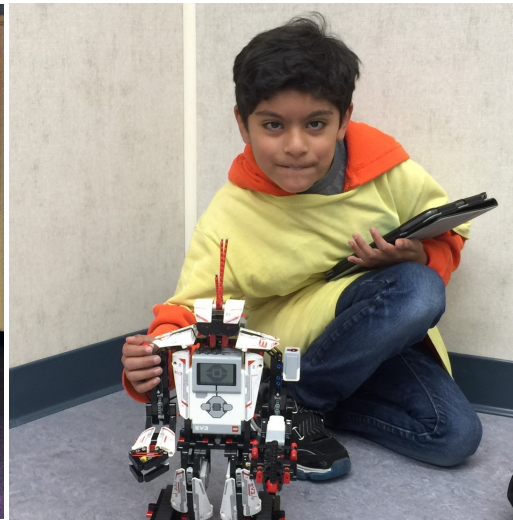




South San Francisco Public Library Strategic Plan 2016-2020



Acknowledgements

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City Council and Library Board of Trustees Adoption

The Library's Strategic Plan for 2016-2020 was adopted by City Council on February 17, 2016.

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South San Francisco
THE BIRTHPLACE OF BIOTECHNOLOGY

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EXECUTIVE SUMMARY

The Library is a heavily utilized and highly valued community resource, bursting at the seams with activity. Visits have doubled in the past six years, from 234,854 in 2009-10, to more than a half million in 2014-15.

Programs and events are in demand. In the past year, attendance increased 38%, reaching nearly 50,000 for the first time.

The South San Francisco community recognizes the library is growing as a hub of activity. They describe the library of the future as a high-tech gathering place, busy, noisy and fun, with programming for all ages. Many are asking for a new modern facility that gives them room to learn, study, converse, play and make.

Based on information gathered from over 1,000 members of our community, the strategic plan will ensure the Library meets these needs, guiding the planning of new services and spaces. Examples include:

- Most neighborhoods are comprised of families with children. Education is highly valued by these households, so the Library will provide expansive learning opportunities for children and adults.
- South San Francisco is a very diverse community and highly values cultural appreciation, making it important for the Library to provide opportunities for cultural engagement.
- Technology, culture, local history, economic mobility, health and travel are valued by a large share of the population, priorities that will help shape the Library's collections and resources.

Three broad interrelated goals encompass the work to be done over the next five years:

- Community Presence - to plan a new joint facility for Library and Parks & Recreation, renovate the Grand Avenue Library and expand outreach services and digital collections.
- Personal Growth and Learning - to develop programs that meet a wide variety of community needs, including development of technology and job skills.
- Community Engagement - to provide services that encourage civic participation, volunteerism, cultural and artistic appreciation and knowledge of local history.



ABOUT THE LIBRARY

Main Library

The Main Library at 840 West Orange Avenue opened fifty years ago in 1966 and is home to the library's primary collections and services as well as over 40 internet-connected computers for library patrons and a strong wireless access network. Many events are held at the Main Library for children and adults, including story times, "makerspaces", cooking classes, and author talks. Collection strengths include a strong collection of feature and "world languages" DVDs and blu-rays, a current consumer health/medical collection, and a focus on large print and self-help materials. The Main Library is open seven days a week.

Grand Avenue Branch Library

A Carnegie Library, the Grand Avenue Branch Library, opened in 1917 and is located on the South San Francisco downtown corridor. Grand Avenue Library is undergoing a renovation in order to meet community demand for more technology, programming, and events. The Library is well-used, with innovative services for low-income youth and their families, such as a robust summer camp and lunch program, a weekly English Conversation Class, the Library's history archives, and collections addressing the diverse needs of the neighborhood.

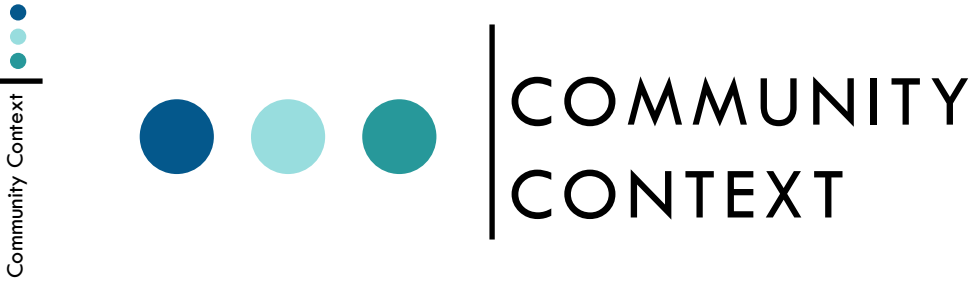
Literacy Services

Project Read

Project Read is located in the lower level of the Main Library and provides basic literacy and financial literacy tutoring for adults. Project Read's Tax Assistance program is very popular. Learning Wheels, a "bookmobile" program of Project Read, provides services to hard-to-reach neighborhoods in North San Mateo County. During a Learning Wheels visit, young children hear stories, use a state-of-the-art computer, receive free books, and play with interactive educational toys.

