



Menlo Park Library Strategic Plan Update 2019-20

May 20, 2019

PURPOSE

The Menlo Park Library Strategic Plan is a living document that can and should be periodically updated to remain aligned with the evolving needs of the community. In recognition that the current Strategic Plan 2016-2020 was over two years old, and in light of changing community needs and new leadership of the Library department, staff in October 2018 initiated a process to review the current Strategic Plan and update it where appropriate to align with current needs, goals and priorities in the years 2019-2020. The resulting Library Strategic Plan Update 2019-2020 provides a comprehensive roadmap and performance measurements for library facilities, services, programs, resources, and personnel.

GUIDING PRINCIPLES

The Library Strategic Plan Update 2019-2020 process embraced these guiding principles:

1. Delivering excellent customer service to the Menlo Park community
2. Assuring equitable access to library facilities and resources for all community members
3. Prioritizing goals and tasks in consideration of available resources and community needs
4. Aligning goals and outcomes with City Council priorities and goals
5. Facilitating the success of complex, multi-year projects in addition to essential daily tasks
6. Ensuring transparency and accountability to the Menlo Park community.

PROCESS

- The [2015 Operational and Administrative Review](#)¹ of the Library Department recommended that Library staff coordinate with Library Commissioners and other stakeholders to develop a Library Strategic Plan.
- The [Menlo Park Library Strategic Plan 2016-2020](#)² was published in 2016. The Library Commission played a key role in the process to develop the Plan.
- The completed Strategic Plan 2016-2020 was presented to the City Council on [October 11, 2016](#).³
- A report on goal progress was provided to the Library Commission in [August 21, 2017](#).⁴
- An evaluation meeting was held with members of the original plan working group in November 2017.
- Staff began the process of updating the Plan by reviewing the Library department's progress toward each of the Plan's goals in October and November 2018.
- The resulting Strategic Plan Scorecard was presented to Library staff for feedback and comment at an All-Hands workshop on December 11, 2018.
- The Library Commission reviewed the updated Strategic Plan Scorecard on [December 17, 2018](#).⁵
- The Library Commission reviewed the draft Strategic Plan Update 2019-20 on [February 25, 2018](#).⁶
- The Library Commission reviewed the final Strategic Plan Update 2019-20 on [May 20, 2019](#).⁷

Input from all the above was synthesized and integrated into this Library Strategic Plan Update.

¹ Link: menlopark.org/DocumentCenter/View/15271/Attachment-D---Recommendations-from-the-Operationaland-Administrative-Review-of-the-Library-Departme?bidId

² Link: menlopark.org/DocumentCenter/View/15808

³ Link: menlopark.org/DocumentCenter/View/15808/Library-Strategic-Plan-2016-2020?bidId

⁴ Link: menlopark.org/AgendaCenter/ViewFile/Agenda/_08212017-2962

⁵ Link: menlopark.org/DocumentCenter/View/20298/Staff-Report_LC_2018_12_17_Strategic_plan_update

⁶ Link: menlopark.org/DocumentCenter/View/20713/Staff-Report_LC_2019_02_25_Strategic_plan_update_2019-2020

⁷ Link: menlopark.org/DocumentCenter/View/21592/Staff-Report_LC_2019-05-20_Strategic_plan_update_2019-2020

STRATEGIC DIRECTIONS 2019-20

Our strategic directions establish the major priorities that drive our goals and our work:

1. Deliver excellent customer service
2. Advance the Library System Improvement Project
3. Provide library services and programs that respond to community needs
4. Operate high-quality, efficient, community-focused public library locations
5. Create meaningful staff development and training opportunities
6. Engage in robust, transparent, two-way communication and outreach with the community.

STRATEGIC GOALS (SMARTGOALS) 2019-20

Our goals are SMART: Specific, Measurable, Achievable, Results-oriented, and Time-bound.

