MAE S. BRUCE PUBLIC LIBRARY
STRATEGIC DOCUMENTS

(October 1, 2016 through September 30, 2019)

INTRODUCTION

Any effective strategic plan for the library must recognize the changing role of the public library in the community, the growth in size of Santa Fe and the surrounding area, and the increasing diversity of the needs of its residents. Mae S. Bruce Library has a vital contribution to make as Santa Fe strives to meet the distinct challenges of rapid growth and expansion by both history and mission to meet the information needs of persons of all ages, backgrounds and literacy levels.

These documents represent an attempt to outline a comprehensive three year plan for the library during the period October, 2016 through September, 2019. The documents cover only three years rather than five years, recognizing the rapid pace of change in the community.

The goals listed in these strategic documents are challenging, but attainable. Success in meeting these goals will depend on the existence of adequate staffing, funding, space and technological resources, and on the support of the community and city officials of Santa Fe.

The issue of an expanded library facility is not addressed in detail in this plan, as it is covered in other specialized documents currently under consideration.

MAE S. BRUCE PUBLIC LIBRARY
STRATEGIC PLAN
(Proposed)
FY 2017 THROUGH FY 2019

<u>ADMINISTRATION AND MANAGEMENT</u>

Goal 1: Provide a professional management environment for the Library which is comprehensive, consistent and sustainable.
　　　Objectives:
1. Review all library policies per policy review schedule (FY 2017, 2018, 2019).
2. Evaluate, review, and redesign evaluation tools to provide a comprehensive set of management information sources for fore-casting and administration (FY 2017, 2018, 2019).
3. Develop a three year strategic plan for the Library (FY 2019).
4. Develop a comprehensive plan for providing library services to a growing service population (FY 2019).
5. Develop and enact a replacement schedule for all peripherals and other non-computer office equipment (FY 2017, 2018, 2019).
6. Continue to investigate additional recovery methods for overdues/fines.
    - Review the feasibility and functionality of bill payment online by credit / debit card (FY 2017, 2018, 2019).
    -Investigate any additional legal remedies available to recover materials and fines due (FY 2017, 2018, 2019).
7. Continue to investigate and evaluate processing/cataloging done by vendors (FY 2017, 2018, 2019).
8. Continue to develop, refine, and implement methods to count and measure remote and in-house use of electronic resources (FY 2017, 2018, 2019).
9. Develop succession/long-term coverage plans for critical supervisory and administrative positions (FY 2019).
10. Evaluate and review inter-organizational resource sharing initiatives to continue to provide the highest quality library services (FY 2017, 2018, 2019).

Goal 2: Provide appropriate technological resources to assist in the efficient and effective management and administration of the library.
　　　Objectives:
1. Expand the functionality of library resources and services
    - Continue to assess the feasibility of the current automation software (FY 2017, 2018, 2019)
    - Continue to evaluate the use of scheduling/time out software on all public access computers (FY 2017, 2018, 2019).
    - Continue to evaluate the use of filtering software on all public computers with Internet access and used by patrons under the age of 16 years (FY 2017, 2018, 2019).

- Continue to evaluate and implement email notification of reserve and overdue items (FY 2017, 2018, 2019).
- Investigate efficiency of automated calling system for reserve and overdue items (FY 2017, 2018, 2019).
- Insure sufficient bandwidth, upload and download access speed to the Internet (FY 2017, 2018, 2019).
- Continue to provide a wireless computer environment to increase capacity for in-house computer usage (FY 2017, 2018, 2019).

2. Increase the level of patron self-service capability to allow more efficient use of staff resources.
   - Investigate the placement of self-check terminal(s) for check-out of library materials (FY 2017, 2018, 2019).
   - Investigate ways to enhance printing capabilities (FY 2017, 2018, 2019).
   - Continue to investigate and evaluate the need for public copy, scanning, and FAX services (FY 2017, 2018, 2019).
   - Investigate the use of laptop computers for in-house use and computer classes (FY 2017, 2018, 2019).
   - Investigate the need to provide patron access to webcams, videoconferencing, and related facilities for distance learning (FY 2017, 2018, 2019).
   - Provide USB ports for portable devices on public computers (FY 2017, 2018, 2019).

3. Continue to inventory and label all in-house electrical wires, cables, access panels and electrical connections, and assess the need for future upgrade.
   - Color code all existing connections/ wiring for equipment to allow quick take-down and re-assembly in case of emergency evacuation (FY 2017, 2018, 2019).
   - Remove or "bury" all unused wiring (FY 2017, 2018, 2019).