Community Learning Center

The Community Learning Center is located in the Old Town neighborhood at 520 Tamarack Lane, on the Spruce Elementary School campus. Providing programs and services since 1999, the CLC features a robust after school homework program for elementary school age children and a summer learning program for at-risk kids. The CLC partners with local organizations, such as the South San Francisco Unified School District and Skyline College to provide literacy and educational programs and services for a generally underserved community. Classes at the CLC include citizenship, computer instruction, English and Spanish literacy, and job readiness. One heavily-used service of the CLC is their Creative Center, a special drop-in program for children whose parents are attending classes.



South San Francisco residents, business, and civic leaders participated in our strategic planning engagement process via individual and group conversations, forums and surveys. Conversations focused equally on the community's issues and opportunities and the current state and future of the Library. In all these communications, South San Franciscans illuminated their love for family, culture, and community as well as offering their thoughts about the future. A demographic and market research database was also utilized to gain additional insights. The major themes identified through this process are summarized below.

Children and Education

The majority of households in South San Francisco include families. Along with diversity, families with children is the dominant characteristic of South San Francisco's neighborhoods. For most of these families, education and opportunity for their young ones is paramount. With large Hispanic, Asian and Pacific Islander populations, South San Francisco is home to many first- and second-generation families who immigrated to the area to provide greater opportunity for their children. In many neighborhoods, college enrollment is above the national average.

Within this larger group is a range of family conditions, in terms of age, income, race and ethnicity. Strip away all of the differences – demographic, socio-economic, and consumer preferences – they share the same values: hard work, ingenuity, economic security, quality of education for their children, safety, engaging leisure time, quality of life, and a sense of community. Family is the top priority.

Residents often speak about keeping families intact, in the community and developing local paths to education and careers. Multiple generations of families with deep roots remember the City from fifty or more years ago.

Gateway City for Immigrants

South San Francisco has a wonderful history as a place where immigrants have thrived as new Americans while cherishing their native cultures, proud of their hard work and ability to adapt. South San Francisco provided, and still provides, economic and social mobility.

The neighborhoods served by the Grand Avenue Library and Community Learning Center include a high proportion of immigrants, including recent arrivals. 70 percent of the households are families. One or more in the family has difficulty speaking English, and most of those employed work in service industry sectors such as manufacturing, retail, or health care.

Racial and Ethnic Diversity

South San Francisco is diverse both racially and ethnically, as evidenced across a range of data points in the demographic study. The chance that two or more neighbors in South San Francisco will be of a different ethnic or racial background is at least 74%. This level of diversity spans all income levels and geographic areas, including middle and upper-middle class households.

For many of these Library users, native language books and DVDs provide entertainment and cultural connections. Recently arrived immigrants are also frequent users of library services, and are especially present at the Community Learning Center, Grand Avenue Library, and Project Read's literacy programs.

Culture and Travel

Many households in South San Francisco maintain cultural connections through travel and media habits. As first- or second-generation families, our community uses travel to stay in touch with relatives in other countries and to vacation and explore the world. Foreign films are very popular with our community, as are events for adult and children that celebrate art and culture.

Technology

The majority of households include middle- and upper-middle-class parents who are slightly older, in their late 30s and 40s. They are sophisticated users of technology and provide their children with access to these technologies from a young age. These families use the latest devices, own big screen TVs, play video games and engage with social media.

Senior Services

Services for seniors are a top priority for the community. They hope that City services will help them be able to age in place if they so choose, a concern for many seniors due to recent increases in housing prices and costs of living. Seniors also want to be able to maintain an active and social lifestyle, involved in civic life. They don't want to be left behind by technology and seek ways to learn about computers.

Health and Wellness

Most households are health-conscious, eating health foods and exercising regularly. Some regularly purchase organic foods and practice yoga. For others, especially new immigrants working to support their families, less expensive fast food options are preferred.

Home Improvement

Many middle- and upper-middle-class households in South San Francisco invest in home improvement projects and remodels.

