

# 2017-2020 Long-Range Strategic Plan

*Prepared for the*

**Riviera Beach Public Library**



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## INPUT

- **SWOT DATA**
- **TRENDS & NEEDS**

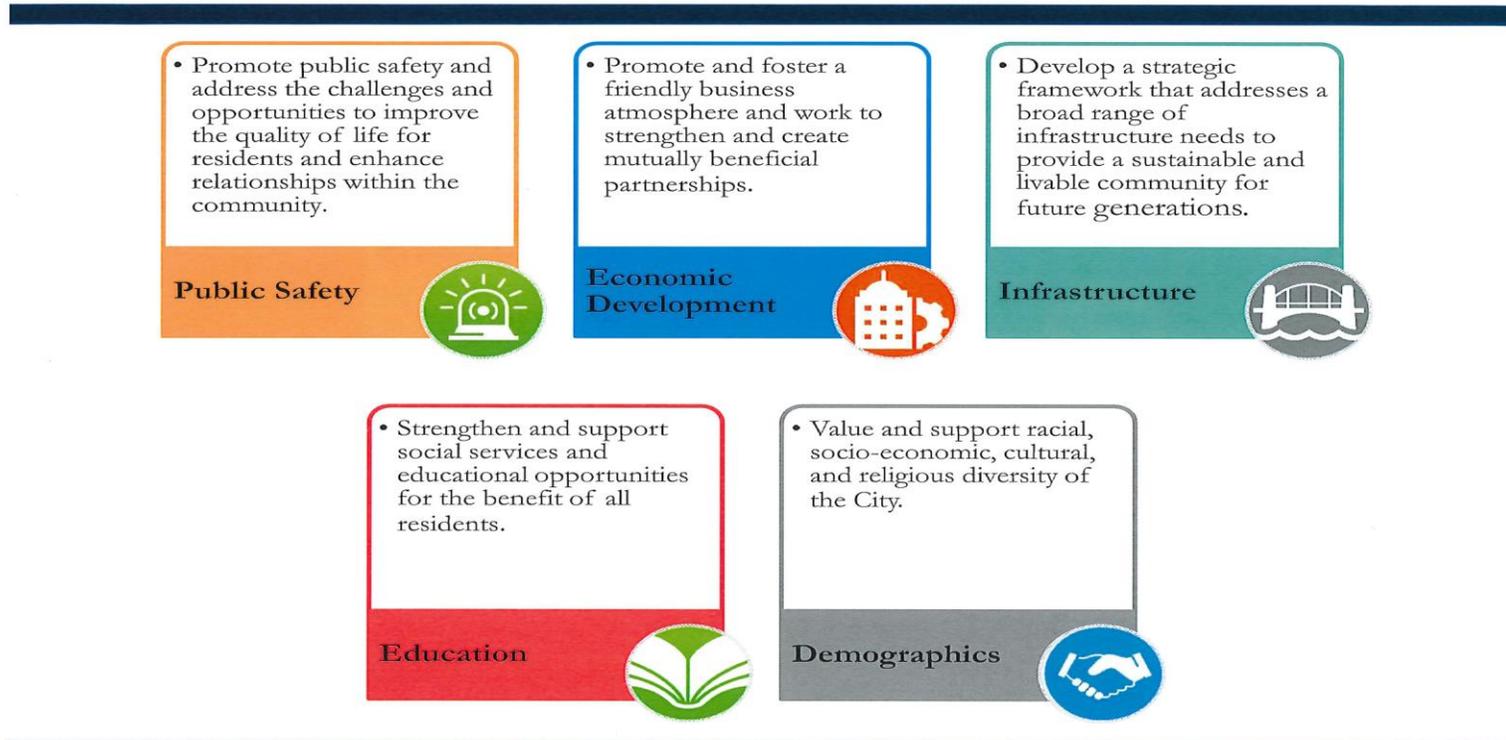
## OUTPUT

- **Program goals formulated premised on categorized SWOT analysis along with review of prior long-term goals.**

# INTRODUCTION

The Library's primary focus is to continue improving the quality of life for its citizens by providing strong educational, cultural and enrichment opportunities. The strategies adopted are intended to support the goals established by Council for FY 2018, as outlined below:

## City Goals



# **RIVIERA BEACH PUBLIC LIBRARY LONG-RANGE STRATEGIC PLAN**

## **MISSION / VISION / VALUES**

### **Mission Statement**

**The Riviera Beach Public Library Staff, Board and its Foundation members are dedicated to delivering informational resources which enhances personal growth, expand educational opportunity and transforms learning through diverse developmental, cultural, learning and recreational exposures.**

## Our Vision

To garner the necessary support to build a state-of-the-art Public Library which will provide a transformative educational, cultural, informational and diverse experience for all beneficiaries.

