



PASO ROBLES CITY LIBRARY

Strategic Plan
2022-2026

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“The library ties me to the community. The collections connect me to the larger world and the library keep me coming back. The library is always the heart of the community.”

-Patron

PASO ROBLES CITY LIBRARY

STRATEGIC PLAN 2022-2026 HIGHLIGHTS

MISSION:

The Paso Robles City Library is a welcoming community hub where excellent information seeking experiences ignite discovery and learning.

VISION:

To bring our community together to preserve and enhance our quality of life.

VALUES:

EQUITY:

We serve all members of our community with dignity and respect.



EDUCATION:

We promote learning at all stages in life.



EMPOWERMENT:

We provide the tools and opportunities for community members to engage, learn and thrive.



GOALS AND OBJECTIVES:

GOALS	OBJECTIVES
1 - Branding and Outreach: Increase community awareness of library services	A. Create a marketing/branding strategy B. Increase library representation and visibility in the community C. Develop strategic relationships within the community
2 - Technology and Innovation: Adopt latest technology and innovations	A. Prioritize technology training for staff and volunteers B. Implement new technology platforms C. Encourage creative application of innovative ideas and services (non-technology-based innovation)
3 - Diversity and Access: Diversify services to meet the needs of all community groups	A. Establish library service on East Side of Paso Robles B. Create opportunities for non-library users to access library services C. Increase diversity and user-friendliness of materials and services
4 - Community Hub: Be recognized as the hub for our community to gather, engage, and learn	A. Encourage collaboration, dialogue, and discussion through classes and events B. Creatively use library space to encourage community interaction C. Work with partners to facilitate access to basic services (e.g., legal, social services, healthcare, etc.)

INTRODUCTION

City of Paso Robles - Library Services Strategic Plan – January 2022

INTRODUCTION TO PASO ROBLES

El Paso de Robles, or “Pass of the Oaks,” is a city in San Luis Obispo County surrounded by scenic rolling hills, premiere California wineries, beautiful parks and walking trails, and a bustling downtown. This thriving community of over 30,000 residents is one of California’s best kept secrets and possesses the benefits of a suburban-rural community while retaining a small-town feel.

CITY GROWTH

Paso Robles is quickly becoming one of the most desirable places to live, work, retire, and play. Per the United States Census:

- Paso Robles has the highest percentage of youth under 18 in the County (22.5%).
- 33.2% of households have one or more persons under the age of 18 in the home and 30.2% percent have someone over the age of 65.
- 18.4% of residents are foreign born; 81% of those are from Latin America and 30% of people five years of age and older speak a language other than English in the home—25% speak Spanish.

Paso Robles is a bustling tourist destination with over 200 wineries, a thriving small business community and housing development plans to accommodate a growing population of approximately 10,000 more people by 2030. Paso Robles was a remote work destination in the pandemic and has since become the #1 retirement destination in California. The community has a desire to maintain their small-town feel and preserve quality of life. The library plays an essential role by providing free access to current reading and information resources, lifelong learning opportunities, and an accessible place to study, work, gather, and engage.

ABOUT PASO ROBLES CITY LIBRARY

The Paso Robles City Library is centrally located in the heart of downtown and was first established as a free reading room by the Ladies Auxiliary in 1902. Transferring ownership to the city in 1903, the Ladies Auxiliary continued to play a critical role in the development of the library and petitioned Andrew Carnegie for funds just a few years later. The cornerstone of the Carnegie Library was laid in 1908 and for the next 87 years, this iconic building worked to fill the community’s demand for library services. Today, the building serves as the centerpiece of Downtown City Park and also houses the Paso Robles Historical Society.

As Paso Robles grew, so did the need for more library space and services. The dream for a larger library became a reality in 1995 when a new library opened its doors directly across the street. Referred to as the Jewel of Downtown, the larger space allowed for immediate growth and held the promise of an expanded space when City Hall, which was temporarily housed on the upper level, would move to its own building in 2010. In 2001, the City’s need for a new City Hall was superseded by the need for a new public safety building, which opened in 2003. Then, in 2008, the library’s expected expansion was further deferred by the Great Recession. Although the City’s Layoff Prevention Plan was effective in preventing layoffs, it resulted in the attrition of library staff.



