

NAPA COUNTY LIBRARY  
**STRATEGIC PLAN**



**2012 - 2015**

# contents

acknowledgements.....	4
guiding principles.....	5
executive summary.....	6
service priorities.....	7
goals, objectives & activities.....	8-17
<i>(Goals are not ranked. They are listed in random order.)</i>	
<b>GOAL 1</b> .....	8
<i>Young children (age 5 and under) will have materials, services, and programs designed to ensure that they will enter school ready to learn.</i>	
<b>GOAL 2</b> .....	9
<i>Children (ages 6 to 12) will have the resources they need to satisfy their curiosity and explore topics of personal interest.</i>	
<b>GOAL 3</b> .....	10
<i>Children (ages 6 to 12) will have materials and programs that engage their imaginations and provide pleasurable reading, viewing, and listening experiences.</i>	
<b>GOAL 4</b> .....	11
<i>Students will have the resources they need to succeed in school.</i>	
<b>GOAL 5</b> .....	12
<i>Teens (age 13 and older) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.</i>	
<b>GOAL 6</b> .....	13
<i>Adults and teens will have the resources and skills they need to explore topics of personal interest and continue to learn throughout their lives.</i>	
<b>GOAL 7</b> .....	14
<i>Adults will have convenient and timely access to a variety of new and popular materials.</i>	
<b>GOAL 8</b> .....	15
<i>Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.</i>	
<b>GOAL 9</b> .....	16
<i>Teens, adults, and families will have access to materials, instructional services, and programs that empower them to improve the literacy skills that improve their lives.</i>	
<b>GOAL 10</b> .....	17
<i>Residents will have the skills they need to effectively evaluate and use information.</i>	

# contents

<b>organizational competencies</b> .....	18-23
EXTERNAL PARTNERSHIPS.....	18
FACILITIES.....	18-19
GOVERNANCE.....	20
MARKETING AND PUBLIC RELATIONS.....	21
MEASUREMENT AND EVALUATION.....	22
OPERATIONAL EFFICIENCIES.....	22
ORGANIZATIONAL STRUCTURE.....	23
TRAINING AND STAFF DEVELOPMENT.....	23

# LIBRARY MISSION

*Napa County Library's mission is  
"to enrich people's lives with books  
and information."*

# acknowledgements

On November 1, 2011 the Napa County Board of Supervisors gave approval to begin the planning process for a new strategic plan. The Strategic Plan 2012-2015 was made possible by the hard work and dedication of many people. We would like to thank the following:

## THE COMMUNITY PLANNING COMMITTEE

Debbie Alter-Star, Somos Napa,  
We Are Napa  
Sandy Biale, Teacher Librarian, Napa Valley  
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## THE LIBRARY COMMISSION

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for her guidance  
throughout the  
strategic planning  
process.**

## THE LIBRARY ORGANIZATION OPTIMIZATION TEAM (LOOT)

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# guiding principles

## SERVICES

- Free and equal access to information and materials
- Convenient hours of service
- Service that is thorough, impartial, and confidential
- Educational and recreational programs that inspire thought, ideas, and a love of reading
- Technology and links to many resources that enable wide access to information
- The American Library Association Library "Bill of Rights"

## COLLECTIONS

- Resources that are current, authoritative, and well-balanced in content
- Resources that are well-organized and in good physical condition
- Resources that meet the needs of the people in Napa County
- The American Library Association "Freedom to Read Statement"

## STAFFING

- Employees who are knowledgeable and skilled
- Employees who are friendly, helpful, courteous, and respect all library users and their needs
- Employees who respect each other and have a spirit of teamwork and camaraderie

