

# Bridges for Calcasieu Parish



Calcasieu Parish Public Library  
STRATEGIC PLAN

2008 - 2012

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# I. LETTER FROM THE BOARD CHAIRMAN

Dear Citizen of Calcasieu Parish:

Your Calcasieu Parish Public Library System, with its branches spread across our communities from east to west and north to south, is one of the most responsive public service institutions in Calcasieu Parish. With its history of service since 1974, the Library continually strives to sustain the pride that Calcasieu citizens show through active use of its materials, programs, and services.

The Library's great leap forward was made in the Capital Improvement Program of the early 1990s, when citizens passed a bond election to expand and create new library facilities. With wise governance, that debt was retired ahead of schedule. The Library improved its service quality with successive "strategic plans", the last of which was completed in 2003 and was interrupted by the Hurricane Rita in September, 2005. Except for one of the thirteen branch facilities, the storm mercifully spared the Library's infrastructure. However, Calcasieu Parish was profoundly changed as a result of the hurricane time. As the Library system repaired and crossed into 2006-2007, the need for revisioning the library service became paramount.

Then the Gates Library Foundation, in cooperation with the Southeastern Library Network (SOLINET), began its Gulf Coast Library Recovery Project, with workshops targeted on the public libraries in Louisiana and Mississippi impacted by the Hurricanes Katrina and Rita. Out of this effort came the Planning Grant which SOLINET awarded to the Calcasieu Parish Public Library in November, 2007, and on which work began in January 2008, with nationally-recognized consultants Sandra Nelson and June Garcia.

As a result, we have now completed and present to the Parish Community the Library's Strategic Plan 2008-2012, which we have appropriately titled "Bridges for Calcasieu Parish". The Library's informational, recreational, and educational "bridges" to the future will be dynamically improved with this plan, approved by the Library Board of Control in July, 2008. I extend my hearty thanks to those who joined in this cooperative effort. We acknowledge them gratefully on the next page!

Anthony Zaunbrecher, President, CPPL Board of Control

## II. ACKNOWLEDGMENTS

The Library Board of Control and Library Director wish to express their sincere appreciation to the following groups and individuals who collectively bear responsibility for the successful completion of this Strategic Plan 2008-2012:

**The Bill & Melinda Gates Library Foundation**

**The Southeastern Library Network, Inc. (SOLINET)**

**Mary Ellin Santiago**, Manager, Gulf Coast Libraries Recovery Project, SOLINET

**Cheri Smithson**, Grant Coordinator, Gulf Coast Libraries Recovery Project, SOLINET

**Rebecca Hamilton**, State Librarian, State Library of Louisiana, Baton Rouge

**Richard Cole**, Calcasieu Parish Tax Assessor

**Terry Manuel**, Legal Counsel, Calcasieu Parish Police Jury

**Jerry Milner**, Finance Director, Calcasieu Parish Police Jury

**Randy Miller**, Imperial Calcasieu Regional Planning & Development Commission

**Core Strategic Planning Staff of the Calcasieu Parish Public Library:**

- **Loretta Gharst**, Associate Director, Collections & Computing, Strategic Plan Coordinator
- **Pamela Edwards**, Associate Director, Public Services
- **Ursula Jones**, Associate Director, Human Resources and Programs
- **Butch Roberts**, Facilities Manager
- **David Comeaux**, Deputy Facilities Manager
- **Judy Davidson**, Marketing and Public Information officer

**Supervisors and Coordinators Group of the Calcasieu Parish Public Library**

**Peggy Trahan**, Administrative Secretary, Calcasieu Parish Public Library

**Katy David**, Administrative Assistant, Calcasieu Parish Public Library

**Calcasieu Parish Public Library Community Planning Committee:**

- **R.B. Smith**, Sowela Technical Community College
- **John Fontenot**, Gulf Coast Carpet
- **Irene Vandever**, Arts and Humanities Council of SWLA
- **Wayne Savoy**, Superintendent, Calcasieu Parish School System
- **Sylvia Stelly**, Voice of Liberty
- **Keri Forbess-McCorquodale**, Solutions EAP
- **Julio Galan**, Family and Youth Counseling Agency
- **Pam Whiteard**, First Federal Bank of Louisiana, Sulphur
- **Jennifer Wallace**, Calcasieu Parish Police Jury
- **Dr. B.J. Foch**, Calcasieu Parish Health Unit
- **Nancy Khoury**, Library Director, Frazar Memorial Library, McNeese State
- **Pam Dixon**, Calcasieu Parish Schools, Lake Charles Boston Academy of Learning
- **Pearl Cole**, Abraham's Tent
- **Richman Reinauer**, Reinauer Real Estate Corp.
- **Imam Ahmed Ali El-Mamlouk**, Islamic Society of Lake Charles
- **Tony Caraway**, Calcasieu Parish Council on Aging
- **Fred Rickman**, Big Brothers & Big Sisters of SWLA
- **Mary Unsworth**, Library Teen Advisory Board Member
- **Hon. Ron LeLeux**, Mayor, City of Sulphur

### III. EXECUTIVE SUMMARY

In 2006, the Bill and Melinda Gates Foundation awarded a grant to SOLINET to fund the *Gulf Coast Recovery Project* to assist public libraries in Louisiana and Mississippi damaged by Hurricanes Katrina and Rita. The *Gulf Library Project* provided planning grants to assist thirteen libraries, including the Calcasieu Parish Public Library, to develop plans to replace and/or reorganize existing library services to meet the changing needs of the post storm population.

In the fall of 2007, the Board of Trustees of the Calcasieu Parish Library submitted a grant to SOLINET requesting funds to hire Sandra Nelson and June Garcia to complete a strategic planning process for the library using the process described in *Strategic Planning for Results*.

The planning process was a collaborative effort and included community stakeholders, all levels of library staff, the members of the library management team, and the members of the Library Board of Trustees. The process included identifying parish needs and determining how the library could work with other parish organizations and agencies to meet those needs. After two meetings of the Community Planning Committee, three open staff meetings, several board meetings, and countless administrative staff meetings, the seven goals were presented to the board for review and approval. After a comprehensive discussion, the Library Board adopted the following goals for 2008-2012:

Goal 1: Adults and teens will have the resources and services they need to explore topics of personal interest and continue to learn throughout their lives.

Goal 2: Children will have the resources they need to satisfy their curiosity, explore new ideas, and develop new personal skills.

Goal 3: Adults and teens will have timely access to new and popular materials and programs that stimulate their imaginations, respond to their current interests, and provide pleasurable reading, viewing, and listening experiences.

Goal 4: Children will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.

Goal 5: Preschool children will have programs and services designed to help them to develop a love of books and reading and to prepare to enter school ready to read, listen, and learn.

Goal 6: Everyone will have high-speed access to the ever-growing resources and services available through the Internet.

Goal 7: Everyone will have attractive, safe, and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking

Goals alone are insufficient to ensure that services are meeting the needs of community residents, so the Library Board has adopted an aggressive set of objectives to measure the library's progress towards achieving these goals. Specifically, the library will measure progress in three distinct ways. They will determine:

- The number of users who participate in or use various services
- The percent of users who indicate on a survey that met the library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service
- The number of units of service (items circulated, reference questions answered, etc.)