# Our Values

**Sharing ownership and accountability for a welcoming facility which is appealing, comfortable and well maintained,**

**Eliminating the digital divide through employing cutting-edge technology and infrastructure utilization to support digitally literate citizens and ensuring professional, customer-service driven staff with the necessary skills to support all library customers.**

## Overview

**The Riviera Beach Public Library is a single-source service facility. Currently, due to operating expenditures the mobile unit is off-line.**

**The Library is located in the city complex housed on 600 West Blue Heron Boulevard. The Library provides residents and users with access to multi-media, a business center, targeted programming, cultural resources, along with training and community meeting facilities.**

**The library is the recipient of State-funded operating aid and designated construction grant funding. This document is designed to address the State's long-range planning requirements.**

**The current plan is a comprehensive result of the combined prior plan review and stakeholders' input.**

## Overview (Con't)

The stakeholder component includes the Public user group, Advisory Board Members, Library Staff and Foundation Members. Demographic updates are provided on the next page as a reference resource.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was the primary means used to categorizing the data collected. The SWOT methodology provided a means to facilitate the stakeholders' data collection process used to identify library strengths, weaknesses, opportunities and threats. The input was gathered individually and in group settings, using face-to-face sessions, email messaging, printed surveys and social media sites, with the data collection tool below.

Strengths

Weaknesses

Opportunities

Threats

## DEMOGRAPHIC MATRIX

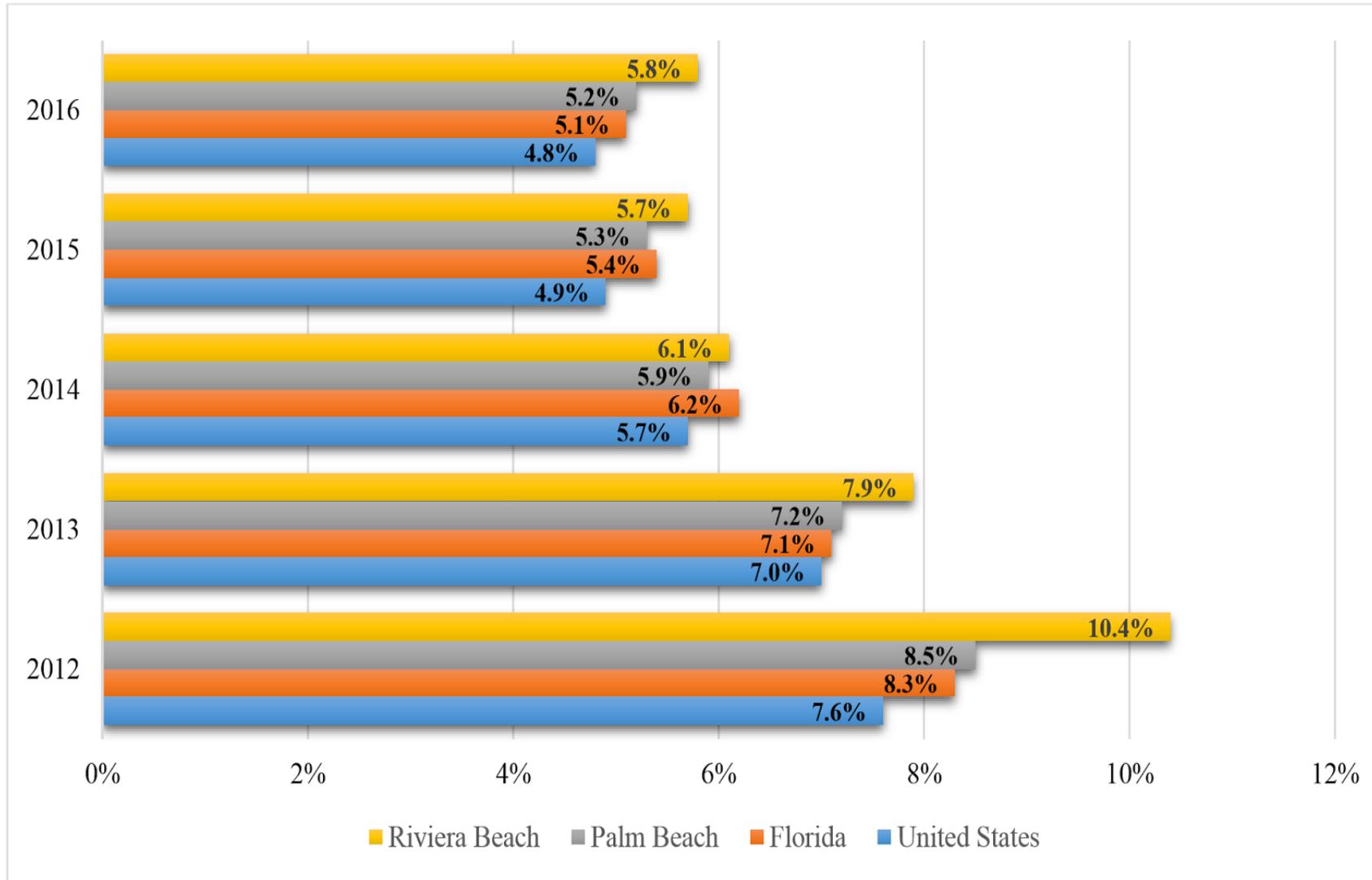
The statistical and supplemental data section describes the City and its community population, and provides the City's key benchmarks and indicators. This information provides an overview of the City and the environment in which it operates and its activities.

