



Miami-Dade Board of County Commissioners
Office of the Commission Auditor

Parks and Cultural Affairs Committee (PCAC) Meeting

November 19, 2018
9:30 A.M.
Commission Chambers

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Research Notes

Item No. 3A
File No. 182418

Researcher: JFP Reviewer: TD

RESOLUTION APPROVING THE FIVE-YEAR STRATEGIC PLAN FOR THE MIAMI-DADE PUBLIC LIBRARY SYSTEM (2018-2022)

ISSUE/REQUESTED ACTION

Whether the Board should approve the Five-Year Strategic Plan for the Miami-Dade Public Library System for the time period 2018-2022.

APPLICABLE LEGISLATION/POLICY

N/A

PROCEDURAL HISTORY

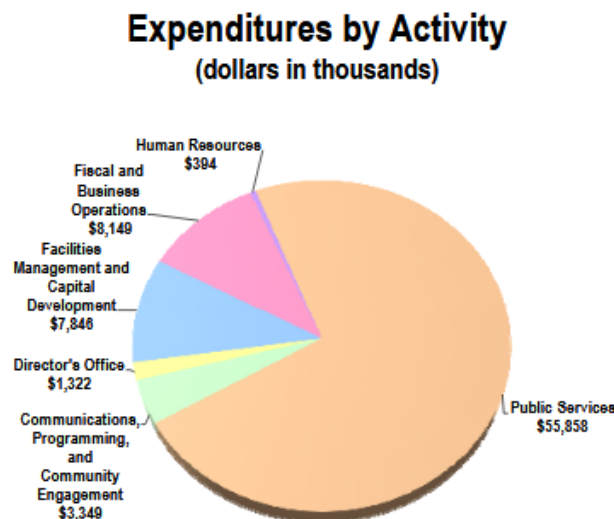
Prime Sponsor: Commissioner Javier D. Souto, District 10

Department/Requester: Library Department

The proposed resolution has no procedural history.

ANALYSIS

The proposed resolution approves the Five-Year Strategic Plan for the Miami-Dade Public Library System for the time period 2018-2022. This multi-year strategic plan is aligned with the FY 2018-19 Adopted Budget and Multi-Year Capital Plan., budgeting \$82,562,000 for the year's library services—\$81,362,000 of which are sourced from proprietary fee and bond funds while \$1,200,000 are from State funds. In FY 2017-18, the Library Director's Office completed the development of a new five-year strategic plan that will focus on addressing challenges in the areas of meeting customer needs, increasing awareness of library services and programs, building stronger partnerships building stronger customer engagement strategies, and increasing staff development opportunities. The following budget was produced in furtherance of implementing this plan:



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The following are notable fee adjustments to the FY 2018-19 budget, in accordance with the intent to establish MDPLS as a “fine-free” library to reduce barriers to library access, improve relations between staff and the public, and encourage use of library facilities and services:

| Fee Adjustments | FY 2017-18 Fee | FY 2018-19 Fee | Dollar Impact for FY 2018-19 |
|---|-----------------------|-----------------------|-------------------------------------|
| Elimination of overdue fines on adult materials | \$0.20 | \$0.00 | \$-108,000 |
| Reduction of Non-Resident Card Fee | \$100 | \$65 | \$-1,225 |

The strategic plan, facilitated by the strategic planning consultants, Lord Cultural Resources, is the result of analyses of trends in libraries throughout the country, internal and external surveys, community and staff input forums, meetings with nonprofit and institutional partners, and stakeholder interviews. Key challenges identified were then presented to MDPLS senior management, resulting in the development of a series of five strategic goals and corresponding objectives and tasks that will serve as the basis for a continuously evolving Implementation Plan.

The following are the strategic goals developed in response to the ascertained challenges:

| Key Challenges Facing MDPLS | Strategic Goals in Response to Challenges |
|---|--|
| <ul style="list-style-type: none"> Meeting and exceeding the expectations of the Library customer in facilities, services, collections, and technology. | <ul style="list-style-type: none"> Provide extraordinary services and customer experiences with great spaces, collections that exceed expectations, technology that is convenient and intuitive, and programs and events that are easily accessible and desired by the public. |
| <ul style="list-style-type: none"> Increasing awareness of Library services and programs to ensure that the public continues to appreciate the importance and benefits of the Library to our community and is well informed about the Library’s offerings. | <ul style="list-style-type: none"> Increase communications, marketing, and awareness efforts with respect to the Library’s services and programs and significance of the Library in our community. |
| <ul style="list-style-type: none"> Building sustainable and impactful partnerships with public and private sector organizations and institutions. | <ul style="list-style-type: none"> Explore and develop new and greater partnership opportunities with educational, cultural, and social services organizations as well as private sector individuals, corporations, and foundations to support, enhance, and expand the library’s programs, services, and spaces, bridge gaps in services, and maximize the potential for reaching new audiences. |
| <ul style="list-style-type: none"> Building stronger community engagement strategies with supporters, donors, and volunteers to advance the mission of the Library. | <ul style="list-style-type: none"> Increase advocacy efforts through direct interaction with Library users, community groups, advocacy partners, donors and elected and appointed officials to ensure the ongoing success and vitality of the Library in our community. |
| <ul style="list-style-type: none"> Developing structured and relevant staff training and leadership development opportunities throughout the organization | <ul style="list-style-type: none"> Become the national model for libraries by creating and conducting ongoing staff and leadership development programs that strengthen the organization at all levels to better serve the public and prepare our workforce for future growth. |

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The MDPLS team developed a series of action items for each Strategic Goal, serving as actionable steps which the MDPLS team will further formulate into specific tasks and objectives that will constitute the Implementation Plan. The Implementation Plan will include timelines, resources required, performance measures, and will task owners responsible for ensuring progress, and ultimate completion of each task.

The adoption of a Strategic Plan by the Board is a requirement for MDPLS to be eligible for State Aid to Libraries grant funding. In FY 2017-18, MDPLS was awarded grant funding totaling \$235,000 by the State of Florida through the Library Services and Technology Act Grant process for the MDPLS Digitization Project. In FY 2018-19, MDPLS will continue to receive grant funding for Year 2 of the Digitization Project (\$100,000) and to establish a third YOUmedia Miami location at the Lemon City Branch Library (\$210,000). MDPLS will continue to receive funding from State Aid to Libraries (\$1.564 million).

ADDITIONAL INFORMATION

FY 2018-19 Adopted Budget and Multi-Year Capital Plan – Library

The proposed multi-year strategic plan is aligned with the FY 2018-19 Adopted Budget and Multi-Year Capital Plan.

<https://www.miamidade.gov/budget/library/fy2018-19/proposed/library.pdf>