

PALO ALTO CITY LIBRARY Strategic Plan 2015-2017





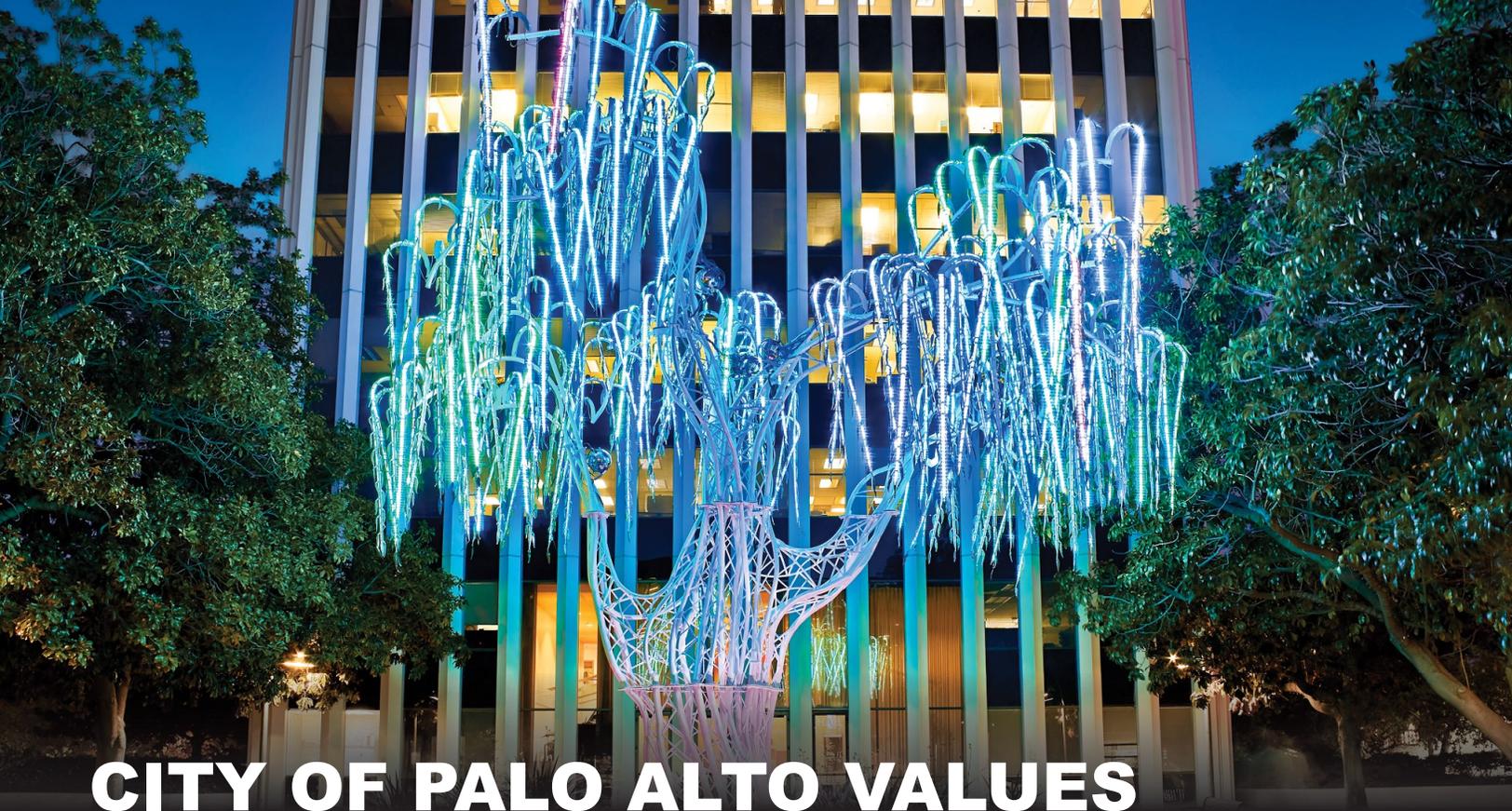
OUR VISION FOR PALO ALTO

*A flourishing city where
People achieve their dreams.*



OUR MISSION

PACL connects and strengthens our diverse community through knowledge, resources, and opportunities. We inspire and nurture innovation, discovery, and delight.



CITY OF PALO ALTO VALUES



Quality

Superior delivery of services



Courtesy

Providing service with respect and concern



Efficiency

Productive, efficient use of resources



Integrity

Straight-forward, honest, and fair relations



Innovation

Excellence in creative thought and implementation



PALO ALTO CITY LIBRARY VALUES



Access

Providing free and open access to collections, resources, and services to all



Risk-taking

Challenging the norm



Community Building

Fostering an engaged community



Diversity

Embracing differences







Create a variety of opportunities for learning and provide effective tools for improving all types of literacy.

Strategies

- Provide early childhood literacy programs based on current research in child development and learning.
- Create opportunities for community members to acquire the necessary skills to succeed in an increasingly digital world.
- Provide a portal to American culture, language, and civic life.
- Ensure that the library's collections, technology, and buildings support the evolving requirements of 21st Century lifelong learning.



GOAL B

Strengthen the community and the library through effective partnerships.