1. Deliver excellent customer service
 - 1.1. Implement a library customer satisfaction data collection system and survey tools to assess community sentiment and satisfaction with library services, operations, and programs.
 - 1.2. Create a customer service training program for library team members. Train and test all team members on customer service expectations and techniques.
 - 1.3. Review and update all library policies and procedures with the input of library team members and advice from the Library Commission. Create a comprehensive policy and procedures manual.
2. Advance the Library System Improvement Project
 - 2.1. Complete Phase I (Initial assessment and study) of the Belle Haven Branch Library new facility development project and present results and recommendations to City Council.
 - 2.2. Initiate and complete Phase II (Conceptual design) of the Belle Haven Branch Library new facility development project including conceptual building design, cost estimation and location options, and present results and recommendations to City Council.
 - 2.3. Analyze and prioritize identified facility and technology needs, shortcomings and opportunities at the current Main Library and current Belle Haven Branch. Develop plans to address critical needs, resolve shortcomings and leverage opportunities to make needed facility and technology improvements.
 - 2.4. Assist and support the efforts of partner nonprofit organization Menlo Park Library Foundation to develop and execute fundraising and community information campaigns to support the overall Library System Improvement Project including the priority Belle Haven Library new facility development project.
3. Provide library services and programs that respond to community needs
 - 3.1. Complete the Library Strategic Plan Update 2019-2020
 - 3.2. Use library statistics, community survey response data, and analyses of best practices to inform decisions about new and current library services and programs.
 - 3.3. Target library services, programs and resources efficiently and where they are most effective.
4. Operate high-quality, efficient, community-focused public library locations
 - 4.1. Operate an efficient municipal department that meets assigned service delivery outcomes within operating budget.
 - 4.2. Secure external resources from grants, volunteers, and partnerships that are valued greater than the costs to acquire and maintain the external resources.
5. Create meaningful staff development and training opportunities

- 5.1. Complete individual work plans annually for all department team members. Work plans will include goals, tasks, and Performance goals as well as individual training and professional development goals.
- 5.2. Develop a department wide staff training plan to maximize depth and breadth of organizational knowledge, provide cross-training and development opportunities for career growth.
- 5.3. Conduct regular employee recognition and team-building activities.
6. Engage in robust, transparent, two-way communication and outreach with the community.
 - 6.1. Conduct a comprehensive, data-driven review of the library's webpages, email lists, social media presence, printed materials, and onsite messaging. Identify strengths, shortcomings, and opportunities to improve the effectiveness and transparency of communications.
 - 6.2. Develop a library strategic communications plan to increase transparency and community engagement. Focus messaging efforts to achieve identifiable and measurable outcomes in alignment with Strategic Plan goals and the City's overall brand and marketing plan.
 - 6.3. Target communications and outreach resources efficiently and where they are most effective.

STRATEGIC PLAN TASK MATRIX 2019-20

- Strategic Directions: Our strategic directions establish the major priorities that drive our goals and our work.
- SMARTgoals: Our goals are Specific, Measurable, Achievable, Results-oriented, and Time-bound.
- Tasks: Our tasks are clearly defined and aligned to a specific goal, but flexible to respond to our changing environment.
- Start/end dates: Our tasks have specific timeframes and expectations of when they will be completed.
- Performance goals: Our goals and tasks have measurements to assess if and how well a goal has been achieved.

Strategic Direction #1: **Deliver excellent customer service**

Goal #1.1. Implement a library customer satisfaction data collection system and survey tools to assess community sentiment and satisfaction with library services, operations, and programs.

Task	Description	Start	End	Performance goal
1.1.a	Implement survey tools to collect data about community satisfaction with library services, operations and programs.	Apr 2019	Jan 2020	Implement survey tools by Jan 2020.
1.1.b	Analyze customer satisfaction data and implement service enhancements in response to indicators.	Apr 2019	ongoing	Achieve 90% or higher rating on customer satisfaction surveys.

Goal #1.2. Create a customer service training program for library team members. Train and test all team members on customer service expectations and techniques.

Task	Description	Start	End	Performance goal
1.2.a	Develop and implement customer service procedures and training modules for library staff.	Jan 2019	Sept 2019	Deploy customer service procedures and training modules by Sept 2019
1.2.b	Department team members achieve proficiency with the customer service techniques and training contained in the customer service procedures modules.	Jan 2019	Dec 2019	Team members collectively achieve average 90% or higher score on customer service module proficiency tests.

Goal #1.3. Review and update all library policies and procedures with the input of library team members and advice from the Library Commission.

Task	Description	Start	End	Performance goal
1.3.a	Update and compile a comprehensive library policy and procedures manual.	Jan 2019	Jan 2020	Update policy and procedures manual by Jan 2020
1.3.b	Update the Collection Development Policy	Feb 2019	Jun 2019	Update policy and achieve recommendation of Library Commission.
1.3.c	Update the Computers & Internet Use Policy	Mar 2019	Jun 2019	Update policy and achieve recommendation of Library Commission.
1.3.d	Update the Safety and Emergency procedures manual	Jan 2019	Sept 2019	Update safety and emergency manual.

Strategic Direction #2: **Advance the Library System Improvement Project**

Goal #2.1. Complete Phase I (Initial assessment and study) of the Belle Haven Branch Library new facility development project and present results and recommendations to City Council.

