

AREA OF STRATEGIC FOCUS: Community Connections

Charges to the Work Group

Develop strategies and action plans to:

- *Ensure that services population groups in the San Antonio are well served; consider collection development, facilities (construction/renovation) and non-traditional modes of delivering service, meeting computing and technology needs, bi-lingual service provision, partnerships, marketing and outreach, and staff training for customer service.*
- *Improve service to branches, including developing sustainable infrastructures, policies and procedures to support branch outreach, program development, customer service, marketing, alternative modes of delivering service, and facilities renovations/construction.*

Chairpersons (with titles and email addresses):

Recorder (with title and email address):

Work Group Members (with titles and email addresses):

Review of Relevant Research

- Population projections indicate that SAPL can anticipate an increased number of library customers and the need to expand library services into geographic areas which are currently underserved or where population growth is expected to occur.
- SAPL has conducted a Tapestry lifestyle and GIS analysis segmentation analysis that provides detailed information about the San Antonio marketplace. This research describes the lifestyles, household type, media age, income, employment, education, ethnicity, and location of 55 market segments.
 - Focusing on the top five market segments is the most productive way to proceed. This research will also indicate borrowing patterns—by material type, by patron type, and by geographic locale.

- This research suggests SAPL can grow its market penetration by providing improved facilities, collections, programming, customer service, and increased access to technology.
- Tapestry data also indicates that residents who are currently not using library services may be more responsive to less traditional methods of service delivery, more targeted marketing messages, and collections more customized to their needs and preferences.
- Benchmarking indicates that SAPL lags behind peers in collection size, circulation, number of computers, and funding *per capita*.
- Benchmarking indicates that staff levels and hours of operation are on par or better than peers.
- Online surveys of all stakeholders suggest that SAPL can provide better services if it forges partnerships with public and private entities which provide services to and have established relationships with target populations.
- Online surveys indicate SAPL should consider alternate service models and bi-lingual services in order to offer better services to target populations.
- Only 66% of staff agree that facilities are clean and inviting, suggesting that there are opportunities for libraries to provide better services in neighborhoods by improving the quality of facilities.
- Internal and external stakeholders indicate SAPL is dedicated and committed to customer service, but there areas in the experience of customers could be improved.
- Many internal responders believe that SAPL operates as a group of “silos” and that the system and its customers would benefit from a more cohesive approach to information-sharing and operations management.
- SAPL staff members indicate that the system must provide better support to individual locations especially with the implementation of projects, marketing, and outreach.

How to Proceed

1. Your work group's files are located on a password-protected FTP site that is only available via an FTP client like Filezilla. Filezilla has been installed on all SAPL computers.

To access your group's files:

- Open Filezilla
- Type ftp.ivygroup.com in the hostname box
- Type your workgroup's name (sapl2) in the username box
- Type your workgroup's password (J\$Ru4abr) in the password box
- Click "QuickConnect"

The files on the FTP site will appear in a folder tree on the right-hand side of the screen, while the files on your local computer will appear in a folder tree on the left-hand side of the screen.

- Files can be uploaded and downloaded by the "drag-and-drop" method.
- Be careful not to delete any of the files on the FTP site!

If you have questions, please contact Sonia Arredondo at
Sonia.Arredondo@sanantonio.gov

- Designate a recorder. Decide when and where you will meet. Drafts of your plan are due on March 28.
- Divide up the reading of the Research. In particular, be sure to review the Tapestry and Trends reports on the ftp site.
- Consult the literature, meet and discuss, and seek advice as you need. Nancy Davis is available at davis@ivygroup.com. Pam Fitzgerald is available at fitzgerald@ivygroup.com.
- While the attached bibliography is not comprehensive, it provides a top line list of resources that may assist your work group's deliberations. Again, you may also call on The Ivy Group at any time when you have questions, to facilitate a session via webinar, or to assist your work group as it makes decisions.



