

# Strategic Plan Update 2006 - 2008

## I. Goals and Objectives

- a. Basic Literacy and Learning: help all community members to reach a functional level in reading, writing, math and critical thinking skills in English.

Goal 1: Build capacity to meet needs in a timely manner in the Project Read Program.

- a.1.1. Recruit new volunteer tutors to reduce the learner waiting time to fewer than two months. (annually)

*Project READ recruited and trained over 200 new tutors for adults and families in fiscal year 05/06.*

- a.1.2. Better utilize/expand the computer lab and other technologies to help those on the waiting list become eligible for tutoring (limited English proficient) or to work independently on skills. (annually)

*One new full time position has been added to the Project READ staff. The new Student/Tutor Coordinator will coordinate educational software and other new technology and drop in tutoring services for adults and children on the waiting list, learners who are in need of assistance between tutoring sessions, parents of children in the program and children of parents receiving instruction or on the waiting list.*

- a.1.3. Increase transportation for the teen tutors from the three high school sites to the elementary school sites where they are tutoring in the after school Literacy programs. Add one additional van - equals 20 additional high school students served by 2008. (annually)

*A new van was added to the Project READ transportation services bringing the total to two vans for use in transporting KIP teen tutors to and from the after school program site. We are considering the benefits of additional transportation modes for the future needs of our program.*

- a.1.4. All students will receive free books, magazine subscriptions, and other learning materials chosen to address the student's interests and reading level. (annually)

*Project READ has purchased and distributed 1,100 books for adult learners and 2,726 books to children and families. Project READ is an approved book grant site of the Reading Is Fundamental program, which has enabled us to expand the number of quality books given to our children and families.*

- a.1.5. Library literacy programs will assess the reading, conversation, and language skills of all learners when they enter the program, and annually thereafter. We

will strive for an average skill level growth of two grade levels after the first year of instruction. (annually)

*The Project READ Student/Tutor Coordinators do an initial interview and assessment with all learners upon their entry into the program. A post interview and assessment is done in six months and then annually thereafter. The average reading level gain of learners receiving instruction in the first six months is 2.5 levels and 3.5 levels after on year of instruction.*

- a.1.6. All children and parents meeting with a tutor will be taught school-related computer skills, and introduced to the technology with a visit to a computer lab, or with laptop computers at their tutoring sessions. The software will include instruction in reading, writing, and English conversation. (annually)

*Project READ has six laptop computers that are taken to tutoring sites for small group instruction. Our small groups meet at Fair Oaks, Taft and Garfield Elementary School. The small groups are made up of parents who are at a very low English proficiency level. The laptops are brought to the tutoring sites as requested by the tutoring groups.*

*Learners and tutors are also invited to make appointments with the Computer Lab Coordinator and/or attend scheduled workshops*

- a.1.7. In order to help parents become more aware of their children's academic activities, families of all participating students will be encouraged to meet with their child's teacher at least once each year. Tutors will help parents communicate with teachers and offer to accompany them to school conferences. (annually)

*During the Project READ training workshop new tutors receive instruction regarding the importance of parent involvement with their children's school including parent and teacher conferences, open house and school events. Tutors asked to attend parent and teacher conferences if parents feel uncomfortable going alone. Student/Tutor Coordinators assist parents, tutors and teachers to communicate and offer to attend meetings as needed.*

- a.1.8. At least 80% of the students will tour the Library with their tutors to learn about the many resources the Library offers and obtain a library card. (annually)

*All learners receive a library tour. Learners who are meeting with their tutors at other tutoring sites in Redwood City also join their tutors for a tour of the library during one of their first tutoring sessions. During the library tour the learner is encouraged to get a library card and learn about borrowing materials from the library and how to check out these items.*

- a.1.9. At least 300 elementary and high school students a year will be matched with tutors for instruction at least once per week. The tutors will be either trained adults or high school student volunteers (with Literacy staff supervision and training). (annually)

*The Project READ mid-year (fiscal year 06/07) data shows a total of 319 Project READ elementary and high school students are meeting with tutors to date.*