Progress on all of these measures will be reported to the Library Board on a regular basis.

Library management and the Library Board recognize that it will be necessary to reallocate existing resources (staff, collection budget, space within existing facilities, and available technology) in support of these service priorities. Both have publically stated their commitment to do so.

The Library Board of Trustees and the library staff are looking forward to working collaboratively with the Police Jury, community organizations, and local residents to achieve the ambitious goals in this plan. They are confident, that working together, they can continue to meet the diverse needs of the residents of Calcasieu Parish.

## IV. GOALS, OBJECTIVES, AND ACTIVITIES



### GOAL 1

**Adults and teens will have the resources and services they need to explore topics of personal interest and continue to learn throughout their lives.**

#### Objectives

- 1.1. Annually, the circulation of adult and teen non-fiction will be at least 133,000 items.
- 1.2 By FY12, a minimum of 85% of teens and adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found what they were looking for.
- 1.3. Annually, a minimum of 18,800 teens and adults will attend library sponsored or co-sponsored programs designed to help them explore topics of personal interest and at least 75% of the teens and adults surveyed will evaluate those programs as very good or excellent.
- 1.4 Annually, a minimum of 5,200 questions will be answered by the staff of the Genealogy branch.

#### Selected Activities

- Increase awareness of library resources and services for teens by collaborating with other organizations, such as the Leadership Center, and by involving teens in selecting and planning programs of interest to them, such as test , careers, popular technology, and gaming
- Enhance library programming for adults by offering programs on popular topics such as health and fitness, living green, financial planning for life, and artistic and cultural subjects of interest.
- Provide assistance in the use of genealogy resources and offer programs that improve library user's ability to find, evaluate, and use genealogy materials and online services.

## GOAL 2

**Children will have the resources they need to satisfy their curiosity, explore new ideas, and develop new personal skills.**

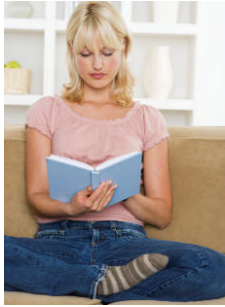


### Objectives

- 2.1. Annually, the circulation of juvenile non-fiction will be at least 46,000 items.
- 2.2. Annually, a minimum of 10,500 children will attend a library sponsored or co-sponsored program designed to help them explore new ideas or develop new personal skills.

### Selected Activities

- Develop and maintain current children's non-fiction collections with multiple copies of popular titles.
- Promote awareness of children's non-fiction collection through in-library displays, informational materials, electronic pathfinders, and themed activities featuring subjects of interest to children.
- Assist children in learning to use and evaluate library resources to satisfy their curiosity on topics of interest, both in-house and remotely.
- Develop and expand library sponsored children's clubs that focus on topics and activities of interests to children.
- Continue annual Summer Reading program and offer programs in the library and at non-library locations on subjects of interest to children.



### **GOAL 3:**

**Adults and teens will have timely access to new and popular materials and programs that stimulate their imaginations, respond to their current interests, and provide pleasurable reading, viewing, and listening experiences.**

#### **Objectives**

- 3.1. By FY12, the circulation of young adult fiction will increase from 11,123 (FY07) to 14,000 and the circulation of adult fiction will increase from 173,438 (FY07) to 191,000.
- 3.2. By FY12, the circulation of adult media (CDs, videos, DVDs etc) will increase from 218,487 (FY07) to 253,000.
- 3.3. By FY12, a minimum of 85% of teens and adults surveyed will indicate that they found something good to read, listen to, or view at the library.
- 3.4. By FY12, a minimum of 85% of adults surveyed will indicate that they received the material they reserved in a timely manner.
- 3.5. By FY12, the circulation of digital media will have increased from 1,371 (FY07) to 5,000.

#### **Selected Activities**

- Provide additional copies of high-demand teen and adult fiction titles in all formats.
- Create and maintain in library displays of materials in a variety of formats featuring different genres, popular titles, authors, series, new materials, older materials, and themes.
- Promote availability of digital library collection and assist library users in learning how to download and use electronic books and other digital media on the library's website.
- Provide aggressive Reader's Advisory Services for what to read next, suggestions for music, and movies both in the library and online, and library sponsored blog on fiction.
- Develop annual system wide programs for adults and for teens such as Summer Reading Program for adults and Summer Reading Program for teens.

## GOAL 4

**Children will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.**



### Objectives

- 4.1. By FY12, the circulation of juvenile fiction will increase from 26,161 (FY07) to 30,000.
- 4.2. By FY12, the circulation of juvenile media (CDs, videos, DVDs, etc) will increase from 62,014 (FY07) to 75,000.
- 4.3. Annually, a minimum of 12,840 children will attend an in-library sponsored or co-sponsored program designed to stimulate their imagination.
- 4.4. Annually, a minimum of 8,560 children will attend a program designed to stimulate their imagination at a non-library location.
- 4.5 Annually, a minimum of 6,400 children will participate in the summer reading program.

### Selected Activities

- Increase the number of children's popular titles in print, audio, and digital formats and promote use of the collection through suggesting books, music, movies, e-books, and other digital items that children might enjoy.
- Create and maintain attractive library displays of fiction materials to introduce children to authors and titles they might enjoy.
- Create in library activities and programs that will stimulate children's imaginations and promote use of library collection and services.
- Create children's programs such as book talks and story times for non-library locations that will stimulate children's imaginations
- Create intergenerational library programs that children and parents can participate in together such as "Prime Time", "Mommy and Me", and "Father and Son" programs.
- Continue to offer a dynamic Summer Reading Program that encourages children to continue to read through out the summer.



## GOAL 5

**Preschool children will have programs and services designed to help them to develop a love of books and reading and to prepare to enter school ready to read, listen, and learn.**

### Objectives

- 5.1. By FY12, the circulation of easy books will increase from 93,973 (FY07) to 104,000.
- 5.2. By FY12, the number of e-books for children viewed through the library's Web site will increase from 11,052 (FY07) to 12,900.
- 5.3. Annually, a minimum of 9,430 preschool children will attend a program presented for them in the library.
- 5.4. Annually, a minimum of 6,290 preschool children will attend a program presented for them at a non-library location.
- 5.5. By FY12, the number of preschool children participating in the Summer Reading Program will increase from 9,600 (FY07) to 9,900.
- 5.6. By FY12, a minimum of 85% of parents and caregivers surveyed will indicate that the library's services for preschool children are very good or excellent.

### Selected Activities

- Create pre-school library collections that promote a love of reading and prepare children to read, listen and learn.
- Assist parents and caregivers in learning to access, locate and select age appropriate materials they can share with young children at home or at day care.
- Increase the number of pre-school e-books available from the library online and assist parents and caregivers in learning to access them, both in-house and remotely..
- Provide library programs for parents and care givers on using library resources to prepare children to read, listen, and learn.
- Continue to offer dynamic Summer Reading Programs that encourage parents, caregivers and siblings to read to young children throughout the summer.

