

Memorandum



CITY OF DALLAS

DATE March 18, 2016

TO Honorable Members of the Arts, Culture & Libraries Committee: Mayor Pro Tem Monica R. Alonzo (Chair), Mark Clayton (Vice Chair), Deputy Mayor Pro Tem Erik Wilson, Carolyn King Arnold, Jennifer S. Gates, Scott Griggs

SUBJECT **Dallas Public Library Strategic Plan**

On Monday, March 21, 2016, the Arts, Culture & Libraries Committee will be briefed on Dallas Public Library Strategic Plan by Jo Giudice, Director of Dallas Public Library.

The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.

A handwritten signature in blue ink that reads "Joey Zapata".

Joey Zapata

Assistant City Manager

c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager

Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



STRATEGIC PLAN

Presentation to the Arts, Culture and Library Committee

March 21, 2016

Jo Giudice, Director of Libraries



STRATEGIC PLAN PURPOSE

- ✘ A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. www.businessdictionary.com



AGENDA

- ✘ Strategic Process
- ✘ Strategic Focus Areas
- ✘ Strategic Direction
- ✘ Service Framework
- ✘ Service Strategies
- ✘ Next Steps



STRATEGIC PROCESS DISCOVERING OPPORTUNITIES

- ✘ Community Analytics
 - + Community Engagement (Qualitative)
 - + Market Segmentation (Quantitative)
- ✘ Organizational Analytics
 - + Interviews, Observations, Surveys
- ✘ Opportunity Analysis
 - + Reinforce the Citywide Priorities



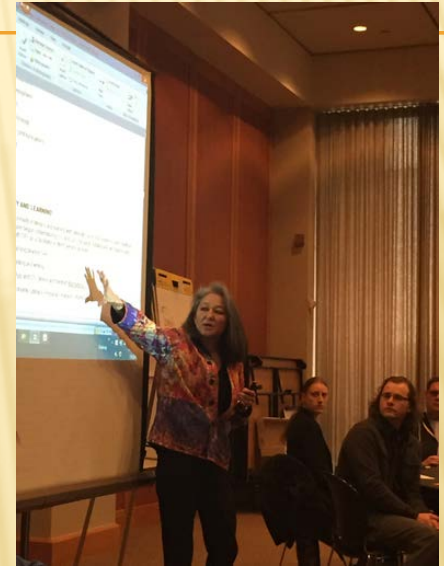
STRATEGIC PROCESS COMMUNITY ENGAGEMENT

✘ Community Forums (7)

- + South Central (Hampton-Illinois Branch), Northeast (Lochwood Branch), Southeast (Prairie Creek Branch), Southwest (North Oak Cliff Branch), North (Renner Frankford Branch), Northwest (Bachman Lake Branch), Downtown (Central Library)

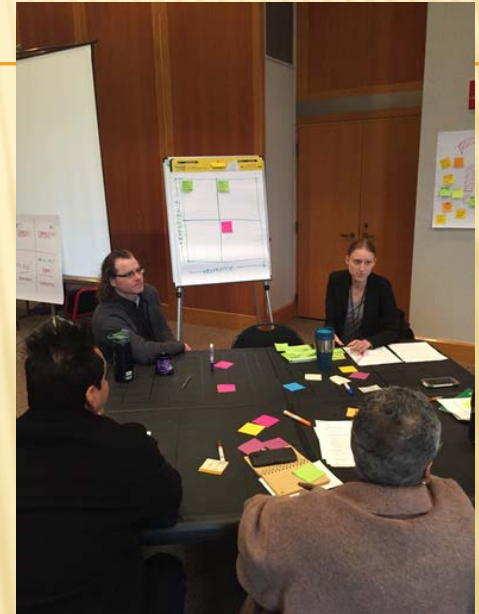
✘ Insight Interviews (21)

✘ Focused Conversations (6)



