



## **PPLC Strategic Plan**

**Fiscal Years 2016-2020**



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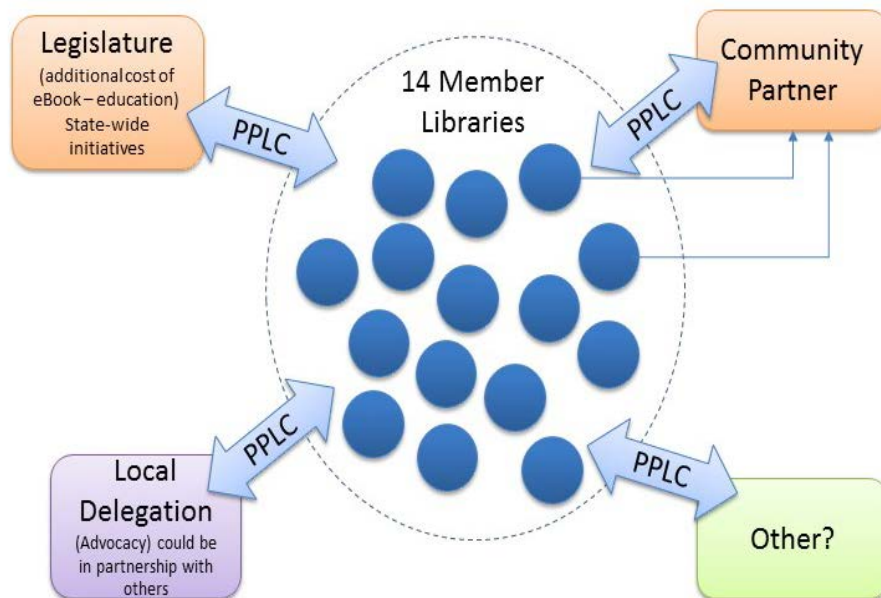
**Vision:** PPLC connects communities.

**Mission:** PPLC facilitates a common library experience across the county while preserving the unique attributes of individual libraries.

**Background:** The Pinellas Public Library Cooperative is a non-profit organization that facilitates cooperation, collaboration, and sharing of resources, programs, services, and expertise among its member libraries. PPLC was the first Library Cooperative formed in the state of Florida, and was founded in 1989 through an Interlocal Agreement between the Board of County Commissioners (BCC) and Municipalities with Public Libraries that are members of the PPLC. The purpose of forming the cooperative was to extend public library services to the unincorporated areas of Pinellas County and to municipalities that do not have library services. PPLC receives and disburses funds, maintains a shared library automation system, maintains a shared materials delivery system, and facilitates collective purchasing for cost savings. In 1992, PPLC established the Pinellas Talking Book Library to provide library services to the blind and physically handicapped. The Deaf Literacy Center was incorporated into the cooperative in 2001, to serve the emerging deaf community. PPLC facilitates community partnerships, builds relationships, markets library services, and advocates for local, state, and federal financial support of library services to improve the lives of Pinellas County residents.

### Goals:

1. Partnerships: Develop mutually beneficial partnerships.
2. Advocacy: Develop and communicate an annual legislative agenda.
3. Funding: Seek all types of funding sources (e.g., local, state and federal; private).
4. Marketing: Develop an annual marketing plan that would encompass national, state and other campaigns.
5. Centralization/Resource Sharing: Facilitate centralized services and resource sharing.



