NORTH MIAMI
FLORIDA
776 N.E. 125 Street, North Miami, Florida 33161

Council Report

To: The Honorable Mayor and City Council

From: Lucia Gonzalez, North Miami Library Director

Date: November 25, 2014

RE: **CITY OF NORTH MIAMI LIBRARY 2014-2015 STRATEGIC MANAGEMENT PLAN**

RECOMMENDATION

It is recommended that the Mayor and City Council approve the attached resolution in support of the proposed 2014-2015 Strategic Management Plan for the North Miami Library.

BACKGROUND

Attached is the North Miami Library 2014-2015 Strategic Management Plan, which outlines the library's plan of service.

ATTACHMENTS

Resolution
Strategic Management Plan

RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF NORTH MIAMI, FLORIDA, APPROVING THE NORTH MIAMI LIBRARY'S STRATEGIC MANAGEMENT PLAN FOR FISCAL YEAR 2014-2015; PROVIDING FOR AN EFFECTIVE DATE AND FOR ALL OTHER PURPOSES.

WHEREAS, the State Aid to Library Grant Program is an important component of providing library services to the citizens of North Miami; and

WHEREAS, as part of its application to the State Aid to Library Grant Program, the City of North Miami ("City") is required to submit a strategic management plan for the North Miami Library; and

WHEREAS, the City Manager has reviewed the North Miami Library's strategic management plan, attached as Exhibit "1", and recommends its approval.

NOW THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF NORTH MIAMI, FLORIDA:

Section 1. **Approval.** The Mayor and City Council of the City of North Miami, Florida, hereby approve the North Miami Library's strategic management plan, attached hereto as "Exhibit 1."

Section 2. **Effective Date.** This Resolution shall become effective immediately upon adoption.

PASSED AND ADOPTED by a _____ vote of the Mayor and City Council of the City of North Miami, Florida, this _____ day of November, 2014.

_____
DR. SMITH JOSEPH
MAYOR

ATTEST:

_____
MICHAEL A. ETIENNE, ESQ.
CITY CLERK

APPROVED AS TO FORM
AND LEGAL SUFFICIENCY:

_____
REGINE M. MONESTIME
CITY ATTORNEY

SPONSORED BY: CITY ADMINISTRATION

Moved by: _____

Seconded by: _____

Vote:

Mayor Dr. Smith Joseph	_____ (Yes)	_____ (No)
Vice Mayor Philippe Bien-Aime	_____ (Yes)	_____ (No)
Councilperson Scott Galvin	_____ (Yes)	_____ (No)
Councilperson Carol Keys, Esq.	_____ (Yes)	_____ (No)
Councilperson Marie Erlande Steril	_____ (Yes)	_____ (No)

LIBRARY

Mission Statement: Provide open and free access to information and technology, while fostering independent lifelong learning, personal growth and development, intellectual stimulation, cultural enrichment, and a love of reading.

GOAL 1: TRANSFORM THE PHYSICAL LIBRARY'S ENVIRONMENT

Objectives 1.1: Develop a plan for renovating the library and addressing the most pressing needs

Strategies:	Target Date	Fiscal	Status
1.1.1 Seek additional grants and funding to expand/renovate the existing facility.	01/2014	Yes	Completed
1.111 Apply for Library Construction Grant	04/2013	No	Awarded
1.112 Submit and receive General Fund Allocations	04/2013	Yes	Completed
1.1.2 Select an architect and develop a conceptual plan	01/2013	Yes	Completed
1.1.3 Implement a furniture replacement plan.	12/2014	Yes	In Progress
1.1.4 Implement low cost improvements to exterior areas, to include landscaping and parking	12/2014	Yes	In Progress
1.1.5 Develop and implement a lighting plan and save on utility bills by using more efficient light bulls.	12/2014	Yes	In Progress
1.1.6 Renovate and modernize the circulation, reference and children's desks.	12/2014	Yes	In Progress

Objectives 1.2: Make it easier for residents to access the library's collection and services

Strategies:

1.2.1	Create satellite, mini branch libraries or Kiosks, as points of service throughout the community	7/2016	Yes	Pending
1.2.2	Investigate placing satellite collections in various senior centers and other possible locations, such as parks and other City facilities	10/2015	Yes	In Progress
1.2.1	Investigate the use of a Bookmobile and/or Techno Mobile for neighborhoods, not directly served by the full-service library.	09/2015	No	Pending
1.2.2	Research which programs are more likely to be funded and apply for Library Services and Technology Act Grant	01/2015	No	In Progress
1.2.3	Seek partnerships with other City departments and schools.	On-going	No	On-going
1.2.4	Expand online access through the library's website.	01/2015	Yes	Pending

GOAL 2: RAISE THE LIBRARY'S PROFILE AND SERVICES TO ENERGIZE THE COMMUNITY.