Community and Civic Involvement

South San Francisco residents describe their home as “a very big small town”, emphasizing the working and middle class family environment. Its rich history, beginning as a cattle town, growing into an industrial center and recently emerging as a biotech giant, showcases the innovative leadership that has made this City an attractive community for an increasingly diverse population.

Community involvement in local government and services has always been the norm, with high expectations for customer service in a city that is responsive and accommodating despite its size. A significant number of people continue to stay involved in discussions around civic issues that impact the community’s economic prosperity and its impact on the most vulnerable. Growth and development, education, housing, transportation, safety, and sustainability are often cited as key issues. Community leaders are active volunteers, supporting programs and services provided by city departments, the school district, and other community organizations.

A sense of community is important to many residents. They hope South San Francisco will retain the value of community togetherness as it grows. Residents are described as courteous, pragmatic, modest and generous toward those in need.

Opportunities exist to build and grow future leaders. Leadership development in the community is described as both organic and informal. Current leadership encourages residents to get involved via individual discussions, town hall meetings, the Citizens’ Academy, City Council meetings, and participation on boards and commissions.

Information is commonly shared by word of mouth in the community. Many recall the days when South San Francisco had a local newspaper, but now local news is shared informally. The City recently hired a Director of Communications focused on engaging the community. The increased communication about what is happening in South San Francisco, as well as facts about local issues and opportunities, has been met with enthusiasm and appreciation.

Growth and development as both issue and opportunity

Regional pressure on housing raises concerns in the community. Many are hoping for a sustainable future so they can remain in the area. Others are concerned about significant density. While residents are appreciative of BART, Caltrain and Oyster Point Ferry transportation options, a major local concern is about cross-town traffic.

South San Francisco has created a general plan to comprehensively address growth and development, involving the community in conversations and Town Hall forums. The plan proposes to create a dynamic, popular, downtown area, overcoming the barrier of Highway 101 to create more fluidity between east and west South San Francisco.

This story began with community involvement, and that is where it will continue. Engaging residents is increasingly challenging as lives become more complex and busy. Widely disseminating information and creating greater connections between City leadership and residents presents an opportunity for the City and the Library to help create a future that benefits all.

SERVICE AND FACILITY IMPLICATIONS

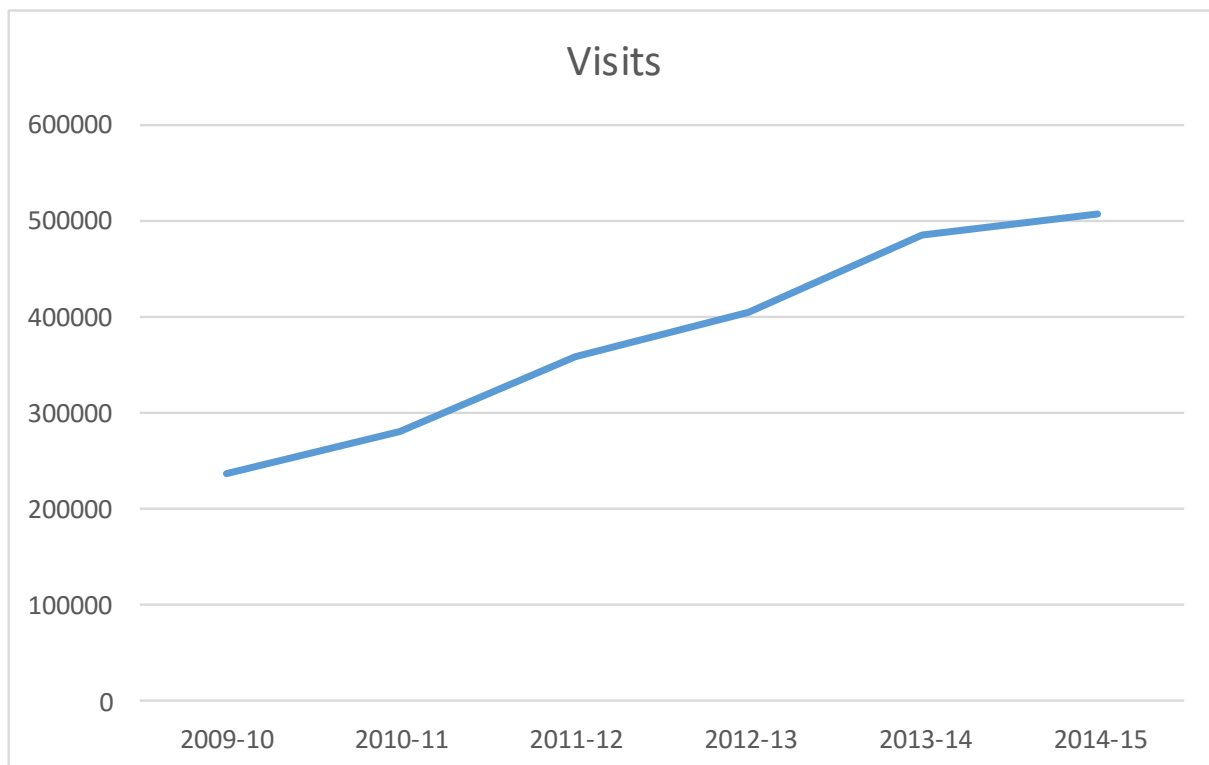
The strategic planning engagement process generated insights that address specific library services and facilities. The direction of the library will involve creating modern spaces for a variety of educational, social, cultural and recreational experiences.

