

**DEPARTMENT
NAME**

Nashville Public Library

**DEPARTMENT
MISSION**

The mission of the Nashville Public Library is to provide information, programs, and reference assistance to individuals, families, and the larger community so they can enjoy the benefits of reading and life-long learning.

STRATEGIC GOALS

Goal One 1 - GOAL – Information Explosion

By June 30, 2011 (based on status quo; compared to previous FY), citizens of Nashville will experience a significant improvement in the quality and relevance of the library's collections to meet their information needs, as evidenced by:

- % increase in circulation
- % increase in electronic resource uses
- % increase in on-site use of library materials

Goal Two 2 - GOAL – Digital Divide

By June 30, 2011 (based on status quo; compared to previous FY), citizens of Nashville will have greater access to free computers as well as expanded opportunities for learning broad-based computer applications and electronic resources, as evidenced by:

- % increase # of on-site computer sessions
- % increase # of computer-related classes
- % increase # of remote (virtual) visits

Goal Three 3 - GOAL – Pre-School Literacy

By June 30, 2011 (based on status quo; compared to previous FY), NPL will design and implement developmentally appropriate programs and training to support individuals, families and community agencies in order to help increase the pre-school literacy rate and ensure that the children of Nashville enter kindergarten ready to learn, as evidenced by:

- # of developmentally appropriate programs
- % increase in attendance at developmentally appropriate programs

Goal Four 4 - GOAL – Neighborhood Services & Programs

By June 30, 2011 (based on status quo; compared to previous FY), Nashville's neighborhoods will experience Nashville Public Library as a primary resource for responsive services and programs targeted to meet their specific educational and cultural needs, as evidenced by:

- # of neighborhood programs in Spanish
- # of neighborhood programs for teens
- # of neighborhood programs for adults & seniors
- % of hours library meeting spaces are utilized

Goal Five**5 - GOAL – Efficiency**

By June 30, 2011 (based on status quo; compared to previous FY), more Nashvillians will experience timely access to free information and materials, as evidenced by:

- % increase in circulation
- % increase in self-check terminal activity

LINES OF BUSINESS

Line of Business One – Purpose Statement	The purpose of the Reference Information line of business is to provide reference assistance & online information products to our customers so they can obtain reliable information anytime, anywhere.
LOB One – Key Results	Percentage of customers who ask reference questions that receive the answers they seek Per capita customers who utilize online resources
Line of Business Two – Purpose Statement	The purpose of the Library Materials line of business is to provide circulating, research, readers advisory products to individuals and the larger community so they can obtain the materials they want.
LOB Two – Key Results	Percentage of Nashville Room & Metro Archives customers who have their specific research needs fulfilled Percentage of on-site library users who find the materials they want at the time of their visit Per Capita check-out of library materials Per Capita patron visits at all library locations
Line of Business Three – Purpose Statement	The purpose of the Equal Access line of business is to provide materials, information & accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.
LOB Three – Key Results	Percentage of people involved with or experiencing hearing disabilities who receive access to Deaf & Hard of Hearing materials, services and programs
Line of Business Four – Purpose Statement	The purpose of the Education & Outreach line of business is to provide educational opportunities, cultural events and public information products to the Nashville Community so they can enjoy life-long learning.
LOB Four – Key Results	Percentage of customer attendance at public forums and life-long learning activities as compared to the library's official population served Percentage of customers attending library instructional classes who acquire new computer literacy skills or

Strategic Business Plan

improve any existing skills

Percentage of individuals who visit the library as a result of promotional materials

Line of Business Five – Purpose Statement

The purpose of the Town Square line of business is to provide gathering space products to the public so they can have a civic meeting place.

LOB Five – Key Results

Percentage of available library meeting space hours utilized

Line of Business Six – Purpose Statement

The purpose of the Library Customer Automation Support line of business is to provide technical support products to library customers so they can enjoy reliable automated library service.

LOB Six – Key Results

Percentage of library customers who enjoy easily accessible automated library service

Line of Business Seven – Purpose Statement

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Reference Information line of business is to provide reference assistance & online information products to our customers so they can obtain reliable information anytime, anywhere.