**Goal 2:** Find partners in the community that can help us provide better literacy services and bridge cultural divides.

a.2.1. Undertake joint efforts with other community agencies to establish one new tutoring site per year that will be more convenient for learners. (annually)

*Project READ has established two new tutoring sites for after school tutoring. We are currently matching children from Nesbit Elementary School with trained tutors. The pairs meet at the school site after school or at the library. We have also established an after school-tutoring site at Selby Lane Elementary School. The Selby Lane School site includes trained tutors working with students during class time to provide support for teachers. This month we are meeting with Roosevelt Elementary School to determine their needs and how Project READ can best provide literacy intervention to their community.*

a.2.2. Develop community partners for referrals to meet the special needs of the learner if we can't serve their need ourselves. (annually)

*Project READ is currently working with learning specialists, Cañada College faculty, reading specialists, Second Harvest Food Bank, Service League, San Mateo County Sheriff's office, San Mateo County Court Schools and GED program, Hope House, Choices Program and many other groups to help our community members find needed resources.*

a.2.3. Establish a program to recruit new community and corporate partners to address special needs of learners and tutors in the Project READ Program. (annually)

*Project READ has established an ongoing recruitment effort to recruit tutors and volunteers to meet the needs of our learners and tutors. See attached list of agencies. This is a continuous process to establish new community partners and resources to meet the needs of our program participants.*

a.2.4. Solicit grants, use the Library's web site, and produce public service announcements to attract organizations and individuals who can provide a 5% increase a year in services and materials for use by tutors and learners. (annually)

*Project READ has received approximately \$289,000 in grant funds to date this year. Funders and volunteers are attracted to the program through word of mouth, the library's website, news articles and public service announcements. Community Foundation of Silicon Valley (formerly Peninsula Community Foundation) advised funds and special events. This year we have raised over 45% of our total budget through grant funds, special events and donations.*

**Goal 3:** Increase library resources allocated to Basic Literacy and Learning.

a.3.1. Hire a consultant to work with staff and community to prepare a schematic plan for the 2nd floor Learning Center. (7/06)

*The Library Director has hired a consultant who has worked with staff, community members and city staff to prepare a schematic for the 2<sup>nd</sup> floor-learning center.*

*The Computer Lab and Drop in Tutoring Center has been established next to the Project READ Office and is in operation.*

- a.3.2. Conduct community focus groups to determine the services and staffing levels needed in the new Learning Center. (7/06)

*The Library Director and library staff has conducted informal inquiries into the needs of the youth and families in our communities. The Library Director and the consultant are also soliciting library staff's recommendations regarding staffing levels and activities of the new Learning Center.*

- a.3.3. Staff will research appropriate materials, including technology, needed for expanded service delivery. (7/06)

*Researching technology, materials and community need for expanded services is an ongoing priority of the Project READ staff and the Library staff in general.*

- a.3.4. Explore securing additional resources and/or reallocating existing resources to Basic Literacy and Learning services. (7/06)

*One new full time position was added to the Project READ program this fiscal year. This additional staff person has resulted in immediate expansion of the Computer Lab and Drop in Tutoring Center services. A total of 497.25 computer lab hours have been recorded between July 1 and Dec 31<sup>st</sup> of 2007. This represents a total of 189.75 instructional hours by 18 new adult learners and 289.5 instructional hours by 52 new youth learners.*

- a.3.5. Build the Learning Center. (1/07)

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b. Learning Support for Youth *Updated 2/07*

Goal 1: Assist all children to become School Ready by developing the love of reading, learning and libraries from birth to kindergarten.