Task	Description	Start	End	Performance goal
2.1.a.	Complete the Belle Haven Library Space Needs Study (Phase I) and present the completed study to City Council.	Oct 2018	Apr 2019	<u>Phase I completed.</u> Belle Haven Library Space Needs study presented to and approved by Council on 4/16/19.
2.1.b.	Overhaul the project webpage menlopark.org/mylibrary to improve transparency and access to key project information.	Feb 2019	June 2019	Overhaul webpage by June 2019.

Goal #2.2. Initiate and complete Phase II (Conceptual design) of the Belle Haven Branch Library new facility development project including conceptual building design, cost estimation and location options, and present results and recommendations to City Council.

Task	Description	Start	End	Performance goal
2.2.a.	Issue RFP/ RFQs and award contracts for architectural design services – Belle Haven Branch Library, possibly Main Library.	June 2019	Sep 2019	Award Phase II architectural contract with no substantive issues, bid challenges or cost overruns.
2.2.b.	Complete conceptual design phase for a new Belle Haven Branch Library, including preliminary building design, cost estimation and location options.	June 2019	Jan 2020	Complete location analyses, conceptual design alternatives, and cost estimates and present options and recommendations for Council action.
2.2.c.	Develop potential financing mechanisms for Council review, including potential public/private partnerships.	Oct 2019	Jan 2020	Develop potential financing mechanisms and present options and recommendations for Council action.

Goal #2.3. Analyze and prioritize identified facility and technology needs, shortcomings and opportunities at the current Main Library and current Belle Haven Branch. Develop plans to address critical needs, resolve shortcomings and leverage opportunities to make needed facility and technology improvements.

Task	Description	Start	End	Performance goal
2.3.a.	Evaluate and prioritize needs, shortcomings and opportunities of current library facilities. Prioritize needs and evaluate costs.	Feb 2019	Jan 2020	Complete facility evaluation and present to City Manager by Jan 2020.
2.3.b.	Conduct a comprehensive review of library technology needs. Prioritize needs and evaluate costs	June 2019	Jan 2020	Complete technology review and present to City Manager by Jan 2020.

2.3.c.	Add electric outlets, lighting and other improvements to main library patio	June 2019	June 2020	Complete improvements by June 2020.
2.3.d.	Create an enclosed and dedicated Teen Space for use by youth visitors to the Main Library	June 2019	June 2020	Complete improvements by June 2020.
2.3.e.	Reconfigure Main Library children's room to maximize visitor capacity, improve sightlines for staff and provide more room for children to study and do homework.	June 2019	June 2020	Complete improvements by June 2020.
2.3.f.	Create more enclosed meeting room spaces in Main Library for public use.	June 2019	June 2020	Complete improvements by June 2020.
2.3.g.	Create more inviting spaces and materials for adult visitors to the Belle Haven Branch.	Feb 2019	Sept 2019	Complete improvements by Sept 2019.
2.3.h.	Work with Teen Advisory Group to improve the Teen Space at Belle Haven Branch and make it more welcoming and attractive to teens.	Feb 2019	Sept 2019	Complete improvements by Sept 2019.
2.3.i.	Create a dedicated staff lounge/rest break area in the Main Library.	Feb 2019	May 2019	<u>Completed</u> . Dedicated staff lounge/ rest break area created in March 2019.
2.3.j.	Evaluate library wayfinding and informational signage. Identify and implement opportunities for improving signage for comprehensibility, simplicity and ease of use.	June 2019	June 2020	Complete evaluation and implement new wayfinding signage by June 2020.

Goal #2.4. Assist and support the efforts of partner nonprofit organization Menlo Park Library Foundation to develop and execute fundraising and community information campaigns to support the overall Library System Improvement Project including the priority Belle Haven Library new facility development project.

Task	Description	Start	End	Performance goal
2.4.a.	Assist the Foundation to secure a professional nonprofit fundraising and advocacy consultant to develop and complete a strategic fundraising and community information plan by December 2019.	Feb 2019	Dec 2019	Engage consultant and complete strategic fundraising and community information plan.
2.4.b.	Assist the Foundation to update the Foundation website and implement Customer Relations Management (CRM) platform	Jan 2019	Apr 2019	<u>Completed</u> . Migration to new website and CRM platform completed in Feb 2019
2.4.c.	Coordinate with the Foundation to develop and deliver a robust community information effort to inform the public about library services, programs, and projects.	Apr 2019	ongoing	Coordinate and expand community information and engagement reach to 20,000+ Menlo Park residents.