## Strategic Plan At-A-Glance

Goal	Metrics	Objectives	Timeline
1.0 Develop mutually beneficial partnerships	Increased circulation	1.1 Assemble a list of current PPLC partners	2016-2020
	Increased door counts	1.2 Identify partnerships that exist at member libraries – are there any that could be leveraged/expanded by PPLC	2016-2020
	Increased number of new library users		
	Increased program attendance	1.3 Build a wish list of future PPLC partners	2016-2020
	Increased number of services available to the public	1.4 Seek appointment of a Pinellas County School Board representative to PPLC Board via the Superintendent's office.	2016-2020
2.0 Develop and communicate an annual legislative agenda	Reach consensus on our elevator speech and legislative agenda	2.1 Develop plan for advocacy	2016-2020
	Increased time in front of legislators sharing our message	2.2 Develop targeted agenda for local government	2016-2020
		2.3 Develop targeted agenda for county government	2016-2020
		2.4 Develop targeted agenda for state and federal government	2016-2020
	Increased number of presentations to boards, friends, foundation and staff	2.5 Foster a wider network of advocates in the community (people we serve) who become our voice for advocacy	2016-2020
3.0 Seek all types of funding sources (e.g., local, state and federal; private).	Increased number of grant proposals submitted	3.1 Hire program coordinator who will seek grant funding	2016
	Increased funding	3.2 Seek individual donations	2017-2020
	Increased number of countywide programs	3.3 Develop business partners that can be funding partners	2017-2020
4.0 Develop an annual marketing plan that would encompass national, state, and local library or literacy campaigns	Reach consensus	4.1 Define what will be branded	2016
	Increased website and social media activity	4.2 Update the PPLC website – make more user friendly	2016-2017
	Increased circulation	4.3 Continue to have common marketing materials across PPLC	2016-2018
	Increased door counts		
	Increased number of new library users	4.4 Expand social media reach	2016-2020
	Increased program attendance	4.5 Develop presence in local news media	2016-2020
Increased number of services available to the public	4.6 Develop PSA's, and informational videos	2016-2020	

5.0 Facilitate Centralized Services and Resource Sharing	Increased positive experiences amongst library users and library staff.	5.1 Find opportunities from centralizing that will provide standardization for customer consistency and/or cost saving	2016-2020
	Increased level of communication between member library staff.	5.2 Prioritize centralization initiatives	2016-2020
	Increased library service efficiency	5.3 Share expertise	2016-2020
		5.4 Research best practices of other library systems and cooperatives	2016-2020

## Action Plan

### 1.0 Develop mutually beneficial partnerships

#### 1.1 Assemble a list of current PPLC partners

Activities	Champion	Status
1.1.1 Research current partnerships	PPLC Staff	Completed 03/16
1.1.2 Develop a list of what works - identify win/win for both partners - each library chooses if they participate - group providing ongoing support (e.g., workshops) - replicate with similar partners (e.g., museums)	PPLC Staff	
1.1.3 Present to Board	PPLC Staff	

#### 1.2 Identify partnerships that exist at member libraries – are there any that could be leveraged/ expanded by PPLC

Activities	Champion	Status
1.2.1 Research current partnerships	PPLC Staff & LDAC	Completed 01/16
1.2.2 Develop list of what works	PPLC Staff & LDAC	
1.2.3 Determine which are candidates for PPLC	PPLC Staff & LDAC	

#### 1.3 Build a wish list of future PPLC partners

Activities	Champion	Status
1.3.1 Identify approach for building the wish list (e.g., who will track, where, etc.)	PPLC Staff	Completed 01/16
1.3.2 Define and evaluate goals and outcomes for each partnership	PPLC Staff	
1.3.3 Approach potential partners	PPLC Board and Staff	
1.3.4 Track status	PPLC Staff	
1.3.5 Annually prioritize partnerships (e.g., review outcomes, establish prioritization criteria)	PPLC Board	

#### 1.4 Seek appointment of a Pinellas County School Board representative to PPLC Board via the Superintendent's office.

<b>Activities</b>	<b>Champion</b>	<b>Status</b>
1.4.1 Continue relationship with PCS liaison for Youth Services	PPLC Exec Director	Updated 09/16
1.4.2 Pursue stronger partnership with PCS – identify counterpart in position to make decisions to expand partnership with PPLC	PPLC Exec Director	Updated FY'16
1.4.3 Change the Interlocal agreement to add PCS representative to Board –if needed.	PPLC Board	09/16

## **2.0 Develop and communicate an annual legislative agenda**

### *2.1 Develop plan for advocacy*

<b>Activities</b>	<b>Champion</b>	<b>Status</b>
2.1.1 Hold facilitated session to develop message and approach to advocacy (especially state level)	PPLC Board, Staff, LDAC	Completed 01/16