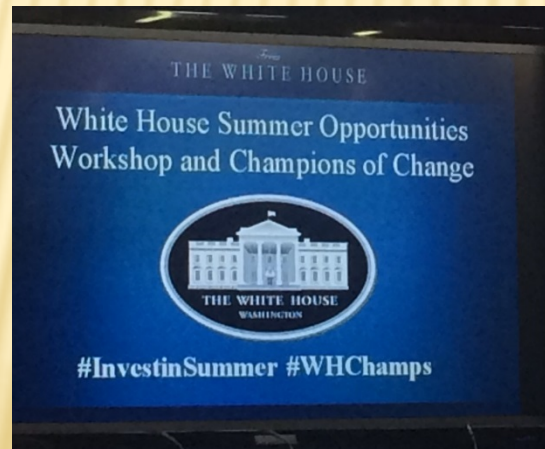
STRATEGIC PROCESS COMMUNITY ENGAGEMENT

- ✘ Community Survey (> 3000 responses)
- ✘ Casual Conversations
- ✘ Staff Survey and Site Visits
- ✘ Leadership Team



STRATEGIC FOCUS AREAS

- + 21st Century Skills
- + Workforce and Economic Development
- + Vibrant Neighborhoods



DPL'S STRATEGIC DIRECTION

**Build Capacity and
Build Community**



SERVICE FRAMEWORK

+ Learning

- × Literacy and Education
- × Lifelong Discovery

+ Connecting People to...

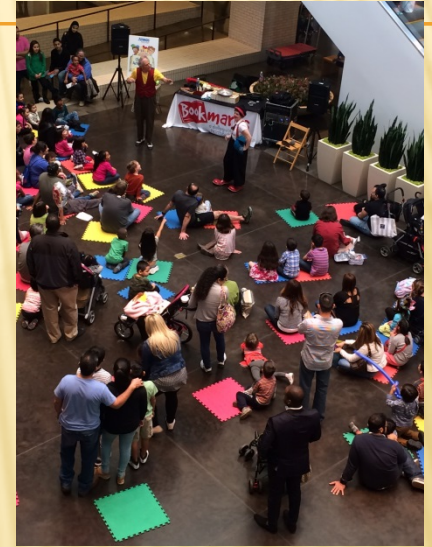
- × Resources
- × People and Organizations



LEARNING

✦ Enhance Services

- + Early Childhood Literacy and K-12 Support
- + Adult Literacy and Lifelong Learning
- + Technology Access and Assistance



CONNECTING PEOPLE TO...

× Resources

- + Community Conversations
- + Celebrating Cultures and Diversity
- + Navigating Civic Life
- + Workforce Resources



SERVICE STRATEGIES

- + Create **Intentional Experiences**
- + Leverage **Strengths** and **Expertise**
- + Grow **Neighborhood Impact**



STRATEGY: INTENTIONAL EXPERIENCES

- ✘ Use play and experimentation to build 21st century skills
- ✘ Design interactions for specific outcomes
- ✘ Create rich, immersive environments through universal design



STRATEGY: STRENGTHS AND EXPERTISE

- + Transfer knowledge through expert staff and partners
- + Build specific staff skills
- + Train staff on holistic approach to library services



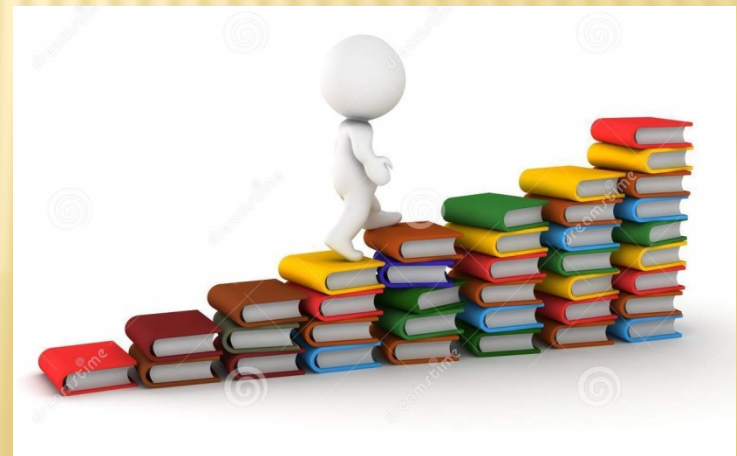
STRATEGY: NEIGHBORHOOD IMPACT

- ▶ Respond to local opportunities and needs
- ▶ Target outreach efforts and promotion
- ▶ Neighborhood-focused