Space Planning

The vision of a new joint Library/Community Center received strong support during the strategic planning engagement process. In addition, people overwhelmingly recognized the value of their Library. Relevant survey responses include:

- 99% of respondents strongly agreed or agreed with “A strong Library and Community Center keeps our kids and seniors active and engaged.”
- 99% of respondents strongly agreed or agreed with “I feel the Library is a strong value.”
- 94% of respondents strongly agreed or agreed with “Kids who use the library after school are less likely to get into trouble.”

Libraries are heavily utilized in South San Francisco. Use of the libraries, as measured by visits to the Main and Grand Avenue facilities, is growing robustly, more than doubling over six years to greater than 500,000:

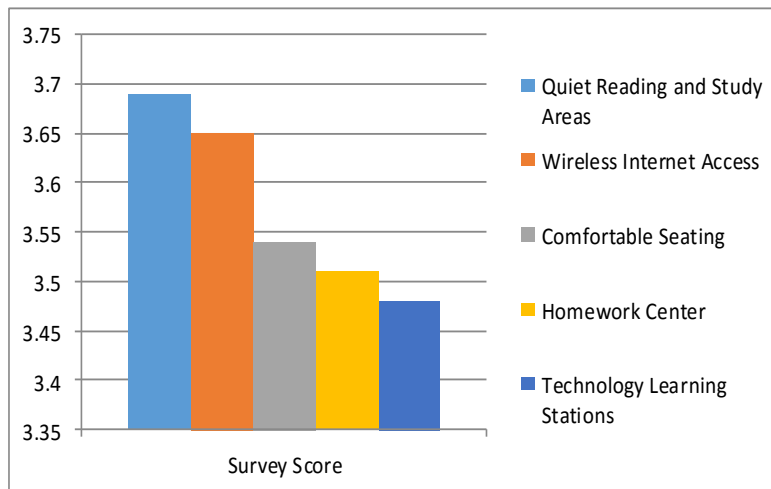


SERVICE AND FACILITY IMPLICATIONS

The demand for programming and events at the library is high. In response to this demand, staff have focused on increased levels of programming. These services have been met with excitement, as program attendance surged 38% to nearly 50,000 in Fiscal Year 2014-15.

Spaces for a New Library and Community Center

Ranking a list of 19 types of library spaces and amenities by importance, on a scale of one to four, survey respondents valued quiet reading and study spaces the most, followed by wireless internet access, comfortable seating, homework center, technology learning stations and children’s play and learn. The top five responses are illustrated below:



The community also described the types of spaces that should be part of a new Main Library and Community Center.

Reading and Study

A new Main Library should include quiet spaces for reading and study. A reading room can be located near the Fiction collection, providing the classic library experience. Individual and group study rooms should be nearby, grouped together in a quiet wing of the building. Throughout the engagements, the community expressed their love of books and reading.

Programs and Events

The community expects the library to grow its program offerings by providing dedicated spaces for a variety of activities. The renovation at the Grand Avenue Library helps accomplish that goal. Event space at Main Library is currently at capacity, one auditorium shared between Children, Teen, Adult and Project Read services. A new Main Library and Community Center will provide the community with more space for a range of events and activities.

SERVICE AND FACILITY IMPLICATIONS

Spaces for Art and Creativity

The community would like dedicated spaces for arts and crafts. A digital music studio was discussed as were art exhibits and film screenings. Creative skills are also recognized for their value in the job market.

Science, Technology and “Maker” Spaces

The community values the Library’s role in providing access to computers and the internet. People want to see expanded technology offerings, including a dedicated learning space, more equipment and instructional classes. Lending iPads and laptops for home use was specifically mentioned as a desired service. Many requested dedicated spaces for technology classes, “makerspaces”, and STEM (Science, Technology, Engineering and Mathematics) education.