### *2.2 Develop targeted agenda for local government*

<b>Activities</b>	<b>Champion</b>	<b>Status</b>
2.2.1 Determine messages specific to local government	PPLC Board & Staff, LDAC input	
2.2.2 Identify individuals to meet with (e.g., city mayors, city managers)	PPLC Staff	
2.2.3 Initiate meetings (e.g., annual as a group, and 1:1 year-long)	PPLC Exec Director	

### *2.3 Develop targeted agenda for county government*

<b>Activities</b>	<b>Champion</b>	<b>Status</b>
2.3.1 Determine messages specific to county government	PPLC Board & Staff	
2.3.2 Identify groups and individuals to meet with (e.g., county commission, county administrator)	PPLC Board & Staff	
2.3.3 Initiate meetings (e.g., including "show and tell" for county commission)	PPLC Exec Director	

### *2.4 Develop targeted agenda for state and federal government*

<b>Activities</b>	<b>Champion</b>	<b>Status</b>
2.4.1 Determine messages specific to state and federal government	PPLC Board & Staff	Completed 01/16
2.4.2 Identify individuals to meet with (e.g., local delegation to Tallahassee)	PPLC Board & Staff	Completed 01/16
2.4.3 Initiate meetings (e.g., Pinellas, Tallahassee, 2x annual Legislative Delegation forum)	PPLC Exec Director	Completed 01/16

### *2.5 Foster a wider network of advocates in the community (people we serve) who become our voice for advocacy*

<b>Activities</b>	<b>Champion</b>	<b>Status</b>
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2.5.1 Seek out people who receive the services/should know about services (e.g., library staff, library boards, friends groups, foundation groups)	PPLC Board & Staff, LDAC input	
2.5.2 Develop additional strategies to reach a diverse PPLC population which will become our voice for advocacy	PPLC Board & Staff, LDAC input	
2.5.3 Create Local Library Day. Include local delegation to State Legislature, County and City Officials. Provide an opportunity for the community to address all.	PPLC Board & Staff, LDAC input	

### 3.0 Seek all types of funding sources (e.g., local, state and federal; private).

#### 3.1 Hire program coordinator who will seek grant funding

Activities	Champion	Status
3.1.1 Develop job description, post vacancy, interview, and hire appropriate candidate.	PPLC Exec Director	Completed 07/16
3.2.1 Discuss concept further with Board to identify next steps (e.g., create a foundation)	PPLC Exec Director and Board	Updated 02/17
3.3.1 Create working group to develop plan of action	PPLC Board	

### 4.0 Develop an annual marketing plan that would encompass national, state, and local library or literacy campaigns

#### 4.1 Define what will be branded

Activities	Champion	Status
4.1.1 Develop language that highlights the libraries and what they are able to do because of their membership in PPLC	PPLC Board, Staff, LDAC	

#### 4.2 Update the PPLC website – make more user friendly

Activities	Champion	Status
4.2.1 Create open forum to collect everyone's specific ideas for the website (e.g., google doc)	PPLC Board, Staff, LDAC	Updated 01/17
4.2.2 Gather insights from library staff	PPLC Board, Staff, LDAC & Library Staff input	Updated 01/17
4.2.3 Identify next steps based on input	PPLC Board, Staff, LDAC & Library Staff input	

#### 4.3 Continue to have common marketing materials across PPLC

Activities	Champion	Status
4.3.1 Leverage standard marketing language	PPLC Staff, LDAC input	
4.3.2 Identify gaps and develop new materials	PPLC Staff, LDAC input	

#### 4.4 Expand social media reach

Activities	Champion	Status
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4.4.1 Consider once program coordinator arrives – develop strategy	PPLC Staff	
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#### 4.5 Develop presence in local news media

Activities	Champion	Status
4.5.1 Consider once program coordinator arrives – develop strategy	PPLC Staff	

#### 4.6 Develop presence in local news media

Activities	Champion	Status
4.6.1 Develop PSAs with TBLC videographer	PPLC Staff	
4.6.2 Develop next steps with program coordinator	PPLC Staff	

### 5.0 Facilitate Centralized Services and Resource Sharing

#### 5.1 Find opportunities from centralizing that will provide standardization for customer consistency and/or cost saving

Activities	Champion	Status
5.1.1 Identify opportunities for standardization and group purchasing	PPLC Staff and LDAC	Updated 02/16
5.1.2 Evaluate feasibility	PPLC Staff and LDAC	Updated 10/16

