

Santa Monica Public Library

Strategic Plan

Santa Monica Public Library is a community, cultural and learning hub. Its mission is to provide resources, services and a place to read, connect, relax and learn. The Library supports literacy, life-long learning, civic engagement, and cultural awareness.

Four strategic focus areas were distilled from community and staff feedback, best practice, emerging trend information, and City data. Over the next three years, the Library will embrace these themes to accomplish goals through the lens of strategic planning.

Vibrant Learning Center

1. Focus on growing the number of adult learners and coaches in the LEAF program
2. Pilot and develop intergenerational digital literacy programs
3. Create interactive programs and displays around local history and preservation

Wellbeing Cultivator

1. Continue to provide a varied collection, research, and reference support
2. Promote electronic resources, online training, and instruction
3. Collaborate with partner agencies to develop programs and services for Seniors

Dynamic Third Place

1. Develop a Facilities Master Plan
2. Draft and create a 3-5 year Technology Plan
3. Increase self-service opportunities to improve access and usability throughout the Main Library and Branches

Community & Cultural Connector

1. Continue to grow the annual community-wide Santa Monica Reads program
2. Offer volunteer opportunities to better connect the Library with the community
3. Implement pop-up and drop-in services for individuals experiencing homelessness

SMPL as Vibrant Learning Center

From storytime to digital media space, the Library provides inspiring learning opportunities grounded in best practices and equipped with the latest tools and technology to help community members flourish in today's knowledge economy.

The Library is the hub of a culturally connected community. It bridges generations and digital divides while linking diverse languages of learning, from text to code. The Library provides a wide array of programs, classes and services that offer access and embraces Santa Monica's commitment to lifelong learning.

The Library offers the latest tools and technology to support learning for school, career and life success. SMPL also maintains the quality of core services such as research support, local history resources, and a commitment to building a community of readers.

In the spotlight: Summer Reading Soars

During fiscal year 2017-18 the Library had its 87th Annual Summer Reading Program themed, "Build a Better World," which was the Library's best summer. This included a total of 4,951 youth registered, 2.2 million minutes read (an increase of 12% from last summer), and 385 youth programs with 15,202 in program attendance during a 10-week period.

In its fifth year, the Adult Summer Reading Program had a total of 1,104 adult participants, which is an overall 111% increase from the previous year. The Library is excited to find new ways of increasing these numbers every summer.

SMPL as Vibrant Learning Center Launch Goals¹

- 1) Focus on growing the number of adult learners and tutors in adult literacy programs by utilizing current community connections and developing new ones. The Library will implement the second year of the Literacy Education for Adults and Families (LEAF) program, which offers free one-on-one tutoring for adult learners.
- 2) Pilot and develop digital literacy programs for all ages. For children, teens, and adults the Library provides coding and 3D printing programs. A variety of computer classes are offered for adults and seniors.

¹ These are initial goals: new and updated goal and objectives will appear in the Library's annual framework. As in all strategic planning processes, these will change over time.

- 3) Co-sponsor programs and displays with community agencies that share the Library's mission to preserve and share Santa Monica history. Outcomes of events, programs, and displays will contribute historical-based content and stories to the City of Santa Monica blog.

SMPL as Wellbeing Cultivator

The Library helps residents to live their best lives.

The Library has played a vital role in enhancing the welfare of the community since its founding in 1890. Many core Library services and new opportunities exist to nurture wellbeing in Santa Monica. The City of Santa Monica received a Bloomberg Philanthropies grant to assess the state of wellbeing for the City's residents and examine options to improve their lives. The result is the Wellbeing Project and Index. Data from the Index -- particularly about social cohesion, learning and place -- will drive the Library's community engagement and program design.

In the spotlight: Older Adult Tech Fair

The Main Library will host the Older Adult Tech Fair in April 2018. This one-day series of events includes smartphone workshops, adaptive technology demos, computer classes, and hands-on one-on-one tech coaching sessions. Participants are invited to bring their personal devices.

About 50 tech savvy volunteers, most of whom are high school or college students are being recruited. The volunteers will also include 22 tech coaches, presenters, and technology representatives.

Under this strategic area, the Library is committed to supporting Santa Monica as a learning community; providing tools and experiences that stimulate intellectual exploration, emotional development and relationship building; and creating inventive ways for people and groups to make meaningful connections with one another.

SMPL as Wellbeing Cultivator Launch Goals

- 1) Deliver focused research and reference support to the community through the use of the Library's varied collection and the Book a Librarian Program. Patrons can make an appointment in advance with a librarian for an uninterrupted reference session to help with their research.