NEXT STEPS

- ✘ Integrate comments and present for council consideration for adoption
- ✘ Conduct skills building workshops to train staff
- ✘ Strategic Budgeting
 - + Develop investment plan and priorities
 - + Roll out matrix and performance measures



QUESTIONS



APPENDIX

LEARNING:

POTENTIAL ACTION PLAN - FY '17-20

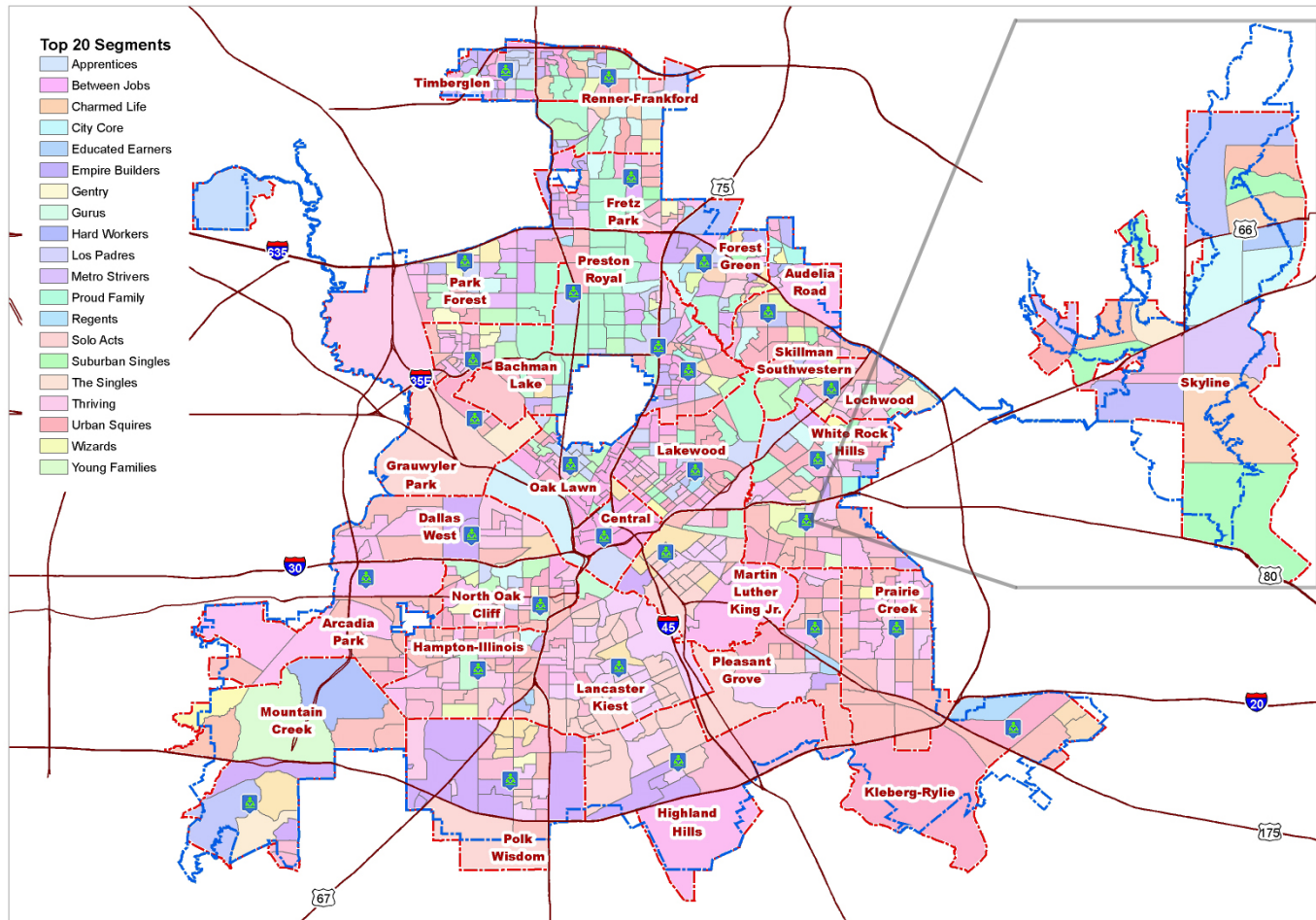
- ✘ Grow relevant collections/resources
- ✘ Replicate ESL/GED at appropriate libraries
- ✘ Create comprehensive adult literacy program
- ✘ Partner to gear up tech petting zoos and skills labs
- ✘ Extend/establish partnerships for service delivery such as pop up libraries and off-site programs
- ✘ Collaborate with schools and higher education
- ✘ Establish partnerships for extended service delivery

