

ENRICH, ENGAGE, ILLUMINATE:

Long-Range Plan 2011-2015



Approved by PGCMLS Board of Library Trustees
October 17, 2011

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Background

Prince George's County Memorial Library System, an 18-branch institution serving a county of approximately 850,000 residents, has earned a national reputation as an exemplar of public service. In recent years, however, the system has been forced to respond to budget cuts in emergency mode, leading to significant reductions in service hours, hiring freezes, and staff furloughs.

Since the last strategic plan had expired in 2005, the library's new leadership decided in 2010 that a healthy future for the system would require development of a comprehensive strategic plan for the years 2011-2015. The plan, it was understood, would have to point to creative uses of all available resources to continue and enhance service to customers.

In January 2011, the Board of Trustees, with a newly elected president and vice president, chose Joel & Sinclair Associates, a management consulting firm with more than a decade of experience in facilitating strategic plans for public libraries, to guide PGCMLS through this process.

The Process

Data Gathering

As it began planning for the next five years, the board and senior library staff decided to enhance the conventional techniques of determining community use and expectations of the library. They chose to conduct extensive surveys, focus groups, and interviews and to engage the community deeply in the process. The surveys were carried out from February through June and took several forms:

- Print surveys were distributed to borrowers at all the branches. These surveys revealed that many library users were unaware of a number of the library's services.
- A survey of those who use the computers at the library asked why they used them and what services they took advantage of. Users said they need the public-access the libraries provide and that they need more than 30 minutes at a time.
- A survey of those who used the library's wifi capability about that service's usefulness to them and their use of other library resources. Most users found the library a quiet and comfortable place compared to other hot spots, but many also mistakenly thought the system was secure.
- A website survey asked visitors to the library website about their use of library online services. Website users expressed a desire to expanded electronic services.

In parallel to these surveys, Joel & Sinclair conducted one-on-one confidential interviews with library board members, almost all library staff, and more than one hundred community members, including elected and appointed municipal and county officials. Among them were four members of the County Council; finance staff of the County Executive's office; the mayors of Greenbelt, Hyattsville, Mt. Rainier, and University Park; city administrator of Laurel; commissioners of Upper Marlboro; city council members of Bladensburg and Mt. Rainier; senior staff of the Department of Parks and Recreation; senior staff of the Maryland Parks and Planning Commission; the principal of Bowie High School; the associate publisher of *The Gazette* and *The Star*; elementary school principals; teachers; day care providers; ministers; church-school directors; home-schoolers; and numerous other residents of the County.

Still another survey technique employed was the focus group. At each branch, several library users discussed the future of their neighborhoods as well as the ways in which the branches and system could better serve them. One focus group consisted of union shop stewards, who expressed concerns about staff training and branch safety.

A unique data-gathering technique, introduced by Joel & Sinclair Associates, was the Staff Walk-Through. Staff were asked to approach and navigate the branches as customers do. Equipped with questionnaires, they examined the exterior and interior of the buildings, tested ease of finding departments (by use of location and signage), and evaluated customer-friendliness of the environment. They then reported their findings to the facilitators.

Steering Committee Meetings

With the results of these surveys in hand, Prince George's County Memorial Library System senior staff assembled a steering committee that consisted of the following board members, community leaders, and staff:

Board President Mark Polk

Board Vice President Alease Wright

Board Members Sylvia Bolivar and John Peter Thompson

Rhonda Dallas, Chair of the Prince George's Arts + Humanities Council

Barbara Dunn, author and former Executive Director of the Association for African-American Life and History

Nakia Ngwala, President of the Ardmore-Springdale Civic Association

Library Director Kathleen Teaze

Library Staff Members Larry Broxton, James Caparas, Debra Capponi, Michael Gannon, Devon Holland, Robin Jacobsen, Victoria Johnson, Christian Minter, Kelley Perkins, Vilma Sandoval-Sall, Terry Stakem, Chad Stark, Evelyn Tchiyuka.