Children and Teen Spaces

An expanded children’s space and dedicated teen space are highly desired in a new library, with room for story time and other events. Providing positive experience for teens is a high priority for the community. Popular teen spaces are designed for casual social interaction and include technology such as gaming and “maker” equipment.

Accessible Spaces

A new space should accommodate persons with disabilities, help them and their families feel comfortable and provide them with opportunities for engagement.

Local History Space

The community would like the local history collection moved to a more accessible location. A new Main Library and Community Center provides the opportunity to feature this important resource. In addition, a new dynamic, interactive space provides the opportunity to exhibit historical artifacts and media. The Library will collaborate with the Historical Society to develop any new space and collections.

Outdoor Spaces

The community would like outdoor and natural spaces. A garden and play space were specifically requested. People would also like the new facility to have plenty of natural light.

Health and Wellness

Health and wellness are important to families and seniors in our community. A dedicated area that includes a wellness technology collection and recreation space for fitness classes such as yoga and Zumba would be a fit for our active community.

Other Amenities

A café is a very popular suggestion. A drive through book drop also received mention.

SERVICE AND FACILITY IMPLICATIONS

Children's Services

The importance of family and education drives the community's use of children's services, programs and collections. These collections and services are seen as the most important function of the Library. Demand is high for additional programs and space for children and teens. Supporting teachers was identified as a possible service direction for the Library.

Adult Services

The community highly values the programs and events for adults and wants to see Library staff expand services supporting technological literacy, including more classes and "Tech Drop-In" help desk sessions. Expanded senior services should be a feature of a new Main Library and Community Center, as keeping this population active and engaged is a high priority.

The community speaks highly of the staff, often citing customer service as the reason they choose to visit South San Francisco's libraries instead of those in neighboring towns. High levels of service and staffing have become the expectation.

Collections

The community rates the Library highly for its collections. Books are particularly important, though audiobooks, DVDs and magazines are also popular. Longer borrowing periods for DVDs was suggested. The community would also like to see more and newer books at the Grand Avenue Library. Cuts to the magazine collection in recent years are a concern for some.

World Language and Cultural Interest Collections

The community would like to see the Library grow its world language and interest collections, while also planning unique cultural spaces for a new facility, supporting important community activities such as cultural awareness and preservation. In addition, expanded native language and language-learning resources will support the Library's educational mission.

Digital Collections

The community would like to see the library expand its digital collections, such as digital magazines and streaming video. Language and culture databases may also be popular options for the community. At the same time, an opportunity exists to increase awareness of current digital offerings, such as the library's e-book collections.

Project Read and Literacy Services

The community values Project Read and the Library's impact on literacy, recognizing the important of literacy to self-sufficiency and socioeconomic mobility. Many recent arrivals face challenges due to struggles with second language literacy. Project Read also partners with other organizations to help the community navigate taxes, financial planning and health benefits. A new facility would provide much needed space for tutoring.

SERVICE AND FACILITY IMPLICATIONS

Grand Avenue Library and Community Learning Center

The community served by the Grand Avenue Library and Community Learning Center wants programs and events, for both children and adults. They also want improved collections. A robust, vibrant opening day collection, in multiple languages, and a full calendar of events should be in place in time for the re-opening of the Library.

Many of the households in the neighborhoods served by the Grand Avenue Library and Community Learning Center include a person who has difficulty speaking English. A very diverse population, services in a variety of languages would help meet community needs. Issues pertinent to this community include: childhood literacy, affordable child-care options, supporting school achievement, and access to affordable, healthy food.

The Library should continue to identify innovative ways to serve this community, such as the summer camp and free lunch program. Nutritional and cooking classes would also be popular and potentially beneficial to the health of the community.

Since many are not active on social media, to reach this community staff should perform outreach and post promotional materials at local businesses.



SERVICE AND FACILITY IMPLICATIONS

Workforce Development

Workforce development is a nation-wide issue. In South San Francisco, the spectrum for employment opportunities is wide (from service fields to Biotech), and provides opportunities to build career paths. Partnerships between education agencies, the City and local businesses are focusing on the creation of more paths to local jobs, especially in the STEM disciplines, allowing for multiple levels of educational and skills attainment.

Business owners feel the issues will only become more complex, with a widening gap between available jobs and current skills. More sophisticated skill sets are needed even in manufacturing jobs. Expectations for future work involve providing higher value through much more interpersonal interaction with customers, designing and creating experiences rather than products, managing complex projects with multiple entities, and very high needs for digital literacies and skill sets. South San Francisco has the opportunity to focus deeply in building workforce skills, positively affecting families throughout the City.