## CORE LIBRARY VALUES

### ACCOUNTABILITY

- Responsiveness to the public and the library

### SERVICE

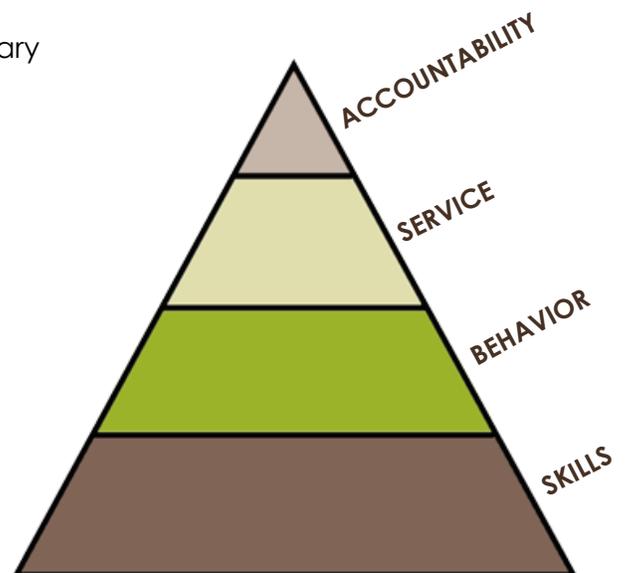
- Library ambassadorship
- Excellent customer service

### BEHAVIOR

- Adaptability and commitment to continuous learning
- Leadership and leading change
- Ethical behavior, listening, understanding, and responding

### SKILLS

- Planning, organizing, and coordinating
- Self-management
- Problem solving
- Results oriented



# executive summary

The Napa Valley, internationally known for its fine wines, exciting restaurants, and world-class resorts, is home to 136,000 residents who share a strong sense of community and a legacy of preserving and protecting its rich agricultural heritage. Located in the heart of California's preeminent wine region, the Napa Valley is also part of the dynamic San Francisco Bay Metropolitan Area. With its sunny Mediterranean climate and close proximity to the mountains and ocean, the Valley offers residents easy access to virtually unlimited shopping, dining, cultural, and recreational opportunities. The Napa Valley's strategic location, natural and cultural resources, history of responsible land use planning, and attractive quality of life provide the ideal mix of small town living and big city amenities.

The Napa County Library has provided the residents of this community with library services in the best tradition, maintaining materials detailing the region's agricultural history while striving to provide materials of current interest. In witnessing the growth of Napa County from a small-town community to an intersection of sophistication and tradition, leaders and members of the community concur that the library holds the potential for growth and, more specifically, the ability to serve as a place for the community to grow collectively.

The community both welcomes and benefits from the growing influence and contributions of its Latino population. Additionally, the County enjoys the growing number of those who have moved here from other areas, attracted by the ability to raise children in a safe environment while enjoying the renowned wine and culinary offerings that have drawn so many recent visitors. County newcomers, coupled with residents whose roots in the community go back generations, allow Napa County to maintain a dynamic mix of residents.

In January 2012, **community stakeholders, and library staff** (see pg. 4) met to discuss the growing demand for library services to meet the changing needs of the community. In addition to maintaining the material and services that the library already provides, many agreed that it is appropriate for the library to continue to reach out to the community to expand the public's awareness of how the library can enhance lives. Members of the Community Planning Committee discussed their vision for a successful future of Napa County. Once this vision was articulated, they discussed what the Library could do to make that vision a reality. The Committee recommended that the Library Commission adopt **seven service priorities** (see pg. 7) through fiscal years 2012-2015.

Using the community's input as a starting point, library staff met over a period of several months to analyze the library's role in meeting the needs of the community. Through this process, we were able to establish **ten goals and supporting activities** (see pgs. 8-17) that allowed us to create this comprehensive strategic plan.



# service priorities

These 7 service priorities provide the foundation from which the following 10 goals evolved.  
(Service priorities are not ranked. They are listed in random order.)

## CREATE YOUNG READERS: EARLY LITERACY

Children from birth to age 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

## SATISFY CURIOSITY: LIFELONG LEARNING

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

## STIMULATE IMAGINATION: READING, VIEWING, AND LISTENING FOR PLEASURE

Residents who want materials to enhance their leisure time will find the resources they want, when and where they want them; and will have the help they need to make choices from among the options.

## SUCCEED IN SCHOOL: HOMEWORK HELP

Students will have the resources they need to succeed in school.