The steering committee meetings were held on 15-16 and 23 July 2011.

The meetings began with a summary presentation by Peter Joel of the findings of the surveys that Joel & Sinclair had carried out and analyzed. He presented the salient points derived from focus groups and interviews as Strengths and Weaknesses, along with the most significant comments by borrowers, and website, computer and wifi users.

Based on these findings, the committee identified the following issues as those that the long-range plan needed to address:

- Succession training
- Neighborhood outreach
- Marketing
- Reconsider priorities
- Develop new growth areas
- Branches as neighborhood focus
- Digital divide
- Effective communication
 - Staff effective through 2020
- Consultation and coordination
- Mobile technologies for remote access.

The committee then carried out a self-examination to identify the key functions of the library system and developed the following list:

Key Functions of the Prince George's County Library System:

- Enhance community literacy
- Promote child literacy
- Maintain the technology portal for those without access
- Make available remote access
- Provide meeting spaces
- Present welcoming environment for all
- Develop the collection'
- Provide information
- Make available varied materials based on staff and community input
- Offer real-life problem solving training and assistance
- Perform outreach to the community
- Support services to special populations
- Assist lifelong learning
- Manage special archival collections
- Protect civil liberties.

Mission, Vision, Tagline

With these key functions in mind, the committee then considered how best to capture the mission of library system and crafted the following.

Mission Statement:

Prince George's County Memorial Library System provides materials and information for study and personal enrichment. We offer strategies for lifelong learning through access to varied media and professional guidance by our staff. We focus all resources on the needs of our customers.

The Steering Committee then undertook to consider its aspirations for the library over the next 10 to 15 years, and in articulating that vision developed the following:

Branding Tagline: Enrich

your life. . . Engage your

community. . .

Illuminate your world. . .

. . . Visit Your Prince George's County Library

www.pgcmls.info

And the one-word

Vision Statement:

ENRICH

The vision statement is meant as an acronym that can be used to specify and highlight different aspects of the library system and its services in many contexts and changing over time.

The first set of concepts associated with the Vision Statement are:

Engage

Neighborhoods

Resources

Inspire

Connect

Host

Members of the Steering Committee suggested additional meanings to associate with the initial letters might include Education, Research, Illumination, and Information. Staff and board would be welcome to add more words and phrases for appropriate use.

Goals

With all these elements of the planning process (Issues, Key Functions, Mission, Tagline, and Vision) in place, the Steering Committee proceeded to develop six major goals to be accomplished by the Prince George's County Library System over the next five years.

The goals are:

- Strengthen the role of PGCMLS as the community's premier information source.
- Anticipate and respond to the evolving needs of the community.
- Reshape identity, reinvent services, and reconfigure spaces of the branches to respond more effectively to neighborhood needs.
- Raise awareness of PGCMLS programs, collections, and services to expand utilization by more of the community.
- Build a highly professional staff that can respond with agility to customers' needs.
- Maintain the facilities as safe, comfortable, welcoming spaces.

Implementation

On the following pages are Objectives and Tasks that working groups developed on 27-28 July and 1 August to carry out the six goals. Working group participants were:

Larry Broxton
James Caparas
Debra Capponi
Reggie Carroll
Maria D'Souza-Datta
Steve Dutky
Josephine Fiore
Moneik Frazier
Michael Gannon
Chris Herrmann
Christine Hogan
Devon Holland
Kelly Holley-Poole
Beverly Howard
John Krivak
Robin Jacobsen
Victoria Johnson
Roy Joynes
Alexa Leinaweaver
Karin Luoma
Monica McAbee

Christian Minter
Irene Perez
Kelley Perkins
Marsha Quarles
Martha Ruff
Vilma Sandoval-Sall
Terry Stakem
Chad Stark
Arleen Talley
Wayne Taylor
Evelyn Tchiyuka
Kathleen Teaze
Gabrielle Tibbs
Stephen Valentich
Gloria Watson
Kirby Willis
Peg Yacisin

PGCMLS STRATEGIC GOAL 1

GOAL 1: Strengthen the role of PGCMLS as the community's premier information source.