- b.1.1. Expand the Traveling Storytimes volunteer outreach program by 25% each year by increasing the number of volunteers. (annually)

*Like any volunteer program, numbers vary as volunteers come and go due to work constraints, moving, etc. Overall, the number of volunteers has risen from*

*42 to a current number of 54 (28%). A new training is scheduled with seven new volunteers.*

- b.1.2. Design and implement an assessment tool for children reached through Traveling Storytime before entering Kindergarten to evaluate the impact of the program. (07/06)

*Completed 7/06. Survey indicated that the program has been very successful in meeting its goal of bringing pre-literacy skills to children reached through the program and preparing them for success in school.*

- b.1.3. Increase the number of weekly storytimes for all ages and languages by 25% each year and evaluate the attendance and add or delete storytimes as demand indicates. (annually)

*Completed 2/07. Weekly storytimes at all library sites were expanded from seven per week to thirteen, a 86% increase. Added storytimes include two in Spanish and one bilingual (English/Spanish). We have also added two monthly storytimes on Saturdays, one in Spanish and one in Hindi. Given staffing levels and the fact that the storytimes attendances have not yet been evaluated, it is recommended that the objective be amended to include: "Evaluate the attendance at the weekly storytimes and add or delete storytimes as demand indicates. (annually)"*

- b.1.4. Continue to improve, and seek to expand, the newborn baby card program, ensuring all babies and their families that live or are born in Redwood City a library card, book and an invitation to the library. (annually)

*Staff is working with Sequoia Hospital to continue this program. We are exploring collaborating with Kaiser Hospital to offer the same program there.*

- b.1.5. Reconfigure and expand the Children's Room at the Downtown Library to create a Family Place that will be a resource to families, teachers, daycare and preschool providers. (07/06)

*Completed 10/06. Public and staff alike are excited by the renovation of the Children's area. Usage is up and nothing but compliments have been heard from the public about the changes. Staff will be tweaking the room (signage, adding a mural, etc.) to further improve the user-friendliness of the room.*

- b.1.6. Provide programs and information to parents and caregivers on book selection, parenting and child development either in the library or on our website. (annually)

*In progress. Two YS staff members will be developing this service during the current fiscal year.*

- Goal 2: Actively support the efforts of students from Kindergarten through 5<sup>th</sup> grade, including emphasizing the love of reading.

- b.2.1. Expand serving the needs of students who are referred by schools for homework help by 10% each year using the library's homework centers and offering web-based real time homework assistance. (annually)

*Live Homework Help has been added to the website. Staff will be working with the School District Librarian to determine how best to make links between the school homework centers and those at the library.*

- b.2.2. Work collaboratively with school media staff and teachers to support the curriculum by surveying school needs and creating a more effective communication system. (annually)

*Youth Services staff members are working with the School District Librarian and the school media center staff in supporting curriculum needs. YS staff presented a storytelling workshop for school media center staff.*

- b.2.3. Explore models of extending school library use after hours as a community learning center. (09/06)

*Not completed. We are evaluating the feasibility of this objective.*

- b.2.4. Develop an annual procedure to insure that every school-aged child has an active library card. (annually)

*We have been reducing barriers by waiving fines for students of classes that visit the library and working with individual children to help them with their library accounts. For the 3<sup>rd</sup> year in a row, all 950 Kindergartens received a library card.*

- b.2.5. Add one community program a year such as Bookstock and Harry Potter, including expanding the Annual Youth Poetry Contest. (annually)

*The library presented Bookstock II, a 2<sup>nd</sup> annual poetry contest, a Lemony Snicket after-hours program, a KinderCard Super Saturday event, and will be presenting a 50th anniversary of "The Cat in the Hat" after-hours event in March. A huge Harry Potter party is scheduled for July 07.*

- b.2.6. Implement bountiful popular book displays to generate enthusiasm for the love of reading in the newly remodeled Children's Room. (07/06)

*Completed 10/06.*

Goal 3: Actively support the efforts of students from 6th through 12th grades, including emphasizing the love of reading.

