

# DUNCANVILLE

The Perfect Blend of Family, Community and Business.

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Library Advisory Board  
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Dear Boardmembers,

I am pleased to present, for your consideration and approval, the Duncanville Public Library's 2016 Strategic Plan. This plan is the result of 8 months of combined effort on the part of Library Staff, the Library Advisory Board, and a host of Strategic Planning Partners from organizations throughout our community.

The plan is in line with the Library's mission, which in turn supports the City Council's vision of a "vibrant, inclusive community." It is balanced and well-rounded, addressing the full scope of public library services rather than focusing only on more traditional or easily-recognizable components such as physical collections or computer technology. It also provides an extensible framework that can be adapted to suit future needs.

Like previous long range plans, it is grounded in real quantitative and qualitative information. Unlike previous plans, however, the present plan drew heavily on information from outside the sphere of existing library services and users. This brought into the picture critical insights on issues facing the community that would not otherwise have crossed our radar, and imbued the plan with a fresh perspective on the Library's position and role in the community.

## The Planning Process

In Summer 2015, Library Staff and the Library Advisory Board identified and discussed the need to update the Library's various long-range plan documents, and to develop similar plans to address facets of Library services not previously included in such plans—for example, how the Library might

improve its approach to marketing and external communication, or to how Library space might be rearranged or reallocated for optimal use. A process was developed in July and August, approved by the Board in September, and carried out from October 2015 through January 2016, as described below.

### Sources of Information

While previous long range plans drew on a considerable amount of information for their development, it was recognized that little of the information came from the perspective of members of the community not currently in touch with the Library and its offerings, which weakened the resulting plans' ability to address needs and interests of non-library users. Therefore, the current planning process needed to draw on a broader base of information, from a wider variety of perspectives, in order for the resulting plan to be relevant and effective.

Quantitative information was taken from the US Census Bureau's 2014 American Community Survey and ESRI's 2015 Electronics and Internet Market Potential Estimates, in addition to typical service measures collected by the Duncanville Public Library (e.g. collection circulation, program attendance, computer usage). Corresponding service measures from other Texas public libraries with service populations of similar size were obtained from the Texas State Library and Archives Commission's annual public library report data for FY2014, for purposes of comparison.

Qualitative input was gathered through a comprehensive survey to current library users and a series of in-person conversations with Strategic Planning Partners—community members invited into the process for their ability to speak on behalf of various constituencies not well-represented among current Library users, or to shed light on issues that might not be visible from within the Library's realm of normal activity. The Board selected and extended invitations to the Strategic Planning Partners in September, naming Vice President Joe Hassler to be its liaison to the group. A focus group meeting was held in October, and several one-on-one meetings were held in October, November, and December.

### Vision

Several themes quickly arose from survey responses and conversations with Strategic Planning Partners when describing their vision of the role of an ideal public library in the context of its community, and of the services provided by such a library:

- Timely, relevant information flowing readily among stakeholders
- Support for acquisition and development of practical skills for the 21st century
- Sharing of knowledge, expertise, and resources among community members and organizations
- Encouragement of innovation and curiosity
- Celebration of local culture, history, and diversity
- Strong sense of community among stakeholders

The constellation formed by these characteristics paints a picture of the public library as a forum, in the historical sense—a gathering place where citizens are not simply enabled to find, access, and consume information, but also encouraged to share ideas and skills with others, and to contribute for the good of the collective. It is a place where citizens from all walks of life all are welcome and invited to pursue interests both individual and collective, whether for practical application or casual recreation. The Library is seen here as a point of connection between individual citizens, the community at large, and the global informational and cultural environment.

### **Obstacles, Issues**

The data also brought our attention to a number of challenges to be overcome, and problems to be addressed, in order to achieve the vision outlined above:

- Weak communication between the Library and the public, which leads to low awareness of what services and resources the library offers, which in turn yields low participation and engagement
- Weak alignment between many resources, programs, and services offered by the Library and the needs and interests of the community served
- Sparse collaboration among departments/agencies, which reduces impact and effectiveness of service relative to resources and effort expended in providing said service
- Low interaction among different cultures and constituencies in the community
- Many citizens on the disadvantaged side of the digital divide, whether because of economic or educational factors
- No community organization consistently attending to preservation and celebration of local history
- Low civic and community participation, especially among youth
- Library space designed and arranged for function, but not very inviting, and not accommodating to new and evolving space demands

## Strategic Responses

In order to overcome the aforementioned obstacles and begin shaping the Library in the direction of the vision, nine strategic response areas were identified:

- Communication**..... Promote awareness of Library and community resources
- Convenience** ..... Tailor Library offerings to community needs, and minimize barriers
- Collaboration** ..... Leverage community resources through partnerships with citizens, community organizations, and other City departments
- Technology**..... Promote fluency in 21st-century technologies
- Creativity** ..... Encourage creative expression in a variety of forms and media
- Lifelong Learning** ..... Encourage pursuit and development of skills and knowledge at all ages
- Inclusivity** ..... Celebrate, and promote interaction among, various cultures and heritages represented in the community
- Preservation** ..... Preserve and curate local history and culture
- Commons** ..... Establish and promote the Library as a common gathering place for the community

