

Unit 7 Assignment: Strategic/Tactical Planning
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Seattle's Eastlake Library Latino/Spanish-Speaking Community Outreach Proposal

Introduction

This document is designed to serve as a strategic plan for the Eastlake Library to implement effective public library services to the Latino/Spanish-speaking community. Seattle's Eastlake neighborhood has a growing Latino/Spanish-speaking community. According to the U.S. Census Bureau, in 2008 approximately 5.6% of Seattle's population was Hispanic or Latino. The Eastlake Branch opened on January 9, 2009 and is the newest branch of The Seattle Public Library. The branch has sections for children and teens, a comfortable seating area for adults, a two-person tutoring room and a six-person study room that also can be used for small meetings. A larger meeting room accommodates up to 35 people.

Vision

The Eastlake Library will establish a program of outreach services to better engage and provide effective public library services to the growing Latino/Spanish-speaking community.

Mission Statement

The Eastlake Library shares the mission of The Seattle Public Library. This proposal aims to meet the following goals, as outlined in The Seattle Public Library's mission statement:

- Provide services that are understood and valued by the community and result in library use and involvement.
- Provide a caring, welcoming and lively cultural and lifelong learning center for the community.
- Develop a highly trained and competent staff that reflects the rich diversity of our community and that works together to provide responsive service to all users.

Goal #1

To align Eastlake Library staffing to meet the information needs of the Latino/Spanish-speaking community while preserving existing services.

Objective #1

By 15 April 2010, the branch manager will meet with the Union to discuss the outreach program's language needs and secure Union buy-in on the involvement of branch staff in the project and to propose a pay differential for staff members who use foreign language skills in conjunction with outreach projects.

Objective #2

By 1 May 2010, the branch manager will meet with branch staff to assess their interest and skill in implementing new services to the Latino/Spanish-speaking community. The branch manager will respond to questions and concerns and acknowledge workload issues. She will emphasize employee career growth opportunities, the opportunity for the library to foster a more diverse patron population, and the opportunity for Spanish-speaking staff to receive a pay differential for using their language skills on behalf of the library.

Objective #3

By 15 May 2010, the branch manager will analyze the constraints of the branch budget and identify how much staff time can be dedicated to the project and develop a plan for how that time will be allocated for each phase of the project. In addition, within this timeframe the branch manager will explore opportunities for grant funding and identify specific grants to pursue.

Goal #2

To better understand and meet the information needs of the Latino/Spanish-speaking community in the Eastlake neighborhood.

Objective #1

By 1 May 2010, the Eastlake branch manager will review and evaluate the success of other outreach programs that are already in place within The Seattle Public Library.

Objective #2

By 15 May 2010, the Eastlake branch manager will organize and meet with a focus group comprised of individuals best suited to understand the information needs of the Latino/Spanish-speaking community. It is anticipated that the group will need to meet only once in order for the library to gain a better understanding of how they can best serve this community. The focus group will include members drawn from the following categories, but will not exceed 9 total individuals:

1. Director of the Centro Latino, an organization that provides personal attention to Spanish-speaking immigrants who are in need of resources and knowledge of how to adapt and connect with their new culture and community.
2. Latino youth, to be recommended by the director of the Centro Latino, the clergy, or through personal contacts.
3. Latino parents, to be recommended by the director of the Centro Latino, the clergy, or through personal contacts.
4. Spanish-speaking members of the Friends of the Eastlake Library.
5. Educational leaders, e.g. Spanish teachers from the community's middle school, high school, community college or university.
6. Business leaders who cater to or serve the Spanish-speaking community.
7. Members of the clergy who serve the Spanish-speaking community.
8. A local politician or member of the City Council.

The meeting will be run by the branch manager with assistance from the Library Associate II and the Youth Services Librarian who both speak fluent Spanish.

Objective #3

By 15 September 2010, after the focus group has met and the review of other programs has been accomplished, the branch manager will implement a new program as outlined in Goal #4.