### Per Capita Personal Income

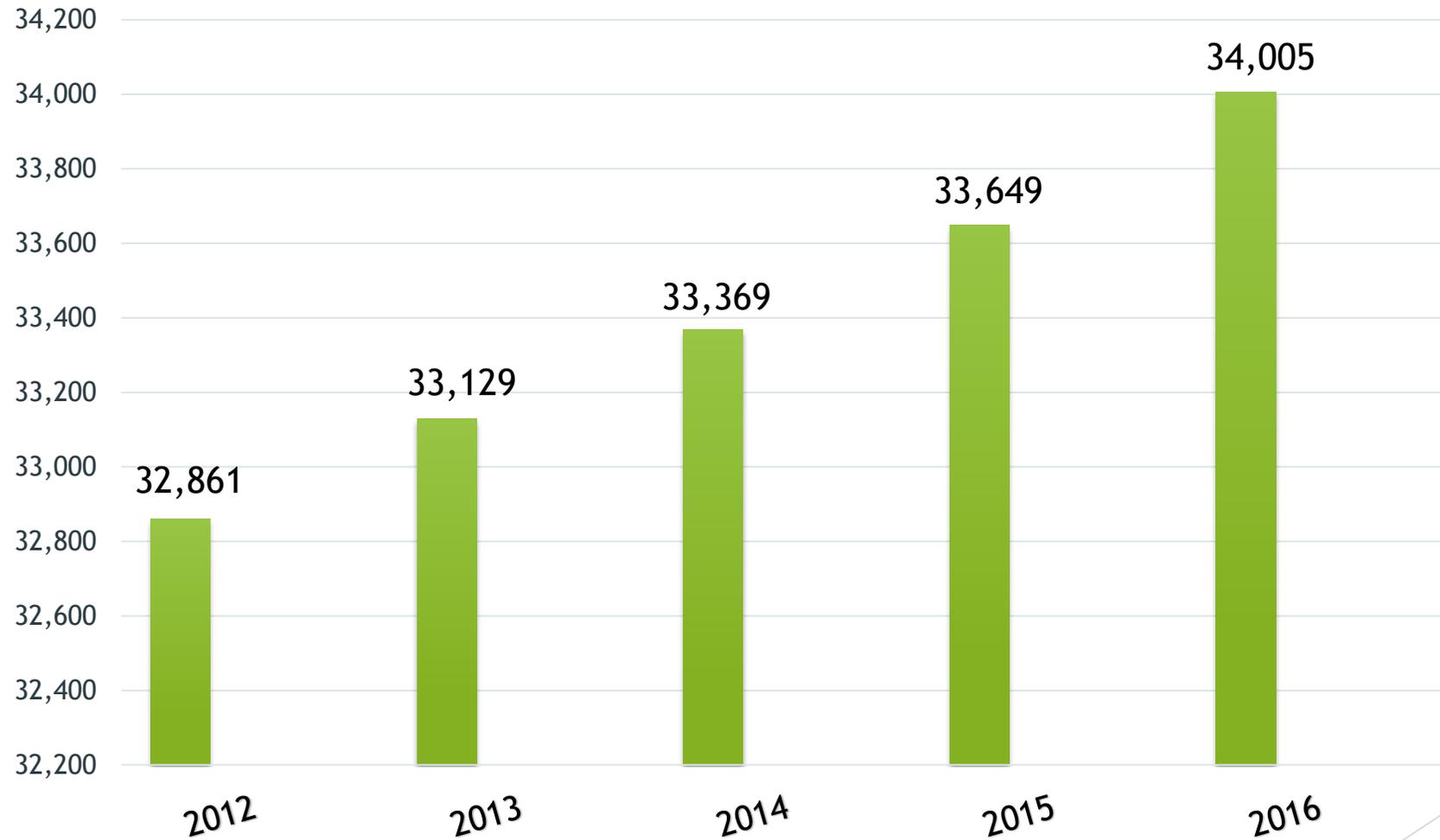
|                                      | 2012     | 2013     | 2014     | 2015     | 2016     | Average  |
|--------------------------------------|----------|----------|----------|----------|----------|----------|
| <b>United States</b>                 | \$44,263 | \$44,457 | \$46,442 | \$48,131 | \$48,435 | \$46,346 |
| <b>Florida</b>                       | \$41,000 | \$40,797 | \$42,905 | \$44,487 | \$46,297 | \$43,002 |
| <b>Palm Beach</b>                    | \$63,220 | \$62,290 | \$66,578 | \$68,743 | N/A      | \$65,208 |
| <b>Riviera Beach</b>                 | \$22,399 | \$22,399 | \$23,159 | \$23,652 | \$23,685 | \$23,059 |
| <b>Riviera Beach as % of Florida</b> | 54.63%   | 54.90%   | 53.98%   | 53.17%   | 51.69%   | 53.62%   |
| <b>Riviera Beach as % of USA</b>     | 50.60%   | 50.38%   | 49.87%   | 49.14%   | 48.90%   | 49.75%   |

