



City of Appleton

225 N. Oneida Street
Appleton WI, 54911

Meeting Agenda - Final-revised Library Board

Thursday, May 11, 2017

4:30 PM

225 N. Oneida Street

Planning Committee Meeting

1. Call meeting to order
2. Roll call of membership
3. **Action Items**
 - A. [17-692](#) Discussion of options moving forward with library building process

Attachments: [Evaluation Options Grid for Board Meeting.pdf](#)

4. **Information Items**
 - A. [17-693](#) Discussion of relationship between library board and council
 - B. [17-694](#) Trustee Essentials Chapter 11: Planning for the Library's Future

Attachments: [Trustee Essentials Chapter 11.pdf](#)

- C. [17-695](#) Section Objectives Process

Attachments: [2016 Appleton Public Library Objectives.pdf](#)

- D. [17-696](#) Public Library System Redesign project - PLSR

5. **Adjournment**

Notice is hereby given that a quorum of the Common Council and the Library Board may be present during this meeting, although no Council action will be taken.

Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.

Site Evaluation Options - May 2017

Option	Description	Notes	Require refreshed building program?	Requires CIP funds?	What does this mean?	Complications	Opportunities	Impact to fundraising potential?
A	Re-fresh existing site selection matrix	Factor in parking and mobility studies and the updated city comprehensive plan into criteria and weighting.	2015 building program has enough information to proceed with site evaluation	Yes. To evaluate sites you need to understand how the building will be oriented so this isn't as easy as re-using the old spreadsheet	We no longer believe our prior work is valid.	The Board would need to decide what past work is invalidated.	Work with Council earlier on to ensure alignment on criteria and weighting	Unknown until a site is determined
B	Re-do site selection matrix	Factor in parking and mobility studies and the updated city comprehensive plan into criteria and weighting.	2015 building program has enough information to proceed with site evaluation	Yes. To evaluate sites you need to understand how the building will be oriented so this isn't as easy as changing the old spreadsheet	We no longer believe our prior work is valid.	The Board would need to decide what past work is invalidated.	Work with Council earlier on to ensure alignment on criteria and weighting	Unknown until a site is determined
C1	Solicit proposals for a mixed use library on existing site and into parking lot	Factor in parking and mobility studies and the updated city comprehensive plan into criteria and weighting.	Maybe	Maybe	This solidly determines the library would be a part of a mixed use development.	Many questions would need to be addressed in conjunction with City Atty, DPW and Council. Who has authority to do this? What happens with parking?	Allows library to align with priorities in the city's comprehensive plan. A mixed use library has been positively received when discussed. Could help expand the tax base and spark development north of College Avenue.	Unknown until more is known about the project
C2	Solicit proposals for a mixed use library within a geographical range of existing site	Factor in parking and mobility studies and the updated citycomprehensive plan into criteria and weighting.	Maybe	Maybe	This solidly determines the library would be a part of a mixed use development.	Many questions would need to be addressed in conjunction with City Atty, DPW and Council. Who has authority to do this?	Allows library to align with priorities in the city's comprehensive plan. A mixed use library has been positively received when discussed. Could help expand the tax base and spark development north of College Avenue.	Unknown until more is known about the project.
D	Renovate and expand on existing site and into parking lot	How does this impact parking?	Yes	Yes	You have determined that there is no site better than the existing site - or - that the ability to acquire another site is not worth the cost (time, effort, political support, etc..)	This site is designated mixed use in the city's comprehensive Plan. Many questions would need to be addressed in conjunction with City Atty, DPW and Council. Who has authority to do this? What entity would best be the vehicle to bring this forward? What happens with parking?		Less appeal to donors based on national data of library projects
E	Renovate on current site not expanding the building footprint		Yes	Yes. Thesquare footage would dramatically impact previously developed building program.	You have determined that previous decisions to build new or expand library are no longer valid.	This site is designated mixed use in the city's comprehensive Plan. This would be a significant philosophical decision about what kind of library Appleton will have and would result in needing to scale back mission, vision and services.		Minimal appeal to donors based on national data of library projects
F	Do nothing		No	Yes. Facility improvements have been delayed so there is still a significant expense to get the building to where it should be.	You have decided that there is no community support to improve the library	This site is designated mixed use in the city's comprehensive Plan. This would be a significant philosophical decision about what kind of library Appleton will have and would result in needing to scale back mission, vision and services.		No appeal to donors. Potential negative impacts to general fundraising for programs and grants.