4. Investigate the use and economy of RFID security tags (FY 2017, 2018, 2019).

5. Investigate the need for a physical security system (FY 2017, 2018, 2019).

6. Evaluate the need to upgrade the firewall / security software on the library networks (FY 2017, 2018, 2019).

7. Replace computer workstations per schedule (FY 2017, 2018, 2019).

8. Continue to evaluate and implement a plan for off-site data storage. (FY 2017, 2018, 2019)

9. Investigate and possibly implement purchase of handheld reader / viewer devices for library materials (FY 2017, 2018, 2019).

10. Investigate and implement provisions for in-house capability for download and distribution of streaming audio, video, etc. (FY 2017, 2018, 2019).

Goal 3: Develop and implement a comprehensive public information process to publicize the services, function and value of the Library.
   Objectives:
   1. Develop a publicity plan for the Library (FY 2017, 2018, 2019).
   2. Continue to investigate the usefulness of providing public information

through alternative means such as blogging, streaming video, podcasting, virtual communities, social media, etc. (FY 2017, 2018, 2019).

3. Develop and publish an annual report for the Library (FY 2017, 2018, 2019).
4. Develop a publicity vehicle to attract endowment donations (FY 2017, 2018, 2019).
5. Create a Speaker's Bureau for the Library composed of current and former Board members, Friends of the Library members, and interested citizens, etc. (FY 2017, 2018, 2019).
6. Evaluate the Library website and upgrade as necessary (FY 2017, 2018, 2019).

Goal 4: Maintain a strong financial foundation to support current and future library operations.

Objectives:
1. Develop an effective vehicle to promote donation of estate or endowment fund gifts to the Library (FY 2017, 2018, 2019).
2. Evaluate issues related to pay for library employees (FY 2017, 2018, 2019).
3. Develop a capital budget for new library construction (FY 2017, 2018, 2019).
4. Develop a projected annual operating budget for the expanded library (FY 2017, 2018, or 2019).

Goal 5: Provide appropriate and well-trained staff resources to support the Library's mission.

Objectives:
1. Re-evaluate and update all job descriptions for library employees (FY 2017, 2018, 2019).
2. Review and reorganize staff organizational structure as necessary (FY 2017, 2018, 2019).
2. Obtain relevant and current training or continuing education for each non-professional employee (FY 2017, 2018, 2019).
3. Obtain a minimum of six hours of continuing education / training for each professional employee (FY 2017, 2018, 2019).
4. Develop a strategic staffing plan for the expanded library (FY 2017, 2018, or 2019).

Goal 6: Secure and maintain adequate physical facilities to achieve the Library's mission.

Objectives:
1. Develop a time-line for the planned Library remodel and expansion (FY 2017, 2018, or 2019).
2. Develop remodeled space usage plans for the current facility (FY 2017, 2018, or 2019).
3. Develop a renovation schedule for necessary facility repairs (i.e., floors, roof, doors, painting, circulation desk, etc.) (FY 2017, 2018, 2019).
4. Comply with all federal, state, and local building codes, including the *Americans with Disabilities Act* (FY 2017, 2018, 2019)

5. Enhance and upgrade as possible the electrical infrastructure and wiring in the current facility to allow for more receptacles (FY 2017, 2018, 2019).

PUBLIC SERVICES

Goal 1: Provide an excellent collection of library materials in a variety of formats accessible to all patrons in the Library's service area.

Objectives:
1. Manage and develop the Library's collection so that its use is maximized
   - Complete inventory as scheduled (FY 2017, 2018, 2019).
   - Continue planned upgrade of the bibliographical records for library holdings (FY 2017, 2018, 2019).
   - Highlight and display sub-collections (FY 2017, 2018, 2019).
   - Continue to fill in "gaps" in collection by completing series, and purchasing backlists of noted or popular authors (FY 2017, 2018, 2019).
   - Target specific sections / formats for special collection development (FY 2017, 2018, 2019).
     i. Government and politics, and self-help (FY 2017).
     ii. Religion, world cultures, and travel (FY 2018).
     iii. Charity and philanthropy, and economics (FY2019).
2. Increase funding for library materials at least 3% plus a current inflation allowance each year in pursuit of achieving the goal of materials expenditures level of 20% of the operating budget or 4 items per capita (FY 2017, 2018, 2019).
3. Provide readers' advisory services for both children and adults (FY 2017, 2018, 2019).
4. Enhance the quality of the bibliographic content in the catalog (FY 2017, 2018, 2019).
5. Assess and improve the quality of the library collection (FY 2017, 2018, 2019).
6. Provide high quality online databases for use remotely and in the library
   - Investigate the need for additional databases with remote access to supplement the Tex Share databases (FY 2017, 2018, 2019)
   - Continue to provide access to downloadable e-books, e-audio books, videos, music, etc. (FY 2017, 2018, 2019).
   - Evaluate the need to provide online access to automotive repair manuals (FY 2017, 2018, 2019).
   - Continue to provide access to online practice tests and skill-building resources for school, work, or life (FY 2017, 2018, 2019).
   - Continue to provide online access to curriculum-oriented topics and issues, images, experiments, biographies, definitions, and timelines (FY 2017, 2018, 2019).
8. Provide an enhanced selection of online reference sites for patron use (FY 2017, 2018, 2019).