Objective 1: Increase usage and trust in our Internet resources

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 1A: Educate parents and teachers about Internet resources	Public Services Human Resources	Oct 2011	Ongoing
Task 1B: Develop standards for providing information about distance-learning resources	Public Services Work Team	Jun 2012	Dec 2012
Task 1C: Assess staff's skill level using Internet resources	Human Resources Branch	Oct 2011	Ongoing
Task 1D: Explore search engine optimization possibilities	IT Materials Mgmt	Jan 2012	Jan 2013

Objective 2: Improve access to our databases through the website's e-catalogue

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2A: Catalogue the databases	Materials Mgmt	Oct 2011	Jan 2012
Task 2B: Seek customization of vendors' database platforms for easier customer access	Materials Mgmt IT	Jan 2012	Jan

Objective 3: Educate, train, and facilitate integration with County government, public schools, and other organizations

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3A: Develop a plan to match our resources to County government and other organizations' needs	Materials Mgmt PR	Oct 2011	Apr
Task 3B: Develop training for use of our resources by County government and other organizations' staff	Human Resources Public Services	May 2012	Ongoing
Task 3C: Initiate cross-linking with County government and other organizations' websites	IT	Jan 2012	Jun 2012

Objective 4: Make library catalogue our customers' preferred portal to information

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 4A: Enhance Polaris's capabilities	IT	Feb 2012	Ongoing
Task 4B: Evaluate usefulness and accuracy of children's catalogue	Public Services Branch Managers	Oct 2011	Feb
Task 4C: Orient and train staff on use of the catalogue	Public Services Branch Managers	Mar 2012	Oct 2012
Task 4D: Promote catalogue's availability and capabilities	PR IT Branch Managers	Nov 2012	Ongoing

PGCMLS STRATEGIC GOAL 1

Objective 5: Provide a customer-focused collection

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 5A: Review and revise the collection development 2012 manual annually	Materials Mgmt	Jan 2012	Jun
Task 5B: Increase number of copies to meet customer demand	Materials Mgmt	Oct 2011	Ongoing
Task 5C: Implement Collection HQ capabilities to analyze and	Public Services Ongoing optimize materials usage Materials Mgmt IT Branch Managers	Oct 2011	
Task 5D: Standardize weeding practices throughout system	Branch Managers Public Services Materials Mgmt	Feb 2012	Jun 2012
Task 5E: Improve accessibility of downloadables from catalogue	IT Materials Mgmt	Jan 2012	Ongoing
Task 5F: Allocate shelf space based on use	Branch Managers Public Services	Jul 2012	Ongoing
Task 5G: Eliminate duplication of print and digital materials where	Materials Mgmt Ongoing feasible	Oct 2012 Branch Managers	

Objective 6: Assess and build value of underutilized resources, including special collections

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 6A: Determine customer interest in underutilized resources	Branch Managers Materials Mgmt	Jan 2013	Apr 2013
Task 6B: Streamline collection based on customer interest	Branch Managers Materials Mgmt	May 2013	Ongoing
Task 6C: Increase usage through promotion	PR Branch Managers	Oct 2011	Ongoing

Objective 7: Facilitate customer access to electronic resources at our locations

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 7A: Ensure adequate number of catalogue computers at branches	Admin Services Branch Managers	Oct 2011	Ongoing
Task 7B: Investigate feasibility of download stations at branches	Admin Services IT	Oct 2011	Nov 2011
Task 7C: Explore feasibility of having electronic devices available to borrowers	Admin Services Public Services	Jan 2013	Mar 2013
Task 7D: Investigate methods of redeploying decommissioned IT equipment to serve the community	IT	Mar 2013	Jun 2013

PGCMLS STRATEGIC GOAL 1

Objective 8: Ensure that we provide robust communications equipment and infrastructure for customers and staff