#### 5.2 Prioritize centralization initiatives

Activities	Champion	Status
5.2.1 Establish criteria (e.g., positive impact to customers)	PPLC Staff and LDAC	
5.2.2 Look at all aspects and develop recommendations for solutions – process, policy, tools, training (e.g., determine authority standards for cataloging)	PPLC Staff and LDAC	
5.2.3 Review recommendations	PPLC Board	

#### 5.3 Share expertise

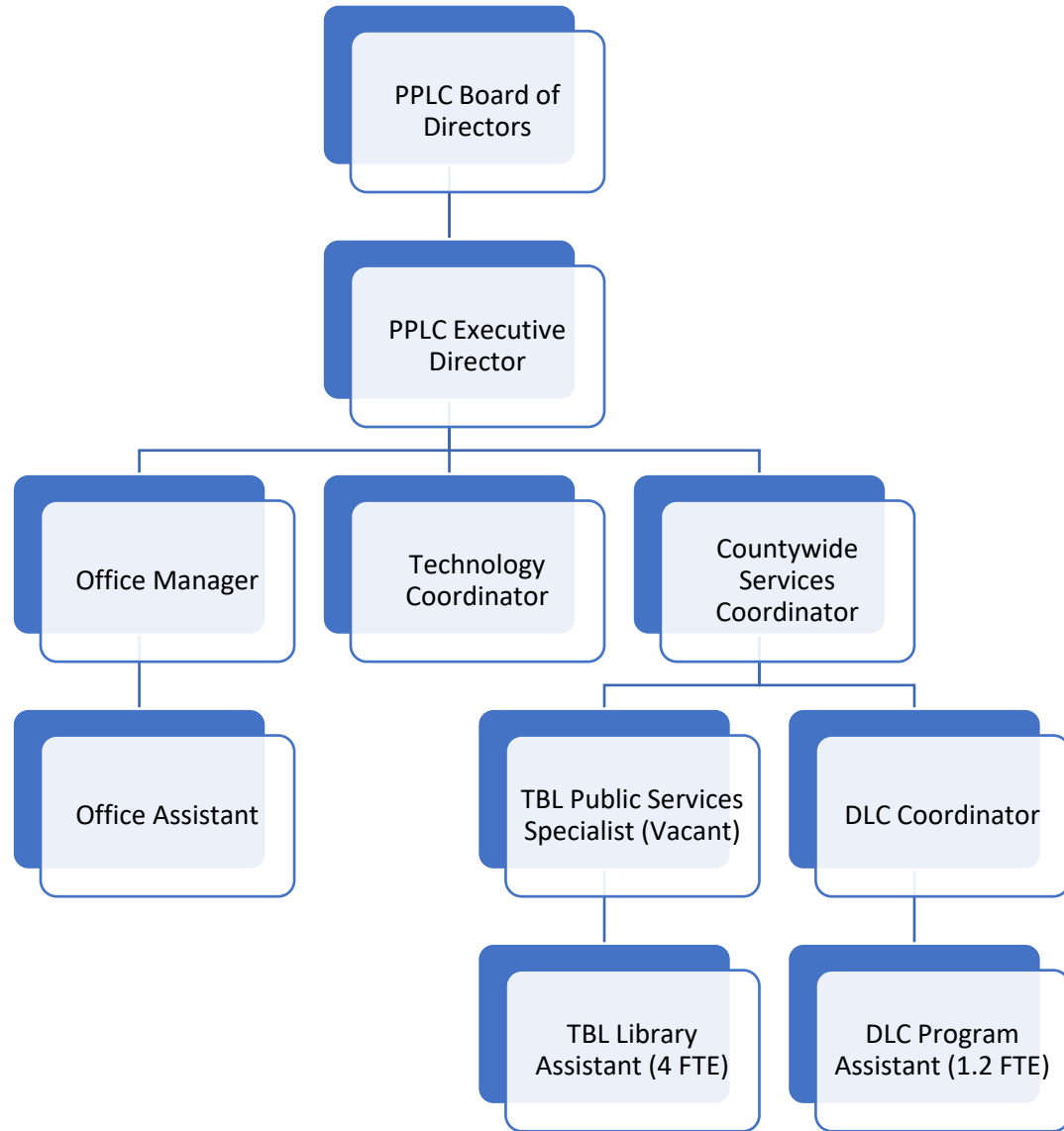
Activities	Champion	Status
5.3.1 Identify subject matter focus / expertise – strengths and gaps (e.g., genealogy)	LDAC with support from PPLC Staff	
5.3.2 Educate the public and library staff	LDAC with support from PPLC Staff	

