



City Manager  
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## TRANSMITTAL MEMORANDUM

TO: The Honorable Mayor and City Council

FROM: Karl R. Amylon, City Manager

DATE: November 21, 2017

RE: **Authorizing Implementation of the 2018-2022 Ketchikan Public Library Strategic Plan**

At its meeting of July 6, 2017, the City Council adopted a motion authorizing staff to proceed with the preparation of a strategic plan for the Ketchikan Public Library as detailed in the Library Director's report dated June 26, 2017. The motion detailed below was prepared at the request of Library Director Pat Tully, who asked that it be placed before the City Council for consideration at its meeting of December 7, 2017. If adopted, the motion provides for authorizing implementation of the 2018-2022 strategic plan for the Ketchikan Public Library as outlined in the Library Director's report. The rationale for moving the strategic plan forward and the process by which it will be implemented are detailed in Ms. Tully's transmittal memorandum and require no elaboration on the part of my office. I concur with the Library Director's recommendation.

The Library Advisory Board will consider adoption of the strategic plan at a special meeting scheduled for Friday, December 1, 2017. My office will advise the City Council of any action taken by the advisory board.

Ms. Tully will be attending the City Council meeting of December 7, 2017, in order to address any questions and/or concerns that Councilmembers may have.

A motion has been prepared for City Council consideration.

### **RECOMMENDATION**

It is recommended that the City Council adopt the motion authorizing staff to proceed with the implementation of the 2018-2022 Ketchikan Public Library Strategic Plan as detailed in the Library Director's report dated November 13, 2017.

**Recommended Motion:** I move the City Council authorize staff to proceed with the implementation of the 2018-2022 Ketchikan Public Library Strategic Plan as detailed in the Library Director's report dated November 13, 2017.

## Memorandum

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To: Karl Amylon, City Manager

From: Pat Tully, Library Director

Date: November 13, 2017

**Re: Implementation of the 2018-22 Ketchikan Public Library Strategic Plan**

At its July 6, 2017 meeting, the City Council authorized the preparation of a 3-5 year strategic plan for the Ketchikan Public Library. The strategic plan has been prepared and is appended to this memo with a request for authorization to implement it beginning in January 2018.

The plan was prepared as follows:

1. Three community surveys—for adults, teens and children—were conducted from early August through mid-September, and 599 responses were received. The surveys were distributed widely, through an insert in the Ketchikan Daily News, tables at Walmart and A&P, Friends of the Ketchikan Public Library (KPL) tables at the Blueberry Arts Festival and the Volunteer Fair, copies at the Library, and links on the Library website, Facebook and Twitter. The responses were analyzed using Survey Monkey, posted to a site (<https://kplsurveyblog.wordpress.com/>) linked to the Library's webpage, and summarized in a print brochure available at the Library. A more detailed Library staff survey was conducted for current and former Library staff members; 19 responses were received.
2. From October 24-26, a series of meetings were conducted with 18 representatives of several stakeholder groups—the Library Advisory Board, Friends of the KPL, Library staff, City and Borough officials, and patrons. The meetings were led by consultant Nina Malyshev, a librarian from Anchorage with many years' experience in strategic planning. In these meetings we assessed current and future changes in Ketchikan, trends in library services, and the many suggestions (over 750) from the surveys. These were used to develop goals and objectives for the next five years. At the end of the last meeting, a rough draft of a plan had emerged.
3. Over the past month the draft was polished for clarity and readability. The Library Advisory Board will review the plan at a special meeting on December 1.

If the Council authorizes implementation of the plan:

1. We will present the plan to the Borough Assembly at its December 18 regular meeting.
2. We will make the plan public, with a link on the Library's webpage and paper copies available at the Library.
3. We will begin implementation of the plan in January 2018.
4. We will report regularly to the Council and the Assembly on the plan's progress, and use it to structure Library reports and internal documents.
5. Toward the end of each year, we will review progress on the plan's goals and objectives, and propose changes if necessary to respond to changes in the Library and/or the community.



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## Memorandum

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**Recommended Motion:** I move the City Council authorize staff to proceed with the implementation of the 2018-22 Ketchikan Public Library Strategic Plan as appended to this memorandum.

# **Ketchikan Public Library – Strategic Plan 2018-2022**

## **Ketchikan Public Library Sustaining Values**

As an organization, we:

- Provide a big world of opportunity;
- Are committed to excellence, and always strive to do better;
- Make everyone feel welcome and fairly treated;
- Minimize barriers to Library use;
- Ensure privacy to everyone using the Library;
- Perform a vital service to democracy by engaging an informed citizenry;
- Encourage individuals' passion for books, reading and learning.