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While growth of the downtown facility stalled, the library was able to establish a stand-alone study center location on the north end of town in 2010 (initially established in 1999 in partnership with the Youth Arts Foundation to provide homework help). Housed in a County Office of Education modular building and adjacent to a dual-immersion school, the Library Study Center has grown to serve as a children’s library providing access to reading material, homework help and computers after school, five-days a week.

Still operating with reduced staffing, the library developed its first five-year strategic plan in 2017 and subsequently developed a fully-endorsed and City Council-approved Facility Master Plan. Using community input, this plan considered the needs of the post-recession community, projected population growth, and the benefits of centralized city services. The plan allowed for a continued sharing of space, growing collections, and increased public meeting and collaboration space. Currently, the Facility Master Plan is awaiting an assessment of City Hall needs.

Guided by the 2017-2021 Library Strategic Plan, and with support from the Library Board of Trustees, the Paso Robles Library Foundation and Friends of the Paso Robles Library, the library has worked to move forward by updating technology, decreasing wait times for new and popular materials, focusing on removing barriers to access, and maximizing existing space at both the library and the Library Study Center. Now, with 120 years of service, the library is looking ahead by developing plans for its next five years of service, which will initiate in July of 2022.

“It is my favorite place in the whole world.”

-Patron

SUMMARY OF CORE SERVICES

The Paso Robles City Library is open 57 public service hours per week for free access to:

- Physical and digital reading and audiovisual material
- Materials from neighboring partner libraries
- Wi-Fi and internet-enabled computers and print/copy services
- Hot Spots and Chromebooks for check out
- Online databases and resources
- Spaces for individual and group study and work
- Educational classes and enrichment activities for children, adults, and teens
- Children’s interactive early learning space
- Volunteer opportunities

The Library Study Center, a small children’s library in the Georgia Brown neighborhood, is available to children after school for free access to:

- Homework help
- Physical and digital reading and audiovisual materials
- Materials from neighboring partner libraries
- Wi-Fi and internet-enabled computers and printing
- Online databases and resources
- Enrichment activities
- Volunteer opportunities



Black Gold Cooperative Library System

For over fifty years, the Paso Robles City Library has been a member of the Black Gold Cooperative Library

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System (Black Gold)—a group formed by independent libraries along the California Central Coast. The partnership has provided patrons with increased access to physical and electronic materials through a shared catalog. As part of the system, the Paso Robles City Library has also benefited from the introduction of updated technology and innovations in service to support local patron needs.

PURPOSE OF THE PLAN

The challenge moving forward for the Paso Robles City Library is to continue to maintain high-quality services while evolving to meet the expanding needs and demographics of the community.

The purpose of this strategic plan is to support the Paso Robles City Library in identifying the current and growing needs of the diverse community it serves and outlining a well-conceived plan for the delivery of library services and programs. To support the development of this plan, Paso Robles City Library partnered with The Centre for Organization Effectiveness, a consulting firm that specializes in strategic planning and has deep familiarity and experience with the region. In partnership with the community and City Council, the Paso Robles City Library developed and adopted the following 5-year comprehensive plan (2022-2026). This plan aligns with the City Council’s established strategic priorities, the City’s values and mission, and incorporates input from key internal and external stakeholders, the City Council, and the general public.