Program Name

Ask Your Librarian

Program Purpose Statement

The purpose of the Ask Your Librarian program is to provide information and search assistance products to information seekers of all ages so they can have their questions answered.

**Family of Measures: Result
Measure(s)**

Percentage of customers who ask reference questions that receive the answers they seek (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of information responses provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of information responses anticipated to be requested

Please list measures, if any, for this program that might be determined via a public survey.

Products

- Information Responses
 - Readers advisory responses
 - Special Collections email responses
 - Special Collections Fax Responses
 - Heavy duty in-person reference responses
 - Light in-person reference responses
 - Genealogy research responses
 - Telephone reference responses
 - Telephone general information responses
 - Juvenile reference responses
 - Reference fax responses
 - Reference email responses
 - Snail mail reference responses
 - Juvenile homework help inquiry responses
 - YA homework help responses
 - Archive responses
 - YA reference responses
 - Individual instruction responses
- Toddler computer sessions
- Internet access sessions
- Equipment instructions

PROGRAM

Line of Business Purpose Statement

The purpose of the Reference Information line of business is to provide reference assistance & online information products to our customers so they can obtain reliable information anytime, anywhere.

Program Name

Virtual Information Services

Program Purpose Statement

The purpose of the Virtual Information Services program is to provide reliable on-line products to our on-line customers so they can utilize the resources and information they want anytime from anywhere.

Family of Measures: Result Measure(s)

Per capita customer utilization of online resources
(Key Result)

Family of Measures: Output Measure(s)

Number of database sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of database sessions anticipated

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

- Database Sessions
 - Medical databases
 - Periodical databases
 - Children's databases
 - Business databases
 - Educational databases
 - Library Materials catalog database
- Online frequently asked questions lists
- Virtual reference sessions
- Web link recommendations
- WebPages
- Library materials catalog database maintenance sessions

PROGRAM

Line of Business Purpose Statement The purpose of the Library Materials line of business is to provide circulating, research, and readers advisory products to individuals and the larger community so they can obtain the materials they want.

Program Name Local History and Special Collections

Program Purpose Statement The purpose of the Local History and Special Collections program is to provide historical and specialized research products to our Nashville Room & Metro Archives customers so they can fulfill their specific research needs.

Family of Measures: Result Measure(s) Percentage of Nashville Room & Metro Archives customers who have their specific research needs fulfilled (**Key Result**)

Family of Measures: Output Measure(s) Number of genealogy books, videos and microforms and Nashville/Davidson County Government records provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Genealogy books, videos and microforms; Nashville/Davidson County Government Records

Family of Measures: Demand Measure(s) Number of genealogy books, videos and microforms and Nashville/Davidson County Government records anticipated to be provided (based on in-house count)

Please list measures, if any, for this program that might be determined via a public survey.

Products

- SC Microforms
- SC local history videos
- Negatives – M
- M – film
- Postcards
- SC / M slides
- SC / M photos
- Materials consultations
- Local history microforms
- SC Obit index
- Biographical clipping files
- SC / M maps
- SC Periodicals
- SC Posters
- Manuscript collections – M/SC
- Nashville/Davidson County government records
- Banner newspaper clippings
- SC / M Reproduction (images)
- Genealogy books, videos, microfilm
- SC / M Ephemera records
- SC / M clipping files
- SC / M Books non-circ
- Oral history collections
- Local history audiotapes
- Special Collections materials processing sessions

PROGRAM

Line of Business Purpose Statement The purpose of the Library Materials line of business is to provide circulating, research, readers advisory products to individuals and the larger community so they can obtain the materials they want.

Program Name Hands-On Reference

Program Purpose Statement The purpose of the Hands-On Reference program is to provide essential reference products to on-site library users so they can find the materials they want at the time of their visit.