Objectives 2.1: Provide ample collections of current materials in all formats.

Strategies:

2.1.1	Create a new written collection development plan and policies.	01/2015	No	In Progress
2.1.2	Identify alternate sources of funding for materials.	On-going	No	On-going
2.1.3	Continue to purchase copies of bestseller books, popular DVD titles, and e-books	On-going	Yes	On-going
2.1.4	Expand the Foreign Languages collection in response to the changing and diverse needs of the community.	On-going	Yes	On-going
2.1.5	Create more visible displays of materials to attract public interest.	On-going	No	On-going
2.1.6	Create effective signage to showcase the collection.	12/2014	Yes	In Progress

Objectives 2.2: Increase the number of children and teens who use the library and read on a regular basis

Strategies:

2.3.1	Keep working to increase outreach visits to elementary schools in the City.	ongoing	No	ongoing
2.3.2	Continue working with the Quality Education Advisory Board and the area schools to get a library card to every student in North Miami.	ongoing	No	ongoing
2.3.3	Participate in meetings with school librarians to review support resources.	ongoing	No	ongoing
2.3.4	Expand the collections of Manga, graphic novels, animė, current music CDs and DVDs.	ongoing	Yes	ongoing
2.3.5	Enhance the website to include resources	1/2015	No	Pending

	that promote the benefits of reading.			
2.3.6	Develop homework help programs, utilizing volunteers and grant opportunities.	ongoing	No	ongoing
2.3.7	Develop a program to address a dedicated teen space in the Library	12/2014	No	In Progress

Objectives 2.4: Launch an early literacy initiative

Strategies:

2.4.1	Work with local pre-schools and child care centers to add the Library's literacy components to their programs.	10/2015	No	Pending
2.4.2	Initiate an "Every Child Ready to Read" Program to provide reading tips and reading related gifts to families in our community.	1/2016	Yes	Pending
2.4.3	Conduct ongoing toddler and pre-school age programs.	ongoing	No	ongoing

Objectives 2.5: Develop a Community Learning Center

Strategies:

2.5.1	Attract volunteers to offer family and basic literacy services.	ongoing	No	ongoing
2.5.2	Develop a training program for volunteers.	12/2015	No	Pending
2.5.3	Expand ESL classes, utilizing media, software, volunteers, and grant opportunities.	10/2015	No	Pending
2.5.4	Increase the availability and use of technology-based solutions and identifying funding sources and grants.	ongoing	No	ongoing

Objectives 2.6: Use features in the Polaris System to increase convenience to patrons

Strategies:

2.6.1	Continue to notify about reserve and late notices via email.	ongoing	No	ongoing
2.6.2	Send email messages to library users when the library acquires books by their favorite authors.	ongoing	No	ongoing
2.6.3	Continue to educated patrons on how to reserve computers independently using the EnvisionWare Computer Reservation System, without direct staff assistance.	ongoing	Yes	ongoing

GOAL 3: CREATE AN INFORMATION-LITERATE COMMUNITY

Objectives 3.1: Improve access to library computers

Strategies:

3.1.1	Purchase new technology to provide access	02/2016	Yes	Pending
3.1.2	Create early literacy computer stations for families with kids.	01/2015	Yes	In Progress
3.1.3	Increase the numbers of public computers	01/2016	Yes	In Progress

Objectives 3.2: Provide scheduled, basic computer education to address community needs.