PROCESS OVERVIEW

Paso Robles City Library Strategic Plan – January 2022

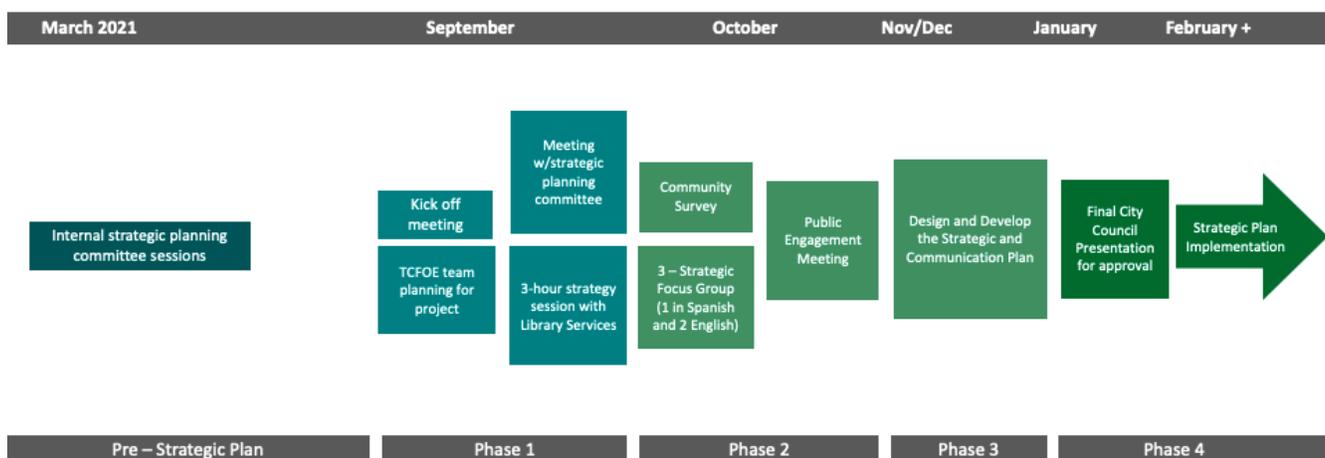
STRATEGIC PLANNING PROCESS

Beginning March 2021, the Paso Robles City Library convened an internal strategic planning committee to review the 2017-2022 strategic plan and begin planning for the next five years. Between September 2021 and January 2022, the Paso Robles City Library engaged in a series of strategic planning processes and events with the Centre for Organization Effectiveness to develop the 2022-2026 Strategic Plan outlined in this report. This process provided the opportunity to assess current and future opportunities for the library to align with City goals, to meet the needs of the community at large, and to operate in a sustainable and efficient manner.

The following process was used to support meaningful partnership and collaboration with City staff, community members, and City Council in the development of the library strategic plan.

Paso Robles City Library Timeline Overview

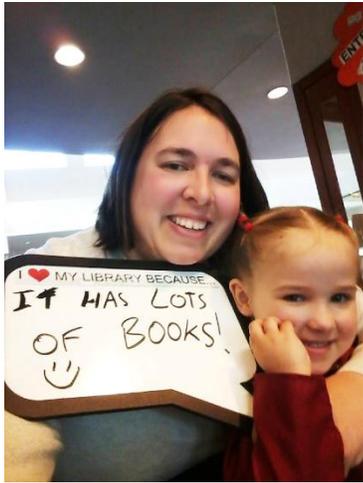
Timeframe: March 2021-February 2022 (11 Months)



The strategic planning process consisted of the following key elements:

- Strategy Sessions with Key Internal and External Stakeholders
- Community Engagement Events
- Community Wide Survey
- Presentation of the Plan to City Council for Approval
- Strategic Plan Implementation

COMMUNITY ENGAGEMENT



An important part of the strategic planning process was partnering with the community to identify and prioritize current and future opportunities for the Paso Robles City Library to support community needs. To target appropriate cross-sections of the community and strategically collect feedback from community members, the following community engagement events were conducted. The data collected from these events were analyzed, and key themes were used to inform the development of the strategic goals and objectives with the City Council.

Strategic Planning Committee Work

In March 2021, a group of key stakeholders came together to review the current strategic plan, as well as to identify emerging needs in the community and trends in the broader market. The committee included the Director of the Community Services Department, City Librarian, Adult Services Librarian, Youth Services Librarian, Volunteer and Engagement Coordinator, City Economic Development Manager, three active volunteers, two members of the Trustees, one member of the Library Foundation, and one member of the Friends of the Library. The Committee reviewed an environmental scan, conducted a SWOT analysis using library staff and volunteer feedback, and provided input regarding the current mission statement. A final committee meeting was held on September 22, 2021, where the Centre for Organization Effectiveness facilitated a strategy session to hear from the committee on their findings as well as their point of view on what should be included in the strategic plan for the next five years.

Internal Strategy Sessions

A three-hour virtual session was held on September 24, 2021, with the internal Library Services team. The focus of the session was to identify what the Paso Robles City Library should stop, start, and continue doing in the future.

