



Miami-Dade Public Library System Business Plan

Fiscal Years: 2017 and 2018
(10/1/16 – 9/30/18)

Approved by:

Handwritten signature of Ray Baker in blue ink.

Ray Baker, Interim Director

Handwritten signature of Michael Spring in blue ink.

Michael Spring, Senior Advisor to the Mayor

Plan Date: February 13, 2017

Delivering Excellence Every Day



TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES	Page 4
PRIORITY INITIATIVES	Page 5
FUTURE OUTLOOK	Page 6
BUSINESS PLAN REPORT	Attachment 1

Delivering Excellence Every Day



DEPARTMENT OVERVIEW

The Miami-Dade Public Library System (MDPLS) provides and promotes literacy, education and training, lifelong learning, free exchange of ideas, equitable access to new and existing technology, and access to arts and cultural events that each serve to enhance the lives of Miami-Dade County residents. MDPLS delivers services via 50 physical locations, mobile service delivery offerings, and through online resources that allow for unlimited access to MDPLS services.

Department Mission

To provide innovative services, programs, and spaces that promote learning, literacy, 21st Century skills, entertainment/recreation, and access to technology to help create an informed and knowledgeable community.

Delivering Excellence Every Day



Delivering Excellence Every Day



Table of Organization

<p><u>OFFICE OF THE DIRECTOR</u></p> <ul style="list-style-type: none"> Provides overall direction and coordination of departmental operations and management <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 16-17</u></td> <td style="text-align: center;"><u>FY 17-18</u></td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> </tr> </table>	<u>FY 16-17</u>	<u>FY 17-18</u>	2	2
<u>FY 16-17</u>	<u>FY 17-18</u>			
2	2			
<p><u>ADMINISTRATION</u></p> <ul style="list-style-type: none"> Manages the implementation of departmental operations and policy <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 16-17</u></td> <td style="text-align: center;"><u>FY 17-18</u></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">8</td> </tr> </table>	<u>FY 16-17</u>	<u>FY 17-18</u>	6	8
<u>FY 16-17</u>	<u>FY 17-18</u>			
6	8			
<p><u>FISCAL, CAPITAL, AND BUSINESS OPERATIONS</u></p> <ul style="list-style-type: none"> Manages departmental fiscal operations; provides department-wide services operations such as procurement, real estate, fleet, capital projects, facility maintenance, and manages mobile and other specialized public services; coordinates all marketing and printing activities for the Library System. <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 16-17</u></td> <td style="text-align: center;"><u>FY 17-18</u></td> </tr> <tr> <td style="text-align: center;">66</td> <td style="text-align: center;">69</td> </tr> </table>	<u>FY 16-17</u>	<u>FY 17-18</u>	66	69
<u>FY 16-17</u>	<u>FY 17-18</u>			
66	69			
<p><u>COMMUNITY ENGAGEMENT, PARTNERSHIP, AND PROGRAMMING</u></p> <ul style="list-style-type: none"> Develops and implements workshops and partnerships to encourage literacy, library usage and life-long learning; conducts outreach to community organizations, municipalities and local, state, and federal government agencies. <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 16-17</u></td> <td style="text-align: center;"><u>FY 17-18</u></td> </tr> <tr> <td style="text-align: center;">15</td> <td style="text-align: center;">15</td> </tr> </table>	<u>FY 16-17</u>	<u>FY 17-18</u>	15	15
<u>FY 16-17</u>	<u>FY 17-18</u>			
15	15			
<p><u>PUBLIC SERVICE</u></p> <ul style="list-style-type: none"> Manages the direct provision of public customer service for the organization; oversees all functions related to the Library's Collection; and provides department-wide Human Resources support. <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 16-17</u></td> <td style="text-align: center;"><u>FY 17-18</u></td> </tr> <tr> <td style="text-align: center;">355</td> <td style="text-align: center;">350</td> </tr> </table>	<u>FY 16-17</u>	<u>FY 17-18</u>	355	350
<u>FY 16-17</u>	<u>FY 17-18</u>			
355	350			