## CONNECT TO THE ONLINE WORLD: PUBLIC INTERNET ACCESS

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

## LEARN TO READ AND WRITE: ADULT, TEEN, AND FAMILY LITERACY

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

## INFORMATION LITERACY: RESIDENTS WILL HAVE THE SKILLS THEY NEED TO EFFECTIVELY EVALUATE AND USE INFORMATION

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

# goals, objectives & activities

## GOAL 1

**Young children (age 5 and under) will have materials, services, and programs designed to ensure that they will enter school ready to learn.**

### **OBJECTIVES:**

- By June 30, 2015, the number of attendees at library programs for young children (between ages zero and 5) will increase from 9,651 (FY 10-11) to 10,100.
- By June 30, 2015, the number of Wee Readers (children between zero and 3) who sign up for the Summer Reading Program will increase from 199 (FY 10-11) to 275.
- Annually (by June 30, 2015), a minimum of 90% of parents and caregivers surveyed will indicate that the library's storytimes for young children are very good or excellent.
- By June 30, 2015, the number of digital book viewings will increase from 72,000 (FY 10-11) to 75,000.

### **ACTIVITIES:**

1. Choose and maintain a robust collection including baby books, picture books, and easy readers.
2. Provide reference and readers advisory for children and caregivers.
3. Provide a safe and inviting space.
4. Provide e-books for children.
5. Promote and provide library card registration.
6. Offer storytimes for babies, toddlers, preschoolers, and bilingual (English and Spanish) customers.
7. Host annual open house for preschools.
8. Present to preschool groups (on- and off-site) to promote library collections and programs.
9. Partner with local community organizations to promote library collections and programs.
10. Offer summer reading program and activities for children (e.g., music shows, puppet shows, and crafts).
11. Provide library "grandparent" volunteer readers to children at all branches.
12. Provide preschool visits (children/parents) at all branches.
13. Provide more children's media computers for phonics programs.
14. Expand storytime offerings to include Saturdays and bilingual storytimes at branches.
15. Create library orientation checklist game.



# goals, objectives & activities

## GOAL 2

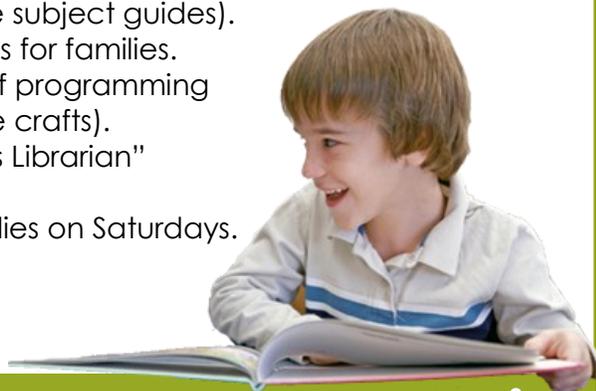
**Children (ages 6 to 12) will have the resources they need to satisfy their curiosity and explore topics of personal interest.**

### **OBJECTIVES:**

- Annually, the library will circulate 50,000 items of juvenile non-fiction.
- Annually, 90% of customers surveyed will evaluate the collection of juvenile non-fiction materials as very good or excellent.
- Annually, the circulation of displayed juvenile non-fiction materials will increase by 5%.

### **ACTIVITIES:**

1. Choose and maintain a robust collection including fiction, non-fiction, and media materials.
2. Provide reference and readers advisory for children and caregivers.
3. Provide a safe and inviting space.
4. Provide e-books for children.
5. Promote and provide library card registration.
6. Offer storytime programs for families.
7. Present to elementary school groups (on- and off-site) to promote library collections and programs.
8. Offer summer reading program and activities for children (e.g., crafts, puppet shows, and movies).
9. Provide collection displays.
10. Develop a higher level of programming at all branches (e.g., hosted by community agencies).
11. Provide more handouts (e.g., puzzles, crosswords, library scavenger hunts, etc.).
12. Maintain collection displays at all branches.
13. Provide a discovery table for exploration of topics of interest.
14. Develop LibGuides (online subject guides).
15. Provide bilingual storytimes for families.
16. Develop a wider variety of programming (e.g., book club and more crafts).
17. Have a "Roving Children's Librarian" available at all branches.
18. Provide programs for families on Saturdays.