Goal #3

To recruit volunteers to assist in the planning and implementation of new services to the Latino/Spanish-speaking community in the Eastlake neighborhood.

Objective #1

By 15 April 2010, the branch manager will meet with the library system's volunteer coordinator to discuss allocation of current and/or prospective library volunteers to this project, with emphasis on recruiting existing Latino/Spanish-speaking patrons to volunteer. They will discuss the need for volunteers to provide childcare during certain programs as well as transportation for participants.

Objective #2

By 15 April 2010, the branch manager will meet with the president of the Friends of the Eastlake Library to discuss opportunities for Friends involvement in the project.

Objective #3

By 1 May 2010, the branch manager will meet with representatives of local agencies serving the Latino/Spanish-speaking community to identify existing outreach efforts and needs and to form partnerships.

Goal #4

By 15 September 2010, the branch manager will develop and implement a program of outreach to the Latino/Spanish-speaking community consisting of a weekly adult ESL conversation hour in conjunction with a children's Spanish/English story time.

Objective #1

By 1 May 2010, the branch manager, with input from her staff, will develop incentives for patron participation. She will meet with local merchants to explore the possibility of their participation in the form of donated coupons or refreshments for programs. In conjunction with the library's Communications Office, she will also purchase incentive items displaying the library brand (e.g. pencils, stickers, buttons, etc.).

Objective #2

By 15 May 2010, the branch manager will develop incentives for staff participation. In conjunction with the Union, the Human Resources department, and the Assistant Director for Neighborhood Libraries, she will develop a pay differential program for staff who utilize foreign language skills on the job; in addition, she will arrange to pay for foreign language training for two staff members who are interested in gaining fluency in any of Seattle's six target languages (Spanish, Russian, Chinese, Somali, Amharic, and Vietnamese). This will allow her to replicate the program, if successful, to provide future outreach services to other ESL communities within the Eastlake neighborhood. The two staff members will be selected through an application process conducted during this same time period.

Objective #3

By 15 July 2010, the branch manager will oversee the development and implementation of a publicity campaign. The library system's Web Office staff will add a Spanish-language link on the library's Web site publicizing new program offerings. The Communications Office staff will design and create posters and flyers and develop and distribute public service announcements; they will also create and distribute a press release targeted to Spanish-language newspapers and magazines, which are widely read

within the Latino/Spanish-speaking community and often announce community events and classes free of charge.

Objective #4

By 15 July 2010, the branch manager, with assistance from the Eastlake Youth Services Librarian, will purchase program materials and supplies such as English/Spanish dictionaries, toys, Spanish children’s books, workbooks for classes, poster board, markers, etc.

Objective #5

By 1 August 2010, the branch manager, with assistance from the Eastlake Youth Services Librarian and Library Associate II and in coordination with the library's Communications Office, will develop a survey to be administered to program participants on a quarterly basis. The survey will be available in both digital and hard copy formats, recognizing that not all participants may have the skills to complete an online survey; however, library staff will work to educate participants about computer access and instruction available at the library to encourage use of the online survey. Incentives will be utilized to encourage participation.

Evaluation

By 15 June 2010, the branch manager will create a progress report on these goals and share it with branch staff, the Friends of the Eastlake Library, and the Assistant Director for Neighborhood Libraries. By 15 March 2011, an evaluation of the programs will be completed. This will consist of feedback from participants gathered via quarterly surveys, meetings with the volunteer coordinator, the Friends, the staff and the community and will identify areas in need of changes or improvement and areas for expansion of outreach programs to the Latino/Spanish-speaking community.

Project Timeline

By 15 April 2010

- Meet with Union to secure buy-in on staff involvement.
- Meet with volunteer coordinator to discuss volunteer involvement.
- Meet with president of Friends group to discuss opportunities for Friends involvement.