## GOAL 6

**Everyone will have high-speed access to the ever-growing resources and services available through the Internet.**



### Objectives

- 6.1. By FY12, the number of sessions on library-provided computers will increase from 238,003 (FY07) to 245,150.
- 6.2. By FY12, a minimum of 85% of the people who access the Internet on a library-provided computer will indicate that the library's Internet service met their needs.
- 6.3. By FY12, the number of people who connect to the Internet via the library's Wi-Fi access will increase from 1,668 (FY07) to 4,000.

### Selected Activities

- Ensure library users will have efficient access and use of online library resources and services through sufficient bandwidth and sufficient numbers of public computers that are configured for speed and graphics.
- Provide library users with the ability to print, to save materials to designated portable storage devices, and staff assistance in learning to use these items.
- Aggressively market public computers and wi-fi technology by creating articles, brochures, newsletters, web page content and blog.
- Provide trained staff to assist library users in locating desired resources and services available online.
- Offer regularly scheduled public classes on basic computers, internet safety, specialized software applications, and database searching.



## GOAL 7

**Everyone will have attractive, safe, and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.**

### Objectives

- 7.1. By FY12, the attendance at library facilities will increase from 624,728 (FY07) to 630,000.
- 7.2. By FY12, the number of registered borrowers will increase from 92,981 (FY07) to 95,770.
- 7.3. By FY12, the number of hits on the library's web site will increase from 487,543 (FY07) to 540,000.
- 7.4. By FY12, 85% of web site users surveyed will rate the library's web site as informative and easy to use and they found what they needed online.
- 7.5. Annually, a minimum of 675 meetings or programs sponsored by community groups will be held in library facilities.
- 7.6. By FY12, 85% of library visitors will indicate that the library was an attractive, safe, and welcoming place.

### Selected Activities

- Create inviting library buildings by designating functional public spaces where library users can sit, read, visit with other library users, study and / or attend library sponsored activities.
- Provide attractive, welcoming, and ergonomically appropriate furnishings to support library services and functions.
- Position the Library as a vital community organization by providing regularly updated library pages; online access to library collection, reference resources, book clubs, library sponsored blog, newsletters and event information; and reader's advisory services for all age levels.
- Aggressively market the availability of library conference rooms and meeting rooms at specific branch locations.

## CALCASIEU BRANCH PRIORITIES

	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7
Bell City	Adults & Teens Imagination	Children Imagination	Early Literacy	Adults & Teens – lifelong learning	Children-satisfy curiosity	Comfortable Place	High speed access
Carnegie	Adults & Teens Imagination	Adults & Teens - lifelong learning	High speed access	Children Imagination	Children-satisfy curiosity	N/A	N/A
Central	Adults & Teens Imagination	Adults & Teens - lifelong learning	Children Imagination	Children-satisfy curiosity	Early Literacy	High speed access	Comfortable Place
DeQuincy	Comfortable Place	Adults & Teens Imagination	High speed access	Early Literacy	Children Imagination	Adults & Teens - lifelong learning	Children-satisfy curiosity
Epps	High speed access	Children Imagination	Early Literacy	Adults & Teens – lifelong learning	Adults & Teens Imagination	N/A	N/A
Fontenot	Adults & Teens Imagination	Children Imagination	Children-satisfy curiosity	High speed access	Adults & Teens - lifelong learning	Early Literacy	N/A
Hayes	Adults & Teens Imagination	Children Imagination	Early Literacy	Adults & Teens – lifelong learning	Children-satisfy curiosity	Comfortable Place	High speed access
Iowa	Adults & Teens Imagination	High speed access	Children-satisfy curiosity	Comfortable Place	Children Imagination	Early Literacy	N/A
Maplewood	Comfortable Place	Adults & Teens Imagination	Adults & Teens - lifelong learning	Early Literacy	Children-satisfy curiosity	Children Imagination	High speed access
Moss Bluff	Adults & Teens Imagination	Children Imagination	Adults & Teens - lifelong learning	Early Literacy	High speed access	Children-satisfy curiosity	Comfortable Place
Starks	Adults & Teens Imagination	Children Imagination	High speed access	Early Literacy	Comfortable Place	Adults & Teens - lifelong learning	Children-satisfy curiosity
Genealogy	Adults & Teens - lifelong learning	Comfortable Place	High speed access	Children-satisfy curiosity	N/A	N/A	N/A
Sulphur	Comfortable Place	Adults & Teens Imagination	Adults & Teens - lifelong learning	Early Literacy	Children-satisfy curiosity	Children Imagination	High speed access
Westlake	Adults & Teens Imagination	Early Literacy	Children Imagination	High speed access	Adults & Teens - lifelong learning	Children-satisfy curiosity	Comfortable Place

## V. ORGANIZATIONAL COMPETENCIES

Organizational Competencies will help the library achieve its service goals. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the library's effectiveness and efficiency.

Organizational competencies have been identified in eleven key areas:

- Finance
- Internal communication
- External partnerships
- Fund raising
- Governance
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Training and staff development
- Policies

Two or more initiatives accompany each organizational competency. These initiatives are projects that must be completed if their respective organizational competency is to be achieved. Each initiative has a date during the strategic planning period by which the initiative should be completed.

### ***Organizational Competency 1***

#### **FINANCE**

The Calcasieu Parish Public Library will be conscientious stewards of public funds and utilize the available monies to provide needed and wanted library services to residents of the parish.

Initiative 1.1: By August 30, 2008, provide the Library Board with cost projections for operating and capital needs for the 10-year period covered by the 2009, library tax election.

Initiative 1.2: By October 30, 2008, establish the Blue Ribbon Task Force that will manage the 2009, library tax election.

Initiative 1.3: By June 30, 2009, develop a multi-year Comprehensive Financial Plan for the library's operating and capital needs that shows public funding

sources, as well as private funding from sources such as grants and other private fund-raising.

Initiative 1.4: By July 30, 2008, prepare a Board Policy Directive to the Administration that includes guidelines for preparation of balanced budgets, use of fund balance, maintenance of reserve funds, monitoring & revision of annual budgets, etc.

## INTERNAL COMMUNICATION

### ***Organizational Competency 2***

The Calcasieu Parish Public Library will foster open and timely communication amongst its staff and with the Library Board.

Initiative 2.1: By December 30, 2008, identify methods that should be implemented to improve communication between and within library branches, departments, and divisions.

Initiative 2.2: By October 30, 2008, implement a regularly scheduled series of meetings and one-on-one conferences between the Library Director and non-administrative staff.

Initiative 2.3: By October 30, 2008, identify and initiate opportunities for Library Board members and staff to meet and interact with one another.

Initiative 2.4: By October 30, 2008, identify official process for making system-wide changes to the library collections, buildings, and technology.

Initiative 2.5: By October 30, 2008, prepare a Board Policy Directive to Administration with guidelines for preparing the Board and Board Committee meetings, developing the board agenda, etiquette and protocols for good communication, etc.