Strategic Focus Groups

Three, 1-hour virtual focus groups were held on October 4, October 6, and October 7, 2021. Two of the focus groups were facilitated in English and one was facilitated in Spanish. Attendees included members of staff, Library Foundation, Cuesta College, City Council, volunteers, and members of the community. Attendees participated in deep discussions and shared their thoughts, feelings, and insights about the future of the Paso Robles City Library.

Public Engagement Survey

Between September 18 and November 1, 2021, the Paso Robles City Library conducted a survey to solicit information from residents on current and future information needs. The survey collected input on topics such as residents' preferred sources of information, space use habits, and near-future goals to determine how the library can meet the ongoing needs of the community. In total, 263 participants responded to the survey.

Public Engagement Meeting

A one-hour virtual public meeting was held on November 3, 2021. “One of the strengths of a public library is its responsiveness to evolving community needs,” said City Librarian Angelica Fortin. “Our community’s feedback is key in helping us design a future for the Paso Robles City Library that includes supportive collections, programs, and resources.” The attendees included members of staff, City Council, Cuesta College, local school representatives, Recreation Foundation, and the broader public.

Themes from the Engagement Sessions:

The collective themes that emerged from the varied community engagement events and informed the strategic plan were as follows:

1. Branding and Outreach

- a. Get the word out through marketing and advertising: The library needs targeted strategies to market its services. There is a core group that visits the library online and in person, but there are many residents that do not visit the library and are unaware of the services that are available. It would also be beneficial for the library to share information with the public in an effort to break misconceptions. For instance, a “Did You Know” campaign (e.g., the truth about late fees and overdue books).
- b. Community outreach: The library needs more community outreach services, such as classes and events on the road, sharing online service offerings, encouraging followers on social media channels, the radio, and in printed media, such as magazines, and having library representatives at local fairs, back-to-school events, and other community outreach events. The library should take advantage of local tourism and be a resource for people to learn about wine, such as wine education classes and similar events. In an effort to reach different community groups (e.g., younger audiences), there should be broader accessibility to services. (e.g., more mobile classes)
There is also an opportunity for the library to create and leverage local partnerships to expand its services (e.g., local history of wineries, history of land development, bar trivia nights, book discussions in coffee shops, wine and book club, community-wide read in the park day, etc.).
- c. Community outreach to the Spanish speaking community: Tailored outreach and services, such as a Spanish Facebook page and a Spanish email/newsletter.
- d. Business community outreach.



2. Technology and Innovation

- a. Continue providing technology solutions that people can access at home. Share with the community what is available. For example, 3D printers and the latest scanning and computer technology.
- b. Train and hire staff to be technology experts.
- c. Balance the importance of technology with non-tech human to human solutions.
- d. Create an innovation space (creative space for making things with creative equipment and supplies).
- e. Provide meeting rooms that can be used by students and the business community that incorporate the latest technology to innovate and collaborate.
- f. Focus on library space being both collaborative and quiet (need meeting spaces for virtual, in-person, etc.).



- g. Increase virtual engagement using audio and video on various channels, such as YouTube, Facebook, and other social media platforms. For example, sharing Storytime and creating a video library on niche academy platforms.
- h. Tech Services Librarian to assist with identifying and integrating new technology and related services.

3. Diversity and Access

- a. Be a welcoming space for residents. Promote the idea that if people don't know where to start with something they can come to the library first! Build on reputation as a trusted source of information (e.g., helping community members find the correct answer quickly).
- b. Innovative services: Book Mobiles are making a resurgence, book lockers (vending machine), digital collections (one of the highest-circulating collections), books by mail program, etc.
- c. Secure staffing to address needs of the future (need to recruit diverse candidates that support technology needs, social service needs, and Spanish needs). Need visual representation of teen and Hispanic population working at the library. Would be great to have incentive programs to train and upskill staff in different languages and capabilities.
- d. Bilingual offerings in books, marketing materials, Spanish Facebook, and newsletters, etc.
- e. Maintain accessibility of physical spaces and incorporate sensory-friendly educational opportunities in regular offerings.
- f. Array of books and discussions with culturally diverse authors and topics.
- g. More accessible programming hours for working class, single parents, and others who have non-traditional schedules on nights and weekends.
- h. Provide business services. For instance, mock interview experiences, space for small businesses to conduct meetings.
- i. Staff to assist non-computer literate patrons in filling out forms, looking things up, using the computer, etc.
- j. Continue to expand and develop the Library Study Center as a Children's Library.