# goals, objectives & activities

## GOAL 3

**Children (ages 6 to 12) will have materials and programs that engage their imaginations and provide pleasurable reading, viewing, and listening experiences.**

### **OBJECTIVES:**

- By June 30, 2015, the circulation of juvenile fiction will increase from 67,491 (FY 10-11) to 78,000.
- By June 30, 2015, the circulation of juvenile media (CDs, videos, DVDs, etc.) will increase from 91,600 (FY 10-11) to 106,000.
- Annually, 6,500 children (ages 6 to 12) will attend a library sponsored or co-sponsored program designed to stimulate their imagination (unrelated to school activities).

### **ACTIVITIES:**

1. Provide a robust collection of fiction, non-fiction, and media materials.
2. Provide reference and readers advisory for children and caregivers.
3. Provide a safe and inviting space.
4. Provide e-books for children.
5. Promote and provide library card registration.
6. Offer storytime programs for families.
7. Provide creative opportunities for children to read aloud (e.g., read to a dog).
8. Offer free use of media computers.
9. Offer summer reading program and activities.
10. Provide video cameras for check out.
11. Provide a schedule of events online and in print.
12. Display poems written by children.
13. Circulate museum passes.
14. Provide a wider variety of programming.



# goals, objectives & activities

## GOAL 4

**Students will have the resources they need to succeed in school.**

### **OBJECTIVES:**

- Annually, the number of attendees at elementary school-age class visits (at the library or in a school classroom) will be 4,200.
- Annually, the number of attendees at middle and high school-age class visits (at the library or in a school classroom) will be a minimum of 1,000.
- By June 30, 2015, 90% of students surveyed will rate their Tutor.com tutoring sessions as very good or excellent.
- By June 30, 2015, a minimum of 90% of students (K-12) surveyed who came to the library for homework-related services will rate those services as very good or excellent.

### **ACTIVITIES:**

1. Conduct outreach visits for school children at the library and at schools.
2. Offer students printing at no or low cost.
3. Offer students homework computers equipped with Microsoft Office.
4. Provide a Study Center staffed by trained volunteers.
5. Offer free tutoring services and academic support through Tutor.com.
6. Participate in and support the Napa Reads program.
7. Provide comprehensive databases that support research for school assignments.
8. Provide free wireless access for laptop and mobile devices.
9. Maintain library materials targeted to Napa County school standards.
10. Offer bilingual assistance in reference and readers advisory for all ages.
11. Expand time limits and access to homework computers.
12. Checkout laptops or tablets.
13. Add bilingual volunteers to the Study Center.
14. Participate in more outreach opportunities directed at parents.
15. Expand collaboration with school teachers and school districts.
16. Acquire all Napa County textbooks.
17. Improve marketing for Tutor.com.



# goals, objectives & activities

## GOAL 5

**Teens (age 13 and older) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.**

### **OBJECTIVES:**

- By June 30, 2015, the circulation of teen fiction will increase from 28,441 (FY 10-11) to 33,000.
- Annually, 650 teens will attend a library-sponsored or co-sponsored program designed to stimulate their imagination (unrelated to school activities).
- By June 30, 2015, the circulation of media (CDs, videos, DVDs, etc.), will increase from 351,277 (FY 10-11) to 425,000.

### **ACTIVITIES:**

1. Provide a robust collection of fiction, non-fiction, and media materials.
2. Include a schedule of events in the newsletter and online.
3. Create an inviting space.
4. Provide video cameras for check out.
5. Host a regularly scheduled Book Club.
6. Register teens for library cards.
7. Present a Movie Series.
8. Promote Freegal, a music download service.
9. Host a Young Adult Film Contest.
10. Host a Poetry Slam.
11. Publish and distribute a Teen Zine.
12. Circulate museum passes.



