and deliberation and revision by a community focus group (to be called from here on the “Focus Group”) selected and invited by the City of Redding and assisted in their task by Library and City staff. As the description of process will describe in greater detail, the group met three times and moved through an analysis of broad vision for the community through a focused discussion of how library service responses could support that vision, and, with input from the Library staff, a disciplined set of goals and measurable objectives to support those service responses.

In addition to the outstanding work of the Focus Group, many people contributed to this plan, beginning with the Library Advisory Committee, chaired by Peggy O’Lea, who envisioned the need for a plan to guide library operations. Kim Niemer, Community Services Director for the City of Redding, guided the formation of the Focus Group. Ron Dubberly, President for Public Library Services for Library Systems and Services, facilitated the planning process. Jan Erickson, Library Director, and the management team of the Shasta Public Libraries contributed their expertise to the creation of the goals and objectives.

We hope you like this plan. We believe that it provides an exciting roadmap for the long-term growth and excellence of the Shasta Public Libraries.

Jan K. Erickson
Director
Shasta Public Libraries



Strategic Planning Process

Eighteen community members (list included below) were recruited by Kim Niemer, Director of Community Services, and Peggy O’Lea, Chair of the Library Advisory Committee, to serve as the Community Focus Group for the planning process. Committee members represented education, social services, Chamber of Commerce, Redding Rancheria and library support groups. These eighteen people agreed to three meetings (two full days and one half-day) to assist the Library Advisory Committee and the Redding Municipal Library Board of Trustees in planning library services for the next three to five years.

LSSI’s President of Public Library operations, Ron Dubberly, facilitated the meetings. The Vice President for West Coast Operations, Mark Smith, the new Shasta Public Libraries Director, Jan Erickson, and the interim Director, Linda Mielke, participated and answered questions from Community Focus Group members.

At the first of two lively meetings, participants were asked to identify their vision for Shasta County by target audience. Examples of identified target audiences include the business community, children, low income and homeless, and teens. The afternoon session was devoted to identifying the strengths, weaknesses, opportunities and threats facing Shasta County and to ranking preliminary library service priorities.

At the second full-day meeting, the participants looked closer at the library service priorities selected during their first meeting. Then, the Community Focus Group members ranked library service priorities once again. Their recommendations, in order from highest to lowest priority, are:

- 1 ■ LIFELONG LEARNING:**
A library that provides Lifelong Learning service helps address the desire for self-directed personal growth and development opportunities.
- 2 ■ INFORMATION LITERACY:**
A library that provides Information Literacy service helps address the need for skills related to finding, evaluating, and using information effectively.
- 3 ■ BASIC LITERACY:**
A library that offers Basic Literacy service addresses the need to read and to perform other essential daily needs.
- 4 ■ BEST SELLERS AND HOT TOPICS:**
A library that provides Best Sellers and Hot Topics service helps to fulfill community residents’ appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.
- 5 ■ PUBLIC SPACES:**
A library that provides Public Spaces helps address the need of people to meet and interact with others in the community.

Other service responses considered by the Community Focus Group, but not selected for high priority for this planning cycle, in ranked order, include:

- 1 ■ BUSINESS AND CAREER INFORMATION:**
A library that offers Business and Career Information service addresses a need for information related to business, careers, work, entrepreneurship, personal finances, and obtaining employment.
- 2 ■ GOVERNMENT INFORMATION:**
The library that offers Government Information service helps satisfy the need for information about elected officials and governmental agencies that enable people to participate in the democratic process.
- 3 ■ COMMUNITY REFERRAL:**
A library that offers Community Referral addresses the need for information related to services provided by community agencies and organizations.
- 4 ■ HOMEWORK HELP:**
A library that offers Homework Help service assists students with their school assignments.
- 5 ■ FAST FACTS:**
A library that offers Fast Facts helps meet the need for answers to questions on a broad array of topics related to work, school, and personal life.
- 6 ■ CULTURAL AWARENESS:**
A library that offers Cultural Awareness service helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.
- 7 ■ LOCAL HISTORY AND GENEALOGY:**
A library that offers Local History and Genealogy service addresses the desire of community residents to know and better understand personal or community heritage.

The Community Focus Group met for the third and final time on September 18, 2008, when the participants discussed a draft Strategic Service Plan for the Shasta Public Libraries. For this meeting, staff drafted service goals and objectives. Library Director Jan Erickson and LSSI Vice President Mark Smith reviewed the goals and objectives and took comments and suggestions from the Focus Group.

Following the Focus Group's September 18 discussion, library staff completed a revised draft for consideration by the Library Advisory Committee at their meeting of October 1, 2008. Along with the revised document, staff also annotated the comments of the committee to indicate how the comments had been incorporated into the plan or, where they could not, why not.