4. Community Hub

A vision for the library as community hub would be:



- a. A place where we can bring kids together to learn how to socialize, touch books, and have unstructured play; new parents can meet each other and fulfill social needs.
- b. A place where partners can offer direct services.
- c. A place where we can refer people to basic services (e.g., where to get a meal, social services, tourism questions, legal advice, etc.).
- d. A place to explore sensitive topics.
- e. A place where the focus is on human connection.
- f. A place that connects and unites the community. Where people can come together and coexist.
- g. A place where teens can come, play, create, learn, grow, and explore.
- h. A place that people trust.

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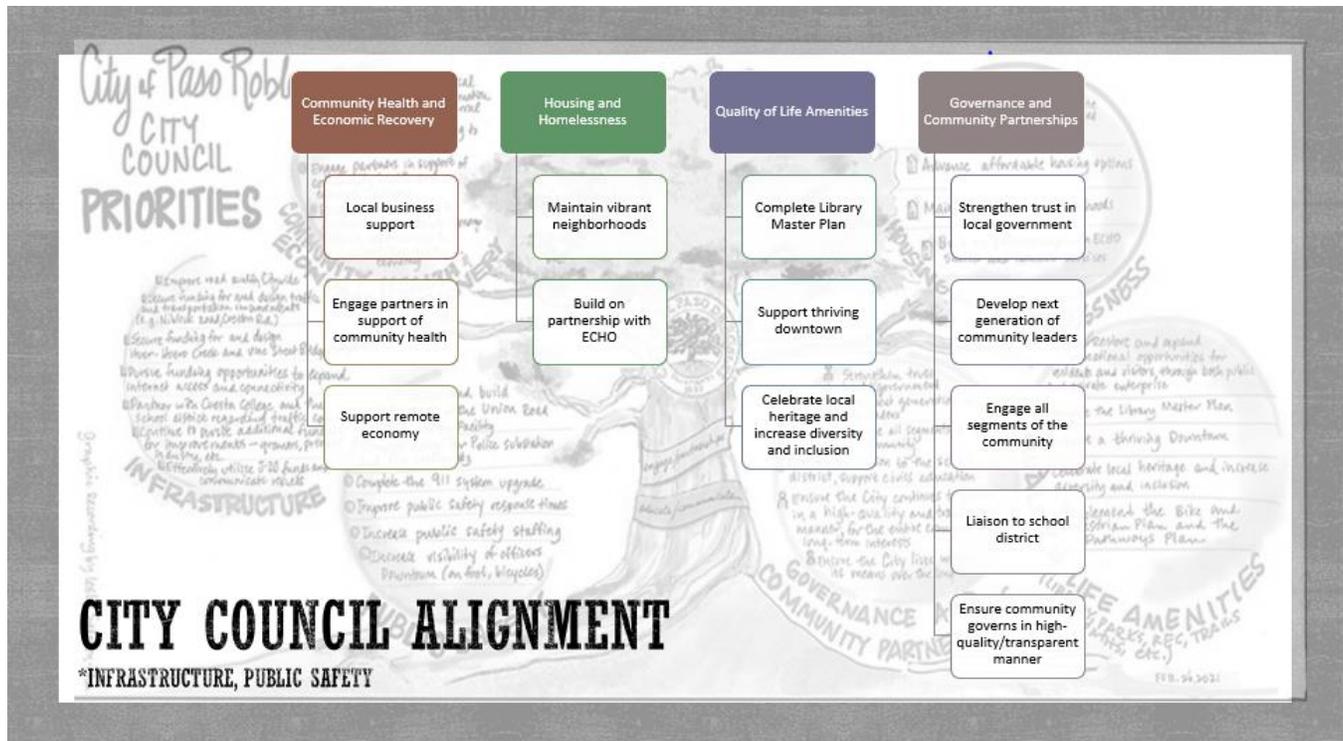
ALIGNMENT WITH CITY COUNCIL PRIORITIES

In February 2021, the City of Paso Robles (in partnership with residents) conducted a series of visioning and goal-setting efforts to identify strategic priorities for the City. Through this process six strategic priorities were identified:

1. Community Health and Economic Recovery
2. Infrastructure
3. Public Safety
4. Housing and Homelessness
5. Governance and Community Partnership
6. Quality of Life Amenities

These strategic priorities were used to inform the budgeting process for the next fiscal year and informed Council what residents wanted them to focus on over the next 12 - 18 months.