# goals, objectives & activities

## GOAL 6

**Adults and teens will have the resources and skills they need to explore topics of personal interest and continue to learn throughout their lives.**

### **OBJECTIVES:**

- By June 30, 2015, the circulation of adult and teen non-fiction will increase from 151,306 (FY 10-11) to 155,000.
- By June 30, 2015, the circulation of Spanish non-fiction will increase from 5,385 (FY 10-11) to 6,300.
- By June 30, 2015, a minimum of 80% of adults who attended a library-sponsored or co-sponsored program will evaluate the program as very good or excellent.
- By June 30, 2015, a minimum of 90% of customers surveyed will evaluate the collection of adult and teen non-fiction materials as very good or excellent.

### **ACTIVITIES:**

1. Promote Art in the Library program.
2. Offer computer and technology classes in English and Spanish.
3. Provide class visits and library tours for teens and adults.
4. Choose and maintain a robust collection including fiction, non-fiction, and media materials.
5. Offer Summer Reading Programs for adults and teens.
6. Provide e-books.
7. Attend community events and gatherings to promote the library.
8. Offer online learning resources and databases.
9. Promote library resources and programs, i.e., in newsletters and online.
10. Extend more programming to branches.
11. Offer a Chef and Winemaker speaker series.
12. Publish and distribute a Teen Zine.
13. Circulate museum passes.
14. Host author visits.



# goals, objectives & activities

## GOAL 7

**Adults will have convenient and timely access to a variety of new and popular materials.**

### OBJECTIVES:

- By June 30, 2015, the circulation of fiction will increase from 132,000 (FY 10-11) to 153,000.
- Annually, the circulation of Spanish fiction will be a minimum of 1,900.
- By June 30, 2015, a minimum of 90% of adults surveyed will indicate they received the material they reserved in a timely manner.
- By June 30, 2015, a minimum of 90% of adults surveyed will indicate they found something good to read, listen to, or view at the library.

### ACTIVITIES:

1. Circulate museum passes.
2. Offer Novelist to assist patrons with making selections.
3. Increase the e-book collection.
4. Increase Browse and New Book collections.
5. Purchase additional copies of popular material to respond to public demand.
6. Offer Freegal, a downloadable music service.
7. Provide interlibrary loan services.



**NEW!**



**freegal**  
music



# goals, objectives & activities

## GOAL 8

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

### OBJECTIVES:

- By June 30, 2015, the number of PC sessions will increase from 177,534 (FY 10-11) to 195,000.
- By June 30, 2015, the number of people who connect to the Internet via the Library's Wi-Fi access will increase from 18,444 (FY 10-11) to 28,000.
- By June 30, 2015, 90% of web site users surveyed will rate the Library's website as informative and easy to use.
- By June 30, 2015, the number of hits on the library's website will increase from 445,782 (FY 10-11) to 500,000.

### ACTIVITIES:

1. Provide up-to-date computers and equipment.
2. Provide more public PCs.
3. Increase connection speed.
4. Implement "Roving Librarian" services to better assist patrons while they are using public computers.
5. Offer online learning resources and databases.
6. Create online links to appropriate website evaluation tools.
7. Offer basic technical and computer classes, including Internet use, e-reader troubleshooting, etc.
8. Offer free wireless access.



# goals, objectives & activities

## GOAL 9

**Teens, adults, and families will have access to materials, instructional services, and programs that empower them to improve the literacy skills that improve their lives.**

### OBJECTIVES:

- By June 30, 2015, a total of 125 new tutors will be trained.
- By June 30, 2015, 350 adult learners will be served.
- By June 30, 2015, 70% of learners surveyed will make measurable progress toward their goal(s).

### ACTIVITIES:

1. Provide free literacy materials to participants.
2. Provide bilingual materials.
3. Choose and maintain ESL language learning collections.
4. Provide a computer lab (literacy and LifeWORKS).
5. Provide e-books for children.
6. Provide Live Homework Help and Mango (English/ESL).
7. Provide more Phonics software for children.
8. Include adult literacy materials in collection.
9. Offer parent workshops.
10. Provide space for children in the Literacy Office.
11. Offer family storytimes, including a literacy storytime.
12. Provide numerous family programs.
13. Offer one-on-one tutoring for adults.
14. Provide ESL classes.
15. Offer a writing class.
16. Offer a literacy-based computer class.
17. Recruit and retain quality literacy tutors.
18. Publish a Literacy Newsletter.
19. Promote Literacy Center services and programs to the community.
20. Partner or collaborate with local community organizations.
21. Increase literacy services at branches.