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 8A: Provide robust telephone system	IT	Jan 2012	Jan 2013
Task 8B: Provide robust and resilient network infrastructure	IT	Oct 2011	Oct 2011
Task 8C: Provide robust Internet Service Provider service	IT	Oct 2011	Oct 2011
Task 8D: Provide measurements to anticipate problems throughout the network	IT	Oct 2011	Oct 2011
Task 8E: Evaluate the statistics to determine impact of growth and avoid future problems	IT	Oct 2011	Ongoing

PGCMLS STRATEGIC GOAL 2

GOAL 2: Anticipate and respond to the evolving needs of the community

Objective 1: Support workforce development

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 1A: Educate staff about existing and potential partners	Public Services Branch Managers PR	Oct 2011	Ongoing
Task 1B: Identify and establish relationships with potential partners (e.g. DLLR, Human Services Coalition, Casa de Maryland, Catholic Charities)	Public Services Branch Managers PR	Oct 2011	Apr 2012
Task 1C: Identify, coordinate & standardize workforce development training	Workforce Development Team	Oct 2011	Jun 2012
Task 1D: Evaluate & target collection in support of workforce development	Materials Mgmt	May 2012	Jun 2013

Objective 2: Ensure effective external communication

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2A: Survey customers on website annually	Leadership Team IT	Apr 2012	Annually
Task 2B: Develop & carry out a survey protocol for service desk staff	Public Services PR	Mar 2012	Jun 2012
Task 2C: Report survey results on Intranet & at monthly leadership team meetings and annual staff meetings	Branch Managers	Jul 2012	Ongoing

Objective 3: Participate in community activities

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3A: Update branch profiles annually & post on Intranet	Branch Managers	Jan 2012	Annually
Task 3B: Attend relevant community meetings	Branch Managers	Oct 2011	Ongoing

Objective 4: Respond to needs of non-English-speaking populations

Task 4A: Identify & translate flyers into Spanish	PR	Oct 2011	Dec 2012
Task 4B: Establish work team to assess needs	Public Services PR	Oct 2011	Ongoing

Objective 5: Supplement learning needs of population from birth to grade 12

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 5A: Revitalize branch relationships with neighborhood schools	Branch Managers	Oct 2011	Ongoing
Task 5B: Update school contact list annually	Branch Managers	Oct 2011	Annually
Task 5C: Update list of schools served by branches annually	Branch Managers Public Services	Oct 2011	Annually
Task 5D: Evaluate & target collection in support of learning needs	Materials Mgmt	May 2012	Jun 2013
Task 5E: Identify & investigate innovative learning resources and implement as appropriate	Admin Services Leadership Team	Oct 2011	Ongoing

PGCMLS STRATEGIC GOAL 3

GOAL 3: Reshape identity, reinvent services, and reconfigure spaces to respond more effectively to neighborhood needs.

Objective 1: Reinvent services and reconfigure spaces in branches to address adequately needs of pre-school and school age customers.

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 1A: Evaluate spaces at each branch to assess adequacy for pre-school and grade-school-age children	Admin Services Branch Managers	Oct 2012	Apr 2013
Task 1 B: Evaluate services at each branch to assess adequacy for pre-school and grade-school-age children	Public Services Branch Managers	Oct 2012	Apr 2013
Task 1C: Evaluate spaces at each branch to assess adequacy for teens	Admin Services Branch Managers	Oct 2011	Apr 2012
Task 1D: Evaluate services at each branch to assess adequacy for teens	Public Services Branch Managers	Oct 2011	Apr 2012

Objective 2: Transform services and reconfigure spaces in branches to address adequately needs of diverse adult groups.

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2A: Evaluate spaces at each branch to assess adequacy for adults	Admin Services Branch Managers	Oct 2012	Apr 2013
Task 2 B: Evaluate services at each branch to assess adequacy for adults	Public Services Branch Managers	Oct 2012	Apr 2013

Objective 3: Reconfigure hours at branches to meet neighborhood needs.