By 1 May 2010

- Meet with branch staff to assess interest and skill and respond to concerns.
- Review programs of outreach to the Latino/Spanish-speaking community in place at other branches.
- Meet with representatives of local agencies serving the Latino/Spanish-speaking community.
- Develop incentives for patron participation.

By 15 May 2010

- Allocate staff time and develop plan for each phase of the project.
- Explore grant funding.
- Hold focus group.
- Develop incentives for staff participation.

By 15 June 2010

Create a progress report on goals to share with branch staff, the Friends, and the Assistant Director for Neighborhood Libraries.

By 15 July 2010

Implement publicity campaign.
Purchase program materials.

By 1 August 2010

Develop participant survey.

By 15 September 2010

Implement an outreach program consisting of a weekly adult ESL conversation hour and children's Spanish/English story time.

By 15 March 2011

Evaluation of the program.

Constraints/Challenges

The Eastlake Library is the newest branch of the library system, having been open for less than two years. Only two people on the branch staff, a Library Associate II and a Youth Services Librarian, speak fluent Spanish. Because existing staff have limited experience serving the Latino/Spanish-speaking community, it is very important to educate staff about Latino culture and customs and to increase the staff's cultural awareness; this education can be accomplished by inviting guests such as the Director of the Centro Latino or other local experts to staff meetings. Historically, there has been a very strict division of labor between individuals working in different job classifications throughout the library system, but the branch manager knows that several members of her staff are interested in developing new skills and gaining additional work experience, so she is willing to work with the Union to ensure that all work is performed in accordance with the labor contract. The Friends organization has expressed strong interest in working to develop services and programs and has proven its fundraising abilities in the past. As the branch has a meeting room that can accommodate up to 35 people, meetings can be held on-site as needed. Because one of the biggest obstacles to patron participation in outreach efforts can be childcare issues, the adult ESL conversation hour and children's Spanish/English story time will be held concurrently, and childcare will be provided.

**Seattle’s Eastlake Library Latino/Spanish-Speaking Community Outreach Project
Proposed Budget**

Abstract: The Eastlake Library Branch Manager will work with library staff and volunteers to develop and implement a program of outreach to the Latino/Spanish-speaking community consisting of a weekly adult ESL conversation hour in conjunction with a children’s Spanish/English story time. The \$100,000 budget for this program will be spent over the course of one year, at which time a formal evaluation will be completed.

Salaries/Benefits

0.25 FTE Branch Manager @ \$85,000 salary + \$7,012.50 benefits	\$28,262.50
0.26 FTE Youth Services Librarian @ \$60,000 salary + \$5,148 benefits	\$20,748.00
0.5 FTE Library Associate II @ \$35,000 salary + \$5,775 benefits	\$23,275.00
0.12 FTE Web Office Administrative Assistant @ \$35,000 salary + \$1,386 benefits	\$5,586.00
0.12 FTE Communications Office Administrative Assistant @ \$35,000 salary + \$1,386 benefits	\$5,586.00
3 FTE volunteers	\$ -
Differential pay	\$1,040
Subtotal Salaries/Benefits	\$84,497.50

Operating Expense

Basic foreign language course for two employees	\$2,736.00
Materials for adult ESL class	
Spanish/English dictionaries (75 @ \$6.50 per item)	\$487.50
ESL workbooks (325 @ \$8 per item)	\$2,600.00
Miscellaneous materials	\$412.50
Materials for children’s Spanish/English story time	
Spanish language children's books (50 @ 16.95 per title)	\$1,271.25
Spanish/English children's books (50 @ 18.95 per title)	\$1,421.25
Toys	\$807.50
Advertising	
Flyers (3,000 copies @ \$0.08/copy)	\$240.00