## Library Mission Statement

In December, Library Staff held a work session to review the findings and suggested strategic responses, to develop a revised mission statement for the Library in light of findings, and to identify objectives that align with one or more of the strategic responses. Joe Hassler also participated in the work session as a representative from the Board. The resulting mission statement was discussed and approved by the Board at the January 2016 meeting:

*Through education, collaboration, and innovation, we enrich lives, stimulate imagination, and nurture a greater sense of community.*

## Objectives

Ideas for potential objectives came from many sources. Some were suggested by survey respondents and Strategic Planning Partners during the input gathering phase. Others were identified in the Library Staff's December work session, and still others came from a series of field visits (made by Library Staff) to several other public libraries in the Dallas-Fort Worth area.

The attached work plan lists the objectives deemed most relevant, viable, and impactful, based on degree of alignment with strategic responses and anticipated degree of impact relative to cost and effort required. Objectives are grouped into five sections, each pertaining to a different facet of Library services:

- I. Resources and Collections
- II. Programs and Services
- III. Technology
- IV. Marketing and Outreach
- V. Space and Capital Improvement

Each objective listed in the plan supports at least one, and in most cases two or three, of the strategic responses. The plan also indicates, where known, associated costs and anticipated timeframe for completion or implementation of each objective.

### **Moving Forward**

I believe the present Strategic Plan marks a turning point for the Duncanville Public Library. It differs from previous plans developed by the Library, not only in the scope of information that fed its development (as noted above), but also in how it will be utilized after being approved and adopted.

The typical five-year planning cycle is no longer sufficient for library institutions. A library must be prepared to evolve in response to changes in the ecology between the individual, the community, and global society. While some aspects of this ecology remain relatively constant, others change over time in longer and shorter cycles (the exponential development and propagation of technology being a major factor).

In order for this Strategic Plan to work, it cannot simply sit on the shelf after approval. It must be a living, breathing plan, one that frames conversations about all aspects of the Library's services to the community. The Library must constantly check its status and direction at all strategic levels, and be open to revising the plan as it progresses.

In this sense, the work plan submitted here for your approval is not the final version, but rather the initial version. As Library Director and your Staff Liaison, I plan to present a Strategic Plan update at each future regular meeting of the Board, noting progress on established objectives, presenting items to be considered for addition to or removal from the plan, and relaying any situational updates that may warrant revision of the plan's higher-level elements.

## Thanks

The 2016 Strategic Plan could not have been developed were it not for the contributions of all involved. I am deeply grateful to the Staff of the Duncanville Public Library, the Library Advisory Board, and the Strategic Planning Partners (all listed on the following page) for their hard work and dedication throughout the process, and I offer a special thanks to Vice President Joe Hassler for the energy he brought to many discussions, as the Board's liaison to the Strategic Planning Partners and as an ambassador from the Board to the Library Staff.

The Library Staff looks forward to working with the Board and our partners throughout the community to realize our collective vision of the Duncanville Public Library as a central component in a vibrant, inclusive community.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Dennis Quinn', with a stylized flourish at the end.

Dennis Quinn  
Library Director

## Duncanville Public Library 2016 Strategic Plan Contributors

### Library Advisory Board

Dian Lemons.....	President
Joe Hassler .....	Vice President
Juan Chapa, Jr.....	Boardmember
Bonnie Espree .....	Boardmember
Doris Hubbard .....	Boardmember
Ann Jespersen .....	Boardmember
Jan Knoll .....	Boardmember
Mary Ann Taylor .....	Boardmember
Noella Whavers .....	Boardmember

### Library Staff

Dennis Quinn .....	Library Director
Stephanie Lott.....	Adult Services Librarian
Danene Hudson .....	Youth Services Librarian
Hannah Olsen .....	Technical Services Librarian
Ron Pappenhagen.....	Information Technology Librarian
Millie Fain.....	Library Clerk
Candace Garrett.....	Library Clerk
Vickie Glass .....	Library Clerk
Olga Rodriguez .....	Library Clerk
Janelle Allen.....	Library Page
Lois Basinger.....	Library Page
Pat Davis.....	Library Page
Carole Fennig.....	Library Page
Deysi Soto .....	Library Page
Emma Trapp.....	Library Page

### Strategic Planning Partners

Mike Chrietzberg.....	Assistant Superintendent for Campus Support, Duncanville ISD
Chris Cyrek.....	Member, Duncanville Social Engagement Partnership
Mark David.....	Chairperson, Duncanville Senior Advocacy Commission
Marge Dellert .....	Member, Duncanville Women's Club
Luna Fernandez.....	Student, Duncanville High School
Steve Martin.....	President/CEO, Duncanville Chamber of Commerce
Jeni Tahaney.....	Librarian, Duncanville High School
Pat Weaver.....	Member, Best Southwest Regional CERT Program