## EXTERNAL PARTNERSHIPS

### ***Organizational Competency 3***

The Calcasieu Parish Public Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals, as set forth in the strategic plan.

Initiative 3.1: By October 30, 2008, identify current partnerships and the obligations that the library has as part of those partnerships.

Initiative 3.2: By December 30, 2008, develop and distribute criteria that will be used to assess and evaluate current partnerships.

Initiative 3.3: By March 30, 2009, initiate a review and approval process for the establishment of new partnerships.

## FUND RAISING

### ***Organizational Competency 4***

The Calcasieu Parish Public Library and its Board of Trustees, will partner with the Library Foundation and the Friends of the Library to raise additional funds to enhance library services.

Initiative 4.1: By December 30, 2009, provide training for members of the staff, Library Board, Foundation and Friends who will be actively involved in fund raising and grant writing.

Initiative 4.2: By December 30, 2009, study the feasibility of having an annual fund-raising event.

Initiative 4.3: By June 30, 2009, implement procedures to promptly and appropriately acknowledge and recognize all donors.

Initiative 4.4: By December 30, 2009, develop a plan for revitalizing the Friends of the library effort to operate within an efficient organizational framework.

## GOVERNANCE

### ***Organizational Competency 5***

The Board of Trustees of the Calcasieu Parish Public Library will operate in an efficient, effective, and transparent manner.

Initiative 5.1: By June 30, 2009, the Library Board will initiate a study of various leadership development and governance models.

Initiative 5.2: By June 30, 2009, the Library Board will review committee structure to be more efficient and effective.

Initiative 5.3: By March 30, 2009, design and implement an improved Director's orientation workshop for new Library Board members.

Initiative 5.4: By July 30, 2009, the Library Board will design and implement an annual Library Board and Administration Retreat.

Initiative 5.5: By July 30, 2008, implement procedures to ensure that information about upcoming Board meetings is posted on the library web site in a timely manner.

Initiative 5.6: By June 30, 2008, implement procedures to ensure that Board agendas, minutes, and related documents are available on the library web site in a timely manner.

## MARKETING AND PUBLIC RELATIONS

### ***Organizational Competency 6***

The Calcasieu Parish Public Library will promote library services through a variety of print, electronic and media opportunities in languages spoken by parish residents.

Initiative 6.1: By December 30, 2008, adopt a library tagline.

Initiative 6.2: By December 30, 2008, write and adopt a new library Mission Statement, grounded in the new strategic plan.

Initiative 6.3: By January 30, 2009, develop a marketing plan with attached internal procedures for staff.

Initiative 6.4: By January 30, 2009, establish criteria that will be used to evaluate the effectiveness of the library's marketing and/or public relations efforts.

Initiative 6.5: By January 30, 2011 provide key library publications in other languages spoken by parish residents.

## MEASUREMENT AND EVALUATION

### ***Organizational Competency 7***

The Calcasieu Parish Public Library will incorporate measurement and evaluation into its operational practices.

Initiative 7.1: By July 30, 2008, review process by which library use data is collected, compiled and distributed, and revise process as necessary to provide relevant management data.

Initiative 7.2: By November 30, 2008, distribute definitions of all data elements that staff are to collect along with instructions on how and when to gather the data.

Initiative 7.3: By December 30, 2008, provide training for library staff on the collection and use of data.

Initiative 7.4: By August 30, 2008, develop methodology to regularly update Library Board and the staff on progress on all objectives included in the strategic plan.

## OPERATIONAL EFFICIENCIES

### ***Organizational Competency 8***

The Calcasieu Parish Public Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 8.1: By December 30, 2008, reduce size of the reference collections in all branches and develop procedures for evaluating online reference resources.

Initiative 8.2: By August 30, 2008, review service hours at all locations to ensure branch hours are consistent with service needs of the local community.

Initiative 8.3: By July, 2009, complete a comprehensive review of the library's methodology for implementation of additional patron self-service technologies and the single-point-of-service concept.

Initiative 8.4: By December 30, 2008, review job duties and tasks in all areas of the library (administration, branch, facilities, and computing and collection services) to eliminate any procedural bottlenecks that affect the efficiency of service delivery.

Initiative 8.5: By September 30, 2008, complete a comprehensive review of the Library's collection processes and related policy issues, including weeding, fund-reallocation, collection targets per branch, circulation limits, etc.

## ORGANIZATIONAL STRUCTURE

### ***Organizational Competency 9***

The Calcasieu Parish Public Library will establish and maintain an organizational structure and classification system that supports its service priorities.

Initiative 9.1: By December 30, 2009, complete a comprehensive classification and compensation study.

Initiative 9.2: By December 30, 2009, complete an analysis of the efficiency and effectiveness of the current proportion of full-time and part-time staff and present recommendations for needed changes to the Board.

Initiative 9.3: By December 30, 2009, present a plan to the Library Board that would actively encourage and support staff who wished to obtain a MLS degree.

## TRAINING AND STAFF DEVELOPMENT

### ***Organizational Competency 10***

The Calcasieu Parish Public Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.

Initiative 10.1: By December 30, 2008, adopt a Staff Development Plan that identifies the training that will be needed by staff to implement the approved service goals and effective activities.

Initiative 10.2: By July 30, 2009, implement a new employee orientation program.

## POLICIES

### ***Organizational Competency 11***

The Calcasieu Parish Public Library will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery.

Initiative 11.1: By October 30, 2008, adopt a values statement.

Initiative 11.2: By December 30, 2008, complete a policy audit and evaluation of the library's policies.

Initiative 11.3: By January 30, 2009, develop timeline and process to revise the library's policies to ensure that they support the library's values and goals.

Initiative 11.4: By December 30, 2009, complete the revision or development of policies that support the library's values and goals.

## VI. NEXT STEPS

The Board of Library Trustees and the library management are committed to achieving the ambitious goals and objectives in this Strategic Plan. They will take the following steps to ensure its success:

- Distribute the Strategic Plan to the Calcasieu Parish Police Jury.
- Distribute the Strategic Plan to key stakeholders, including but not limited to, members of the Community Planning Committee, Friends of the Library, local media, the State Library of Louisiana, and library staff.
- Post the Strategic Plan on the library's web site so it is readily accessible to all community residents.
- Request an opportunity to discuss the Strategic Plan with representatives of the local media.
- Develop and distribute information to specific audiences, such as teachers, parents of young children, students, etc., that describes the services that are, or will be, available to them.
- Reallocate resources to ensure that the goals and objectives in the Strategic Plan are achieved.
- Identify potential partners and collaborate with them to achieve the goals and objectives in the *Strategic Plan*.
- Report regularly on the progress that has been made in achieving the goals and objectives and the organizational competencies and initiatives.