Strategies:

3.3.1	Develop an informal schedule of classes	09/2015	No	Pending
3.3.2	Train volunteers to provide instruction in resume preparation, job searching skills, and completion of job applications.	09/2015	No	Pending
3.3.3	Seek grant funding to hire a consultant to create instruction manuals in English, Creole, and Spanish.	09/2015	No	Pending

GOAL 4: SUPPORT LIFELONG LEARNING

Objectives 4.1: Provide programming to encourage lifelong love of reading in children

Strategies:

4.1.1	Provide additional children's programming.	ongoing	No	Ongoing
4.1.2	Partner with the schools and parks to provide literacy and reading programs throughout the year and summer.	ongoing	No	Ongoing
4.1.3	Offer a variety of book discussion groups, especially parent/child.	ongoing	No	Ongoing

Objectives 4.2: Expand programming for teens and adults

Strategies:

4.2.1	Offer more current-interest programs.	ongoing	No	Ongoing
4.2.2	Develop and appoint a Teen Advisory Committee to advise the library on programming and collections of interest	12/2015	No	In Progress

	to their age group.			
4.2.3	Establish a series of cultural and topical programs.	Ongoing	No	Ongoing

GOAL 5: INCREASE THE LEVEL OF AWARENESS OF LIBRARY SERVICES AMONG ALL SEGMENTS OF THE COMMUNITY

Objectives: 5.1 Increase exposure to the library to all residents

Strategies:

5.1.1	Increase the number of library card holders by 15% each year of the plan.	ongoing	No	Ongoing
5.1.2	Increase the number of events targeting the entire family	ongoing	No	Ongoing
5.1.3	Continue working with non-profit organizations, the Quality in Education Advisory Board, and other community partners to make North Miami a community of readers.	ongoing	No	Ongoing

Objectives 5.2: Create new and renew existing partnerships with other organizations and create shared resources

Strategies:

5.2.1	Develop partnerships with local colleges to provide student interns for semester-long projects.	ongoing	No	Ongoing
5.2.2	Create or expand collaborative programs and collections with Parks, MOCA, and other cultural or educational	ongoing	No	Ongoing

	organizations.			
5.2.3	Partner with the chamber of commerce, local businesses, non-profit and other community organizations.	ongoing	No	Ongoing

GOAL 6: CREATE STRONG AND EFFECTIVE WAYS OF CONDUCTING THE LIBRARY'S BUSINESS

Objectives: 6.1: Address the library's staffing needs

Strategies:

6.1.1	Identify staffing needs to implement this strategic plan and daily operations.	01/2015	Yes	Ongoing
6.1.2	Continue to investigate grants to hire personnel for time-constrained special projects	ongoing	No	Ongoing
6.1.3	Contact Library Schools to place Interns at the library.	ongoing	No	Ongoing
6.1.4	Arrange community service opportunities for local college and university students.	ongoing	No	Ongoing
6.1.5	Develop training programs and provide opportunities for staff to attend online or off-site programs in order to increase/ improve their skills and expertise.	ongoing	No	Ongoing
6.1.6	Implement programs to recognize and reward outstanding performance	ongoing	No	Ongoing

Objectives 6.2: Increase communication about the Library to local residents

Strategies:

6.2.1	Work with City's PIO to advertise and market library services in the community via local radio and PSAs on City cable TV.	ongoing	No	Ongoing
6.2.2	Routinely communicate information about new library programs and initiatives by providing outreach library services to the community.	ongoing	No	Ongoing
6.2.3	Actively seek Creole speaking volunteers	ongoing	No	Ongoing
6.2.4	Launch an email newsletter.	10/2015	No	Pending
6.2.5	Produce an annual report for mailing to all library supporters and users.	09/2016	No	Pending

Objectives 6.3: Improve library efficiency and effectiveness

Strategies:

6.3.1	Explore methods to reduce the costs of delivering service by using technology, streamlining routines or outsourcing.	Ongoing	No	Ongoing
6.3.2	Review event, program, computer and meeting room management software to create ease of use.	09/2014	Yes	

Objectives 6.4: Increase advocacy and fundraising potential

Strategies:

6.4.1	Identify programs that might attract corporate sponsorship.	ongoing	No	Ongoing
6.4.2	Develop a case statement to be used with	01/2015	No	Pending

	potential donors.			
6.4.3	Publicize donation options – memorials, birthday gifts, planned giving, and annual appeal.	09/2015	No	Pending