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| 2) Promote electronic resources, online training, and instruction. Programs include JobNow, Foundation Center, and Career Online High School. |
| 3) Collaborate with Wise & Healthy Aging to develop and pilot additional programs and services for seniors. Programs include physical activity, technology and computer classes. |
| 4) On January 23, 2018, City Council approved the removal of fines for youth (0-18 years). In mid-April, the Library will host a read away your fines program for youth who want to get a jump-start on removing fines from their record. Staff is working on plans to initiate fine free for youth and beginning July 2 fines incurred on youth cards will be removed. |

SMPL as Dynamic Third Place

Flexible, creative, and intentional **Library spaces** attract users to experience the Library as a third place with a wide range of collections, services, programs and amenities.

Santa Monica Public Library provides comfortable, engaging, and beautiful spaces for people to read, relax, discover, learn, and participate in social and civic discourse. The Library acts as an anchor in the community, a third place² separate from home and work.

The Library team is adapting spaces, technology and services to be flexible and responsive to new trends and community needs. Library staff and resources are extending beyond the walls of the Library facilities to meet people where they are. Community festivals, increased usage of mobile technology, pop-ups and outreach services are each playing a part.

The Library is building a sense of discovery through place. Thoughtful arrangements of collections, merchandising space, and design elements are creating an enviable user experience. Ultimately, the Library, whether physical, digital or out in the community, is fueling learning, wellbeing and social connection.

In the spotlight: SMPL at the Beach

During summer 2017, the Library collaborated with the Department of Community & Cultural Services to produce a series of four seaside pop-up libraries at the Annenberg Community

² Ray Oldenburg defined the third place (or third space) as the informal public gathering space where people can come together on neutral ground separate from of home ("first place") and the workplace ("second place"). The third place is critical for a well-functioning democracy.

Beach House, and Dorothy Green Park with the theme “More surf...less shhh.” This included Seaside Story Time, nautical crafts, ukulele lessons, hula hooping, and hands-on, interactive environmental education, as well as demonstrating cutting edge library apps, eBooks and streaming media. 875 beach visitors participated.

SMPL as Dynamic Third Place Launch Goals

- 1) The Facilities Master Plan, under consideration, will include a twenty-year outlook for facilities maintenance, and a review of future use of the Main and Branch libraries. 2018 improvements include, replacing the Automated Material Handling Service (AMHS) and a new service desk at the Pico Branch Library and new lounge furniture for the Ocean Park Branch.
- 2) In 2018, the Library will create a 3-5-year Technology Plan that will be approved by the Technology Committee and the Library Board. The plan will ensure all library facilities (Branches and Main Library) have the most up to date technology.
- 3) As incorporated in the Technology Plan, self-checkout systems will be implemented at all libraries to increase self-service opportunities to improve access and usability.

SMPL as Community & Cultural Connector

The Library forms **community partnerships** and alliances to bolster **collective impact**, build community assets, and inspire positive social change.

No single organization is responsible for any major social problem, nor can any single organization cure it. –John Kania & Mark Kramer, *Stanford Social Innovation Review*

Collective impact uses a deliberate, collaborative process to build community assets and address social change.³ Successful collective impact results from a shared agenda, vision and measurements; mutually reinforcing activities; continuous communication; and a steering team dedicated to achieving shared purpose and vision.⁴

Library staff members are committed to building community assets and empowering residents by creating rich, meaningful relationships with community partners. The Library team continues to forge alliances and collaborate with community experts to enhance programs and services.

³ In 2011, John Kania & Mark Kramer defined collective impact as the idea that “large-scale social change comes from better cross-sector coordination rather than from isolated intervention of individual organizations.”

http://www.ssireview.org/articles/entry/collective_impact

⁴ <http://collectiveimpactforum.org/what-collective-impact>

Together, our collective efforts and services will provide the resources necessary for community members to thrive from birth and to succeed throughout life.

In the spotlight: Pop-Up Resource Fair

In partnership with Human Services, The People Concern, St. Joseph Center, Chrysalis, Department of Veterans Affairs, Department of Mental Health, Department of Public Services, and Department of Public Health, the Main Library has hosted two Pop-Up Resource Fairs for homeless individuals to receive information and referrals to services.

Numerous individuals have benefitted from these services including individuals who have changed their status from homeless to obtaining housing.

In partnership with The People Concern the Library is implementing pop-up and drop-in services for homeless individuals at all library locations. Most recently, these pop-up have been held at the Main Library.

SMPL as Community & Cultural Connector Launch Goals

- 1) Spring 2018 marks the 16th annual Santa Monica Reads (SMR) a community-wide reading program bringing the City of Santa Monica together. *Farewell to Manzanar* by Jeanne Wakatsuki Houston, which is celebrating its 45th anniversary this year, is the 2018 book selection. SMR is scheduled to run from May 12 to June 23.
- 2) The Library seeks to connect with its community members by providing volunteer opportunities, both for teens and adults.
- 3) The Library hosts the Arts + Literacy Festival in collaboration with Virginia Avenue Park to promote Cradle to Career's Kindergarten Readiness Campaign. Books come to life on Saturday, April 28, 2018. Children and families are invited to explore what lives under the sea with a variety of community partners and hear Roda Ahmed read her book, *Mae Among the Stars*.