As part of the Paso Robles City Library's strategic planning process, the division reviewed the City's strategic priorities to identify specific areas of alignment and opportunities for ongoing support to the City. While the library supports all six City Council priorities, four key priorities were in direct alignment with the development of the library's strategic goals and objectives.



“Es un lugar muy tranquilo, cómodo y limpio para llevar a mi hijo a leer libros.”

“It is a very calm, comfortable and clean place to take my son to read books.”

-Patron

STRATEGIC PLAN

Paso Robles City Library Strategic Plan – January 2022

STRATEGIC GOALS AND OBJECTIVES

Through the strategic planning process, the following goals and objectives were adopted to guide the future direction of library services and programming.

GOALS	OBJECTIVES
1 - Branding and Outreach: Increase community awareness of library services	A. Create a marketing/branding strategy B. Increase library representation and visibility in the community C. Develop strategic relationships within the community
2 - Technology and Innovation: Adopt latest technology and innovations	A. Prioritize technology training for staff and volunteers B. Implement new technology platforms C. Encourage creative application of innovative ideas and services (non-technology-based innovation)
3 - Diversity and Access: Diversify services to meet the needs of all community groups	A. Establish library service on East Side of Paso Robles B. Create opportunities for non-library users to access library services C. Increase diversity and user-friendliness of materials and services
4 - Community Hub: Be recognized as the hub for our community to gather, engage, and learn	A. Encourage collaboration, dialogue, and discussion through classes and events B. Creatively use library space to encourage community interaction C. Work with partners to facilitate access to basic services (e.g., legal, social services, healthcare, etc.)

CHALLENGES AND OPPORTUNITIES

The challenge moving forward for the library is to continue to maintain high-quality resources and services, while evolving to meet the changing needs and demographics of the community. There are a few short- and long-term challenges and opportunities that were identified through the strategic planning process.

Short-Term – Paso Robles City Library is understaffed 4.7 full-time employees (FTE) per state average FTE per 1000 population and relies heavily on its volunteers. The number of volunteers has dropped by 25% due to COVID-19. Because of the staffing constraints and reduction in volunteers, services are significantly impacted. The sustainability and growth of the library is dependent on City Council’s support and the ability to offer competitive employee wages and benefits to highly qualified professional librarians. As a result of being understaffed, the staff’s ability to create brand awareness through outreach has become nonexistent.

- Understaffed
- Lack of branding awareness



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Long-Term – In addition to being understaffed and lacking brand awareness, funding to expand library services within and beyond its four walls to adequately meet the needs of an evolving and diverse population will also be a challenge. Due to the COVID-19 pandemic, there is an increased need for virtual meeting facilities but not adequate space to accommodate this in the current library building.

- Minimal outreach services throughout the city
- Delayed implementation of Library Facilities Master Plan

NEXT STEPS AND RECOMMENDATIONS

Through the process described in this report, the Paso Robles City Library has developed and adopted a 5-Year Strategic Plan that includes 4 goals and 12 supporting objectives.

To support successful execution of the goals and objectives in a timely manner, the next step is for the library to identify annual action items. These action items should outline specific steps that will be taken each year to support the successful execution of the 5-Year Strategic Plan. Having 12-months of action items continuously identified will enable Library Services to monitor progress, adjust as needed, and manage resources effectively.