Strategic Direction #3: **Provide library services and programs that respond to community needs**

Goal #3.1. Complete the Library Strategic Plan Update 2019-2020

Task	Description	Start	End	Performance goal
3.1.a.	Engage the input and suggestions of library team members in development of the Strategic Plan Update	Dec 2018	Mar 2019	<u>Completed.</u>
3.1.b.	Engage the input and suggestions of the Library Commission and general public in development of the Strategic Plan Update	Dec 2018	May 2019	<u>Completed.</u> Library Strategic Plan Update 2019-2020 recommended by Library Commission 5/20/19.
3.1.c.	Conduct an annual review of performance and progress toward Strategic Plan goals	June 2019	June 2020	Complete next annual review by June 2020

Goal #3.2. Use library statistics, community survey response data, and analyses of best practices to inform decisions about new and current library services and programs.

Task	Description	Start	End	Performance goal
3.2.a.	Develop tools to collect quantitative and qualitative feedback from service users and program attendees.	Apr 2019	Jan 2020	Develop and implement tools by Jan 2020.
3.2.b.	Use feedback to modify program offerings to suit community needs	Sept 2019	ongoing	Ongoing.
3.2.c.	Create a library dashboard of relevant statistics and data for publication online and in print.	Sept 2019	Jan 2020	Dashboard created by Jan 2020.

Goal #3.3. Target library services, programs and resources efficiently and where they are most effective.

Task	Description	Start	End	Performance goal
3.3.a.	Expand ESL offerings, especially in the Belle Haven Neighborhood.	Feb 2019	July 2019	ESL offerings expanded by July 2019.
3.3.b.	Assess library collections and adjust resource allocations to reflect changing user needs.	Feb 2019	May 2019	<u>Completed.</u> Assessment completed in April 2019. No resource adjustments recommended at this time.
3.3.c.	Expand Belle Haven Branch operating hours to open during the school day.	Oct 2018	June 2019	<u>Completed.</u> Belle Haven branch library hours extended on 5/1/2019.
3.4.d.	Continue to develop services and programs for teens at both library locations.	Jan 2019	ongoing	Ongoing.
3.4.e.	Develop a formal plan to enhance library services to seniors	Apr 2019	Nov 2019	Develop formal plan by Nov 2019.

3.4.f.	Offer all major library communications in English and Spanish, increase availability of bilingual and/or translation services.	Jan 2019	ongoing	Ongoing.
3.4.g.	Explore feasibility of creating a seed-lending library and related programs in both locations	Mar 2019	Sept 2019	Complete feasibility analysis and develop recommendation by Sept 2019
3.4.h.	Explore feasibility of creating an afterschool homework support centers at Belle Haven.	Mar 2019	Sept 2019	In progress. Grant funding secured and program operations scheduled to begin in August 2019.
3.4.i.	Using California State Library grant funding, implement a Families for Literacy pilot program to provide literacy support to low-literate adults and their pre-K children.	Apr 2019	Dec 2019	Meet or exceed 100% of the grant reporting requirements.
3.4.j.	Implement the Student Success Initiative to enroll every Menlo Park student in library card membership.	Jan 2019	Sept 2019	Implement initiative by Sept 2019.
3.4.k.	Implement LINK+ interlibrary loan service to enhance access to academic and public library books and materials for Menlo Park patrons.	Feb 2019	July 2019	<u>In progress</u> . Beta test scheduled on 6/1/19; costs included in FY 2019-20 department budget proposal.

Strategic Direction #4:
**Operate high-quality, efficient, community-focused
 public library locations**

Goal #4.1. Operate an efficient municipal department that meets assigned service delivery outcomes within approved operating budget.

Task	Description	Start	End	Performance goal
4.1.a.	Deliver 100% of the department's established service delivery outcomes within established FY 2018-19 operational budget.	Jan 2019	ongoing	100%
4.1.b.	Analyze library staffing needs and organizational structure and develop staffing proposals to address projected service demand changes.	Jan 2019	May 2019	Completed. Staffing proposal developed and included in FY 2019-20 department budget proposal.

Goal #4.2. Secure external resources from grants, volunteers, and partnerships that are valued greater than the costs to acquire and maintain the external resources.