Planning for the Library's Future

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The Importance of Planning: Why Plan?

How often do you leave for the grocery store without a list and come back with dozens of items you didn't need, but without the one or two things you absolutely needed? Nobody would ever think of building a house or starting a business without a plan. Yet it is often hard to convince library directors and library boards to create a strategic plan. The most frequent excuse is "We don't have time" or "We are too busy getting our work done."

Information technology, publishing and the book industry, and society itself are in the middle of the greatest series of changes since the invention of the printing press. In 1990, few libraries had computers. Now, they are everywhere. In 1980, women were just entering the workforce in large numbers, and many smaller Wisconsin communities had few, if any, minority residents. Library services must change to reflect changes in our communities. They cannot exist in a vacuum. The library board or director that refuses to plan is like the shopper going to the store without a shopping list. The library may well be offering dozens of services that are not really needed by the community, while failing to offer the one or two services that might provide a great benefit.

Planning for libraries is a process of envisioning the future of both the community and the library and setting a direction for library movement toward a chosen future vision. Planning helps the staff and board understand the situation of their community, set priorities, and establish methods for achieving those priorities. The planning document provides a record of the decisions made during that process. The document also becomes a guide for decision-making and action by staff and the board.

Planning Essentials—Getting Started

Size doesn't matter. Every library needs a plan, no matter how small or how large the library and community may be. However, just as a shopping list will be different for the single person and the family of ten, the *process* followed to create a plan will depend on the size of library and community involved with the project. Large and even many medium-sized libraries, or those libraries accustomed to planning, may have the resources and experience to undertake a full-blown process such as that described in the *Planning for Results*¹ process. *Planning for Results* provides a blueprint for creating a vision of the future for a library and its community, along with a blueprint for creating the services that will enable a library achieve its vision. *Planning for Results*, because it is so thorough, describes a fairly time-intensive process involving a large cast of players. Any library,

In This Trustee Essential

- The importance of planning
- Planning essentials—getting started
- A plan outline
- Where to go for help

¹ Wilson, William James, et al. *Planning for Results: A Public Library Transformation Process*. ALA, 1998

including smaller libraries or those new to planning, will benefit from undertaking the process outlined in *Planning for Results* if its board and staff have the commitment, time, and resources to follow through. However, for novice planners, the process is less important than the fact that planning is carried out. First-time planners often want to follow a simplified process that is less time-intensive. Even a simplified process will help the board and staff gain vital information about the library and community, as well as the experience and confidence needed to expand the process during the next planning cycle.

Who should be involved?

The minimum number needed to draft a strategic plan is one. However, just as the grocery shopper benefits from consulting spouse and family before leaving for the store, the strategic plan for the library benefits from input from multiple individuals. The library director, with the help of system staff, can be relied on to gather statistics about a community. Important statistics include:

- Population size of community broken down by age, gender, racial heritage, etc.
- The existence of large or growing groups of newcomers to the community, whether they are urban or rural transplants, new ethnic groups, or other.
- Economic factors regarding the community, such as household incomes and source of payrolls.
- Educational profile of the community.

At the same time, the director and staff can gather facts about the library. Questions to ask include:

- What services are currently being offered?
- How have usage patterns been changing in the past few years?
- What is the composition of the collection? How many books does the library own? How many audiobooks? DVDs? Children's books, etc.?
- What is the *age* of the collection? What is the average publication date for each section of the nonfiction collection?

By discussing these and similar facts about the library and the community, the staff and board can come to some basic conclusions about the library on which to plan future services. A library with a small large-print collection in a community with a stable, aging population may want to buy more large-print books, for example. A science collection with relatively few titles less than one or two years old probably needs updating.