The FY 2017-18 total number of full-time equivalent positions is 521

Delivering Excellence Every Day



Strategic Alignment Summary

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- RC 1-1 Ensure parks, libraries, and cultural facilities are accessible to residents and visitors
- RC 2-1 Increase attendance at recreational and cultural venues
- RC 2-2 Ensure facilities are safe, clean, and well-run
- RC 3-1 Provide vibrant and diverse programming opportunities and services that reflect the Community's interests
- RC 3-2 Strengthen and conserve local historic and cultural resources and collections

Our Customer

As is common with other large urban public library systems, there is no single description to define our customer. MDPLS tailors its service offerings to fit the needs of people of all age groups and backgrounds, and across communities and regions of Miami-Dade County. We focus heavily on understanding the diverse needs of users in each community and adapt our services, materials, and program offerings accordingly. In addition to serving individuals and groups throughout Miami-Dade County, MDPLS works closely with other County and governmental agencies, as well as with a variety of nonprofit organizations, that both support and supplement MDPLS services and program offerings.

KEY ISSUES

Service Hours

MDPLS has been incrementally providing additional public service hours over the past two fiscal years. Our operating schedule has improved, but there are still communities that have limited numbers of service days. Achieving consistency in operating schedules throughout our branches is a high-priority, long-term goal that we will continue to address over the coming years.

Library Materials Collection

A common challenge among public libraries throughout the country is how to meet the ever-growing demand of patrons for availability of titles in multiple formats (print, e-book, audiobook, etc.) as well as through multiple software platforms and devices. While MDPLS continues to utilize best practices in collection development, this demand continues to put a strain on the ability to diversify our collection to meet those needs. We will continue to place high priority on funding for our collection to ensure it remains balanced and with a depth of resources that equitably serves our community.

Technology

MDPLS continues to play its part in bridging the digital divide by providing high-speed internet and Wi-Fi access, computers and tablets for public use, and hands-on instruction in technologies such as 3-D printers and creative software. It is clear that technology is evolving beyond transactional-based interactions with computers and MDPLS must continue to stay abreast of, and willing to experiment with, emerging trends in technology.

Delivering Excellence Every Day



Facilities

MDPLS continues to advance its capital plan by renovating older facilities, replacing building systems that are at or beyond end-of-life, and placing an increased focus on preventive maintenance. Additionally, demand for replacement libraries in specific communities has surged as MDPLS has returned to a level of financial stability. Continuing to build capital reserves to meet these demands will be an ongoing priority. Further, as the role of libraries continues to evolve, it is clear that the use of library spaces is also evolving as a space for collaborative learning and as a venue for community-focused workshops and entertainment. It is important that such factors are incorporated appropriately in renovated and newly constructed facilities to ensure the library remains a viable community destination in the future.

Staff Training and Development

In FY 2015-16, MDPLS established a system-wide staff training and development program. This program has placed heavy emphasis on core customer service practices, library-specific professional training, and refresher training on library systems and web-based library tools. This program is furthering the professionalism of our workforce, providing a more cohesive understanding of our mission and goals, and improving morale through opportunities to learn new things. Given the challenges nationwide in recruiting new librarians, coupled with an aging librarian workforce, it is crucial for training and development to remain a core activity going forward.

PRIORITY INITIATIVES

RC 1-1 Ensure parks, libraries and cultural facilities are accessible to residents and visitors

- Continue to prioritize enhancement of service hours and staffing levels so that customers have maximum access to our facilities, resources, and availability of staff expertise.
- Invest in technologies and services that improve online access, retrieval, visibility, and discovery of our catalog and print and electronic collections.
- Explore opportunities that promote co-location of libraries with other County agencies, including parks and cultural facilities.