**Source:** U.S. Department of Commerce, Bureau of Economic Analysis and Bureau of Labor Statistics

# Unemployment Rate



# City's Population



**Source:** American Community Survey 2015

## SWOT Analysis

This section is representative of the core data presented in analysis of Library services and operation strengths, weaknesses, opportunities and treats.

### **STRENGTHS**

- **Location\***
- **Services (Volunteer Tax Preparations, Faxing, Scanning, Photocopying, etc.)**
- **Teen area computers**
- **E-technologies (Wi-Fi, social media, Hoopla, et al online databases)**
- **Operating hours**
- **Webinars**
- **Public transport accessible\***
- **Advocates**
- **Donations**
- **Free services**

## **WEAKNESSES**

- Facility (structural instability /disrepair) \*
- Facility (outdated/space limitations) \*
- Outdated technology (hardware & software)
- Spatial layout
- Cataloging System not user friendly
- Budget Constraints/Low Municipal Priority \*
- Limited educational testing resources (ACT, SAT, MCAT, tutorials)
- Self-study/testing technology unavailable
- Teen/Adult no targeted programs, partnering limited

\* denotes 2014-2017 carryover

## **WEAKNESSES (CON'T)**

- Inconsistent Website updates
- Out dated Library card process\*
- Computer, audio and visual technologies need
- Loss of Cybermobile
- Limited marketing and PR
- Small staff
- Collection limitations
- Limited volunteer accommodations

**Source:** American Community Survey 2015

\*denotes 2014-2017 carryover

## **OPPORTUNITIES**

- Social media
- Community Cable
- School partnering
- Public education
- Healthcare partners
- 2020 Census partnering
- Recreational Program partnering
- Voter Registration
- Webinars, Higher education, GED prep
- Internal partnerships to enhance enterprise, PR, programming and expand constituencies
- Business Center Promotion
- English as a Second Language (ESL) Training
- Children Programs
- Job Programs
- Modernization

## THREATS

- Funding
- Facility
- Complacency
- Private vs. Public domain
- Hackers
- Patron disruptions
- Competition
- Climate threat

## Goals and Objectives

In response to identified trends, along with on-going program objectives, five priority areas have been elevated for crafting the Library's 2017-2020 long-term goals. These five high-priority trends used in formulating Specific, Measurable, Attainable and Realistic targets, also known as SMART Goals, are:

1. Facility, equipment and technology infrastructure investment
2. Program expansion through internal and external partnerships, marketing and public relations
3. Funding
4. Staff training / customer service
5. Increased internal priority

## Plan Strategy and Timelines

The plan of action endowed from the above priority areas expands on the prior goals set for 2014-2017, largely due to critical facility needs. While we acknowledge a great deal is predicated upon achieving facility requirements, our impetus is to achieve the greatest impact possible.