One of the best ways to gather insight regarding your library is to see how it stacks up against current state recommended standards. [Wisconsin Public Library Standards](#) is updated about every five years. The Standards are not mandatory requirements from the state; rather they are suggestions for basic levels of service organized by library or community size. They suggest such things as basic

collection size for a specific community size. They even recommend a minimum funding requirement for a basic level of library service in the smallest communities. The Standards allow planners to look beyond the confines of their community. (For more information, see [*Trustee Essential #12: Library Standards*](#).)

By talking to other stakeholders, library planners can add to the strength and reliability of their plan as well as obtain buy-in from the public. There is an endless list of individuals and groups that *might* be consulted as part of a basic planning process. Which ones you choose will depend on your particular situation. Suggested players include:

- The mayor and city council (or equivalent)
- Municipal employees such as an economic development officer, senior center director, or recreation department director
- Representatives from the PTA and/or teachers union
- Representatives of active service groups such as Elks, Rotary, or Lions
- Representatives of other social/service organizations such as those representing growing minority populations
- Representatives of the religious community
- Current library users
- Those not currently using the library

You get the picture. The more people you talk to about the community, the more information you will have to create your strategic plan.

How do you gather information?

Probably the most common mistake library planners make when consulting the community in preparation for a strategic plan is to ask people about the library. Neophyte planners ask what library services people are looking for. The real purpose of consulting all of these community representatives is to find out about *them*—what *they* are doing and what is important in *their* lives and work. The library staff and board are the experts in the broad array of possible library services. It is up to the experts to be creative in proposing new services or changes in services to meet emerging needs. The mayor and city council may be interested in developing tourism in a community, but they may never think of the library as a vehicle for collecting and disseminating local information of interest to tourists. If you ask someone what the library should be like, they will answer based on their preconceptions about what a library is. Instead, inquire about community needs and then apply library resources to fashion the services to help the community fill those needs.

There are a variety of ways to ask this large array of players about community needs. One of the simplest but most effective is simply to invite them to the library or a neutral site and talk to them. Find someone who is experienced in conducting focus group interviews. Construct one or more groups built around particular interests, such as the needs of children in the community or the needs of

immigrants. Assist the interviewer in eliciting the opinions of interested parties regarding what is important to them.

Library planners probably most often gather information by means of surveys. If you decide to use a survey, consider the following:

- What is the specific question you are trying to answer? What hypothesis are you testing?
- Don't ask questions simply for the sake of asking. If you ask whether the respondent went to college, for example, how will having the information affect your investigation? How will you use the information?
- Will your survey reach the target audience? Surveys done in the library are useless for learning the needs and opinions of nonusers. Current library users do not necessarily represent a cross section of the community.
- How will your survey be distributed?
- How will your survey be tabulated?
- Do a pretest. Make sure that your respondents have the same understanding of the questions you do.

Again, consider enlisting the help of someone experienced in writing and conducting surveys before you get started. This doesn't have to cost anything. You may find a volunteer at a local chamber of commerce or a nearby university, or a local resident may be willing to help who has conducted surveys as part of his or her business. Your local library system should be able to offer assistance. If you write your own survey, at the very least have someone critique it for you. A poorly executed survey can have less value than no survey at all. It may even lead you to opposite conclusions from those you might have reached otherwise.

A Plan Outline

Okay, you've gathered all your information. What do you do with it? A simple plan might be organized like this:

Introduction:	Discuss the planning process: Who are you? What are your library and community like? How did you find this out? Who did you consult? How did you consult them? What did you find?
Mission Statement:	Which vision of the community are you are trying to support? What is the library's role in supporting that vision? What is the reason the library exists? (See Sources of Additional Information below for information about developing a mission statement.)
Service Responses:	What are the specific services you will offer and, why?

Activities:	Under each service, list the particular activities that will be carried out and what you intend to accomplish. How do these activities relate to the mission of the library?
Evaluation:	How will you measure the impact these services are having on the target population? How do you know if you are doing it right? What are your alternatives if you are not?