Community and civic leaders working with corporations and Skyline College are also formulating strategies for supporting multiple paths to employment. Genentech is investing in a STEM-based curriculum in South San Francisco Unified School District schools and working closely with the community to develop a future workforce. While some vocational opportunities are present at the community college level, there is room for many more paths to develop employment options.

Partnerships in Education

The South San Francisco community values education as an integral route to self-sufficiency and improved quality of life, presenting the Library with numerous opportunities to leverage partnerships for greater impact. For example, **The Big Lift** is a collective impact collaborative led by three agencies – Silicon Valley Community Foundation, the San Mateo County Office of Education, and the County of San Mateo - partnering with dozens of county leaders and community-based organizations to close the achievement gap and improve third-grade reading proficiency throughout the County. South San Francisco is one of four Big Lift-funded collaborations, and the only City as co-sponsor with the (required) school district as lead agency. The South San Francisco Parks & Recreation and Library Departments are involved and invested in this project, partnering with South San Francisco Unified School District and other local agencies.

Volunteerism

The community views keeping youth engaged and providing aspirational experiences as a necessary primary focus in South San Francisco. They'd like to see investments in providing youth with opportunities to have positive experiences in the community. The availability of special programs and volunteer opportunities for all ages and interests is a core community value.



STRATEGIC GOALS



COMMUNITY PRESENCE

- Flexible Use of Library Facilities
- New Main Library
- Expanded Virtual Services
- Pop-up Library Events Throughout the City



PERSONAL GROWTH AND LEARNING

- 21st Century Literacies and Skills
- Creative Skills
- Emerging Technology Trends
- Partnerships and Collaborations
- Advocacy, Grants and Fundraising
- Staff Growth and Innovation



COMMUNITY ENGAGEMENT

- Citizen Awareness and Involvement
- Volunteerism
- Preserving South San Francisco History
- Celebrating Community Diversity
- Supporting Arts & Culture



COMMUNITY PRESENCE

Being present in the community represents multiple opportunities for the Library:

- as a hub of activity and learning
- as a vehicle for partnerships and collaborations throughout the community
- as a virtually accessible resource for collections and services

Residents want a new Main Library that provides enough space to support a variety of activities. People want to use the Library to read, study, create, take a class, attend an event, gather socially and utilize technology. Design ideas include a music studio and makerspace, a space for children and a space for teens, quiet spaces for reading and study, plenty of color and natural light.

The Library's collections are highly valued by the community. Books, audiobooks, magazines and DVDs are frequently cited as highlights of the Library experience. The Library's partnership with the Parks & Recreation Department is seen as a strength for both organizations. Community input supports the idea of a co-located facility that offers an engaging and flexible environment.

Library staff are involved in the community through outreach activities: partnering with City departments and community organizations, using the Learning Wheels early literacy outreach van, hosting "pop-up" story times and services at the Farmer's Market, making classroom visits at local schools, participating in National Night Out neighborhood events, and more.

Virtual services represent another opportunity for the library to engage the community. Feedback suggests people have an interest in connecting with the Library through social media. Indeed, many currently follow the Library on Facebook, Instagram, Twitter and Pinterest. Online account management through the Library's website and via text message is a very popular feature. Library digital collections are also available, consisting of research and homework databases and downloadable e-books. Community feedback suggests streaming video and digital magazines would be popular additions to the online resource mix.



PERSONAL GROWTH AND LEARNING

Education is highly valued across the community. The Library, together with Project Read and the Community Learning Center, is viewed by many as a way to gain important skills and knowledge individually and for their families. The Library's youth services are considered important for providing enrichment to South San Francisco's children. Community input suggests that more programs for teens, especially in art, science and technology, would be highly valued.

Basic literacy is fundamental to prosperity. Digital literacy, the ability to use a computer and navigate the Internet, is also essential to many aspects of daily life: finance, employment, healthcare, transit, shopping, and more. Through interactive technology, story times, reading, tutoring, workshops, homework clubs, citizenship classes and more, the Library, Project Read and Community Learning Center work together to prepare the community for a changing world.

Digital literacies are essential to many of today’s jobs and a talented workforce is the competitive edge that propels a community forward. The library, through a focus on supporting learning and social connections, must be an active participant in a community’s educational continuum. Library programs focused on literacy and STEM are but a sample of the areas of learning and enrichment that bring the community together to learn and grow. The library provides access to emerging technologies in a collaborative environment as well as opportunities for the community to stay current and develop new skills.