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3A: Conduct survey to determine best service hours for each branch.	Public Services PR	Jan 2012	Jun 2012
Task 3B: Develop schedule for branches based on survey results	Public Services Director's Staff	Jul 2012	Sep 2012
Task 3C: Prepare promotional and informational materials and staff scheduling	Public Services Director's Staff PR	Jul 2012	Sep 2012

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3D: Implement new hours	Branch Managers	Oct 2012	Oct 2012
Task 3E: Evaluate effectiveness of new hours	Leadership Team	Sep 2013	Sep 2014

Objective 4: Increase use of self-service options

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 4A: Explore innovative self-service options	Admin Services Innovative tech Work Team PR	Oct 2011	Ongoing
Task 4B: Pilot self-pick up of holds	Public Services Admin Services 4 Branch Managers PR	Jan 2012	Mar 2012
Task 4E: Pilot self-service public fax machines and scanners	Admin Services 4 Branch Managers PR	Apr 2012	Jun 2012
Task 4C: Implement, if successful, holds self-pick up, fax and scanner self-service throughout system	Public Services Admin Services PR	Aug 2012	Dec 2012
Task 4D: Ensure that 80 percent of circulation is done through self-check by 2014	Branch Managers	Oct 2012	Dec 2014

PGCMLS STRATEGIC GOAL 3

Objective 5: Increase use of e-commerce

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 5A: Evaluate feasibility of increased use of e-commerce	Finance Public Services IT Human Resources	Jan 2013	Jun 2013
Task 5B: Develop internal controls related to e-commerce	Finance	Jan 2013	Jun 2013
Task 5C: Train staff for e-commerce	Finance Human Resources	Jun 2013	Sep 2013
Task 5D: Promote e-commerce	PR	Jul 2013	Ongoing

Objective 6: Improve timeliness of delivery to customers of basic products and services

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 6A: Plan customer service center	Admin Services PR	Oct 2011	Oct 2012
Task 6B: Implement customer service center	Admin Services PR	Oct 2012	Nov 2012
Task 6C: Carry out delivery survey	Admin Services	Oct 2011	Dec 2011
Task 6D: Investigate & revise pick-list procedures	IT Branch Managers Materials Mgmt	Jan 2012	Mar 2012
Task 6E: Conduct final review of floating collection plan	Admin Services Public Services	Mar 2012	Apr 2012
Task 6F: Implement floating collection	Public Services Materials Mgmt	Apr 2012	Ongoing
Task 6G: Reevaluate computer time policies and increase computer resources to increase usage time	Public Services Admin Services	Jul 2013	Jul 2014

Objective7: Ensure that staff engage customers proactively when and where they need us

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 7A: Design and pilot a roving-librarian program	Public Services Branch Managers Human Resources IT	Jan 2012	Jun 2012
Task 7B: Evaluate, and if positive, implement throughout system	Public Services Branch Managers Human Resources IT	Jun 2012	Ongoing
Task 7C: Introduce text information service	Admin Services Public Services IT	Jan 2012	Jan 2012
Task 7D: Train circulation staff to enable self-service by customers	Public Services Human Resources	Apr 2012	Jul 2012
Task 7E: Design and introduce mobile access to website	IT PR	Oct 2011	Jan 2012
Task 7F: Ensure all staff is familiar with special needs equipment	Public Services Human Resources	Jan 2013	Mar 2013
Task 7G: Implement books by mail	Public Services IT	Jul 2013	Sep 2013

PGCMLS STRATEGIC GOAL 4

GOAL 4: Raise awareness of PGCMLS programs, collections, and services to expand utilization by more of the community.