# goals, objectives & activities

## GOAL 10

Residents will have the skills they need to effectively evaluate and use information.

### OBJECTIVES:

- By June 30, 2015, there will be a 15% increase in the number of customers receiving information literacy coaching from a library staff member in using print and online resources.
- Annually, there will be a minimum 5% increase in the number of customers who are aware of the information literacy resources on the Library's website.

### ACTIVITIES:

1. Implement "Roving Librarian" services to better assist patrons while they are using public computers or looking for information in the stacks.
2. Create online links to appropriate website evaluation tools.
3. Offer online learning resources and databases.



# organizational competencies

Organizational Competencies will help the Library achieve its service goals. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the Library's effectiveness and efficiency. Organizational competencies have been identified in eight key areas:

## EXTERNAL PARTNERSHIPS

---

The Napa County Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

- By June 30, 2013, develop and distribute criteria that will be used to assess current and future partnership opportunities.
- By June 30, 2013, initiate a review and approval process for the establishment of new partnerships.
- Annually, partner with regional library organizations such as Solano, Napa, and Partners (SNAP); NorthNet Library System (NLS); and Califa to deliver efficient, quality service in a cost-effective manner.



## FACILITIES

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The Napa County Library will operate safe, welcoming, and efficient facilities in locations where county residents frequently and willingly go.

- By December 31, 2012, complete the remodel of the American Canyon Library.
- By June 30, 2013, complete the sound proofing and lighting modifications in the Napa Main Branch's Community Meeting Room.
- By December 31, 2014, complete the remodel of the Calistoga Branch.
- By June 30, 2015, complete the remodel of the Napa Main Branch's Children's Room.

# organizational competencies



American Canyon Branch (under construction)



Napa's Comm. Mtg. Rm. ceiling (pre-remodel)



Calistoga Branch (pre-remodel)



Napa Branch's Children's Room (pre-remodel)

Facilities Photos  
© by Rick Sager

# organizational competencies

## GOVERNANCE

The Napa County Library is governed by state law and functions under the authority of the County Board of Supervisors. An eight-member Library Commission serves as the Library's policy advisory board.

The Library Commission of the Napa County Library will operate in an efficient, effective, and transparent manner.

- By December 31, 2012, the Commission will complete Board Effectiveness Training provided by the California Association of Library Trustees and Commissioners.
- By June 30, 2014, revise the Commission Bylaws.
- By August 31, 2014, post the approved Bylaws on the library's website.

### LIBRARY COMMISSION

The Commission consists of eight members, three appointed by the County Board of Supervisors, two appointed by the Napa City Council, one appointed by the American Canyon City Council, one appointed by the Calistoga City Council and one appointed by the Yountville Town Council.

Library Commission meetings are held on the second Monday of each month at 4:00 p.m. The meeting location and agenda are published 5 days prior to the meeting and are available in each of the Napa County libraries.

### LIBRARY COMMISSION MEMBERS:

G. Jack Benge	Chair, City of Napa
A. Shelby Valentine	Vice Chair, City of Calistoga
Terry Birkholz	City of American Canyon
Kim Wildman	Napa County
Tom Gumina	Napa County
Kate MacMillan	Napa County
Pamela A. Kindig	City of Napa
Linda Kenchelian	Town of Yountville



California Association of Library  
Trustees and Commissioners

# organizational competencies

## MARKETING AND PUBLIC RELATIONS

The Napa County Library will promote library services through a variety of print, electronic, and media opportunities.

- By December 31, 2012, adopt a tag-line that reflects the Library's service priorities. "Start Here" is a possible tag-line.
- By June 30, 2013, implement an email-based newsletter to provide information about library services and programs.