Family of Measures: Result Measure(s) Percentage of on-site library users who find the materials they want at the time of their visit (**Key Result**)

Family of Measures: Output Measure(s) Number of reference materials provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of reference materials requested (based on % of in-person monthly reference questions)

Please list measures, if any, for this program that might be determined via a public survey.
none

Products

- Reference Materials
 - Reference Books
 - Metro textbooks
 - Telephone directories
 - Juvenile periodicals – reference
 - Foundation center materials
 - Metro government documents
 - Federal government documents
 - Reference maps
 - Current magazines
 - Metro/state public information documents
 - Archived magazines
 - Reference periodicals
 - Newspapers
 - Microforms
- Photocopies
- Printer copies
- Microfilm copies
- Civic Information Displays
 - Community information display
 - Student financial aid forms display
 - Freebie newspapers display
 - Tax forms display
 - Bus schedules display
 - Voter Registration forms display
 - Government Information display
- Reference materials processing sessions

PROGRAM

Line of Business Purpose Statement The purpose of the Library Materials line of business is to provide circulating, research, readers advisory products to individuals and the larger community so they can obtain the materials they want.

Program Name Library Check-out

Program Purpose Statement The purpose of the Library Check-out program is to provide circulating library material products to cardholders so they can receive materials requested in a reasonable timeframe.

Family of Measures: Result Measure(s) Per Capita check-out of library materials (**Key Result**)

Family of Measures: Output Measure(s) Number of circulating materials check-outs provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of circulating materials check-outs anticipated

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

- Circulating Materials Check-outs
 - Adult book checkouts
 - Audiocassettes – books checkouts
 - Juvenile books checkouts
 - Magazines checkouts
 - Literacy materials checkouts
 - Spanish language materials checkouts
 - English language learning materials checkouts
 - Music CD checkouts
 - CD-roms checkouts
 - DVD's checkouts
 - Books on CD checkouts
 - Books on tape checkouts
 - Downloadable Audio book
 - Downloadable Video
 - Downloadable E-Books
- Overdue notice billings
- Library cards
- Collection agency notifications
- Hold notifications
- Library Cards
- Circulating materials processing sessions

PROGRAM

Line of Business Purpose Statement The purpose of the library materials line of business is to provide circulating, research, readers advisory products to individuals and the larger community so they can obtain the materials they want.

Program Name Engaging the Reader

Program Purpose Statement The purpose of the Engaging the Reader program is to provide readers advisory and enrichment products to current and potential library users so they can enhance their reading experience.

Family of Measures: Result Measure(s) Per Capita patron visits at all library locations(**Key Result**)

Family of Measures: Output Measure(s) Number of readers advisory transactions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Readers advisory transaction

Family of Measures: Demand Measure(s) Number of readers advisory transactions anticipated

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

- Displays
 - Special collections displays
 - YA displays
 - Adult displays
 - Juvenile displays
 - Topic displays (lobby)
- Readers advisory transactions
- Book marks
 - Seniors
 - YA
 - Juvenile
 - Adult
- Recommended Reading Lists
 - Adult recommended reading lists
 - Juvenile recommended reading lists
 - YA recommended reading lists
- Profiles
- Juvenile Library parties (holiday, book, thematic)
- Pathfinders
- Advisory council forums
- Book group discussion sessions
 - Adult book clubs
 - YA book clubs
 - Juvenile book clubs
- Juvenile summer reading (sessions, events, etc)
- YA/Juv/Adult Summer reading programs
- YA/Juv/Adult Summer reading events
- YA/Juv/Adult Recommended book lists
- Virtual Readers' recommendations
- Group library orientation sessions
- Marionettes
- Artifacts
- Art exhibits room/space
- Wilson collection art
- Artwork interpretations
- Exhibits
 - Art exhibits
 - Juvenile exhibits
 - Special collections exhibits
 - Community exhibits
- Permanent public art pieces
- Display cases exhibit spaces
-

Strategic Business Plan

PROGRAM

Line of Business

Purpose Statement

The purpose of the Equal Access line of business is to provide materials, information & accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.

Program Name

Equal Access

Program Purpose Statement

The purpose of the Equal Access program is to provide materials, information and accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.