- b.3.1. Create a "Teen Zone" in the library, a physical space where teens will feel welcome, safe and where they can socialize. (01/07)

*Not completed. To be determined by the plan for the second floor reconfiguration. Schematic plan is close to complete. Estimate 09/07.*

- b.3.2. Increase access to different types of technology such as internet, gaming and music. (07/07)

*In progress. Increased Internet computers by 100% for social use.*

- b.3.3. Increase the number of programs for teens by 25% each year. (annually)

*The library will be hiring a new Teen Librarian. In the interim, a Youth Service staff member is meeting with young adults as an advisory group, but programming is pretty much on hold until the new Teen Librarian is onboard.*

- b.3.4. Evaluate library programs and services for teens through surveys and focus groups. (07/07)

*Will solicit input through surveys and focus groups as part of the planning process.*

- b.3.5. Develop an annual procedure to insure that every teen has an active library card. Remove barriers which curtail use, such as outstanding fines and hold fees. (01/07)

*A \$10 credit card has been distributed to allow teens to decrease their fines/hold fees.*

- b.3.6. Create and implement a Highschool Exit Exam preparation class and/or tutoring. (09/06)

*30 KIP tutors & FIPP students have received exit exam tutoring this school year by Project Read volunteers.*

- c. Commons—an environment that helps people meet, interact, participate, creating a “third place” for the community.

Goal 1: Create an active library plaza.

- c.1.1. Increase the number of programs held outside or in the park by 25% a year. (annually)

*Live music at lunch hour, 4 days a week during Summer/Fall*

- c.1.2. Install an audio system to play music. (03/06)

*Completed 9/06*

- c.1.3. Create an accessible, safe, fun and welcoming Library Park and increase use 100% by year three. (07/07)

*In conceptual planning with the architect. Construction scheduled Summer 07*

- c.1.4. Implement coffee cart/café service in the plaza. (07/06)

*Completed 12/06*

- c.1.5. Redesign area for possible water feature, seating, safety and increase use by 25%. (07/07)

*In conduction with 1.3*

Goal 2: Make Library facilities safer, friendlier and more comfortable for people to use.

- c.2.1. Insure that there is ample, accessible parking for customers downtown. (annually)  
*Downtown parking plan in progress. Will monitor when complete.*
- c.2.2. Provide library spaces to accommodate all uses—either quiet or social. (07/07)  
*Moved Internet upstairs to create study/quiet downstairs. Completed Family Place for younger kids. Teen Center in planning stages.*
- c.2.3. Increase the number of staff or volunteers on the public floors. (07/06)  
*Staffing/schedule needs analysis in progress. Added staff during after school hours. Created Manager in Charge at downtown library.*
- c.2.4. Continue to insure that the library experience is interesting, entertaining, convenient and contemporary for all ages. (annually)  
*Music, Food Service, more merchandising of collection, remodeled Children's area.*
- c.2.5. Conduct a needs assessment of the Fair Oaks community and implement recommendations into a Fair Oaks Library Service Plan. (09/06)  
*Completed 12/06*
- c.2.6. Increase library visits 25% each year at each facility. (annually)  
*Total visits up 7% through Oct 2006 taking Schaberg 2005 closure out. Downtown is up 1%; Fair Oaks 0%; Schaberg up 10%.*

Goal 3: Build a Library at Redwood Shores

- c.3.1. Continue working with the City, architects and construction managers on the building plan for a summer/fall 07 opening. (ongoing)  
*Library scheduled to open Spring/Summer 2008. Funding secured.*
- c.3.2. Continue to support the Library Foundation's fundraising efforts. (annually)  
*Two Library staff assigned to Foundation.*
- c.3.3. Develop plans for ground breaking and opening day ceremonies. (03/06 & 06/07)  
*Ground breaking scheduled for Spring 2007.*
- c.3.4. Develop staffing and detailed service plans for operation. (01/07)
- c.3.5. Increase the library's presence in community events. (annually)  
*Foundation campaign moved to Shores office. Library presentation at Community meetings.*

d. General Information—providing information and services that are relevant to our community's lives.