Topics and Questions That Can Shape Discussions

Regarding Customers

- What does the Tapestry data show tell us about them?
- What do our circulation statistics indicate they most use?
- What might they want that we are not giving them?
- How might we better reach them?
- Are there underserved populations which the library should target with new outreach efforts?
- How might we partner with other community organizations to serve customers better?

Regarding Customer Service

- How friendly, inviting, engaging, and helpful are front line staff?
- Is there pervasive evidence of an institutional commitment to customer service?
- Is customer service a training priority?
- Does the Library routinely assess customer satisfaction? If so, how does the Library rate and how does it address shortcomings?
- Do policies and procedures support or impede quality service?
- Do staff receive adequate customer service training to accommodate the needs of individual population groups and manage outreach and community partnerships?

Regarding Collection Development

- How can we tailor collection development to the needs of our customers?
- How can we routinely assess collection use, depth, breadth, and relevance to individual market segments?
- Does the collection make available the widest diversity of views and expressions, including those which may be regarded as unorthodox or unpopular?
- Are online databases effectively cross-marketed with print and other media resources?
- Does the library have protocols for weeding which result in a collection which is current, appeals to customers, and increase circulation?
- Does the proper balance of acquisition and weeding make best use of available space?
- Does the library have strategies for responding to the increased popularity of e-books?



Regarding Technology (hardware, software, networks, automated systems, Web-based service delivery, new media, etc.)

- How will we address technology needs?
- Have we optimized Web-based service delivery?
- Is the website useful, navigable, optimized, and content-managed?
- What training needs might exist?
- How can SAPL improve technology to better connect with advanced technology users and mobile device users?
- How can the library use technology to attract potential customers in the five major Tapestry cluster groups?

Regarding Facilities, Outreach and the Use of Alternate Modes of Service Delivery

- What facilities' needs do we foresee?
- How can we better coordinate outreach efforts?
- How do we measure the effectiveness of outreach initiatives?
- What are the alternate models for service delivery which would be most likely to be successful in SAPL's service area—particularly in the five major Tapestry market segments?

Strategies/Implementation Plans

For each strategy recommended, present an Implementation Plan that considers:

- Actions to be taken
- Anticipated Costs (to include staffing, materials, facilities, and administrative costs)
- Organizational capacity
- Required changes to policies, procedures, and/or by-laws
- Facilities Implications
- Funding sources
- Marketing and communications
- Training
- Individual(s) responsible for implementation
- Timeline
- Measures of Success (quantitative? qualitative?)
- Additional resources required
- Additional issues to be addressed/recommendations

Resources

Crowther, Janet L., and Barry Trott. *Partnering with Purpose: A Guide to Strategic Partnership Development for Libraries and Other Organizations*. Westport, CT: Libraries Unlimited, 2004. Print.

Smallwood, Carol. *Librarians as Community Partners: An Outreach Handbook*. Chicago: American Library Association, 2010. Print.

Hernon, Peter, and Ellen Altman. *Assessing Service Quality: Satisfying the Expectations of Library Customers*. Chicago: American Library Association, 2010. Print.

Fox, Jeffrey J. [How to Become a Rainmaker: The Rules for Getting and Keeping Customers](#).

Godin, Seth. [Purple Cow: Transform Your Business by Being Remarkable](#). Portfolio, 2003. 160pp.

McCarthy, D.C. The Loyalty Link: [How Loyal Employees Create Loyal Customers](#). New York: John Wiley, 1997.

[Perceptions of Libraries, 2010: Context and Community \[OCLC - Reports\]](#)
www.oclc.org/reports/2010perceptions.htm - Cached

Woodward, Jeannette: [Creating the Customer-Driven Library](#). Chicago: American Library Association, 2004. 256 pp.

Zemke, Ron & Performance Research Associates. [Delivering Knock Your Socks off Service](#), 3rd edition. New York: American Marketing Association, 2003.