## **Goal 1: The Library is Ketchikan's Town Square:**

The Ketchikan Public Library is a welcoming, beautiful, inviting place that is rooted in the community and allows people to be themselves—alone or with each other. The Library fosters a more cohesive, healthy and informed community.

Objective 1: Library as building: Maintain, improve and adapt the facility to the community's changing needs.

1. Building maintenance – Create a long-term maintenance plan with provision for future equipment needs, periodic repair and routine maintenance, HVAC modifications, etc.
2. Space modifications - Based on trends in Library use, develop a plan to improve or create new spaces that meet community needs. These might include:
  - a. Improve acoustics in the large meeting room and study rooms
  - b. Reorganize the lobby
  - c. Create Teen study spaces
3. Outside spaces – Evaluate parking needs and options. Explore landscaping that requires minimal maintenance.
4. Accessibility – Identify and make modifications that reduce physical barriers to Library access and use.

Objective 2: Library as community gathering space: Create a welcoming, functional and comfortable place for individuals, groups and community organizations.

1. Library tone and ambiance – Improve spaces for multiple uses: quiet and noisy activity; solitary study and group events; work with and without technology; relaxation and refreshment. This may include options for:
  - a. A second entrance outside the Children's Library
  - b. Better use of the Library's outdoor spaces, including the creation of a covered patio area overlooking Deer Mountain
  - c. More quiet reading and study areas (possibly the Alaskana Room)



## **Ketchikan Public Library – Strategic Plan 2018-2022**

- d. Facilitation of bigger events with more seating space (including partnerships with organizations which have larger event spaces)
- e. A coffee and/or refreshment cart
- 2. Community engagement and learning– Cultivate the Library’s role as a unique shared public space and destination of choice in Ketchikan
  - a. Explore ways to draw more people to the Library by promoting its role as the go-to place for engaging with others and exploring a changing world
  - b. Develop the Library’s Community Garden and associated hands-on programs, to support a sustainable, healthy and self-sufficient Ketchikan
  - c. Enhance the neighborhood around the Library by building relationships with surrounding businesses and organizations

### **Goal 2: The Library serves the Ketchikan community:**

The Ketchikan Public Library promotes learning, growth and personal enrichment for people of all interests, abilities, and needs, in every stage of life. The Library provides services both within the facility and throughout the Ketchikan Gateway Borough for a community of diverse backgrounds, cultures and languages. The Library delivers materials in a variety of formats, and provides updated equipment, Internet access, and assistance using digital and online materials.

Objective 1: Transforming technology: Provide access to and assistance in using an ever-evolving variety of computer equipment and online resources.

- 1. Improve and streamline patrons’ use of wi-fi.
- 2. Explore the use of a printing kiosk and/or self-checkout station.
- 3. Create and implement a technology plan with a regular replacement/update cycle.
- 4. Consider the creation of a Library IT Specialist position to maintain Library equipment and networks, assist patrons with technology questions, and conduct programs and workshops on technology use, trends, and issues.
- 5. With other members of the First City Libraries Consortium (FLC), customize the FCL online catalog to make it easier for patrons to use.

Objective 2: Transforming collections: Provide books, movies, music and other materials in the formats and languages requested by Library patrons, and organized with patron convenience in mind.

- 1. Select books and other library materials to serve Ketchikan’s diverse population.
- 2. Explore the reorganization of some or all Library collections in bookstore fashion, and adjust shelving for patron convenience.
- 3. Expand the Library’s digital content with more Alaska Digital Library titles and copies, and participate in a state-wide project to digitize local newspapers.
- 4. Develop Library collections budgets based on how patrons use our collections and in what formats.

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5. Encourage suggestions from the community about what books, music, movies and other materials to acquire.
6. Provide a way for patrons to share reviews of books, movies and music.

Objective 3: Transforming programs: Bring enriching and entertaining programs to the Borough, and leverage the talents and interests of local residents to enrich Library programming.

1. Develop traveling programs and events to conduct in schools and community centers around the Borough, including communities available only by skiff.
2. Actively seek local artisans, artists, crafters and experts to develop programs.

Objective 4: Transforming services: Identify underserved groups in the community, and work with them to provide appropriate Library resources, services and programs. Shape library services and delivery to meet emerging learning needs and expectations of all community members.