CONNECTING PEOPLE:

POTENTIAL ACTION PLAN – FY '17-20

- ✘ Create pop-up library experiences
- ✘ Be present and active in the community/beyond the Library walls
- ✘ Create a rich referral database of, and relationships with, community assets and organizations
- ✘ Facilitate community-based skills building
- ✘ Create or cohost activities to bring neighbors together
- ✘ Convene community conversations to discover opportunities and assets
- ✘ Develop and deliver regional programs
- ✘ Be present in citywide events

STRATEGIC PROCESS MARKET SEGMENTATION



This section is enlarged from the larger map for detail purposes. Please disregard the lines for Lake Ray Hubbard.

Service Areas with Segments by Block Group

Dallas Public Library

Prepared by CIVICTechnologies

POPULATION

Percent of the population of Dallas for each market share identified in the market segmentation study on the previous slide based on common characteristics such as age, gender, income, geography and consumption behavior.

No.	Segment	Population	Population Share	Population Cumulative	Population Cumulative
1	Young Families	175,886	13.4%	13.4%	175,886
2	Hard Workers	169,763	12.9%	26.3%	345,649
3	Apprentices	86,126	6.5%	32.8%	431,775
4	The Singles	83,450	6.3%	39.2%	515,225
5	Los Padres	78,447	6.0%	45.1%	593,672
6	Metro Strivers	63,100	4.8%	49.9%	656,772
7	Between Jobs	61,692	4.7%	54.6%	718,464
8	City Core	50,708	3.9%	58.5%	769,172
9	Empire Builders	49,218	3.7%	62.2%	818,390
10	Educated Earners	40,915	3.1%	65.3%	859,305
11	Wizards	40,901	3.1%	68.5%	900,206
12	Urban Squires	36,705	2.8%	71.2%	936,911
13	Gentry	26,753	2.0%	73.3%	963,664
14	Thriving	26,402	2.0%	75.3%	990,066
15	Suburban Singles	25,678	2.0%	77.2%	1,015,744
16	Regents	25,033	1.9%	79.1%	1,040,777
17	Charmed Life	20,271	1.5%	80.7%	1,061,048
18	Gurus	18,187	1.4%	82.1%	1,079,235
19	Solo Acts	16,690	1.3%	83.3%	1,095,925
20	Proud Family	15,826	1.2%	84.5%	1,111,751
21	Marquis Class	13,737	1.0%	85.6%	1,125,488
22	The Godparents	13,603	1.0%	86.6%	1,139,091
23	Sitting Pretty	13,519	1.0%	87.6%	1,152,610
24	Stocks and Scholars	11,844	0.9%	88.5%	1,164,454
25	Hard Act to Follow	11,734	0.9%	89.4%	1,176,188
26	The Sweet Life	11,167	0.8%	90.3%	1,187,355
27	Group Quarters	10,318	0.8%	91.1%	1,197,673
28	Family Coming of Age	9,574	0.7%	91.8%	1,207,247
29	S* Seeks S*	9,104	0.7%	92.5%	1,216,351
30	East Meets West	8,454	0.6%	93.1%	1,224,805
31	Kindred Spirit	7,890	0.6%	93.7%	1,232,695
32	Grand Masters	7,058	0.5%	94.3%	1,239,753
33	Apron Strings	6,824	0.5%	94.8%	1,246,577
34	Couples with Capital	6,700	0.5%	95.3%	1,253,277
35	Doublewides	6,568	0.5%	95.8%	1,259,845
36	Managing Business	6,418	0.5%	96.3%	1,266,263
37	Kith and Kin	6,268	0.5%	96.8%	1,272,531
38	Sublime Suburbia	5,915	0.4%	97.2%	1,278,446
39	Blue Collar Starts	4,793	0.4%	97.6%	1,283,239
40	Golden Heritage	4,592	0.3%	97.9%	1,287,831
41	Legacy Years	4,135	0.3%	98.2%	1,291,966
42	Great Generations	3,743	0.3%	98.5%	1,295,709
43	White Collar Status	3,465	0.3%	98.8%	1,299,174
44	Marmalade and Money	3,033	0.2%	99.0%	1,302,207
45	Social Whirls	2,912	0.2%	99.2%	1,305,119
46	Urban Moms	2,634	0.2%	99.4%	1,307,753
47	Collegian	2,170	0.2%	99.6%	1,309,923
48	Stately Suburbs	1,740	0.1%	99.7%	1,311,663
49	Gainfully employed	1,652	0.1%	99.9%	1,313,315
50	Solemn Widows	1,104	0.1%	100.0%	1,314,419
51	Gray Eminence	630	0.0%	100.0%	1,315,049
Grand Total		1,315,049	100.0%		