## VII. APPENDICES

# CALCASIEU PARISH PUBLIC LIBRARY BOARD OF TRUSTEES

President: **Tony Zaunbrecher**

Vice President: **Joyce Buttross**

**Paul Arnold**

**Brent Cating**

**William Fetner**

**Mary Frohn**

**Dolores Hicks**

**Laura Richardson**

**Llabetta Young**

Police Jury Liaison: **Dr. Charles Mackey**

# LIBRARY SYSTEM OVERVIEW

## Calcasieu Parish Public Library

### An Overview

#### Mission Statement

The Calcasieu Parish Public Library serves all the people who live in the parish with materials, information, and services through a network of branches that are conveniently located and easy to use. The Library strives to help people make informed decisions, enjoy their free time, and continue learning all their lives. The Library Board and Staff are committed to providing high quality, cost effective, equitable service that meets the needs of all parish residents.



The library exists to serve the needs of the people and has evolved as those needs have changed. The heart of the library is the library collection. The library provides a broad spectrum of library services, collections, and programming. More information about these services and resources can be found at the library website at [www.calcasieu.lib.la.us](http://www.calcasieu.lib.la.us).



#### History

1901: the Lake Charles Public Library was established, and Carnegie Memorial Library was built with a \$10,000 grant from Andrew Carnegie.

1944: the Calcasieu Parish Public Library was established.

1974: the Calcasieu Parish Public Library was formed from the union of the Lake Charles Public Library and the Calcasieu Parish Library.

Present: The library is funded by a property tax, with an annual budget of almost \$7,000,000. There are 14 library branches, a warehouse, and 79 full-time employees and 85 part-time employees.

# Organization

## Library Board

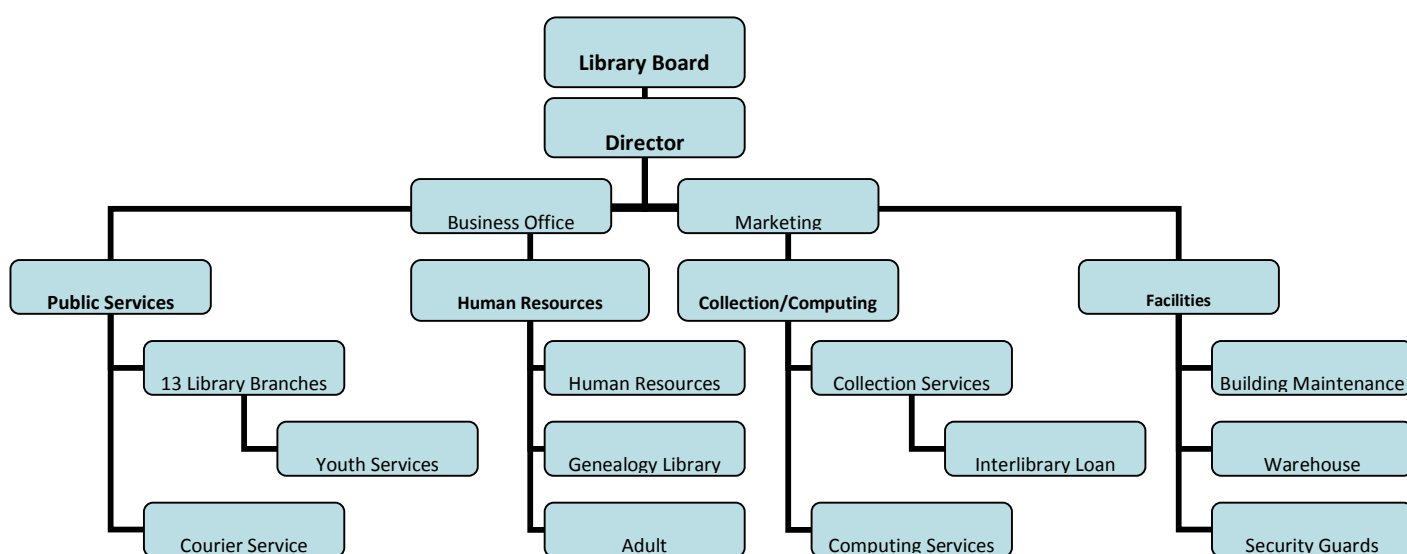
The library is under the control and supervision of an eleven member Library Board, five of whom are nominated by the mayor of the City of Lake Charles, and four of whom are named by the Police Jury President. Two ex-officio members are the Police Jury President or his representative and the Mayor of Lake Charles. The Library Board has all authority for operation of the library, establishing library policy, compensation for library employees, and adoption of the annual budget.

## Director

The Library Director reports to the Library Board and is responsible for advising the board, organization, and administration of the library system within the policy framework established by the Library Board.

## Associate Directors

Four Associate Directors report to the Director. Each is responsible for operations, planning and budget in their divisional area of responsibility. They advise the Director and work cooperatively to ensure the accomplishment of the overall library mission. Calcasieu Parish Public Library is organized into five divisions.



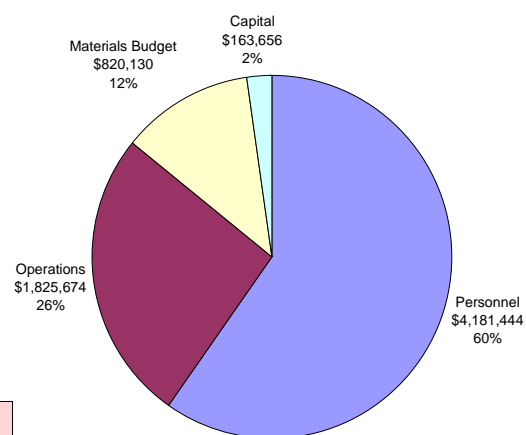
## Areas of Responsibility

- ◆ **Administration:** Library Director, Business Office, Marketing, Planning and Policy.
- ◆ **Collection and Computing Services:** library collections in all formats, in library and virtual, data maintenance, networks, library system software and hardware including staff and public PCs.
- ◆ **Facilities Management:** cleans, maintains, and repairs 14 buildings and their grounds, manages furnishings and utilities at all locations, responsible for security of buildings and people.
- ◆ **HR & Programming:** Human Resources, adult programming, genealogy library, webpages, grant writing, staff training.
- ◆ **Public Services:** oversees staff at 13 library branches that interact directly with library patrons providing circulation, reference services, and access to library resource uses, youth services programming and the branch courier service.

## Funding Budget

- ◆ 93% of library funds are generated by a 10-year property tax millage.
- ◆ The current millage of 5.99 mills (currently rolled back to 5.73) is set to expire in 2010.
- ◆ Other sources of funding are State Aid to public libraries (3%), interest income (2%), fines and fees (2%) and donations (<0.01%).
- ◆ Grants vary considerably from year to year and are not included in funding projections.