9. Provide comprehensive physical and digital access to local non-profit organizations, governmental or social service agencies. (FY 2017, 2018, 2019).

Goal 2: Create and support a community of life-long learners.

Objectives:
1. Implement an annual community-wide reading initiative (FY 2017, 2018, 2019).
2. Provide an annual public event to include an author, a poet, an artist, a composer or a performing author in a live event (FY 2017, 2018, 2019).
3. Gather systematic information from the community about library services (FY 2017, 2018, 2019)
4. Conduct a comprehensive summer reading program for all ages (FY 2017, 2018, 2019).
5. Endeavor to present educational, cultural, and recreational programs that reflect community needs and interests and to market those programs and services, through the use of basic PR/marketing tools and community involvement, both inside and outside the library (FY 2017, 2018, 2019).
6. Provide high-speed Internet access to support distance and online learning
   - Research the feasibility of moving from digital cable access to another Internet provider mechanism (FY 2017, 2018, 2019).
   - Provide standard computer equipment configured to allow accurate and easy data transfer from and to portable storage devices (FY 2017, 2018, 2019).
7. Recognizing the diversity of the population of the community, evaluate a plan to increase the number of information service hours and to make all basic library services available whenever the library is open to the public (FY 2017, 2018, 2019).
8. Investigate methods of delivering library materials to patrons who have difficulty visiting the library facility (FY 2017, 2018, 2019).

Goal 3: Provide and make available a comprehensive, high-quality collection of local history materials.
Objectives:
1. Develop an updated and current inventory of local history archives (FY 2017, 2018, 2019).
3. Implement cooperative displays or programs with local history collectors in the community (FY 2017, 2018, 2019).
4. In conjunction with the Santa Fe Area Historical Society, develop a cooperative plan to preserve the history of this community (FY 2017).
5. Develop a webpage(s) or links with finding aids for Santa Fe and Galveston County historical materials (FY 2017, 2018, 2019).

Goal 4: Provide training opportunities for all patrons to participate fully and effectively in the global, electronic information environment.
Objectives:
1. Increase opportunities for patron participation in the global electronic

marketplace
- Investigate ways to prevent the firewall software from blocking legitimate interactive sites without compromising security (FY 2017, 2018, 2019)
- Investigate ways to handle a higher volume of simultaneous computer use, which may demand more bandwidth (FY 2017, 2018, 2019).
2. Provide training opportunities for all library users in basic and intermediate computer literacy
- Schedule patron training sessions on basic and intermediate computer skills, Internet searching, email, using online databases, viewing downloadable materials, and using the online catalog (FY 2017, 2018, 2019)
- Schedule patron training in subject specific and advanced topics such as medical information online, desktop publishing, etc. (FY 2017, 2018, 2019)

Goal 5: Create and develop a role for the Library in providing community information.
Objective:
1. Investigate and implement set up and / or link to an online resource for basic community information on groups, social services, etc. (FY 2017, 2018, 2019)

Goal 6: Develop, achieve and maintain a service attitude and philosophy which fosters citizen participation in political, social & community activities.
Objectives:
1. Provide at least 2 adult programs per year on non-technology subjects (FY 2017, 2018, 2019)
2. Provide volunteer opportunities (FY 2017, 2018, 2019)
3. Provide programming for children of all ages (FY 2017, 2018, 2019)
4. Investigate the possibility of partnering with other organizations to provide educational, cultural and entertainment programming (FY 2017, 2018, 2019).

Community & Library Profile

I. Introduction

The Mae S. Bruce Public Library is located in Santa Fe, Texas, just west of Interstate 45, between Houston and Galveston. Santa Fe is a rural bedroom community for the larger surrounding cities of Texas City-La Marque, League City, Clear Lake, Dickinson, Friendswood, Alvin, Freeport-Lake Jackson, and, of course, Houston and Galveston. The local legal service area of the Library includes the citizens living within the City of Santa Fe city limits, residents living within the Santa Fe Independent School District and, in un-incorporated areas surrounding the City. In addition, the library extends services to non-local residents of the State of Texas. According to the Texas State Library and Archives Commission, the total number of local residents served by the Mae Bruce Library was 14,886 for the 2015-2016 fiscal year.