TOP 10 MARKET SEGMENTS DEFINED

- ✘ **Young Families:** Age 20s-low 30s, married, NA, urban, high school, blue collar, charcoal liter fluid, imported beer, oil filters: Auto Zone, telephone calling cards, soccer; TV, Domino's pizza, Hispanic radio, light newspaper
- ✘ **Hard Workers:** Age 20s-low 30s, single, \$30K-\$50K, urban, high school, blue collar, toast, Mexican food, ready to eat muffins, premium domestic beer, fast food restaurants, daytime TV, Hispanic radio
- ✘ **Apprentices:** Age 20s-low 30s, single, \$50-70K, urban, college, white collar, energy bars, imported wines, running clothes, apple computers, yoga, rock music, MTV.com, website
- ✘ **The Singles:** Age 30s, single, \$30K-\$50K, urban, high school, blue collar, flavored instant coffee, tequila, dental rinses, did not buy or leases vehicles, Jack in the Box fast food, Domino's pizza, Black Entertainment TV, variety radio
- ✘ **Los Padres:** Age 30s, married, NA, urban, high school, blue collar, flavored instant coffee, Mexican food, oil filters, hair styling gel and lotions, Mexico visit, Whataburger fast food, oldies radio, Parenthood magazines
- ✘ **Metro Strivers:** Age 20s-low 30s, single, \$30K or less, urban, high school, white collar, spray starch, king-size candy, children's vitamins, online: job searches, basketball: TV, Popeye's friend chicken, gospel music video game magazines
- ✘ **Between Jobs:** Age 20s-low 30s, single, \$30K or less, urban, high school, none, lunch combo kits, Cornish hens, nail polish remover, children's shoes, play games online, boxing: TV, daytime TV, cartoon network
- ✘ **City Core:** Age 20s-low 30s, single, \$30K or less, urban, high school, blue collar, deviled ham, cognac, wired money orders, baby lotion, Captain D's fast food, pro wrestling: TV, urban radio, history books
- ✘ **Empire Builders:** Age 40s, married, \$90K+, urban, college, white collar, espresso makers, housekeeping services, clothing over \$2,000, charitable organizations, country clubs, museum visits, 2+ Sunday newspapers, classical radio
- ✘ **Educated Earners:** : Age 20s-low 30s, single, \$30K-\$50K, suburban, college, white collar, metal cookware, sports drinks, canvas shoes, compact cars, foreign plane trips, movies, CNN.com, downloaded music