The following SMART goals represent the Library's Long-Range Strategic Plan, as outlined in the next section.

## Plan Strategy and Timelines

| <u>Goal</u>  | <u>Objectives</u>  | <u>Timeline</u> | <u>Accountability</u>  |
|--|--|-----------------|--|
| <b><u>Goal 1: Infrastructure Improvements</u></b>                                      | <p><b><u>Objective 1.1:</u></b> Replace facility</p> <p><b><u>Objective 1.2:</u></b> Update platforms</p> <p><b><u>Objective 1.3:</u></b> To replace mobile unit</p>   | Annual          | Library Director<br>Library Foundation Board<br>Assistant Library Director |
| <b><u>Goal 2: Utilize public access marketing and establish local partnerships</u></b> | <p><b><u>Objective 2.1:</u></b> To advertise program offerings</p> <p><b><u>Objective 2.2:</u></b> To increase program participations</p> <p><b><u>Objective 2.3:</u></b> To maintain adult and youth volunteers</p> | Quarterly       | Library Director<br>Assistant Director<br>Children’s Librarian             |
| <b><u>Goal 3: Pursue grants capital generation and foundation/fundraisers</u></b>      | <p><b><u>Objective 3.1:</u></b> To explore alternative funding resources</p> <p><b><u>Objective 3.2:</u></b> To maintain open communication with business community (i.e. Kiwanis, Black Business of PBC, etc.)</p>  | Ongoing         | Library Director<br>Library Advisory Board                                 |

## Plan Strategy and Timelines (Con't)

| <u>Goal</u>  | <u>Objectives</u>  | <u>Timeline</u> | <u>Accountability</u>  |
|--|--|-----------------|--|
| <b><u>Goal 4:</u> Cross-train/staff development to maintain personal and organizational involvement with library professional organizations.</b> | <p><b><u>Objective 4.1:</u></b> To increase staff's knowledge of cutting-edge library practices</p> <p><b><u>Objective 4.2:</u></b> Add Assistant Library Director, Library Page</p> <p><b><u>Objective 4.3:</u></b> Improve customer service skills</p>   | Annual          | Library Director<br>Asst Library Director<br>Library Staff           |
| <b><u>Goal 5:</u> Build internal relationships</b>   | <p><b><u>Objective 5.1:</u></b> To engage elected officials with the library to Jumpstart's Read Together Campaign PBC.</p> <p><b><u>Objective 5.2:</u></b> To host employee forum with City Manager</p> <p><b><u>Objective 5.3:</u></b> To host a cultural event with Parks and Recreation Department</p> | Annual          | Library Advisory Board   |
| <b><u>Goal 6:</u> Develop all age level programs to reflect a diverse community</b>  | <p><b><u>Objective 6.1:</u></b> To create a teen advisory board</p> <p><b><u>Objective 6.2:</u></b> To host a joint event with Youth Empowerment Program</p>   | Monthly         | Asst Library Director<br>Reference Librarian<br>Children's Librarian |

## Plan Strategy and Timelines (Con't)

| <u>Goal</u>   | <u>Objectives</u>   | <u>Timeline</u>                         | <u>Accountability</u> |
|---|---|---|-----------------------|
| Infrastructure Improvements                                   | <ol style="list-style-type: none"> <li>1. Replace facility</li> <li>2. Update platforms</li> <li>3. Hardware/Software</li> </ol>  | Year 1. Extend State Construction Grant | Library Director      |
| Use public access cable<br>Establish local partnerships       | <ol style="list-style-type: none"> <li>1. Expand program offering</li> <li>2. Increase program participations</li> </ol>  |   |                       |
| Pursue grants<br>capital generation<br>Foundation/fundraisers | <ol style="list-style-type: none"> <li>1. Create alternative funding resources</li> </ol>   |   |                       |
| Cross-train   | <ol style="list-style-type: none"> <li>1. Increase staff knowledge, add Assistant Library Director, Library Page &amp; Senior Media Specialist</li> <li>2. Improve client services</li> </ol> |   |                       |
| Build internal relationships                                  | <ol style="list-style-type: none"> <li>1. Seek Council Campaigns</li> <li>2. City Manager Meetings</li> </ol>   |   |                       |