The Library is presently located in a 6,400 square foot facility, dedicated in 1987, housing a collection of more than 28,000 catalogued items valued at $583,000, 2 patron access catalog computers, 8 public access computer workstations, and 5 educational computer workstations (no Internet access) in the Children's area.

The City of Santa Fe employs a staff of six in the Library: a full-time library services director, a full-time librarian over Children's / Junior Services, a full-time Information Technology (IT) / Reference library assistant, a part-time (20hrs/wk) Information Desk / Adult Services library assistant, a part-time (23.75 hrs/wk) Information Desk library aide, and a part-time (20 hrs/wk) summer intern.

The Library is open a total of forty-three and one-half hours per week, Monday through Saturday, closed Sundays and official City holidays.

II. Library Mission Statement

The mission of the Library is to provide the means by which people of all ages, interests, and circumstances may avail themselves of the recorded wisdom, experiences, and ideas of others.

In support of this mission, materials are assembled, organized, and made accessible to all; opportunities for personal, educational, cultural, and recreational enrichment are offered; collections, services, and programs are developed to respond to individual and community needs; and a knowledgeable staff is employed to facilitate and enhance the use of library resources. By committing themselves to excellence in all facets of the Library's service and operation, the Library Advisory Board, management, and staff of the Library reaffirm the democratic ideals upon which the American public library is founded.

III. User Groups

Based upon figures published in the 2010 Decennial Census, the service population has identified itself as comprised of approximately 95% White; 4% African American, American Indian, Asian, or Pacific Islander; and 1% claiming two or more races, predominantly Hispanic or Latino, with approximately 8.9% speaking a language other than English at home. The census also shows that 88.2% of the population has

graduated high school with approximately 14.4% having attained a Bachelor's degree or higher. The median family income is approximately $60,797; single-family home median value is $129,300; and the number of families living below the poverty level is approximately 7.3%. Median age of the population is 42 years with 4.1% under 5 years and 11.8% over 65 years.

The Mae Bruce Library is located directly across the street from two of the four local school district campuses, grades three through eight; a Pre-K through second campus is just a few blocks down the street; and, a high school campus is less than four miles away. This gives the library a great opportunity to work closely with the school libraries and teachers. Total registration in the Santa Fe ISD for the 2015-16 school year was approximately 4,680 students. There are also four large daycares, within two miles of the library, as well as a large Home School community within the library's service area. Although the four public school campuses have libraries, students rely on the public library for a portion of their resources, as do the private and home schooling families, and daycares. The Arcadia First Baptist Christian School had 140 students enrolled as of Summer 2016. Library patrons also include students attending the local community college, College of the Mainland, less than six miles away, and students attending the University of Houston's satellite campus in Clear Lake, approximately thirty minutes from the Library.

IV. Funding Sources (Collection Development monies)

The Library, as a city department since 1982, had an operating budget of $211,527 for FY 2015-16. Of that amount, $5,000 was allocated to Collection Development.

The Library's primary source of Collection Development funding is appropriated from county tax dollars. The Galveston County Commissioners Court allocates county tax dollars to the Galveston County Library System, a federated system as opposed to a branch system, comprised of 8 public libraries, Mae Bruce Library being the second smallest of them. The Library's county allocation was $21,611 for FY 2015-16 of which at least 50% is required to be dedicated to collection development. Funds are also received through various grants and donations. Total funds available for Collection Development for fiscal year 2015-16 was $15,806, not including grants or donations.

V. Major Collections and Services

The Library's Director of Library Services, with input from the children's librarian, the technical services assistant, and patron suggestions, is responsible for the selection and de-selection of materials including reference, young adult, adult, children's, audio-visual, and electronic materials.

Major selection tools include professional review sources such as *Booklist*, *Library Journal*, *School Library Journal*, and *Kirkus Reviews*, as well as publisher's magazines, television and news media, recommended reading lists, and library users.