Objective 1: Ensure that our message is consistent across the system and throughout the County

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 1A: Evaluate the existing messages to ensure conformity 2012 with strategic plan vision, mission, and tag line	PR Director's Staff Public Services	Oct 2011	Mar
Task 1B: Post mission and vision statements 2012 throughout facilities and in print products	PR	Oct 2011	Mar
Task 1C: Educate staff in understanding vision and mission	Human Resources Ongoing and communicating PGCMLS Leadership Team PR	Apr 2012	
Task 1D: Develop and mandate use of logo templates	PR Leadership Team	Jul 2012	2013
Task 1E: Require that all communications materials carry message	PR Ongoing the PGCMLS brand and Leadership Team	Feb 2012	
Task 1F: Explore possible venues to advertise PGCMLS products and services	PR	Feb 2013	Aug 2013
Task 1G: Ensure that current logo appears on	PR Ongoing publicity and other materials Admin Services	Oct 2011	
Task 1H: Evaluate and update current style sheet	Public services PR	Jan 2012	Jun 2012

Objective 2: Establish role of employees as marketing representatives of PGCMLS

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2A: Train info desk staff to include online resources 2013 in reference transactions consistently	Public Services Human Services Branch Managers	Jul 2012	Jan

Task 2B: Explore concept of empowering circ staff to market 2013 at the desk	Work Team	Jul 2012	Jan
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<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
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Task 2C: Create and develop marketing check list for desk staff	Work Team	Nov 2011	May 2012
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Task	Providing opportunities where staff are marketing techniques	PR Human Services	Sep 2012 Page 1 of 2	Sep
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PGCMLS STRATEGIC GOAL 4

Task 2E: Create branch specific marketing plans	Branch Managers	Oct 2013	Oct 2015
	Public Services Human Services		
Task 2F: Identify and implement methods for non-public staff to market the library	Admin Services PR	Nov 2012	Aug 2013
Task 2G: Include marketing segment in all orientations	PR Human Services	Jun 2012	Ongoing

Objective 3: Market PGCMLS collections, programs, and services

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3A: Implement system-wide merchandising Ongoing plan with a customized component for each branch	PR Branch Managers	Oct 2012	Materials Mgmt
Task 3B: Develop and implement marketing and special collections	PR Public Services Branch Managers	Apr 2013	Ongoing merchandising plan for
Task 3C: Develop and implement marketing plan populations	Work Team	Apr 2013	Ongoing for non-English-speaking
Task 3D: Deploy digital signage at as many	Admin Services Branch Managers	Oct 2011	Ongoing branches as practical PR

GOAL 5: Build a highly professional staff that can respond with agility to customers' needs.**Objective 1: Establish hiring practices that ensure customer-friendly, professional and adaptable staff**

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 1A: Review and revise as needed position descriptions for all positions	Human Resources	Jan 2012	Jan 2013
Task 1B: Establish technology skills component within every position description	Human Resources	Jan 2012	Jan 2013
Task 1C: Incorporate adherence to customer-service code prominently in position	Human Resources	Jan 2012	Jan 2013
Task 1D: Review and revise interview procedures	Human Resources Leadership Team	Jun 2012	Ongoing

Objective 2: Ensure that staff are effective and provide consistent system-wide quality service

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2A: Recruit and hire a staff-development coordinator	Director Human Resources	Oct 2011	Oct 2011
Task 2B: Develop a new orientation process	Human Resources PR	Jan 2012	Mar 2012
Task 2C: Ensure consistency in orientation, training, implementation evaluation	Human Resources Leadership Team	Jun 2012	Ongoing and
Task 2D: Develop training needs assessment	Human Resources Leadership Team	Oct 2012	Mar 2013
Task 2E: Develop a comprehensive training plan	Human Resources Leadership Team	Apr 2013	Jan 2014
Task 2F: Develop and implement supervisory training 2013 and continuing education program	Human Resources Leadership Team	Jan 2013	Jun
Task 2G: Review and revise current initial-training practices 2012 and guidelines	Human Resources Leadership Team	Oct 2011	Jun

Task 2H. Review and revise performance appraisal system	Human Resources Leadership Team	Oct 2013	Ongoing
Task 2I. Develop staff recognition and team building	PR Ongoing programs at multiple levels Human Resources	Oct 2013	
Task 2J . Review and revise customer service code	Leadership Team	Oct 2011	Jun 2012