Eastlake Library Latino Outreach – Budget

Newspaper/Magazine Ads	\$1,000.00
Posters	\$200.00
PSAs	\$1,000.00
Web page development	\$560.00
Food/refreshments	\$900.00
Childcare and transportation	\$900.00
Donated incentives	\$ -
Seattle's best \$5 gift cards	
Borders Bookstore \$10 gift cards	
Albertson's coupons	
Pizza Hut coupons	
Subway coupons	
Refreshments	
Purchased Incentives	\$966.50
Pencils, pens, erasers, buttons, stickers, bookmarks w/Seattle Public Library logo	
Subtotal Operating Expense	\$15,502.50
GRAND TOTAL	\$100,000.00

Lewis & Clark Law Review Outreach Proposal

Introduction

This document is designed to serve as a strategic plan for the Lewis & Clark Law Library in providing better service to the law review community. The primary purpose of the Law Library is to further the mission of Lewis & Clark Law School by supporting the curricular, instructional, and research needs of the faculty, students and staff of the Law School. There are three separate law review organizations at Lewis & Clark Law School: the Lewis & Clark Law Review, Environmental Law Review, and Animal Law Review. The Lewis & Clark Law Review is a general-purpose law review publishing original scholarship quarterly from across the legal academy. Environmental Law Review is dedicated solely to environmental issues and published quarterly. The Animal Law Review's objective is to educate readers about all sides of current animal-related legal issues and it is published bi-annually. In total, there are approximately 130 students on all three of the Lewis & Clark Law Reviews. Each law review has up to 10 faculty members overseeing the organization. Currently there is confusion concerning the myriad library services available to law review members. The aim of this strategic plan is to eliminate as much confusion as possible and to meet the following principles:

- Promote and teach relevant research methodologies;
- Provide a welcoming and supportive environment;
- Understand the changing and diverse needs of our users.

Vision

To clarify and promote available library services and improve customer service to the three Lewis & Clark law review organizations: Lewis & Clark Law Review, Environmental Law Review, and Animal Law Review.

Goal #1

To better understand the information needs and expectations of the law review community.

Objective #1

With supervisor guidance, the Reader Services Assistant will create an online survey within one month's time that focuses on the library experiences of the law review community and encourages suggestions for improvement. Law review students' time commitment is typically two years, so the survey will focus on the library experiences of the outgoing, continuing, and incoming law review members. The survey will be created using free resources, such as SurveyMonkey or Zoomerang. The survey will be promoted through e-mail, flyers, and short presentations to the law review members. Random prize drawings will be offered to increase participation in the survey. With approximately 130 students active throughout all three law review organizations, the goal is to have 75% completion, or a total of 97 students completing the survey. The law review faculty will also be encouraged to participate in the survey to discover their understanding of the library services available to their organization. The Reader Services Assistant will conduct the survey before the Law School's Reading Period start date

of April 27, 2010. The Reading Period is dedicated time for studying for final exams; in order to have maximum participation, the survey should be conducted before this time.

Objective #2

The Reader Services Assistant will organize focus group sessions with each law review organization in one of the school's seminar rooms before the Law School's Reading Period start date of April 27, 2010. The focus groups will be promoted through e-mail, flyers, and short presentations to the law review members. The Reader Services Assistant will conduct the focus groups with support from the Reader Services Librarian. The group will discuss the library experiences of each law review community and solicit suggestions for improvement. Each focus group will include outgoing, continuing, and incoming (or: past and current) members of each law review organization. One focus group will be held for Animal Law Review. Approximately three focus groups will be held each for the Lewis & Clark Law Review and the Environmental Law Review. The focus groups will be limited to 15 students at a time. Depending on the response to the focus groups, either additional or fewer sessions can be held. Food/refreshments will be provided to encourage members to attend.

Objective #3

After the survey and focus groups are conducted, the Reader Services Assistant will analyze the results and convene with the Reader Services Librarian, Assistant Director of Reader Services, and Associate Director of the library within three months' time to create a strategy to make at least one significant service improvement, addressing the most pressing information need of the law review community at Lewis & Clark Law School.