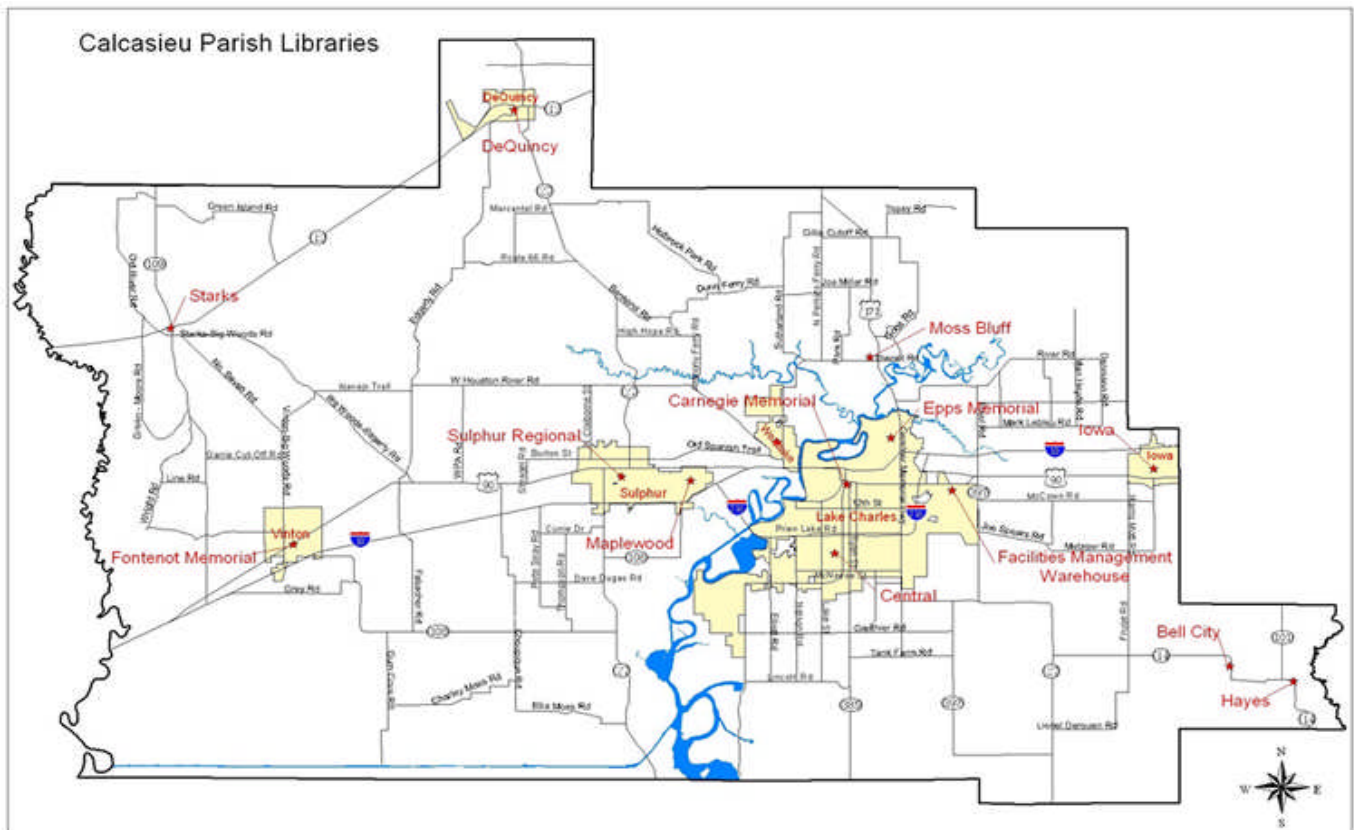
The annual budget will vary depending on scheduled replacement of computer and other equipment, and large building repairs such as roof replacements and air conditioner replacement.



MAJOR OPERATING ITEMS	2008 EXPENDITURE
Library Collection	\$820,130
Utilities	\$467,000
Maintenance	\$395,000
Computer hardware/software	\$218,000
Security Services	\$192,000
Telecommunications (includes federal e-rate discount)	\$85,000

The table provides detail of some (not all) projected expenses in 2008.

## Branch Locations



The library has facilities located throughout the 1,086 square miles of Calcasieu Parish, serving 183,577 residents (2000 census). The public can visit the Bell City and Hayes libraries in the southeast corner of the parish, and the IOWA library east of Lake Charles off of I-10. In the City of Lake Charles there are the Central and Carnegie Memorial/SWLA Genealogical libraries (downtown), and in North Lake Charles, Epps Memorial and Moss Bluff libraries. West of the Calcasieu River are the Sulphur Regional, Westlake, and Maplewood libraries. In the far west are Fontenot Memorial (in Vinton), and Starks Libraries, and in the far north is the Dequincy Library. The Facilities Management warehouse is located in east Lake Charles, near Chennault International Airport. Library Administrative Offices are located on the second floor of the Central Library. Collection and Computing Services is located on the second floor of the Carnegie Memorial Library in downtown Lake Charles.

Annually, approximately a quarter of a million items are transferred by the library courier between the library buildings.

## Staffing

### Outsourcing:

- ♦ janitorial and yardwork: Calcasieu Association for Retarded Citizens (CARC).
- ♦ limited security guard service: Calcasieu Parish Sheriff's Office
- ♦ 70% of book cataloging and processing: various library vendors.

DIVISION	FULL TIME	PART TIME	TOTAL	FTE
Administration	4	0	4	4.07
Human Resources	3	0	3	3
Genealogy	3	3	6	4.73
Facilities Management	8	1	9	8.25
Collection/Computing Services	14	0	14	14
Public Services Administration	4	0	4	4
Bell City/Hoyes	0	3	3	1.52
Carnegie Memorial	1	3	4	2.83
Central	17	30	47	29.52
DeQuincy	2	2	4	3.33
Epps Memorial	4	1	5	4.43
Fontenot Memorial	0	4	4	2.33
Iowa	0	4	4	2.51
Maplewood	0	3	3	2.01
Moss Bluff	6	10	16	11.12
Starks	0	3	3	1.64
Sulphur Regional	13	13	26	18.48
Westlake	1	5	6	3.41
<b>TOTAL</b>	<b>79</b>	<b>85</b>	<b>164</b>	<b>121.19</b>
Summer Reading Program Temporary Hires	1	13	14	7.79

Staffing by library division.