I. RESOURCES AND COLLECTIONS	Communication	Convenience	Collaboration	Technology	Creativity	Lifelong Learning	Inclusivity	Preservation	Commons	Cost	CY 2016				CY 2017			
											Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
											1. Include technology in Library's circulating collection							
a. Tablets/Laptop computers		X		X						TBD				X				
b. Wi-Fi hotspots		X		X			X			TBD				X				
2. Additional online resources/databases																		
a. Tutor.com		X		X		X				\$5,000/year				X				
b. Chilton Online		X		X		X				\$1,750/year				X				
3. Preserve and curate unique local history resources						X	X	X		TBD								
4. Usage/gap analysis of physical collections and digital resources		X				X				---		X	X					
5. Reclassification projects																		
a. Computer resources		X				X				---		X						
b. Entertainment (music/movies)		X				X				---				X				

II. PROGRAMS AND SERVICES	Communication	Convenience	Collaboration	Technology	Creativity	Lifelong Learning	Inclusivity	Preservation	Commons	Cost	CY 2016				CY 2017			
											Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
											1. New programs/events							
a. Movie night						X			X	\$860/year	X							
b. Big Brothers/Big Sisters after school program			X				X		X	---		X						
c. Touch-A-Truck			X			X				---		X						
d. Brainstorming/innovation sessions with citizens			X		X					---			X					
e. Guest authors/speakers/experts			X			X				TBD			X					
f. STEM series				X		X				TBD			X					
g. Video game night				X					X	TBD			X					
h. Adult literacy classes						X				TBD				X				
i. GED Prep class						X				TBD				X				
j. Homework help/tutoring			X			X				TBD				X				
k. Information literacy/search strategy classes				X		X				---				X				
l. Financial planning workshop			X			X				TBD					X			
m. Genealogy workshop						X				TBD								
n. Small business/entrepreneur workshops						X				TBD								

II. PROGRAMS AND SERVICES (Cont'd)	Communication	Convenience	Collaboration	Technology	Creativity	Lifelong Learning	Inclusivity	Preservation	Commons	Cost	CY 2016				CY 2017				
											Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2. Exhibits/displays																			
a. Exhibit on history of Duncanville community						X		X		---			X						
b. Display of local art in/around Library			X		X		X			\$200		X							
3. New services																			
a. Notary public service		X		X						\$70		X							
b. Credit card payments (in-person/online)		X								TBD				X					
d. Home delivery of library materials/services		X					X			---				X					
4. Policy updates																			
a. Reciprocal library membership with neighbor cities		X	X			X	X			---		X							
b. Membership for DISD students		X	X			X				---			X						
c. E-books-only membership		X		X		X	X			---			X						

III. TECHNOLOGY	Communication	Convenience	Collaboration	Technology	Creativity	Lifelong Learning	Inclusivity	Preservation	Commons	Cost	CY 2016				CY 2017				
											Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Printing over Wi-Fi		X		X						\$1,125				X					
2. Color printing		X		X						\$1,580			X						
3. Self-service checkout station(s)		X								TBD				X					
4. Online catalog usability assessment		X		X						---				X					
5. IM communications between public computers and info desk	X	X		X						TBD				X					
6. Additional tablets (2) for mobile reference, circulation, outreach		X								\$1,600				X					

IV. MARKETING AND OUTREACH	Communication	Convenience	Collaboration	Technology	Creativity	Lifelong Learning	Inclusivity	Preservation	Commons	Cost	CY 2016				CY 2017				
											Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Increased participation in community events																			
a. Duncan Switch Street Market	X		X				X			\$420/year	X	X	X	X	X	X	X	X	X
b. Flavor of Duncanville	X		X				X			TBD	X				X				
c. Juneteenth	X		X				X			TBD		X			X				
d. July 4th	X		X				X			TBD			X			X			
e. DISD Meet-The-Teacher	X		X							TBD			X			X			
f. National Night Out	X		X				X			TBD				X					X
2. Pop-up canopy for outdoor events	X	X								\$150		X							
3. Signage audit and update	X	X								TBD		X							
4. Chalk board sandwich sign	X									\$150		X							

V. SPACE AND CAPITAL IMPROVEMENT	Communication	Convenience	Collaboration	Technology	Creativity	Lifelong Learning	Inclusivity	Preservation	Commons	Cost	CY 2016				CY 2017				
											Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Update furniture/seating		X							X	TBD				X					
2. Additional study rooms/spaces						X			X	TBD				X					
3. Enclose Teen area									X	TBD				X					
4. Replace lighting for improved comfort, reduced noise		X							X	TBD									TBD
5. Expand computer lab to classroom size				X					X	TBD									TBD
6. Add craft/activity room					X				X	TBD									TBD
7. Makerspace/media production lab				X	X				X	TBD									TBD
8. Coffee shop		X							X	TBD									TBD