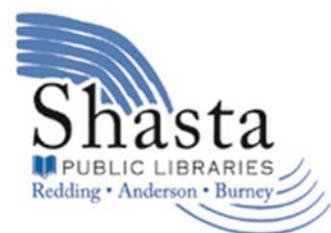


STRATEGIC PLAN 2013-2016



Strategic Plan 2013-2016

Redding Municipal Library Board of Trustees

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Plan Committee

Janet Albright, Elaine Grossman, Patte Jelavich, Peggy O'Lea, Lou Ann Sandoval,

Cathy Coleman, Jim Ceragioli, Francie Sullivan, Kim Niemer,

Mark Smith, Jan Erickson, Elizabeth Kelley and Megan Owens

MISSION STATEMENT

The Shasta Public Libraries provide information, lifelong learning, inspiration and enjoyment to people of all ages through reading and technology.

STRATEGIC VISION STATEMENT

Shasta Public Libraries will be modern libraries serving all residents of the region. It will be a place where residents are equally welcomed to enjoy the spaces, the experiences, and the resources for lifelong learning.

STRATEGIES 2013-2016

1. Children and Families: Engage more children and their families in using our libraries.
 2. Advocacy and Education: Build our communities' awareness of and commitment to the Shasta Public Libraries as essential to the quality of life.
 3. Technology: Sustain the fundamentals of the Libraries' technology and use technology to advance the Libraries' vision and to improve the operation of the libraries.
 4. Output, Impact, Results: Understand the outcomes, impact, and results of the Shasta Public Libraries in residents' lives and in the Libraries' communities.
 5. Funding: Seek and secure a funding plan for the Shasta Public Libraries to implement the strategies and goals of the Strategic Plan.
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ACTION PLAN

The City of Redding, under the Director of Community Services, contracts with Library Systems and Services, LLC (LSSI) to operate the Shasta Public Libraries. Accordingly, LSSI provides a library director and staff to fulfill its contractual responsibilities. The City of Redding, LSSI, along with citizen bodies each play a role in this strategic plan. Citizen bodies include the Library Advisory Committee (LAC), the Shasta Library Foundation (Foundation), and Friends of the Library groups (Friends). This Action Plan specifies the party responsible for the actions to be taken.

1. Children and Families: Engage more children and their families in using our libraries. (LSSI/LAC)
 - A. Better understand the reach of the Shasta Public Libraries to children and families in the service area and focus our methods where we will have the most success.
 - i. Who are we reaching, who are we not reaching?
 - ii. What are the "entry points" now?
 - iii. Are we offering the services that children and families most need?
 - B. Strengthen our partnership with schools and together find the most effective and efficient methods to put library cards and information about services and programs into the hands of children and families.
 - C. Strengthen service coordination with existing literacy collaboratives, such as Reach Higher Shasta, and Shasta Early Literacy Project

2. Advocacy and Education: Build our communities' awareness of and commitment to the Shasta Public Libraries as essential to the quality of life. (LSSI/LAC/Foundation/Friends)
 - A. Develop and coordinate an organized plan for growing greater awareness of libraries services and resources.
 - B. Communicate the message of the libraries' impact in the lives of individuals and the communities (using results, output and impact data).

- i. Identify concrete benefits of having the library for targeted segments of the community.
 - ii. Determine the most effective strategies to communicate with the business community, retirement community, etc.
 - iii. Identify the most effective and efficient media strategies to pursue.
 - iv. Consider a "Power Card" campaign, supported by a high-profile media campaign and coordinated library programming.
 - C. Assign responsibility for this strategy to an individual and the resources needed to implement and measure the results.
- 3. Technology: Sustain the fundamentals of the Library's technological resources and services and use technology to advance the Libraries' vision and to improve the operation of the libraries. (LSSI/Foundation/City)
 - A. Sustaining: eBook technologies, website enhancement, ZipBooks, Edge Benchmark technology competencies for staff.
 - B. Enhance: engaging youth and adults in digital and social media.
 - C. Conduct on-going investigation of emerging technologies and recommend appropriate applications to library decision makers.
 - D. Operational improvement: seek funding to extend radio-frequency identification (RFID) functionality to Anderson and Burney.
 - E. Utilize the City's geographic information systems (GIS) capabilities to identify underserved communities and target programs and services.