Objective 3: Ensure most effective supervision and supervisory structure

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3A. Review and restructure management hierarchy as necessary		Director's Staff	Oct 2011 Jan 2012
Task 3B. Develop mentoring plan	Human resources	Jan 2013	Jun 2013
Task 3C. Develop succession plan	Human resources Leadership	Jun 2013	Jun 2014

Objective 4: Ensure effective and complete communication throughout the system

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 4A. Make policies and procedures searchable on intranet	IT Work Team	Feb 2013	Ongoing
Task 4B. Implement information feedback cycle at every level	All staff	Oct 2011	Ongoing
Task 4C. Ensure that all action items from all meetings are posted on intranet	IT	Oct 2011	Ongoing
Task 4D. Ensure summary reports of all system meetings are included at monthly	Leadership Team	Oct 2011	Ongoing
Task 4E. Implement effective agendas for all meetings	Meeting	Oct 2011	Ongoing
Task 4F. Require monthly meetings of appropriate length and format for all departments and	Leadership Team	Oct 2011	Ongoing

PGCMLS STRATEGIC GOAL 6

GOAL 6: Maintain the facilities as safe, comfortable, welcoming spaces.

Objective 1: Ensure safety and security of facilities for staff and customers

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 1A: Review location and function of security cameras at all facilities and adjust as necessary	Admin services Branch managers	Oct 2011	Ongoing
Task 1B: Examine and revise safety and security checklist	Admin services Branch managers	Oct 2011	Jan 2012
Task 1C: Assess adequacy of security at all facilities	Admin services Branch managers	Oct 2011	Mar 2012
Task 1D: Review security guard effectiveness annually at all facilities and carry out changes as necessary	Admin services Branch managers	Jan 2013	Ongoing
Task 1E: Review and correct exterior lighting deficiencies to improve security	Admin & Br Mgrs Central Mntnce	Jan 2012	Jul 2013
Task 1F: Review and revise safety manual	Admin services Branch managers	Jun 2013	Oct 2013
Task 1G: Create safety work team	Director's Staff	Jan 2013	Ongoing
Task 1H: Ensure that facilities management is incorporated into training and orientation	Human Resources Leadership Team	Nov 2012	Jan 2013

Objective 2: Ensure comfort of facilities for staff and customers

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2A: Examine and revise as necessary facility appearance guidelines	Admin Services	Oct 2011	Jan 2012
Task 2B: Create checklist of facility appearance to review and correct problems monthly	Admin Services	Jan 2012	Mar 2012

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 2C: Institute monthly walkthroughs of facilities by managers and buildings and grounds staff	Public Services Branch Managers	Jan 2012	Ongoing
Task 2D: Require notification of facility problems by supervisors within 24 hours	Public Services Branch Managers	Oct 2011	Ongoing
Task 2E: Review effectiveness of SysAid for solving maintenance issues	Admin Services Central Maint Branch Managers	Jan 2013	Jun 2013
Task 2F: Create maintenance manual in flexible format	Admin Services Central Maint	Aug 2013	Jan 2014

Objective 3: Ensure that all facilities provide a welcoming environment for customers

<u>Task</u>	<u>Responsibility</u>	<u>Start Date</u>	<u>End Date</u>
Task 3A: Provide quiet space in all branches, as feasible	Admin Services	Oct 2013	Ongoing
Task 3B: Ensure adequate area for portable electronic equipment for customers, as feasible.	Admin Services	Oct 2013	Ongoing
Task 3C: Ensure that customers with disabilities are accommodated	Admin Services Central Maint Branch Managers	OCT 2012	Jun 2013
Task 3D: Create task force to explore possibilities to make facilities more welcoming to non-English-speaking customers	Public Services	Jan 2012	Jun 2012
Task 3E: Evaluate the effectiveness of combined desks for better customer service	Director's Staff Branch Managers	Oct 2012	Dec 2012