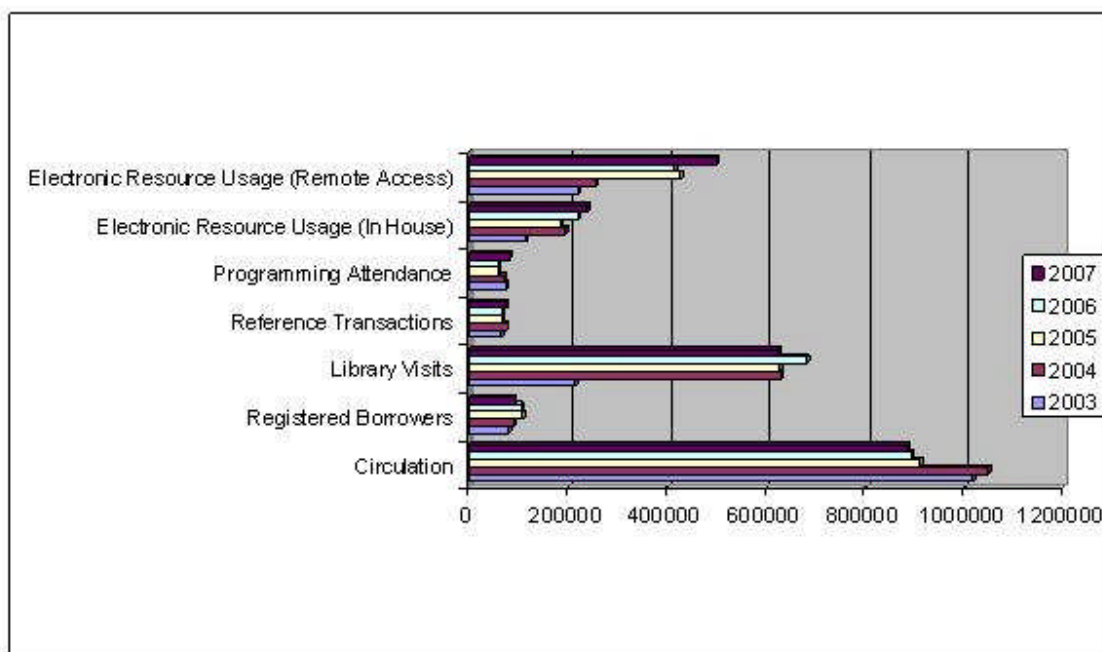
Library staff includes both those who work behind the scenes and those who work directly with the public. Behind the scenes, staff include collection services, computing services, facilities maintenance, library courier, human resources, and support staff (20 full-time, 1 part-time). Interfacing with the public on a broad level are the higher level administrative staff, as well as the system-wide coordinators for collection, technology, programming, and training (12 full-time employees).

## Services and Resources

The library provides services such as circulation of materials, reference service, in library reading spaces, public meeting room space, and programming. The library also provides in library public computers, and access to online resources such as the digital library collection, virtual reference collection, online book club, emailing of notices and newsletters, and patron initiated state-wide interlibrary loan, and public wifi service in 6 library buildings.

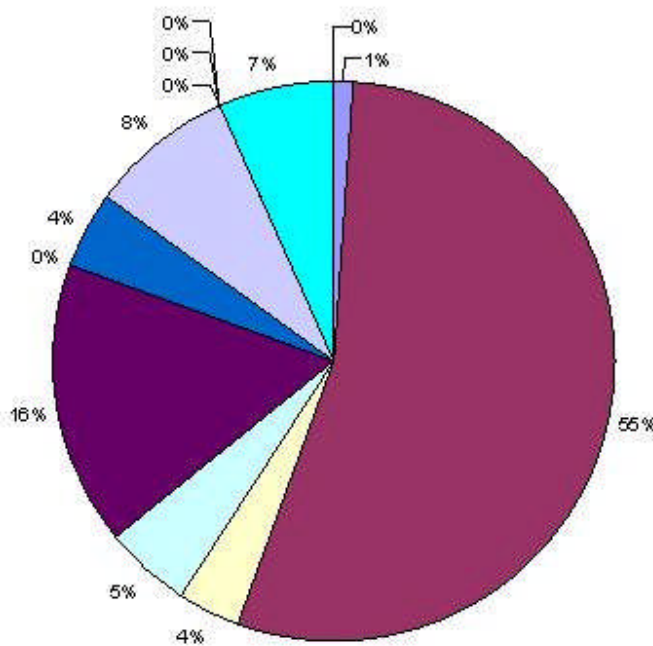
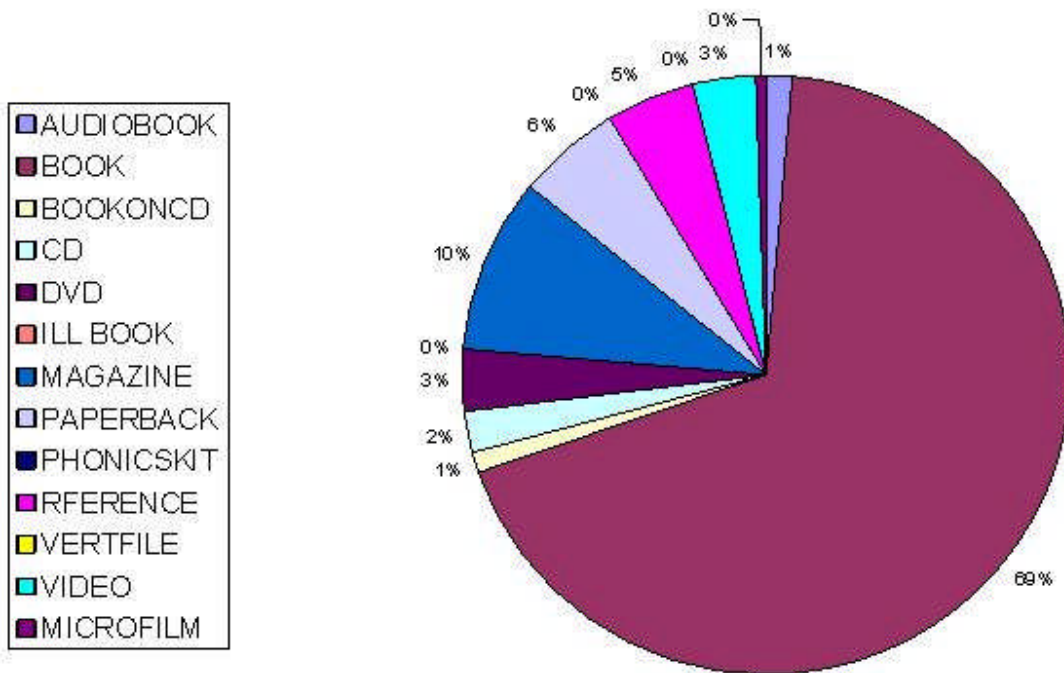
Below is a table and a graphic chart comparing the use of some library services between 2003 and 2007.

YEAR	CIRCULATION	REGISTERED BORROWERS	ESTIMATED LIBRARY VISITS	REFERENCE TRANSACTIONS	PROGRAM ATTENDANCE	ELEC. RESOURCE USE (IN-HOUSE)	ELEC. RESOURCE USE (REMOTE)	TOTAL
2003	1,016,761	80,090	214,602	63,812	75,780	112,487	219,764	1,783,296
2004	1,047,940	92,266	630,032	76,478	71,036	194,527	254,669	2,366,948
2005	910,994	106,933	626,808	67,734	60,290	182,787	426,455	2,382,001
2006	892,567	105,348	681,044	67,362	59,820	219,977	414,415	2,440,533
2007	884,343	92,981	624,728	74,198	82,129	238,003	498,229	2,494,611



# Library Collection

**2007 Collection Total**



The library collection continues to change by adding new formats. Particularly in the audio-visual area format options are in a continuing state of change. Hardcopy materials represent the largest part of the collection and the largest circulation. The charts illustrate total collection and collection circulation in the libraries. Collection composition is approximately 90% hardcopy and 10% audio-visual. Collection circulation is 67% hardcopy and 33% audio-visual.

**2007 Collection Circulation**

## Accomplishments and Challenges

The 2003 Strategic Plan emphasized building partnerships. A few of our partners are:

- ◆ McNeese State University
- ◆ Calcasieu Parish Schools
- ◆ Literacy Council of SWLA
- ◆ Genealogical Society
- ◆ Arts & Humanities Council of SWLA

During disasters, the library aids responders in the City, Parish, and State as an information source.