Goal 1: Increase information access.

d.1.1. Increase the number of public internet stations 100% for all ages. (09/06)

*Completed.*

d.1.2. Dedicate computers for specific uses such as downloadable eBooks, and use signs as a marketing tool. (09/06)

*Not complete.*

1.3. Redesign and evaluate the Library webpage and virtual library service in English and Spanish. (01/08)

*Ongoing.*

d.1.4. Increase access to the Local History collection through web access, museum displays and programming. (07/07)

*Ongoing. Current status: researching copyright implications of digitizing Local History photographs for free online access via the library's website. Increased open hours from 20 to 24 hours/week and from 3 to 4 days/week, and added access by appointment for other times.*

d.1.5. Explore models of virtual reference such as chat or online. (01/07)

*Completed. Currently using Instant Messaging (IM) as an inter-office communications tool. Live IM reference service to the community forthcoming.*

d.1.6. Train staff to be knowledgeable with technology such as digital resources and eBooks in order to teach and assist customers. (annually)

*Completed / Ongoing. Training is regular element of biweekly IS group meetings. Also make frequent use of available training workshops, webcasts, classes, etc.*

Goal 2: Increase programs for adults.

d.2.1. Increase the number of classes offered on technology applications by 25% a year. (annually)

*Completed / Ongoing. Now offering two basic technology classes in Spanish per week (one at Main & one at Fair Oaks). Adding weekly basic classes in English at Main in May 2007. Also regularly offer one-shot advanced technology classes on topics such as Creating Your Own Blog, Using RSS Feeds, Digital Photo Management, Wikis and Wikipedia, etc.*

d.2.2. Increase the number of literacy, civic and cultural programs at all libraries from 2 a month to 12 a month. (annually)

*Ongoing. Current status: offering between 6-12 adult programs per month. (8 in May, 6 in April, 12 in March)*

d.2.3. Seek partnerships for program content. (annually)

*Completed/ Ongoing. Some recent partners: SF MOMA, Stanford Medical Center & Health Library, Kaiser Permanente, Barnes & Noble, Montalvo Arts Center, Whole Foods, American Red Cross, Peninsula Writer's Bloc, M is for Mystery bookstore, Frida's restaurant, Voices for Outdoor California, et al.*

Goal 3: Increase publicity of Library services.

d.3.1. Improve signage and collateral to aid self-service to collections and services. (07/06)

*Ongoing.*

d.3.2. Implement a signage system with posters, flyers, or digital screens to publicize events and services. (07/06)

*Ongoing. Current status: Relocated lobby TV and upgraded visual content. PR team. Banner program.*

d.3.3. Develop and execute a Library Communication Plan including targeted email, newsletters, advertising and in-house publicity of library programs and services. (01/07)

*Outlook events calendar. E-newsletter established. Ad campaign in design phase. New RWC-branded library cards in design phase.*

d.3.4. Increase the number of active library card holders by 10% a year. (annually)

Goal 4: Deliver excellent customer service.

d.4.1. Create and implement a benchmark for best practices for customer service with a personalized, customer-centered focus and train all staff in the service guidelines. (07/07)

*Ongoing.*

d.4.2. Determine measures of customer satisfaction, include them in future customer surveys and check for improvement in years two and three. (annually)

*Ongoing.*

d.4.3. Evaluate staff training and customer service effectiveness through customer satisfaction comments and surveys. (07/07)

*Ongoing.*

- e. Community Centered Collections: provide library materials in a variety of formats and languages and in quantities sufficient to meet community demands.

Goal 1: Create a current and popular collection that is responsive to community demand.

- e.1.1. Create a Media Area that will allow for the expansion of the media collection by 25% each year. (03/06)

*Completed 3/06. A media alley was created in the area between Children and Adult, allowing for future expansion.*

- e.1.2. Expand the children's area to allow for the marketing of the children's collection. (7/06)

*Completed 10/06.*

- e.1.3. Pay more attention to local information such as book clubs, Oprah, newspapers, talk shows, local author events and order accordingly and create 12 new displays yearly. (annually)

*Partially completed/Ongoing. The Library subscribed to MOTOR (Mentioned on Television or Radio) which provides a daily compilation and email updates of books, music or video mentioned in the most viewed programs. Plan is in place for the lobby area displays to be completed 5/07.*

- e.1.4. Display magazines more effectively. Implement suggestion feedback and analyze use. (01/06)

*Display completed 1/06.*

- e.1.5. Continue the emphasis on bestsellers. (annually)

*Ongoing. We obtain the San Francisco Chronicle newspaper and Barnes & Noble bestseller lists before publication. We also monitor other bestsellers lists.*