Family of Measures: Result Measure(s)

Percentage of people involved with or experiencing hearing disabilities who receive access to Deaf & Hard of Hearing materials, services and programs

Family of Measures: Output Measure(s)

Number of Deaf & Hard of Hearing materials provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Deaf & Hard of Hearing materials

Family of Measures: Demand Measure(s)

Number of Deaf & Hard of Hearing materials anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

- TTYS
- Presentations to Deaf & Hard of Hearing groups/organizations
- Special needs software sessions
- HOH reference transactions
- Reader/scanner devices
- Nashville Talking Library monthly program guide
- Radio receivers
- Deaf & Hard of Hearing Materials
 - HOH book/AV
 - Sign language videos
 - Assistive listening devices
- NTL Broadcast sessions
 - Radio broadcast magazines
 - On demand recorded newspaper articles
 - Broadcast books
 - Broadcast newspapers
- Descriptive videos
- Large print books
- Sign language interpreters
- Braille printouts
- HOH computer classes
- Adjustable access work stations
- Juvenile special needs and software sessions
- Wheelchairs, scooters
- Magnifying devices
- Referrals to other agencies serving blind
- HOH services directories
- HOH consultations
- Presentations to blind
- NTL consultations

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Education & Outreach line of business is to provide educational opportunities, cultural events and public information products to the Nashville Community so they can enjoy life-long learning.

Program Name

Public Events

Program Purpose Statement

The purpose of the Public Events program is to provide tailored content products to the Nashville community so they can participate in public forums and life-long learning activities.

**Family of Measures: Result
Measure(s)**

Percentage of customer attendance at public forums and life-long learning activities as compared to the library's official population served (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of story time presentations at the library provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of story time presentations at the library anticipated to be requested

Please list measures, if any, for this program that might be determined via a public survey.
none

Products

- Juvenile arts activities (crafts, skills, cartooning, music)
- Business presentations
- Puppet & Drama presentations
- Lectures, films, performance art viewings
- Discussion groups
- After school programs
- Story time presentations at library
- School visit to library story time
- Event AV support sessions
- Bringing Books to Life sessions
- T.O.T.A.L. sessions
- Loving and Learning Parent Workshop sessions

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Education & Outreach line of business is to provide educational opportunities, cultural events and public information products to the Nashville Community so they can enjoy life-long learning.

Program Name

Computer Literacy

Program Purpose Statement

The purpose of the Computer Literacy program is to provide hands-on PC instruction products to people lacking essential computer skills so they can use the Internet and perform basic PC operations.

**Family of Measures: Result
Measure(s)**

Percentage of customers attending library instructional classes that acquire new computer literacy skills or improve any existing skills (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of computer instruction classes provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of computer instruction classes anticipated to be requested

Please list measures, if any, for this program that might be determined via a public survey.
none

Products

- Computer instruction classes
 - Internet instruction classes
 - Microsoft office products classes
 - Library instruction computer classes
 - Introduction to PC classes
 - Jobs Search classes
- Information sheets
 - Study guides
- Computer consultations

PROGRAM

Line of Business Purpose Statement The purpose of the Education & Outreach line of business is to provide educational opportunities, cultural events and public information products to the Nashville Community so they can enjoy life-long learning.

Program Name It's Your Library

Program Purpose Statement The purpose of the It's Your Library program is to provide informational & promotional products to individuals and organizations in Davidson County so they can be fully informed of all available library products and services.

Family of Measures: Result Measure(s) Percentage of individuals who visit the library as a result of promotional materials (**Key Result**)

Family of Measures: Output Measure(s) Number of outreach library presentations

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of outreach library presentations anticipated to be requested

Please list measures, if any, for this program that might be determined via a public survey.
Survey

Products

- Printed Materials
 - Instructional handouts
 - Program Flyers/Posters: adult, teen, children
 - Child information pieces – brochures
 - Library hour listings - brochures
 - Extending the joys - brochures
 - School visit outreach promotion information
 - Library information brochures
 - Monthly program guide
- Photo \$ design images
- Promotional Items
- Speeches to community groups in library
- Public Tours
- Events calendar
- Outreach library presentations
 - Speeches to community groups out of library
 - School visit outreach library cards
 - School visits/library information
 - Community outreaches (booths)
 - Story time outreach
- Web-based calendar
- Press releases
- Public writing pieces
- Media updates
- Media consultations
- Library information website updates
- Advertisements
- Media contacts
- Twitter
- MyEmma E-Blasts
- Skype Sessions
- Author Events

PROGRAM

Line of Business Purpose Statement The purpose of the Town Square line of business is to provide gathering space products to the public so they can have a civic meeting place.