Recommended Process:

- **Formation of a staff committee** – This should include members of staff who have the necessary knowledge and experience to think strategically about library goals and objectives.
- **Draft annual working plan** – The staff committee will assess each goal and set of supporting objectives to develop annual action items that will support the successful execution of the 5-Year Strategic Plan. This will require members of the staff committee to take into consideration items such as available resources and support, budget, current demands and challenges, appropriate timeline, and past programs or work endeavors.
- **Present annual working plan to the Library Board of Trustees** – The City Librarian will present the annual working plan to the Library Board of Trustees for review and feedback. Elements of this plan may include action items, resources, timeline, budget, and performance measures.
- **Staff committee to provide periodic status updates to the Department Head**–The City Librarian will be responsible for providing the Department Head with quarterly status updates to the Department Head on the execution of action items associated with the annual working plan. It is suggested that a report template be created to support this process.
- **Repeat the process on an annual basis** – A new working plan should be developed each year with appropriate action items. The action items listed in the new annual working plan will be impacted by the successful execution of the previous year’s working plan. Staff committee membership should also be reviewed on an annual basis to support a shared workload and ensure committee members are engaged and committed to the cause.

“The library strives to grow and evolve! Staff are actively responsive to the community by offering a diverse range of materials and programs.”

-Patron

Attachment 2

IMPLEMENTATION CHARTS

The implementation chart below identifies specific action items that are in alignment with the successful achievement of each objective and thus broader strategic goal. Recognizing that all action items are important to the overall implementation strategy and successful execution of the 5-year plan, the time frame provides recommendations for which items should be prioritized in each FY.

*These items would be more fully implemented with the completion of the Library Facility Master Plan.

ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
GOAL 1: Branding and Outreach					
Hire a marketing firm to help with marketing strategy	A	City Librarian	Outsource	22-23	\$50,000
Target agencies including local business support (chamber, wine alliance, Main Street) to keep them informed of library offerings	A	Outreach Librarian	Minimal	23-24	NA
Hire a full time Administrative Assistant III with graphic design skills to assist with branding and marketing	A	City Council	Project	22-23	\$92,000 (Ongoing)
Host function(s) with media outlets to build relationships and enhance communication	B	Volunteer and Engagement Coordinator	Minimal	23-24	NA
Implement Loan a Librarian program. Organizations, book clubs, etc., can request a librarian participate in their meetings/discussions or to serve as a guest speaker	B	Staff	Moderate	24-25	NA
Library staff to host 1 local outreach event per month (Wine Wednesday book club, beer and books club, bar trivia, read in park day, etc.)	B	Outreach Librarian	Moderate	24-25	Grant Funded/ Partnership
Actively participate on the board or attend meetings of local organizations with aligning missions (e.g., PRJUSD, ECHO, PRYAF, HBA, Chamber of Commerce, Mainstreet, etc.)	C	Staff	Moderate	22-23	NA
Hire an Outreach Services Librarian to support off-site services and partnerships	C	City Council	Project	23-24	\$109,100 (Ongoing)
GOAL 2: Technology and Innovation					
Develop virtual training program for staff and volunteers (e.g., Niche Academy)	A	Tech Services Librarian	Project	22-23	Grant Funded
Incorporate technology-focused training, and train-the-trainer opportunities in all staff evaluations	A	Supervising Staff	Moderate	22-23	NA
Actively participate in the Library and Information Technology Association (LITA) division of the American Library Association (ALA)	A	Tech Services Librarian	Limited	23-24	\$250 (Ongoing)