RC 2-1 Increase attendance at recreational and cultural venues

- Continue implementation of marketing and outreach initiatives and events that excite our existing patrons and attract new patrons; this includes continued investment in targeted branding, visible promotion of MDPLS services and programs, enhancing our website usability, and increased usage of social media.
- Continue to provide recreational and educational programming, including training, seminars, coursework, family-friendly events, etc., that is tailored towards the needs of specific communities and age groups.

Delivering Excellence Every Day



RC 2-2 Ensure facilities are safe, clean and well run

- Continue to focus on preventive facility maintenance, as well as enhanced security, janitorial, and landscaping services, recognizing the importance of these services in ensuring patron comfort, improving facility aesthetics, safety, and the public's general impression of MDPLS.
- Continue aggressively advancing the MDPLS capital plan, including renovation of existing facilities, addressing life-cycle replacement of major building systems, and construction of replacement facilities.
- Continue to refresh public-use desktop computers to ensure our customers have access to the latest hardware and software technology; additionally, continue to upgrade the existing network infrastructure to maximize the speed and reliability of internet and Wi-Fi in our facilities.

RC 3-1 Provide vibrant and diverse programming opportunities and services that reflect the community's interests

- Continue investment in our electronic collection and services, including online educational products that provide K-12 tutoring, early childhood literacy, coding, website building, language learning, job skills, and software development resources; these online services address the development of skill sets critical for school readiness, job readiness and advancing the economic development goals of Miami-Dade County.
- Continue to invest in specialized services such as the Technobus, YOUmedia, YOUmake, and Project LEAD, which provide hands-on instruction and tutoring to citizens of all ages in a variety of areas, including basic literacy, digital literacy skills, workforce development, and many other areas in a creative learning environment.
- Continue to offer free library events and workshops that provide 21st century learning opportunities and entertainment for the diverse community in the County, including technology-driven courses, STEAM (Science, Technology, Engineering, Arts, and Math), robotics, financial literacy, language classes, career readiness, and civic engagement.
- Expand our youth safety, citizenship, and passport services initiatives, as well as our early literacy, digital literacy, and similar learning and educational development offerings through strategic partnerships, programming, and services.

RC 3-2 Strengthen and conserve local historic and cultural resources and collections

- Enhance, preserve and promote the special collections of MDPLS, including the Florida, Vasari, and Cuban collections at the Main Library; and the African American collection at North Dade Regional Library; expand the accessibility of these collections through digitization efforts, and highlight their importance through improved public exhibition of these important works.
- Further the continued prominence of MDPLS' Art Services programs, including partnerships with local artists, display of prominent traveling exhibitions, and events surrounding exhibition of MDPLS' own art collection.

Delivering Excellence Every Day



FUTURE OUTLOOK

The Pew Research Center "Libraries 2016" report shows that Americans have a positive view of public libraries and the role they play in their lives. Interestingly, this report shows that there is an increasing shift in the types of services that Americans would like to see offered in their libraries. These include teaching of basic computer skills, creation of more flexible and comfortable spaces for meeting rooms, events, or reading, and an increased desire for the creation of educational and creative learning opportunities. Fortunately, MDPLS has kept current with these trends by providing a wide array of specialized learning opportunities, both in traditional literacy and digital literacy. These, include group-led programs and classes, as well as one-on-one instruction from library staff in digital arts, creative arts, and 21st century technologies. MDPLS also continues to maintain a diversified collection of printed materials, e-books, audio books, and a wide range of other materials and media available in multiple formats and through multiple digital platforms; a continuous challenge for public libraries throughout the country in allocating funding for collection budgets. Additionally, MDPLS maintains its core principles as a safe space for all who enter, including job seekers, those seeking assistance with citizenship, and those who just need a place to study or read. Moving forward, we will continue to focus on all of the above, but also on exploring new technologies that facilitate ease of access to information for our customers, ensuring that library spaces remain important destinations for community engagement and free exchange of ideas, and continuously supporting our staff with the skills and training to meet the ever-changing needs of our customers.

Delivering Excellence Every Day