#### 5.4 Research best practices of other library systems and cooperatives

Activities	Champion	Status
5.4.1 Review progress of best practices research at annual meeting	PPLC Exec Director	



### Appendix A: PPLC Organizational Chart



Board approved 02/22/2017

**Appendix C: PPLC Governance**  
*Successful Libraries Depend on Strong Partnerships*

<b>Roles and Responsibilities of:</b>	<b>Single Administrative Head</b>	<b>Board</b>	<b>Library Directors (LDAC)</b>
<b>General Administrative</b>	Administer daily operation of the cooperative, including personnel, fiscal, technology, facility, and program functions. Provide full information and appropriate recommendations to board.	Recruit, interview and employ qualified single administrative head (SAH); maintains ongoing communication process with the SAH.	Remain knowledgeable about library program and governance at the local, county and state level. Maintain ongoing communication process with the SAH.
<b>Policy</b>	Work with board to develop and revise and implement policies; ensure that policies are adopted by appropriate governing body. Keep all involved apprised of policies.	Approve written policies to govern the operation and programs of the cooperative, including but not limited to intellectual freedom, and services.	Recommend and support the policies of the Cooperative as adopted by the board; adopt a constitution and bylaws for the LDAC.
<b>Planning</b>	Coordinate and implement long-range planning with board, LDAC, staff, local government officials, and community.	Ensure that the cooperative has a long-range planning process with implementation and evaluation components. Support staff in carrying out the program. Approve the plan.	Provide input into the library's long-range planning process and remain knowledgeable about the status of the long-range planning effort.
<b>Community Relations and Marketing</b>	Coordinate and implement an ongoing marketing and community relations program.	Ensure that the cooperative has an active marketing and community relations program. Promote PPLC at every opportunity.	Promote PPLC to the public, formally and informally, at every opportunity.

## Appendix C: PPLC Governance

### *Successful Libraries Depend on Strong Partnerships*

<b>Fiscal</b>	<p>Prepare an annual budget for the cooperative in consultation with the board and LDAC. Present current report of expenditures against budget; make the board aware of special financial needs of county-wide programs. File a combined budget with the state.</p>	<p>Keep government entities apprised of the funding needs of the cooperative in order to carry out its program as planned. Assist in the preparation, and presentation of the annual budget. Approve the combined budget.</p>	<p>Provide input on the annual cooperative budget.</p> <p>Work with city fiscal department annually on the CAFR and Budget submissions to the cooperative office as specified in the ILA.</p>
<b>Legislative</b>	<p>Educate board, directors regarding current local, state and federal library laws and pending legislation as well as issues of importance to libraries. Represent the cooperative program to legislators.</p>	<p>Be familiar with local, state and federal library laws and their implications for the local library. Help educate government entities regarding the laws' importance.</p>	<p>Advocate for the cooperative's causes with decision-makers at every level; represent the cooperative program to legislators.</p>
<b>Meetings</b>	<p>Provide written reports for and participate in all board meetings. Attend LDAC and other meetings.</p>	<p>Attend and participate in all board meetings; comply with sunshine laws where applicable.</p>	<p>Maintain a liaison to the library board to attend meetings.</p>
<b>Networking</b>	<p>Affiliate with the state and national professional organizations and attend professional meetings and workshops; make use of services and consultants of the Division of Library and Information Services.</p>	<p>Attend regional, state and national library meetings and workshops; affiliate with the appropriate professional organizations.</p>	<p>Affiliate with state and national organizations and attend their meetings and workshops.</p>

Appendix B: PPLC Organizational Priorities



**Appendix D: PPLC Organizational Relationships**  
*(Not to scale)*

**PPLC Organizational Relationships**