The specific time frame your plan should cover will depend on how ambitious your plan is, or how many activities you hope to carry out. There is no magic formula that dictates that your plan should last five years, three years, or even one year. Do what makes sense for your library and your community. The most important thing you can do is to be adaptive. Follow your plan and revisit it along the way. Make sure it is taking you where you want to go, and revise it as necessary. At the end of the planning cycle, when all evaluations are in, start over. Create a new plan and perhaps go a little farther in your information-gathering process.

Special Types of Planning

In addition to general strategic planning for the entire library, you may also want to consider planning projects focusing on special issues such as technology or disaster preparedness.

Many libraries participate in technology planning through their library system and therefore do not need to conduct their own technology planning project. Because new technologies can greatly expand the services and resources offered by a library, it is important that all libraries be involved in some type of technology planning.

Most libraries will rarely experience a severe emergency or natural disaster, but it is best to be prepared, just in case. Fires, floods, tornadoes, and hazardous material accidents can endanger lives, and it is important for libraries to have plans and/or policies in place for dealing with these types of emergencies. It is also important for staff to be trained to handle emergencies properly, including medical emergencies.

Plans and/or policies can also be established to prepare for recovery of library materials after an accident or disaster. The [Wisconsin Public Library Policy Resources](#) page has links to examples of emergency and disaster policies. See below for resources to help with accident and disaster preparedness planning.

Discussion Questions

1. Has your library had a plan before? What did it deal with? When was it done?
2. Who should be involved on the ground floor? Which staff members? Which board members? Who is available with the necessary expertise, including outside volunteers that might be able to help with the plan?
3. What resources does your library system have to assist you with planning?
4. Are there any other plans out there that you might consult (e.g., a comprehensive development plan written for the municipality; a comprehensive plan written for the school system; any plan written by the chamber of commerce)?
5. What do you hope to accomplish? What will you do with the plan once it is written?
6. How does your library compare with other libraries in similar communities? Do you meet or exceed recommended state standards?
7. Can your library system obtain samples of other strategic plans for your committee to look at? After examining them, ask, What was good about them? What didn't you like?

Sources of Additional Information

- Your library system staff (See [Trustee Tool B: Library System Map and Contact Information.](#))
- [Wisconsin Public Library Standards](#)
- OWLS webpage on planning (owlsnet.org/141/planning)
- McClure, Charles R., et al. Planning and Role Setting for Public Libraries: A Manual of Options and Procedures. Chicago, IL: ALA, 1987.
- Nelson, Sandra. The New Planning for Results: A Streamlined Approach. Chicago, IL: ALA, 2001.
- Van House, Nancy A., et al. Output Measures for Public Libraries: A Manual of Standardized Procedures, 2nd ed. Chicago, IL: ALA, 1987.
- Wilson, William James, et al. Planning for Results: A Public Library Transformation Process. Chicago, IL: American Library Association, 1998.
- Zweizig, Douglas, et al. Evaluating Library Programs & Services: TELL IT! Madison, WI: UW School of Library and Information Studies, 1993.
- "Disaster Preparedness and Recovery." American Library Association (www.ala.org/advocacy/govinfo/disasterpreparedness)

- Western New York Disaster Preparedness and Recovery Manual for Libraries and Archives, Third edition 2003, Western New York Library Resources Council (www.wnylrc.org/uploads/documents/preservation/disaster_preparedness/wnydisaster_manual2003.pdf)
- Conservation OnLine (CoOL), Disaster Preparedness and Response (palimpsest.stanford.edu/bytopic/disasters).

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

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2016 Appleton Public Library Objectives

SECTION OBJECTIVES

The following framework was developed by the Director and Assistant Director to inform the objectives process:

Purpose:

To create tangible and preferably measurable objectives for each Section to accomplish in the next 3 years.

- Objectives must specifically support APL's Strategic Plan.
- Objectives will be used to build goals for staff every spring.
- Objectives will be reviewed on an annual basis.
- Objectives will be used to set a course forward towards 21st Century Library Services.