COMMUNITY ENGAGEMENT

The Library is positioned to facilitate a shared vision for the future of South San Francisco by:

- providing information about City-wide opportunities, initiatives and development planning with a goal of inclusive decision-making
- developing programs to celebrate local history, culture and diversity
- creating meaningful volunteer opportunities both in the Library and within the Library’s network of partners and collaborators

Facilitating the understanding of issues and participation in decision making is seen as a strength of the Library. Residents think of their Library as a place to access information and gain knowledge, an educational space. The Library daily provides information, research, and referrals. Additionally, it offers experiential opportunities and educational and instructional programs that turn information into knowledge. The Library can play an important role in helping residents become engaged and informed in community decision-making.

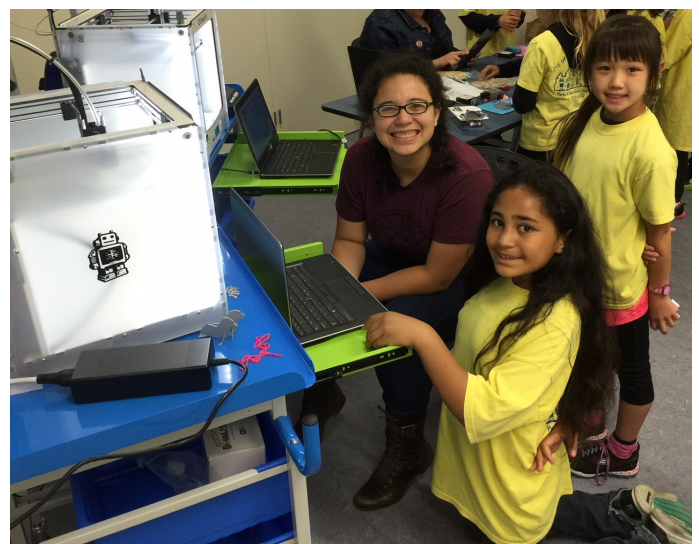
Residents see the services and events hosted at the Library as helping to bring the community together. Programs for adults, teens and children are seen as something the library does well with great possibilities for expansion.

Another important aspect of community engagement is the incorporation of South San Francisco's rich history into the planning process. One of the ways the Library is already moving forward is through the renovation of the historic Carnegie Grand Avenue Branch Library. It is in the process of being remodeled to create a better platform for library services. A warm reminder of the history of the public library in South San Francisco, the Grand Avenue branch is a jewel of a facility in close proximity to historic City Hall. It is truly a neighborhood-oriented library, also patronized by local businesses and people shopping and dining downtown.

The Library has a strong relationship with the Historical Society of South San Francisco, partnering with them in collecting, preserving and curating the City's history. Digitization of existing documents and images will make the collection more accessible. A new Library will provide opportunities to share the rich history of South San Francisco through exhibits of art, artifacts, images and documents.

The Library also has a role in celebrating and preserving culture. Ideas for improvement include expanding collections of books and movies to include more foreign language materials that reflect the diversity of the community.

Community engagement is evidenced by the active role of volunteers at the Library. As a significant wave of South San Francisco residents nears retirement, they will have varying expectations for their community service. The types of programs the community wants to see in a new library will provide a wide range of volunteer opportunities.





ACTIONS AND OBJECTIVES

This plan creates a framework in which a nimble and flexible Library can maximize emerging opportunities. Staff is directed to develop a timeline and measurement for each objective in order to assess and report progress.

2016 TO 2020 AND BEYOND

1. Design New Main Library and Community Center

- *use community input gathered in this plan to begin development of programming and staffing plans for new facility*
- *conduct additional community outreach such as town hall meetings to share vision and elicit feedback*
- *benchmark an array of joint use facilities to identify relevant best practices*
- *prepare an organizational strengths and assets inventory of Library and Parks & Recreation Departments and define roles, responsibilities, and structure in a combined facility*
- *identify spatial requirements and relationships in a co-located facility emphasizing flexibility, adaptability and integration of interactive elements*
- *solicit design proposals for a new library and community center that meets the needs identified in this plan and subsequent community engagements*
- *identify and pursue a variety of funding resources, including private sources and collaborative partnerships*
- *coordinate grant writing and fundraising activities between the two departments and their associated partners, foundation and Friends groups*

2. Staff Development and Training

- *establish innovation teams composed of all levels of library staff*
- *train staff on use of the Strategic Plan to guide growth of services and collections*
- *identify potential cost efficiencies in staffing of new joint facility*
- *develop an emerging technology lab space with an equipment and staffing strategy which includes alternative operation models, participatory service design*
- *identify technological and other skills that will be needed as library adapts to changing needs of community*
- *develop strategies for staff retention and succession management*