**Lo nuevo de la BIBLIOTECA**  
Biblioteca de Napa • Biblioteca de American Canyon • Biblioteca de Calistoga • Biblioteca de Yountville

verano 2012  
junio-julio-agosto

**índice**  
introducción, pag. 2-3  
Índice normal, pag. 4  
verano de libros, pag. 5  
novas y aboliciones, pag. 6

**horas especiales de la biblioteca**

4 de julio  
Día de la Independencia  
BIBLIOTECAS CERRADAS

El Comité de Bibliotecas de la Biblioteca de Napa está compitiendo dentro de género. Anúnciate en nuestro #27 de agosto.

Novas de edición  
Número 100-000  
número 100-000  
número 100-000

[www.napalibrary.org](http://www.napalibrary.org)

**¡Diviértase leyendo durante el verano!**

Este verano las bibliotecas del condado de Napa ofrecen una gran variedad de eventos gratis con nuestro programa anual de lecturas. Para aprender más acerca de los eventos de este verano, por favor pida biblioteca o visite en nuestro página Web [www.napalibrary.org](http://www.napalibrary.org)

**LA NUEVA E INOVADA BIBLIOTECA DE AMERICAN CANYON**

A fin de mejorar la biblioteca de American Canyon está trasladada al edificio de Ciudad del Norte biblioteca. Para aprender más acerca de las computadoras, una sala comunitaria y muchas otras características, por favor visite en [www.napalibrary.org](http://www.napalibrary.org) para recibir información y actualizar sobre la apertura de la biblioteca.

**CONVIÉRTASE EN EMBAJADOR DE LA BIBLIOTECA**

Las bibliotecas del condado de Napa buscan voluntarios para que actúen como embajadores de las bibliotecas. Los embajadores deben dedicar algunos minutos cada semana para ayudar a los usuarios, proporcionar información y compartir sus conocimientos con los usuarios. Para aprender más acerca de este programa de servicio voluntario de 200-000 y convertirse en un embajador de la biblioteca, por favor visite en [www.napalibrary.org](http://www.napalibrary.org)

**library holidays**

El **Study Center** de la biblioteca de Napa estará cerrado por el verano. ¡It will reopen August 17!

**Full Hours**  
Monday: 9:30-12:00  
Tuesday: 9:30-12:00  
Wednesday: 10:00-12:00

[www.napalibrary.org](http://www.napalibrary.org)

**Library News**  
Napa Main Library • American Canyon Library • Calistoga Library • Yountville Library

summer 2012  
JUNE - JULY - AUGUST

**Summer Fun at the Library!**

This summer, your library offers an exciting new array of fun, free events along with our annual Summer Reading Programs. We have programs and events for all ages!

- Adults (18 and older) [see pag. 2](#)
- Teens (ages 12 to 18) [see pag. 6](#)
- Kids (ages 0 to 12) [see pag. 7](#)

To learn more about this summer's events, please visit your library or visit us online at [www.napalibrary.org](http://www.napalibrary.org)

**NAPA VALLEY'S First-Ever PUZZLE CHALLENGE!**

The Napa Valley Puzzle Challenge will be held on Saturday, June 26, from 10 am to 3:30 pm, in the Community Room of the Napa Main Library.

Test your skills and help fund library programs at Napa County Libraries. Running this very special event will be the Napa Valley's Champion Dan Foyen.

In the morning, from 10 am - noon, "Pop Therapy" games and puzzles for all ages will be available. Left-handed will get to do it in their own time. Very own puzzle book. Hours 1 - 3 pm, there will be a new movie screening of the 2010 documentary, *World's First Puzzle 3 - 8 pm*, there will be a crossword puzzle tournament, a trivia game and a community fund-raiser. Prizes will be awarded.

To learn more, including ticket prices and tournament details, please visit us online at [www.napalibrary.org](http://www.napalibrary.org) or call Day Wednesday at (707) 251-6647.

[www.napalibrary.org](http://www.napalibrary.org)

**Tutoring Times**

NAPA CITY-COUNTY LIBRARY LITERACY CENTER SPRING 2012

**Coordinator's Corner**

*While Spring is in the World*

My parents met on a blind date in college and had a great love affair for fifty-seven years.