Section Meetings

- Series of 3 meetings with each Section
- First Meeting
 - Before meeting, Supervisors will ask staff to think about what their focus should be in the next 3 years – there should be no concern at this point whether it is measurable or not
 - At meeting, section staff will brainstorm together, offering ideas of what their various areas of focus should be
 - Ideas will be typed up and shared with group
- Second Meeting
 - Before meeting, staff should review brainstormed ideas
 - At meeting, section staff will refine the ideas down to themes and work to make them measurable and obtainable. Larger ideas will be fit to the timeframe and broken into smaller steps.
 - Draft objectives will be typed up and shared with group and with Colleen
- Third Meeting
 - Before meeting, staff should review draft objectives
 - At meeting, discussion about whether anything needs to be added. If so, it should be written at this meeting.
 - Colleen's input will be incorporated into the objectives at this meeting.
 - Time frame will be the focus at this meeting, making sure that the objectives span the entire time, rather than being grouped at the beginning or end.

Communication

Using Slack as a collaborative space, all of the brainstormed ideas and drafts from the sections will be shared with the Supervisor Team

This should be used to inspire new collaborations across Sections, shared objectives that will strengthen the library's approach, and create an understanding of how projects bridge different areas of the library.

Using the Objectives

- Objectives will be used as the basis for goals for 2016.
- Objectives could be a part of a 2016 staff meeting so that all sections understand the focus moving forward.
- Objectives will be used with new staff to have them more easily understand the focus of their section.

Evaluation and Review

Objectives will be reviewed annually and the process will be repeated with review as the first step and then incorporation of new ideas and approaches.

The goal is to have a living document that is flexible to allow for new opportunities and offers a foundation from which to build new services and programs

ADMINISTRATION

Marketing and Communication

In 2016, finalize a Comprehensive Marketing Plan.

In 2017, focus on improving internal communications for both the library itself and its governing bodies.

In 2018, review and update the Comprehensive Marketing Plan with input from the Board of Trustees on the strategic direction of the library.

Collaboration

In 2016, facilitate connections with community organizations, regional libraries and other resources.

In 2017, maximize the use of volunteers and other in-house resources.

In 2018, review and identify needs and opportunities in the community, refocusing the use of in-house resources and connections.

Sustainable Organization

In 2016, streamline the Friends of the Appleton Library granting process.

In 2017, incorporate information and results from system and state studies into library policies and operations.

In 2018, review internal measures for safety and security.

CHILDREN'S SERVICES

Improved Services

Focus on underserved populations

In 2016, Children's Services staff will identify populations who are being underserved, including assessing if there are internal processes that may be inadvertently creating barriers.

In 2017, Children's Services staff will develop ways to reach those populations and remove identified barriers from service.

In 2018, Children's Services staff will evaluate progress to reaching underserved populations, examine changes in demographics, and assess new ways to reach populations.

Social and emotional focus

In 2016, Children's Services staff will receive training on incorporating social and emotional aspects in children's programming and services.

In 2017, Children's Services staff will implement social and emotional aspects into their programs and services.

In 2018, Children's Services staff examine the success of implementing social and emotional aspects into their programs and services and recommend changes moving forward.

Technology and Maker

Implement a makerspace

In 2016, Children's Services will work to define and set a scope for a pop-up makerspace.

In 2017, Children's Services will implement the makerspace, tracking usage of equipment to inform future development.

In 2018, Children's Services will examine the success of the pop-up makerspace and recommend changes moving forward.

Implement online summer library program

In 2016, the Summer Library Program will incorporate READSquared, an online platform.

In 2017, the marketing and implementation of READSquared will be reviewed and adjusted as needed.

In 2018, Children's Services staff will review the success of READSquared for number of participants, ongoing costs, and public reaction.

Media mentorship

In 2016, Children's Services staff will review resources and research on the appropriate use of technology and apps with children of various ages.

In 2017, Children's Services staff will build an app collection that will be integrated into programs and services throughout the Section.

In 2018, Children's Services staff will all be trained in the appropriate use and modeling of using apps and technology with children. All staff will be expected to answer apps and technology questions as they do those for physical materials.