4. Output, Impact, Results: Understand the outcomes, impact, and results of the Shasta Public Libraries in and on residents' lives and in our communities. (Study session of the LAC/LSSI)
 - A. Selectively identify what we need or want to know.
 - B. Identify that which we already collect that gives us the information we need.
 - C. Identify what else if anything we need to collect, short-term and long-term.
 - D. Determine how most effectively and efficiently to obtain the information needed.

 5. Funding: Seek and secure a funding plan for the Shasta Public Libraries to implement the strategies and goals of the Strategic Plan. (City/LSSI/LAC/Friends/Foundation)
 - A. Leverage public funding of the Shasta Public Libraries through partnerships with local entities.
 - B. Address certain policy issues, such as: free/fee balance, public and private balance, grant strategy.
 - C. Align the libraries' spending plan (budget) with these strategies and service responses:
 - i. Best sellers and hot topics
 - ii. Life-long learning
 - iii. Basic literacy
 - iv. Public spaces
 - D. Align collection spending plan in keeping with these strategies and service responses.
 - E. Fashion our service and staffing model to maximize our reach in keeping with our data findings and partnership strategies. (LSSI)
 - F. Pursue the Burney capital project (County, citizens, Friends)
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2013 SERVICE GOALS AND OBJECTIVES

The Library Director, staff, and volunteers carry out the service plan for the Shasta Public Libraries. These service goals emphasize the service priorities noted above.

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

1. Goal: Residents of Shasta County will have the basic 21st century 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 108,000 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: One thousand two hundred (1,200) adults per year will attend programs that promote personal development and enhanced life.
 - 1.3 Objective: Library customers will access information 120,000 times utilizing reference services.
 - 1.4 Objective: Library customers will be offered the ZipBook service in lieu of traditional inter-library loan.
 - 1.5 Objective: The Library will display 25 informational exhibits at all locations.
 - 1.6 Objective: School-age students will utilize materials, online resources, and reference services 44,000 times annually to support their success in learning to use effective research techniques, reading and writing skills, and information literacy needed to complete school assignments.
 - 1.7 Objective: Two hundred and fifty (250) adults will report that the Libraries provided information that helped them lead prosperous, healthy, safe, and self-actualized lives.

2. Goal: Children and families in Shasta County will respond to new experiences with curiosity and imagination.
 - 2.1 Objective: One thousand five hundred (1,500) school-age students will participate in well designed programs and creative activities that they find are enjoyable, interesting, and allow for self-expression.
 - 2.2 Objective: The Library will offer at least 20 family-oriented programs annually.

3. Goal: A virtual library will be a destination offering important resources and information.
 - 3.1 Objective: Seventy-five (75) percent of HelpNow! users will report that this online homework service is a useful resource for the successful completion of their school assignments.
 - 3.2 Objective: Social media sites such as Facebook will be provided and updated to ensure vitality.
 - 3.3 Objective: A dynamic Library website will be maintained offering ease of access to Library resources and services.

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

4. 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.
 - 4.1 Objective: At least 90 learners will participate annually in the Shasta Literacy Program that provides basic skills training through one-on-one tutoring.
 - 4.2 Objective: At least 40 learners annually will meet their Shasta Literacy Program goals.
 - 4.3 Objective: At least 30 learners annually will prepare to take the G.E.D.

5. Goal: Children in the community will enter Kindergarten reading or ready to read.
 - 5.1 Objective: The Library will provide direct and indirect emergent literacy activities to 6,000 children per year.
 - 5.2 Objective: The Library will model techniques during programs to 3,000 adults per year to teach them skills to be their child's first teacher.

6. Goal: School-age children in Shasta County will have the basic reading skills necessary to succeed in school.
 - 6.1 Objective: The Library will partner with school districts annually to provide 240 hours of after-school tutoring improving student reading abilities and reading scores.
 - 6.2 Objective: The Library will provide reading programs to 1,900 school-age children.

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.

7. Goal: Residents will find a robust collection of new and popular fiction, non-fiction, periodicals and audiovisual materials at the Library.
 - 7.1 Objective: At least 7,200 *Hot off the Press (HOTP)* and 12,000 new books including fiction and non-fiction will be circulated annually.
 - 7.2 Objective: Usage of the digital format will increase by 15 percent.
 - 7.3 Objective: Staff will collect audiovisual materials in a variety of formats that appeal to a wide-range of community interests.

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

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

8.1 Objective: The Community and Reading Rooms will be utilized 2,050 times annually.

8.2 Objective: The Computer Center will be utilized 355 times annually.

8.3 Objective: At least 60 tours annually for youth and adults will include information on library etiquette.