My father—a passionate man who loved horse races as much as opera—would recite romantic poetry to my mother whenever he could. Among his favorites was a poem by ee cummings. My father would nuzzle my mother's ear and whisper:

*since feeling is first/who pays any attention/so the syntax of things/Then he would raise his voice, just a little, as my mother blushed. Even in his avocations, her every shock shimmered as if it were the first time she had ever heard these words.*

*wholly to be a fool/while Spring is in the world*

My father would stand there, his arms outstretched, scarf around his neck, hat tilted at an angle, preparing for the crescendo to the words that meant everything to him—

*my blood appressed/and kisses are a better fate/hum wisdom—*

Kisses are a better fate than wisdom. My father was no fool. He felt that for all the power of words, no collection of ideas mattered if there were not love at their foundation.

And I have to agree.

During 30 years of being an educator, I have learned that what we *feel* matters as much as what we think—and part of the work of teaching is to offer opportunities for both.

At The Library Center, we aim to build experiences that build hearts as well as minds.

*Continued on p. 2*

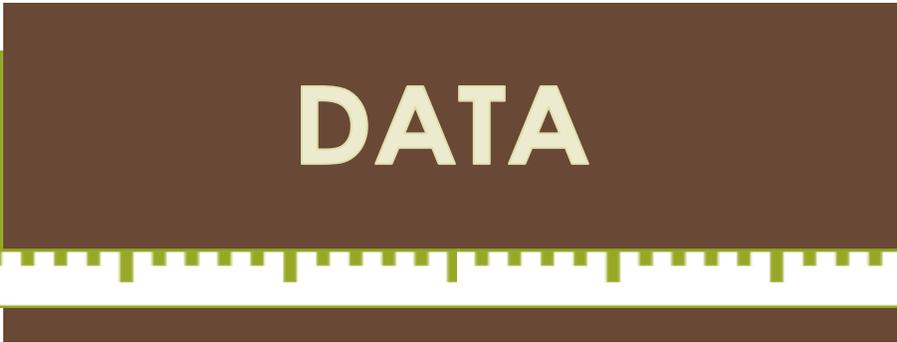
# organizational competencies

## MEASUREMENT AND EVALUATION

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The Napa County Library will incorporate measurement and evaluation into its operational practices.

- By December 31, 2012, review the process by which library use data is collected, compiled, and distributed and revise the process as necessary to provide relevant management data.
- By June 30, 2013, develop a methodology to regularly update the Library Commission on the progress of all objectives included in the strategic plan.
- By June 30, 2013, implement an effective methodology to count the number of questions of various types asked by library users.



DATA

## OPERATIONAL EFFICIENCIES

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The Napa County Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

- By December 31, 2014, the online library procedures manual will be completely updated and accurate.



# organizational competencies

## ORGANIZATIONAL STRUCTURE

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The Napa County Library will establish and maintain an organizational structure that supports its service priorities.

- By December 31, 2013, review and revise all of the current job descriptions.
- By December 31, 2013, determine if additional classifications need to be created, and if so develop job descriptions for them.
- By June 30, 2014, implement a plan to enhance and support communication between library units.

### LIBRARY LEADERSHIP TEAM

#### Director of Library Services

- **Support Services Manager**  
Head of Collection Development  
Circulation Supervisor
- **Public Services Manager**  
Head of Adult Reference  
Head of Children's Services  
Head of Extension Services  
Literacy and Volunteer Services Supervisor

## TRAINING AND STAFF DEVELOPMENT

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The Napa County Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.

- By June 30, 2013, develop and conduct a staff survey to identify training needs with the assistance of the County's Training and Development staff person.
- By June 30, 2013, train public service staff on "Roving Librarian" techniques.
- By June 30, 2014, adopt a Staff Development Plan that reflects the training that staff will need to implement the approved service goals and activities.



Infopeople  Moving Libraries Forward



**Napa County Library Strategic Plan 2012-2015**

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