Collaboration

Increase collaboration with non-profits

In 2016, Children's Services staff will identify new opportunities for collaboration with organizations in the community with an emphasis on showing the library in a different and modern light.

In 2017, Children's Services staff will engage in new opportunities for collaboration which show the public the new, modern APL.

In 2018, Children's Services staff will review these new collaborations and identify further opportunities to explore.

Build relationships with existing partners

In 2016, Children's Services staff will work with partners in Appleton Ready to Read to encourage referrals to APL.

In 2017, Children's Services staff will work with clinics and physicians in the Reach Out and Read program to encourage referrals to APL.

In 2018, Children's Services staff will review progress made towards referrals becoming a more natural part of our partnership with clinics and organizations.

COMMUNITY PARTNERSHIPS

Engagement

Meet new adults where they are:

In 2016, the Community Partnerships supervisor and staff utilize Sierra in the Wild.

In 2017, Community Partnerships staff will explore and implement additional passive programs for new adults, offering and encouraging additional participation in library offerings.

In 2018, Community Partnerships staff will explore and implement Programs in a Box, a way for families and new adults to participate in library programming without attending a fixed program.

Focus on collaborations:

In 2016, the Community Partnerships supervisor will work on a template for various degrees of collaboration with an organization, identifying the library's role as well as the organization's, to foster better communication and clearer structure.

In 2017, the Community Partnerships supervisor will work with staff to evaluate collaborations with organizations.

In 2018, the Community Partnerships supervisor will review and evaluate template for effectiveness.

Implement Pro-Active Customer Service:

In 2016, Community Partnerships Staff will draft a plan to create additional flexibility and mobility for service on the Second Floor and Reference Desk.

In 2017, Community Partnerships Staff will work with Network Services and OWLS to draft a recommendation for technology to use in testing options for more mobile staff.

In 2018, Community Partnerships Staff will finish testing options for flexible and mobile staff and pilot a recommended technology and new service plan at the Reference Desk.

Diversity

Explore Multicultural Opportunities:

In 2016, Community Partnerships staff will enhance the Hispanic and Asian heritage events at the library.

In 2017, the Community Partnerships supervisor will form a strong connection with the overall diversity community in the Fox Cities.

In 2018, these events will be examined for community impact, including intentional communication with members of these communities for enhancements and changes.

Increase Intergenerational Offerings and Opportunities:

In 2016, Community Partnerships staff will work with Marketing to implement ways for patrons to better identify intergenerational programs on our website and in print collateral.

In 2017, Community Partnerships staff will evaluate the success of intergenerational programs.

In 2018, Community Partnerships staff will strengthen intergenerational programming.

Comprehensively Address Homelessness and Poverty:

In 2016, Community Partnerships staff will identify organizations and community efforts to allow APL to better address the needs of people experiencing homelessness and poverty in our community.

In 2017, Community Partnerships will work with the identified organizations and efforts to adapt and inform APL's response to this community need.

In 2018, Community Partnerships will implement their new approaches to work with patrons experiencing homelessness and poverty.

E-Branch**Continue Digitization of Local History Materials:**

In 2016, the Local History Librarian will identify opportunities for additional digitization.

In 2017, Community Partnerships will digitize at least one additional item.

In 2018, Community Partnerships will explore a more visual interface to the digital collections.

Design and Implement a Makerspace:

In 2016, Community Partnerships will work to define and set a scope for a pop-up makerspace.

In 2017, Community Partnerships will implement the makerspace.

In 2018, Community Partnerships will examine the success of the pop-up makerspace and recommend changes moving forward.

Implement Online Updates:

In 2016, the Summer Library Program will incorporate READSquared, an online platform.

In 2017, on-demand printing of tax forms will be explored as an alternative or in addition to paper forms.

In 2018, a new platform for local databases will be explored and implemented.

MATERIALS MANAGEMENT - TECH

Workflow and Cross-Training

Deliveries and volunteer workflow:

In 2016, the Materials Management Supervisor will work with Admin to ensure that volunteer badges function consistently on the Tech door.