3. Re-open Grand Avenue Library with New Collections and Services

- *develop calendar of new programs and events for children and adults at Grand Library*
- *build opening day collection responsive to community needs, with an emphasis on culture, language, citizenship and children's materials*
- *make the History Collection accessible, usable, and celebrated through digitization and community events*

4. Prioritize Community Engagement Strategies

- *develop a mobile strategy to take the library into the community; dedicate staffing and equipment*
- *promote literacy services to neighborhoods served by Community Learning Center*
- *increase use of social media and other online tools to open collections and services to larger audiences*
- *create specific engagement activities for volunteers, such as expanding "Tech Drop-In" and "Makerspace" programming*

5. Build a Robust Digital Environment

- *expand digital collections to include magazine and video formats*
- *add additional databases for language-learning and cultural content*
- *promote e-books during outreach events, especially to tech-savvy neighborhoods*
- *create space and acquire equipment to support technology classes and "makerspaces"*

6. Expand Programming and Events

- *host cultural activities that celebrate the community's diversity*
- *plan events that create awareness of local history in partnership with Historical Society*
- *expand STEM programming for families and youth*
- *provide services supporting the development of new workforce skills and digital literacy, including establishing a computer instruction lab at the Main Library*
- *bring programs to other outlets, such as Grand Avenue Library, Community Learning Center, Senior Center and other city facilities*

7. Develop New Collections Responsive to Community Interest

- *expand world languages and ethnic and cultural interest collections*
- *lend iPads and other devices for at home use*



RESOURCES

The Strategic Plan and supporting data can be found online at:

www.ssf.net/librarystrategicplan

For Further Reading - Resources for Library Service Innovation

1. Aspen Institute, *Rising to the Challenge, Re-envisioning Public Libraries*
<http://csreports.aspeninstitute.org/documents/AspenLibrariesReport.pdf>
2. Aspen Institute, *Rising to the Challenge Re-envisioning Public Libraries: Strategies for Success*
http://csreports.aspeninstitute.org/documents/Strategies_for_Success.pdf
3. ARUP, Future Libraries Workshops Summary and Emerging Insights
http://publications.arup.com/Publications/F/Future_Libraries.aspx
4. Urban Libraries Council: *Leadership Brief: Partners for Education*
http://www.urbanlibraries.org/filebin/pdfs/ULCLeadership_Brief_PartnersForEducation_Jan2015.pdf
5. Urban Libraries Council, *Leadership Brief: Libraries Igniting Learning*
http://www.urbanlibraries.org/filebin/pdfs/Libraries_Igniting_Learning-ULC_Leadership_Brief.pdf
6. The NMC Horizon Report: 2015 K-12 Edition examines emerging technologies for their potential impact on and use in teaching, learning, and creative inquiry in schools.
<http://cdn.nmc.org/media/2015-nmc-horizon-report-k12-EN.pdf>
7. The NMC Horizon Report > 2015 Library Edition examines key trends, significant challenges, and important developments in technology for their impact on academic and research libraries across the globe.
<http://cdn.nmc.org/media/2015-nmc-horizon-report-library-EN.pdf>
8. Huber, John J. 2011. *Lean library management: eleven strategies for reducing costs and improving customer services*. New York: Neal-Schuman Publishers.
9. *Museums, Libraries and Comprehensive Initiatives: A First Look at Emerging Experience*, Local Initiatives Support Corporation: Chris Walker & Lesley Lundgren and *Institute of Museum and Library Services: Carlos Manjarrez & Sarah Fuller*
<https://www.imls.gov/sites/default/files/publications/documents/museumslibrariesandcomprehensiveinitiatives.pdf>

10. IMLS report, *Museums, Libraries and 21st Century Skills*
<http://www.ims.gov/sites/default/files/publications/documents/21stcenturyskills.pdf>
 Search www.ims.gov for “21st Century Skills” for blog posts, additional resources, and learning and grant opportunities.

Trending

11. The Digital Shift is the new home for all technology-related stories and features published by *Library Journal* and *School Library Journal*. <http://www.thedigitalshift.com/about/>

Outreach and Engagement

12. Urban Libraries Council, *Library Priority: Community-Civic Engagement*
http://www.urbanlibraries.org/filebin/pdfs/ULC_Leadership_Brief_II_Full_4Pages.pdf
13. Community as Collection – IMLS Grant. <http://quartz.syr.edu/blog/?p=8338>