- e.1.6. Analyze collection use at Fair Oaks and select accordingly. (09/06)

*Partially completed 10/06. The children's librarian evaluated the children's and YA collection and selected new materials at International Book Fair in Guadalajara, Mex. A survey about library services and collections will take place the first week of May.*

e.1.7. Implement an easier-to-use customer suggestion system. (01/07)

*Completed 1/07. Customers can submit their suggestions via the catalog and other traditional options. We need to evaluate use and effectiveness.*

e.1.8. Allocate more money to collections, from 10% to 15%. (07/08)

*Not complete. Other service and supply budgets need replenishing first. On track to increase in increments.*

Goal 2: Increase the use of the Redwood City Library collection.

e.2.1. Increase circulation by 10% each year at all facilities. (annually)

*Ongoing. In FY 04/05, the Library circulated 982,876 items; in FY 05/06 the library circulated 1,119,468 items; an increase of 13% overall.*

Library	Circulation 2004/05	Library	Circulation 2005/06
Fair Oaks	105,102	Fair Oaks	100,241
Downtown	874,314	Downtown	872,245
Schaberg	0	Schaberg	144,955
Shores	3,450	Shores	2,027
Total	982,876	Total	1,119,468

e. 2.2. Market the Library's collection by merchandising, creating special collections, use of endcap displays and better signage. (annually).

*Completed/Ongoing. All new Adult books highlighted; children's collection completed; end of range display shelving installed; Spanish materials complete; lobby plan in place.*

e.2.3. Highlight and publicize selected items, including new items on order, through our web site or on the catalog page, and create direct links for placing holds. (07/06)

*Partially complete. Catalog has a link to bestseller lists and other highlighted items.*

e.2.4. Explore and implement home delivery. (01/07)

*Not complete. PLS is seeking a grant through California State Library.*

- e.2.5. Implement “e-commerce” features that will allow customers to pay fines and fees, and register for library cards online. (07/06)

*Partially completed 7/06. Fines and fees can be paid now with credit cards through the web. Library cards online not complete.*

- e.2.6. Explore new models of business such as borrowing models like Netflix and user profile models like Amazon. (01/07)

*Not complete. Change date to 1/08.*

- e.2.7. Create a statistical snapshot of the collection that measures collection turnover. (07/06)

*Ongoing.*

- e.2.8. Eliminate hold fees. (07/06)

*Not complete. On May 07 PLS Director’s agenda.*

- e.2.9 Provide reader’s advisory and merchandising training to all public library staff. Provide technical training for all staff on new formats such as eBooks. (07/06).

*Merchandise training completed 1/07. Ongoing training for technology.*

Goal 3: Increase access to a wider range of library materials.

- e.3.1. Coordinate collection selection with all PLS libraries. (annually)

*A survey was taken by all PLS libraries. It was determined that there is not enough interest at this time to pursue.*

- e.3.2. Implement LinkPlus system for seamless placing of holds on any California library that uses Innovative Interfaces system. (07/06)

*Not complete. PLS has contracted with OCLC WorldCat to design a new interface that may offer equivalent service.*

- e.3.3. Implement and expand new virtual formats such as eBooks, eAudioBooks, digitalized collections from Yahoo and Google. (annually)

*Initial implementations complete.*

- e.3.4. Join the California Catalog project for access to all California Libraries. (TBD)

*Completed 7/07.*

Goal 4: Continue to be efficient and effective in collection management.

- e.4.1. Streamline the processing of library material. Insure our vendors will continue to preprocess as much as possible and have 90% of our materials preprocessed. (annually)

*Completed 7/06.*

- e.4.2. Implement library custom services from Baker and Taylor to have 25% precataloging of materials yearly. (09/06)

*Not complete. New completion date 1/08.*

- e.4.3. Continue to implement more standing orders and vendor-selected lists. (annually)

*Ongoing. Two new standing orders for DVD's and music have been added.*

- e.4.4. Implement the new acquisitions software program for better budget management. (07/06)

*Not complete. New completion date 7/07.*