In 2017, the Technical Services staff will review their physical space for its impact on workflow as part of the installation of new furniture and cubicles.

In 2018, the Materials Management Supervisor will work with Admin to explore the option of a buzzer for the Tech door to allow remote unlocking.

Staff workflow:

In 2016, the Technical Services Staff will map and review their current workflow, including identifying areas of inefficiency to be addressed.

In 2017, the Technical Services Staff will draft recommendations for automating more of their workflow.

In 2018, the Materials Management Supervisor will work with OWLS and Admin to review the cataloging workflow between the two organizations.

Cross-training:

In 2016, the Technical Services Staff will map the flow of materials in their Section.

In 2017, the Materials Management Supervisor will create cross-training opportunities for members of the Technical Services Staff.

In 2018, the Technical Services Staff will review the cross-training and implement further training as needed.

Collections:

In 2016, the Materials Management Supervisor will work with supervisors of other sections to identify collections that need reorganization or other attention.

In 2017, the Materials Management Supervisor will create work plans to address these identified needs.

In 2018, the Materials Management Supervisor will work with section staff to put work plans into action.

Bib Records and Authority Work

Addressing authority issues in the catalog:

In 2016, the Catalogers will explore companies who work on authority issues and get pricing information.

In 2017, the Catalogers will map their current authority workflow.

In 2018, the Catalogers will present recommendations to OWLS and APL on how to improve authority issues in the catalog.

Improving bib records:

In 2016, the Catalogers will review the criteria for “good” bib records and communicate that to the Acquisitions Staff to allow them to better select and/or enhance bib records.

In 2017, the Technical Services Staff will review the use of load tables and global updates to address poor bib records in the catalog.

In 2018, the Technical Services Staff will implement additional tools to improve bib records in the catalog.

MATERIALS MANAGEMENT – RETURNS

Disc Repair:

In 2016, Returns Staff will work with their supervisors to draft a procedure to better identify when to repair discs from other libraries.

In 2017, the Materials Management Supervisor will review new machines for disc repair and recommend potential purchases to address workflow issues.

In 2018, APL will work with OWLSNet to address disc repair issues of system materials.

Shelving:

In 2016, Returns Staff will identify physical shelving issues, focusing on how to positively impact patron experience in the library.

In 2017, the Materials Management Supervisor will work with staff to create a plan to prioritize and address shelving issues with an emphasis on low-cost and high-impact solutions that directly improve customer experience.

In 2018, Administration and Materials Management will work together to examine larger shelving issues and how they can be addressed.

NETWORK SERVICES

Equipment:

During 2016, the library's wifi system will be upgraded to allow better service to our patrons using technology.

By 2017, the library's staff and public computers will be upgraded to Windows 10.

By 2018, the library's meeting room equipment will be updated, including the LED projector and the sound system.

Innovation:

By the end of 2016, wireless printing will be expanded to laptops and devices brought in by patrons.

By 2017, the Technology Committee will explore mobile computing trends and changes, including the creation of a mobile-friendly website.

By 2018, a survey of public computing, including number of computers and layout of work areas will be completed with recommendations for updates.

Supporting Staff:

By the end of 2016, an online help desk system will be explored and potentially implemented to track help desk jobs.

By 2017, the library's staff will be trained to use Windows 10.

By 2018, the Network Services Staff will expand training for new and existing staff.

OPERATIONS

Facility

Streamline meeting room set up

In 2016, Business Manager will work with Section Supervisors and Administrative Assistant to create standards for entries in Evanced, including potentially more meeting room set ups to choose from.

In 2017, hold staff training in sections to instruct staff on the new expectations for booking meeting rooms.

In 2018, Business Manager will meet with Operations Staff and Section Supervisors to review any issues or changes needed to the standards.

Review equipment and safety needs

In 2016, Operations Staff will work to identify equipment needs, and price and prioritize them into a recommendation.

In 2017, Business Manager will implement the recommendation.

In 2018, Operations Staff will review recommendations and update as needed.

Review winter processes

In 2016, Operations Staff will identify issues that arise with winter, including snow removal, air handlers and the catwalk.