Serving a predominantly White Caucasian English speaking population, the Library's physical collection is predominantly adult and young adult fiction and non-fiction, children's and juniors fiction and non-fiction, reference, audio CDs, large print, Christian and Western fiction, popular magazines and, videos in DVD formats, both entertainment and educational. The virtual collection includes access to various databases, including a readers' advisory tool (*Novelist Select*), a practice test and skill-building resource (*Learning Express*), a downloadable e-book, e-audio book, music and movie service (*Overdrive*), a digital magazine service (*Zinio*), a children's e-book service

(*Book Flix*), and a wide selection of some 60+ databases covering a variety of subjects from the Academic to Science & Technology via the Texas State Library & Archives Commission's *Tex Share* collection of databases. The majority of the Library's adult users are recreational readers of best sellers, Christian fiction, and items in the large print or audio formats. The growth and use of digital resources has also increased usage of the library's *public wireless network*.

The next largest segment of users is the student population. The children's librarian prepares weekly *Preschool Literacy Programs* (Story Hours) for children six years and younger. In addition to encouraging reading and using the library, a *Reading Program* is offered in the summer to encourage students to retain their reading and comprehension skills during the break from school. It includes story times, weekly indoor and outdoor crafts, weekly general programs for all ages, and the ever popular *Junk Food & Journaling Club* for ages 9 -18 years. The children's librarian also offers readers' advisory and reference help to patrons using the children's and junior areas of the collection.

The children's librarian works closely with the local school district to mark the public library's books which are on the school district's reading incentive program lists, such as *Accelerated Reader*, and to provide copies of the *Assignment Alert* form to teachers who plan to do large group assignments. The Alert form lets the public library know well in advance what resources students will need for history, language arts, science and math projects, etc.

For high school and college students, there is a small selection of literary critique tools such as *Blume*, *Cliffs Notes*, *Magill's* for American and British authors, and others. Also, the children's notable books are marked to indicate those which have received awards, such as the *Caldecott*, *Newbery*, or *Texas Bluebonnet*, or are on an approved reading list, such as the *Texas 2 x 2 Book List*, the *Texas Lone Star Reading List* or the *TAYSHAS Reading List*, etc., which is very helpful to college students taking children's literature courses.

With an average drive-to-work time of 28 minutes, most residents commute to surrounding urban areas for employment at the industrial plants in the Texas City-La Marque-Freeport-Pasadena areas, or jobs associated with the space industry in the nearby Clear Lake / Webster area near National Aeronautic & Space Administration (NASA) campuses. Therefore, audio books in both physical and digital formats are popular for use during the commute.

As a library account holder in good standing, patrons have access to any of the library's informational databases, either in-house or remotely, via the library's website, www.maebrucelibrary.org. Access is also available to downloadable items via databases such as *Overdrive* (to date: 43,414 items); *Project Gutenberg* (43,090 items); *LibriVox* (4,522 items); and, *Zinio* (50 magazines plus, back issues). The Library owns a digital collection of the community's various newspapers dating back to the 1960s.

The newly created part-time assistant position responsible for programming for adults, and service at the Information Desk, will allow programming for adults to expand from dealing only with computers, (i.e. individual training in searching the Internet, using the library's wifi service, downloading digital resources, etc.) to group programs addressing current social, medical, retirement, financial, and employment issues.

VI. The Future

Current projections for total build-out within city limits produce a figure of more than 18,000 citizens by the year 2040, in addition to the population living in currently unincorporated areas of the county and served by this library. The projected growth for

the City of Santa Fe and surrounding areas over the next ten to twenty years is staggering. The completed expansion of farm-to-market roads 1764 and 646, and the current expansion of FM 646 between FM 1764 and Hwy 6, along with the expansion of water and sewer services, should encourage growth in the number of new homes and master planned neighborhoods built as well as an increase in the number of small retail businesses and service entities associated with that growth. Overall growth, changes in the independent school district which serve Santa Fe youth, and changes in technology will also significantly impact library services.

VII. Implementation

The goals listed above will guide decisions regarding the development of the library's annual budget and implementation of specific projects and initiatives for FY 2017 through FY 2019. During this period, the library will monitor the needs and priorities of the community and attempt to adjust services to meet those changing needs.

The director of the Mae S. Bruce Library has primary responsibility and accountability for leading the effort to address these goal areas, with library staff at all levels making significant contributions. In addition, the City Council of Santa Fe, whose members endorse these strategic goals and who serve as the policy-setting body for the library, has a crucial role to play in adopting policy and providing oversight to the library. The Library Advisory Board, an appointed body that serves in an advisory capacity to the Santa Fe City Council, as well as to the library director, provides regular citizen input into the programs, services and initiatives of the library.

Other stakeholder groups, such as the Friends of the Mae Bruce Library, align their priorities and activities with those of the library and provide valuable input, resources and services in helping the library address these goals.

Passed and Approved by the Mae S. Bruce Library Advisory Board – April 2016
Passed and Approved by Santa Fe City Council –