At their meeting of October 1, the Library Advisory Committee accepted the draft of the goals and objectives with some comments. Those comments and suggestions have been incorporated into the attached draft. The Library Advisory Committee recommended forwarding this draft of the Strategic Plan to the Redding Municipal Library Board of Trustees for consideration at its October meeting.

Goals and Objectives for Priority Service Responses

LIFELONG LEARNING: A library that provides Lifelong Learning service helps address the desire for self-directed personal growth and development opportunities.

1. GOAL: Adults and young adults in Shasta County will have the basic skills necessary to compete in the workplace and to lead prosperous, healthy, safe, and self-actualized lives.

1.1 OBJECTIVE: The Library will circulate at least 73,000 non-fiction items annually from a well-balanced non-fiction collection that appeals to a wide-range of community interests and information needs.

1.2 OBJECTIVE: 400 adults per year will attend programs that promote personal development and enhanced life.

1.3 OBJECTIVE: 5,000 people per year will access online databases providing information on a variety of topics.

1.4 OBJECTIVE: The Library will co-sponsor 6 exhibits at all locations that provide parenting, safety and health information in 2009.

1.5 OBJECTIVE: The Library will address the needs of hearing impaired customers by offering two six-week American Sign Language classes in 2009.

1.6 OBJECTIVE: 150 young adults annually will participate in programs, workshops, or other group activities in the Library.

1.7 OBJECTIVE: 9,000 school-age students annually will utilize materials, online resources and reference services to support their success in learning to use effective research techniques, reading and writing skills, and information literacy needed to complete school assignments.

INFORMATION LITERACY: A library that provides Information Literacy service helps address the need for skills related to finding, evaluating, and using information effectively.

2. GOAL: The residents of Shasta County will have the computer and information literacy skills they need to successfully manage and analyze information for work, personal information, and recreation.

2.1 OBJECTIVE: 350 adults per year will learn basic computer skills in classes offered in the Library.

2.2 OBJECTIVE: 750 adults per year will participate in classes designed to improve their computer skills and to master the use of online databases and other digital information.

2.3 OBJECTIVE: 30 classes/sessions will be provided annually for young adults on topics of interest to them.





BASIC LITERACY: A library that offers Basic Literacy service addresses the need for skills related to finding, evaluating, and using information effectively.

3. GOAL: Adults in Shasta County will have the literacy skills necessary to get jobs, advance in their careers and live productive lives, and become economically self-sufficient.

3.1 OBJECTIVE: At least 70 learners annually will participate in the Shasta Literacy Program providing basic skills training through one-on-one tutoring.

4. GOAL: Preschool-age children in the community will enter school reading or ready to read.

4.1 OBJECTIVE: The Library will provide direct and indirect emergent literacy activities to 3,000 children per year.

5. GOAL: School-age children in Shasta County will have the basic reading skills necessary to succeed in school.

5.1 OBJECTIVE: The Library will partner with school districts annually to provide 240 hours of after school tutoring to improve student reading abilities and reading scores.

5.2 OBJECTIVE: The Library will model techniques during programs to 300 adults per year to teach them skills to be their child's first teacher.

BEST SELLERS AND HOT TOPICS: A library that provides Best Sellers and Hot topics service helps to fulfill community residents' appetite for information about popular culture, social trends and their desire to read for pleasure.

6. GOAL: Residents will find a robust collection of new and popular fiction, non-fiction, periodicals and audiovisual materials at the Library.

6.1 OBJECTIVE: At least 11,300 items of current interest including fiction and non-fiction will be circulated annually.

6.2 OBJECTIVE: Staff will complete an annual review of all magazine and newspaper subscriptions to add or eliminate titles required to build an up-to-date and responsive collection.

PUBLIC SPACES: A library that provides Public Spaces helps address the need of people to meet and interact with other in the community.

7. GOAL: The Library will continue to be a lively and inviting community gathering place for families and persons of all ages and backgrounds.

7.1 OBJECTIVE: The Community and Reading Rooms will be utilized 1200 times annually.

7.2 OBJECTIVE: 45 tours annually for youth and adults will include information on library etiquette

7.3 OBJECTIVE: The Library will offer at least 60 family-oriented programs annually.

7.4 OBJECTIVE: In 2009, the Library Advisory Committee will consider recommending to the Redding Municipal Library Board a policy to provide a tobacco free campus

Appendix

Definitions

***Basic Literacy**

Planning for Results defines the Literacy service response as follows: "Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers."

***Current Topics and Titles**

As discussed in Planning for Results, Current Topics and Titles addresses "residents appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences."

***Information Literacy**

Planning for Results characterizes this as "information fluency" and defines it as follows: "Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs."

***Lifelong Learning**

Planning for Results defines Lifelong Learning as follows: "Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives."

School-age children

Children in grades K-12.

Young adults

Refers to persons between the ages of 13 and 17.

Library

Shasta Public Libraries

*Nelson, Sandra. The New Planning for Results, a Streamlined Approach. American Library Association. 2001.