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ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
Hire a Tech Services librarian to work with Black Gold and IT to maintain, introduce and implement new technologies	B	City Council	Project	22-23	\$109,100 (Ongoing)
Imbed tutorial video resources throughout website (e.g., Niche Academy)	B	Tech Services Librarian	Limited	22-23	Grant Funded
Develop virtual library by enhancing website resources and catalog	B	Tech Services Librarian	Project	23-24	NA
Enhance reference services by working with Black Gold to add bot supported chat option to website/app (e.g., MyLibro)	B	Tech Services Librarian	Limited	23-24	\$3,300 (Ongoing)
Enhance current eBook collection by establishing an Overdrive Advantage Collection to supplement the existing Black Gold collection and provide an improved experience for local users	B	City Librarian	Minimal	22-23	Grant Funded
Work with the Black Gold Automation and Technical services committee to identify shared virtual resources to further enhance patron experience	B	Adult Services	Minimal	24-25	NA
Attend annual CLA, ALA, PLA conferences to participate in continuing education focused on innovation	C	Supervisor Coordinators	Limited	24-25	\$3,000 (Ongoing)
GOAL 3: Accessibility					
Investigate potential locations for a deposit library collection, book locker or to establish mobile service on the east side	A	Outreach Librarian	Project	26-27	TBD
*Partner with existing agencies to provide space for library classes and events (e.g., schools, Recreation Services, senior center, vets center)	A	Adult/ Youth Services Librarian	Moderate	25-26	NA/ Partnership
Introduce Books-by-Mail program for homebound populations	B	Adult Services Librarian	Moderate	22-23	Grant Funded
Develop an on-demand program portal to offer virtual early literacy and education opportunities	B	Adult/ Youth Services Librarian	Project	23-24	Grant Funded
Form a partnership to provide options for free transportation to the library with validation	B	Outreach Librarian	Limited	26-27	Partnership
Develop a Foster Youth program to provide foster youth with access to library materials	B	Youth Services Librarian	Limited	25-26	NA
*Work with the Paso Reads Committee to develop a Kindergarten at the Library Program in partnership with the PRJUSD	B	Youth Services Librarian	Project	24-25	Grant Funded/ Partnership
*Provide monthly evening family friendly programming	B	Adult/ Youth Services Librarian	Moderate	25-26	Grant Funded

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ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
*Provide childcare during adult programs or concurrent programming for children and adults to encourage participation	B	Adult/ Youth Services Librarian	Moderate	25-26	Grant Funded
Hire a Teen Services librarian to actively engage teens by building collections, enhancing existing programs, and providing workforce and education opportunities	B	City Council	Project	25-26	\$109,100 (Ongoing)
Re-establish teen volunteer program to build workforce skills	B	Teen Services Librarian	Project	26-27	NA
*Maintain accessibility of physical spaces and add developmentally inclusive programming for all ages	C	Adult/ Youth Services Librarian	Moderate	24-25	TBD
*Grow inclusive and Spanish language collections to include YA materials	C	Teen Services Librarian	Project	26-27	\$5,000
*Host monthly Spanish-language education opportunities	C	Adult/ Youth Services Librarian	Moderate	24-25	Grant Funded/ Partnerships
Provide marketing materials/newsletters in English and Spanish with a low vision friendly font	C	Administrative Assistant IV	Project	23-24	\$500 (Ongoing)
Subscribe to professional translation service	C	City Librarian	Outsource	23-22	\$1,200 (Ongoing)
Complete diversity analysis of collection with a goal of having the collection reflect community demographics	C	City Librarian	Outsource	25-26	\$4,200
Work with local art community to encourage diverse exhibits	C	Outreach Librarian	Moderate	23-24	NA
GOAL 4: Community Hub					
*Establish monthly public “office hours” in the library with the Mayor/City Council/City Manager	A	City Librarian	Minimal	24-25	NA
*Partner with outside agencies to host parent education and support classes	A	Youth Services Librarian	Moderate	23-24	Grant Funded/ Partnership
*Re-establish lecture series with focus on discussion using a variety of public areas throughout the library	A	Adult Services Librarian	Moderate	23-24	Grant Funded/ Partnership
*Create “People of Paso” virtual video library and host annual Human Library to facilitate understanding and build community unity	A	Staff	Project	24-25	Grant Funded

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ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
Offer city staff the opportunity to disseminate public information through the library	B	City Librarian	Moderate	22-23	NA
*Develop innovation space (space for making things with creative equipment and supplies)	B	City Librarian	Project	26-27	\$15,000
*Provide free access to meeting space for clubs, non-profits and the business/workforce community	B	City Librarian	Minimal	22-23	NA
Establish coffee service with seating outside or in the lobby	B	Outsource	Project	25-26	NA
Create electronic bulletin board and/or increase current physical community board space	B	City Librarian	Limited	24-25	\$2,000 (ongoing)
*Form directed partnerships with health, real estate, and travel professionals to provide topical presentations for adults based on survey requests	C	Outreach Librarian	Moderate	24-25	Partnership
*Target social service agencies and local professionals to provide informational presentations and/or regular services/office hours in the library (Workforce Partnership)	C	Outreach Librarian	Moderate	23-24	Partnership