In 2006 twenty Children's PCs were installed at library branches.



In 2008, a new, expanded Epps Memorial Library will open.

**We have had many challenges over the last few years. In 2005 Hurricane Rita damaged library buildings and caused an acceleration in deterioration of our aging buildings. Our buildings are at that point in their life cycle where furnishings and air conditioning systems wear out. New technologies and constantly growing use of technology creates the need for annual increases in internet bandwidth and technology infrastructure costs. Library staff turnover continues to be a problem, particularly in our part-time positions as our pay scale cannot keep pace with the post-hurricane wages in our area.**

## COMMUNITY COMMITTEE MEMBERS

Stakeholder Category	Representative
Business/Chamber/Economic Development	R.B. Smith
Community Services	John Fontenot
Cultural Groups	Irene Vandever
Education	Wayne Savoy
Ethnic Organizations	Sylvia Stelly
Family Services	Keri Forbess-McCorquodale <i>and</i> Julio Galan
Finance	Pam Whiteard
Government	Jennifer Wallace <i>and</i> The Honorable Ron LeLeux
Public Health	Dr. B.J. Foch
Legal Groups	Marsha Montgomery
Library	Nancy Khoury
Media	Pam Dixon
Organization for People with Disabilities	Pearl Cole
Professional Organizations	Richman Reinauer
Religious Groups	Imam Ahmed Ali El-Mamlouk
Senior Services	Toni Caraway
Youth	Fred Rickman
Young Adults	Mary Unsworth

# OVERVIEW OF THE PLANNING PROCESS

## PLANNING TO PLAN

In 2006, the Bill and Melinda Gates Foundation awarded a grant to SOLINET to fund the *Gulf Coast Recovery Project* to assist public libraries in Louisiana and Mississippi damaged by Hurricanes Katrina and Rita. The *Gulf Library Project* provided planning grants to assist thirteen libraries, including the Calcasieu Parish Public Library, to develop plans to replace and/or reorganize existing library services to meet the changing needs of the post storm population.

In the fall of 2007, the Board of Trustees of the Calcasieu Parish Library submitted a grant to SOLINET requesting funds to hire Sandra Nelson and June Garcia to complete a strategic planning process for the library using the process described in *Strategic Planning for Results*.

The *Strategic Planning for Results* process is based on three key assumptions which the Board and library management believe to be true. Those assumptions are:

- Excellence must be defined locally. It results when library services match community needs, interests, and priorities.
- Excellence is possible for both small and large libraries. It rests more on commitment than on unlimited resources.
- Excellence is a moving target. Even when achieved, excellence must be continually maintained. If you are coasting, the only way you can go is downhill.

## COMMUNITY PLANNING COMMITTEE

The *Strategic Planning for Results* process is collaborative and includes community stakeholders as well as staff and board members. The members of the library board appointed twenty local residents to serve on the Community Planning Committee. The committee members were carefully selected to represent the major constituencies in the parish and to reflect the diversity of the parish (age, race, ethnicity, gender, occupation, area of parish in which they live, etc.). The names of the individuals who gave of their time and expertise to assist the library in this important endeavor can be found in Appendix C.

The Community Planning Committee served in an advisory capacity to the Board of Trustees. During two all-day meetings, they identified a vision for the future of Calcasieu Parish, described the current conditions in the parish, and defined what needs to happen to reach the future they described in the vision. Committee members then carefully considered a variety of services that the library could provide to help meet the needs and move the parish toward the identified

vision. During their first meeting the committee members identified seven possible service priorities. Between the first and second meetings of the committee, senior managers held three open meetings during which all interested library staff members were given the opportunity to discuss the potential implications of the committee's recommendation. The board also reviewed the recommendations and considered how they might affect library services.

During the second meeting of the committee, the project manager presented the board and staff reactions to the preliminary recommendations. After thoughtful discussion, the members of the committee recommended that the Library Board adopt the following service priorities for the planning period 2009 – 2012:

**Satisfy Curiosity: Lifelong Learning**

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

**Stimulate Imagination: Reading, Viewing and Listening for Pleasure**

Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

**Connect to the Online World: Public Internet Access**

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

**Create Young Readers: Emergent Literacy**

Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

**Visit a Comfortable Place: Physical and Virtual Spaces**

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

## GOALS AND OBJECTIVES

After the service priorities were endorsed in concept by the Board of Trustees, the library staff developed goals and objectives for the library system. Goals state the benefit that parish residents, or a target population such as children or teens, will receive because the library provides a specific service response. Senior managers worked with the consultants to develop draft goals that reflected the priorities endorsed in concept by the board. Staff members were given an opportunity to review and comment on the draft goals before they were presented to the board.

Each of the 13 facilities in the parish serves a different clientele. Therefore, the priority of the library system goals will be different for each branch. Facility managers worked with senior managers to determine the priorities for each branch. With the adoption of the Strategic Plan, the Board of Trustees adopted the seven goals that are in Section IV – Goals, Objectives, and Activities and the branch priorities in the table at the end of that section.

Goals alone are insufficient to ensure that services are meeting the needs of community residents, so the Library Board has adopted an aggressive set of objectives to measure the library's progress towards achieving these goals. Specifically, the library will measure progress in three distinct ways. They will determine:

- The number of users who participate in or use various services
- The percent of users who indicate on a survey that the library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service
- The number of units of service (items circulated, reference questions answered, etc.)

Two or more of these data elements were incorporated into the objectives for each of the goals. With the adoption of the Strategic Plan, the Board of Trustees adopted the objectives that are in Section IV – Goals, Objectives, and Activities. Progress on all of these measures will be reported to the Library Board on a regular basis.

## ORGANIZATIONAL COMPETENCIES

Once the goals and objectives had been developed, the library management analyzed what would need to be done to support the staff's ability to provide the desired services. These institutional capacities or efficiencies, known as Organizational Competencies, are necessary to enable the library to achieve the goals and objectives in the strategic plan.

Organizational competencies were identified in eleven key areas:

- Finance
- Internal communication
- External partnerships
- Fund raising
- Governance
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure

- Training and staff development
- Policies

The organizational competencies and their associated initiatives were discussed with the board and revised to reflect their observations and concerns. With the adoption of the Strategic Plan, the Board of Trustees adopted the organizational competencies and initiatives that are in Section V– Organizational Competencies and Initiatives.

## ACTIVITIES

After the service goals and objectives were developed, staff reviewed all of the services they were currently offering to determine whether or not they supported the new service priorities. If so, the activities were evaluated to determine whether or not they were effective in reaching the target audience and would contribute to producing a result identified in one or more objectives. If not, staff were assigned the responsibility of modifying or eliminating the activity.

Staff were also encouraged to identify new or enhanced activities that supported the new priorities. These proposed activities were also evaluated, and the most effective ones have been identified. Library management will allocate resources for these activities and implementation will begin in a timely manner. A few selected activities have been included in Section IV – Goals, Objectives, and Activities.