Goal #2

Improve customer service to the law review organizations regarding which services the library can (and cannot) provide to them.

Objective #1

Each law review organization conducts intensive legal research in order to produce a law journal. The organizations could benefit from additional guidance from the library in this process. The Reader Services Assistant will organize a library orientation for law review at the beginning of the school year. The current library orientations in place for all students consist of a short library orientation during first year school orientation and sometimes a brief library orientation in the Legal Analysis & Writing class. Currently each law review has their own mandatory law review orientation on campus at the beginning of the school year. Library staff will present a library orientation covering what services will benefit the law review members to groups of 10 during each law review orientation to guarantee that all students attend. Since this is a mandatory orientation, no additional marketing by the library will be required to guarantee attendance. Further intensive library sessions will be offered to students who would like to learn more about specific library services. The law review orientation dates are currently not set and the Reader Services Assistant will follow up on the exact dates.

Evaluation

Evaluation will be conducted via progress reports and surveys to assess whether the orientation and any new service implemented has been successful and for lessons learned. In March 2011 the law review members will be surveyed again. The Reader Services Assistant will prepare a progress report by May 2011 that will be reviewed by the Reader Services Librarian, Assistant Director of Reader Services, and Associate Director of the library on the implemented changes. It will be determined at that point by the Associate Director what additional changes will need to be implemented within the orientation/new service.

Constraints/Challenges/Costs

This is the first attempt of the Reader Services Assistant to implement a new program and she currently has limited contact with law review. This program can only go forward with the cooperation of the library staff and the law review organizations. The planning will be done by the Reader Services Assistant with guidance from her supervisors within normal working hours. The survey will be created using free resources such as SurveyMonkey or Zoomerang. In order to increase the number of respondents, the library will offer 10 random drawings for \$10 gift certificates to Brewed Awakenings for those who participate in the survey. Law review members have very busy schedules and getting them to participate in the focus groups may prove challenging. They will be highly encouraged to attend and food/refreshments will be provided. Any new service that is developed will be accomplished within the existing library budget. The library's budget is currently tight and the goal is to keep this project's spending as low as possible while still providing exemplary service. Any use of the budget must be approved by the Associate Director of the library prior to implementation.

**Lewis & Clark Law Review Outreach
Proposed Budget**

Abstract: The Reader Services Assistant will work with library staff to develop and implement a program of outreach to the three Law Review organizations at Lewis & Clark Law School. It is anticipated that the Reader Services Assistant will use free resources to design a survey and analyze the survey results. The Reader Services Assistant will also organize focus groups. Eventually, a new service will be implemented so as to add value to the library’s patrons. The estimated costs for staff salaries and benefits, as well as minor operating expenses associated with the initiative are summarized below:

Salaries/Benefits

1/4 FTE Reader Services Assistant @ \$30,000 per year = \$7,500 + \$2,475 benefits	\$9,975.00
1/8 FTE Reader Services Librarian @ \$50, 000 per year = \$6,250 + \$2,062.50 benefits	\$8,312.50
1/8 FTE Assistant Director of Reader Services @ \$60,000 per year = \$7,500 + \$2,475 benefits	\$9,975.00
1/2 FTE Student Worker @ \$20, 000 per year	\$10,000.00
Subtotal Salaries/Benefits	\$38,262.50

Operating Expenses

Survey Participation

Ten random drawings for \$10 gift certificates to Brewed Awakenings	\$100.00
Flyers (130 copies @ \$0.08/copy)	\$10.40

Focus Groups

Food/refreshments	\$300.00
Flyers (130 copies @ \$0.08/copy)	\$10.40
Facility Rent	Donated

Orientations

Facility Rent	Donated
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All Overhead expenses are covered by the Lewis & Clark Law School general operating budget.

Subtotal Operating Expenses	\$420.80
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GRAND TOTAL:	\$38,683.30
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