In 2017, Business Manager and Operations Staff will find solutions to issues identified in the previous year and begin to implement solutions.

In 2018, Business Manager will fully implement solutions.

Services to Patrons

Handling difficult situations

In 2016, Operations Staff will receive training in working with children.

In 2017, Operations Staff will identify a more private way to communicate between one another and with the LiC in difficult situations with patrons.

In 2018, Operations Staff will identify any additional training which would help with their handling situations.

PUBLIC SERVICES

Improve Equipment and Services

Accept debit and credit cards for fines and printing

In 2016, Public Services Supervisor will work with City Finance Department to better understand implementation timeline and express APL's interest in taking debit and credit cards

In 2016, Public Services Supervisor will work with OWLS staff and Network Services to identify and remedy any issues with accepting credit cards in Sierra and other services

During 2017, Public Services Supervisor will actively monitor the progress of credit and debit cards in the City, working with both the City and OWLS to promptly implement the service once available

By 2018, Public Services will accept debit and credit cards for fines, printing and other applicable services

Improve consistency in training on equipment and technology

In 2016, Public Services Supervisor will identify needs for additional or supporting training for staff on equipment and technology, including a clear list of expectations for staff to meet in the coming years

In 2017, all staff working public desks will be expected to attend training on equipment, both old and new, to improve their ability to help patrons

By 2018, all staff working public desks will be able to help patrons on all equipment and technology at a basic level with specific staff identified as those who are experts on a given piece of technology or equipment

Improve phone system

In 2016, Public Services Supervisor will work with library staff to survey all issues with phones at APL service desks

In 2017, Public Services Supervisor will work with City IT to create a timeline for implementation of fixes for issues identified in survey

By 2018, service desk phones will be user-friendly for patrons, resulting in better customer service

Inclusive Services

Focus on diversity and language skills in staffing and training

In 2016, Public Services Staff will be trained on websites for translation to use at the service desk with non-English speakers

In 2017, Public Services Supervisor will work with City HR to develop approaches to hiring which will allow the Public Services Section to have necessary language skills as well as better represent the community we serve

In 2018, Public Services will develop a services plan that will focus on better service to diverse populations in our community

Select materials to support and appeal to diverse populations in our community

In 2016, Public Services Staff will work with Materials Management to identify collection needs to better serve our diverse community

In 2017, Public Services Staff will use the collection needs as a guide for purchasing as well as building new collections for adults

In 2018, Public Services Staff will work with Materials Management to update the collection needs and use the updated needs as a guide for further collection development

Increase diversity training for Public Services Staff

In 2016, Public Services Staff will identify opportunities for growth in understanding our diverse community

In 2016, one member of the Public Services Staff will serve on the Staff Training Committee and share these identified needs as potential trainings for all staff

In 2017, benefitted Public Services Staff will attend at least one training that is focused on a diverse population

In 2018, Public Services Staff will update the opportunities list and use it to create training both for the entire staff and the section

Staff Mobility and Flexibility

Explore technology to mobilize staff

In 2016, Public Services Staff will draft a plan to create additional flexibility and mobility for desk staff, including the Information and Circulation Desks

In 2017, Public Services Staff will work with Network Services and OWLS to draft a recommendation for technology to use in testing options for more mobile staff

In 2018, Public Services Staff will finish testing options for mobile staff and will implement a recommended technology at both the Circulation and Information Desks

Examine new ways to position service desks to better serve patrons

In 2016, the Public Services Supervisor will work with the Administration and the Business Manager to propose changes to the circulation service model

In 2017, the Circulation Desk and Self Checks will be reconfigured to create a flexible space that is more welcoming for patrons with an emphasis on low-cost solutions

By 2018, Public Services Staff will be out from behind the service desk they are working for 25% of their shift

Explore ways to support outreach to the community

In 2016, Public Services Staff receive training on the implementation of Sierra in the Wild

In 2017, Public Services Staff will provide circulation and library card help to outreach staff who are working large events

In 2018, Public Services Staff will expand the number of events where they provide circulation and library card help by 50%