Strategies

- Support Project Safety Net's programs to promote youth well-being and support the 41 Developmental Assets.
- Increase collaboration with Palo Alto's public and private schools and their school librarians.
- Support library stakeholders in their advocacy and fundraising activities.
- Connect librarians to community organizations in order to support their goals and participate in their activities by bringing library resources and services directly to them.



Facilitate civic participation and effective community engagement.

Strategies

- Provide a forum to explore issues of local interest and current events.
- Engage community members, with particular attention to teens and seniors, in library services as volunteers and program advisors.



GOAL D

Expand virtual customer experiences.

Strategies

- Make the library e-branch as usable and useful on mobile devices as on PCs and laptops.
- Grow digital collections to a robust level to meet increasing demand.
- Make discovery and use of library collections, services, and resources more simple.



Foster a culture of excellence, continuous improvement, and risk-taking.

Strategies

- Attract, develop, and retain the most talented employees.
- Provide opportunities and resources for all employees to continue developing their skills and knowledge.
- Embrace and reward creativity and innovation.



ABOUT THE 2015 - 2017

Palo Alto City Library Strategic Plan



WHY A STRATEGIC PLAN FOR THE LIBRARY?

Palo Alto's libraries are well used, highly respected, and much loved by the community. Library staff members take great pride in providing excellent service and library buildings provide a twenty-first century infrastructure for users and staff.

For the past ten years the City and its library department have been engaged in a series of capital projects to replace the Mitchell Park Library and to remodel and modernize the Children's Library, the Downtown Library, and the Rinconada Library (formerly known as Main Library) as well as renovating the College Terrace Library and building an addition to and renovating the Children's Library. These complex projects, and maintaining service to the public during them, have been the primary focus of the library staff during this time.

Consequently, during the past few years the plan for the library has been to complete the projects and to successfully move out of temporary quarters and into the new buildings and to begin to deliver services from these locations again. The new and renovated buildings make available spaces, technology, and new opportunities for services to meet the needs of Palo Alto's residents and library users.

As Library Director Monique le Conge Ziesenhenné and staff members looked toward the completion of these capital projects with opening of the Mitchell Park and Rinconada Libraries in the fall of 2014, they realized that a strategic plan was needed to focus resources and staff on the most important goals, services, and activities that will drive the library forward during the next few years.

This is a time of rapid transformation for public libraries. Information technology, user needs and expectations, and the library workforce are experiencing changes at an unprecedented pace. Thoughtful planning is essential for libraries to anticipate and respond to these changes and to keep the library an essential, vibrant information and learning resource for Palo Alto.



PLANNING PROCESS

Ziesenhenne engaged a consultant to lead the planning process and facilitate the work of a diverse planning team she appointed in May 2014. The group was charged with completing a strategic plan by the end of the calendar year.

Members of the Planning Committee included:

Deborah Anthonyson, *Senior Librarian*

Maristela Cardoso, *Library Specialist*

RuthAnn Garcia, *Library Services Manager*

Chad Helton, *Coordinator, Library Circulation*

Eric Howard, *Assistant Library Director*

Jenny Jordan, *Library Services Manager*

Diane Lai, *Division Head, Information Technology & Collections*

Peter Pfeiffer, *Library Specialist*

Kathy Shields, *Senior Librarian*

Dave Sigua, *Library Associate*

Monique le Conge Ziesenhenne, *Library Director*

Jane Light, *Consultant*

The project consultant reviewed a number of reports before the team's first meeting including:

The National Citizen Survey, City of Palo Alto, California 2013

2013 City of Palo Alto Performance Report

OrangeBoy Inc, Market and Cardholder Analysis for Palo Alto City Library, 2013

Kress Consulting, Palo Alto City Library Technology Plan, 2009-2013

FY2015 City of Palo Alto and Library departmental budget documents

Palo Alto Library Advisory Commission, Library Service Model Analysis and Recommendations (LSMAR), 2006

The Planning Committee first developed drafts of a vision and mission statements, and identified the core values of the department that are library specific and supplement those of the City of Palo Alto. Library staff members were invited to make comments and suggestions through email and posting on an Intranet. The City's Library Advisory Commission (LAC) reviewed the drafts at its August 28 meeting. Planning Committee members reviewed the drafts and conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) exercise at a library all-staff meeting. Information gained from that exercise was very useful when the Committee began to identify goals and strategies for attaining them during the period 2015-2017 and to suggest a vision beyond. A subcommittee of the LAC reviewed the strategic plan prior to its final approval by the Library Director.



HOW WILL THE STRATEGIC PLAN BE USED?

This straightforward, succinct strategic plan will serve two primary functions, to communicate and to set organizational priorities. It will be used to communicate the Library's vision for Palo Alto and the mission, values and goals of the Library in support of that vision to the community, to the City Council, to library users, to other stakeholders, and to employees and potential employees.

The plan will be used to make operational decisions and to allocate personnel and other resources. Opportunities and options will be evaluated in the context of their impact toward attaining the goals.

Annually, as part of the City's budget preparation process, library managers will develop objectives and activities that align with the goals and move the department toward achieving them. Specific strategies and ways to measure progress will be developed as part of this annual work plan. This will ensure that the department's budget supports the strategic plan and that priorities and objectives are driven by the plan.

Palo Alto City Library

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