Task	Description	Start	End	Performance goal
4.2.a.	Engage volunteerism in support of library public services.	Jan 2019	Jan 2020	Total annual volunteer hours served is equivalent to or greater than 5% of total annual staff hours worked.
4.2.b.	Increase total amount of grant funding to support library services.	Jan 2019	Jan 2020	Total grant funding secured is equivalent to or greater than 5% of department annual general fund operating budget.
4.2.c.	Establish a formal library internship program with local high schools and institutions of higher learning.	Jan 2020	May 2020	Establish internship program by May 2020.

Strategic Direction #5: **Create meaningful staff training and development opportunities**

Goal #5.1. Complete individual work plans annually for all department team members. Work plans will include goals, tasks, and Performance goals as well as individual training and professional development goals.

Task	Description	Start	End	Performance goal
5.1.a.	Complete individual work plans for all department team members.	Jan 2019	Sept 2019	100% of department team members complete individual employee work plans by 9/30/19.
5.1.b.	Identify individual employee training needs and coordinate training sessions to fill the needs.	Jan 2019	Jan 2020	Identify training needs and schedule trainings for all employees by Jan 2020.
5.1.c.	Identify individual employee professional development goals and develop action plans to help each employee achieve their professional goals.	Jan 2019	Jan 2020	Develop professional development action plans for each employee by Jan 2020.

Goal #5.2. Develop a department wide staff training plan to maximize depth and breadth of organizational knowledge, provide cross-training and development opportunities for career growth.

Task	Description	Start	End	Performance goal
5.2.a.	Develop and implement a operations cross-training program to enhance staff capacity, teamwork and flexibility.	Feb 2019	Sept 2019	<u>In progress.</u> Cross-training program initiated in March 2019.
5.2.b.	Cross-train all front line team members in basic library operational procedures across divisions.	Jan 2019	Jan 2020	<u>In progress.</u> Cross-training initiated in March 2019.
5.2.c.	Develop a department wide staff development and succession plan to maintain continuity of organizational knowledge, minimize operational disruptions, sustain employee retention levels, and provide opportunities for career growth.	Jan 2019	Sept 2019	Increase employee satisfaction with staff development opportunities by 5% or more as measured by employee satisfaction survey results.

Goal #5.3. Conduct regular employee recognition and team-building activities.

Task	Description	Start	End	Performance goal
5.3.a.	Conduct all-hands meetings with employee recognitions at least four times annually.	Oct 2018	ongoing	Ongoing.
5.3.b.	Coordinate in-service training and team-building sessions with all team members at least twice annually.	Jan 2019	ongoing	Ongoing.

Strategic Direction #6: **Engage in robust, transparent, two-way communication and outreach with the community**

Goal #6.1. Conduct a comprehensive, data-driven review of the library's webpages, email lists, social media presence, printed materials, and onsite messaging. Identify strengths, shortcomings, and opportunities to improve the effectiveness and transparency of communications

Task	Description	Start	End	Performance goal
6.1.a.	Develop and implement a library customer satisfaction data collection system and survey tools to assess community sentiment and satisfaction with library services, operations and programs.	Apr 2019	ongoing	Achieve 90% or higher rating on department customer satisfaction surveys.
6.1.b.	Conduct a comprehensive review of the library's web and social media presence. Identify opportunities to enhance effectiveness and increase usability.	Mar 2019	August 2019	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.

Goal #6.2. Develop a library strategic communications plan to increase transparency and community engagement. Focus messaging efforts to achieve identifiable and measurable outcomes in alignment with Strategic Plan goals and the City's overall brand and marketing plan.

Task	Description	Start	End	Performance goal
6.2.a.	Coordinate strategic communications plan with other City departments and external partners to align messaging and reach a broader audience.	Jan 2019	ongoing	Ongoing.
6.2.b.	Establish a communications team to publicize the library's value, strengthen brand awareness and loyalty, and support library strategic goals.	Dec 2019	ongoing	<u>Completed.</u> Department communications team established March 2019.

Goal #6.3. Target communications and outreach resources efficiently and where they are most effective.

Task	Description	Start	End	Performance goal
6.3.a.	Publish a bimonthly department newsletter for citywide distribution.	Mar 2019	ongoing	<u>Completed.</u> Bimonthly newsletter launched March 2019.
6.3.b.	Develop and implement a coordinated social media messaging strategy driven by user analytics	Feb 2019	Sept 2019	Implement strategy by Sept 2019.

ACKNOWLEDGMENTS

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Menlo Park City Council
Menlo Park Library Commission
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Menlo Park Library Teen Advisory Group
Menlo Park Library Foundation
Friends of Menlo Park Library
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City Manager Starla Jerome-Robinson
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Menlo Park Public Works Department
Menlo Park Human Resources Division
Menlo Park Library staff