Program Name Town Square

Program Purpose Statement The purpose of the Town Square program is to provide community gathering and technical assistance products to individuals and groups so they can have a public place to come together.

Family of Measures: Result Measure(s) Percentage of available library meeting spaces hours utilized (**Key Results**)

Family of Measures: Output Measure(s) Number of meeting sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of meeting sessions anticipated to be requested

Please list measures, if any, for this program that might be determined via a public survey.

Products

- Room schedules
- Events consultations
- Meeting sessions
 - Auditorium
 - Lobby
 - Courtyard
 - Multi-purpose room
 - Training lab rooms
 - Writers Room
 - West Reading Room
- AV equipment consultations
- YA/Oasis Safe Places
- Typing sessions
- AV support sessions
- Pay Telephone
- Story room sessions
- Study room sessions
 - Library orientation room
 - Quiet study rooms
 - Literacy tutoring room
- Room set-up sessions

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Library Customer Technical Support line of business is to provide technical support products to library customers so they can enjoy reliable automated library service.

Program Name

Library Customer Technical Support

Program Purpose Statement

The purpose of the Library Customer Technical Support program is to provide technical support products to library customers so they can enjoy easily accessible automated library service.

**Family of Measures: Result
Measure(s)**

Percentage of library customers who enjoy easily accessible automated library service (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of library automation sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of library automation sessions anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Survey

Products

Library automation system support sessions

- Internet access support sessions
- Special collections support sessions
- Database support sessions
- Reference database support sessions
- Check-Out support sessions
- Computer class support sessions
- Homework help software support sessions
- Toddler computer support sessions
- Virtual reference support sessions
- Library material catalog support sessions
- Holds notifications support sessions
- Special needs software support sessions
- Events calendar support sessions
- Public service staff support sessions
- Due date reminders
- RSS feeds

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative services products to support library operations so it can deliver results for customers.

Program Name

Facilities Management

Program Purpose Statement

The purpose of the Facilities Management program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment

**Family of Measures: Result
Measure(s)**

Percentage of customer satisfaction with quality of custodial services

**Family of Measures: Output
Measure(s)**

Square footage of building space cleaned

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Square footage of building space utilized

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

- Security Patrols
- System Repairs (Building Structure, Plumbing, Mechanical System, Electrical System)
- Security Screenings
- Landscape Services
- Grounds Cleaning
- Building Cleanings
- Mail Deliveries
- Utilities
- Insurance Coverage

**Line of Business
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative services products to support library operations so it can deliver results for customers.

Program Name

Administrative Services

Program Purpose Statement

The purpose of the Administrative Services program is to provide administrative services products to support library operations so it can deliver results for customers.

**Family of Measures: Result
Measure(s)**

Percentage of departmental key results

Operating within budget allocations

Number of IOD days in FY11 will not exceed 25

**Family of Measures: Output
Measure(s)**

Does not include designated products

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

- Personnel transactions
- Disciplinary/Grievance hearings
- Scheduled employee development sessions/activities
- Federal compliance postings
- Leave and attendance records
- Bonus plans
- Open range plans
- Budgets
- Payroll Authorizations
- Performance Reports
- Financial Reports
- Grant Proposals
- Grant Reports- Fed., State
- Payment Approvals (P-card, Voucher, P.O., Petty Cash)
- Bank Statement Reconciliations
- Processed Travel Documents
- Procurement Card Statements Reconciliations
- P-Card Transactions
- Delegated Transactions
- Purchasing Division Transactions
- Warehoused Inventories
- Accident Reports Analysis
- Safety Inspections
- Injured on Duty Reports
- Safety Training Sessions
- Safety Investigations
- Safety Policies
- Risk Management Plans
- Bills
- Revenues/Collections
- Customer Responses
- Collection Reports