1. Approach local businesses and industries to determine their needs and the needs of their employees.
2. Work with Native governments and organizations to ensure the Library is providing relevant services, programs and materials for Native community members.

### **Goal 3: The Library engages with the community:**

The Library effectively markets its services, programs and resources to the Ketchikan community. The Library invites community input and participation in its work, to meet the needs of both currently served and underserved constituencies. The Library works with other partners to pursue goals of community importance.

Objective 1: Partnerships and alliances: Pursue and strengthen partnerships with local non-profits, businesses and organizations and the Library's support groups to advance common goals and objectives.

1. Explore new partnerships with organizations such as PeaceHealth that share the common goal of a healthier, more informed Ketchikan.
2. Intensify efforts with the Library Advisory Board and the Friends of the Library to identify and implement projects of mutual importance.

Objective 2: Marketing: Promote greater awareness of the Library and its services to all members of the Ketchikan community.

1. Create and implement a detailed marketing plan, complete with a list of Ketchikan's target audiences and how best to reach them.
2. Identify groups (for example, young adult men) who may not know how the Library could benefit them, and develop marketing specifically to them.

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3. Improve publicity and advertising of current Library events, services and resources (for example, have a large monitor in the lobby with a scrolling display.)

**Objective 3: Online presence:** Regularly update the Library's online presence, both the website and social media, to provide streamlined access to online books, music and databases; advertise events and programs; announce new resources and services; and elicit ideas and comments from community members.

1. Update the Library's website, and develop a plan for regular reviews of its design and function.
2. Maintain a vibrant, active social media presence on Facebook, Twitter, Tumblr, Instagram and other platforms, with a periodic review of available platforms to determine which are most popular with Ketchikan residents.

### **Goal 4: The Library is a growing, vibrant organization:**

The Ketchikan Public Library has a culture of outstanding customer service and a commitment to the concept of the Library as a community good. Library managers value and respect all staff members in their pursuit of excellence, and foster support through advocacy, professional development and an atmosphere of creativity and open-mindedness. The Ketchikan Public Library has a nimble organizational culture that adapts to changes in the community of Ketchikan.

**Objective 1: Library funding:** Nurture and develop healthy revenue streams to maintain the current high level of Library services and community usefulness.

1. Regularly update the Borough Assembly and City Council on Library activities, services, and programs, with statistics and examples of how these benefit community members.
2. Work with Friends of the Library and other community groups to fund selected library projects and programs.
3. Identify and pursue grant funding when possible.
4. Explore new funding sources such as GoFundMe for specific projects and initiatives.

**Objective 2: Staff support:** Cultivate inspired and effective staff members working together to maintain and improve the Library.

1. Conduct regular staff training to build customer service as well as library-specific skills, to improve existing Library services and to explore new services.
2. Hold periodic team-building retreats to reaffirm values, strengthen relationships, inspire creative solutions and celebrate Library and staff accomplishments.
3. Fund staff professional development to attend conferences, outside workshops and webinars.
4. Assess current staff responsibilities and tasks, update job descriptions, and consider changes to more equitably and logically distribute tasks. This is particularly

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important because the new building has expanded the Library's services and programming.

5. Evaluate the use of staff spaces, and make changes that improve both staff productivity and comfort. This includes:
  - a. Improve lighting, organization and storage at the circulation desk.
  - b. Create more and better organized storage in the staff break room.
  - c. Assess workspace and storage requirements in the staff work room, and develop a plan to address those needs.
6. Explore the possibility of increasing the number of benefitted staff, to help retain long-term, experienced part-time staff members.

Objective 3: Policies and procedures: Revise internal policies and procedures to streamline staff time and effort.

1. Create patron policies that are succinct, easy to understand, and consistently enforced.
2. Develop and implement a comprehensive Library signage plan.
3. Document emergency procedures and regularly conduct staff emergency training.
4. Incorporate strategic plan goals and objectives into library departmental and individual goals.



## Ketchikan Public Library – Strategic Plan 2018-2022

### Timeline for Implementation

#### Year 1: 2018

##### Quick fixes:

- Stronger light bulbs at circulation desks **(Q1 – JUV desk still needs)**
- Wi-fi fix **(Q1 - all day pass, one for each patron)**
- Have a staff team-building day with outside facilitator **(Q1 – January - Pat)**
- Selection of new Library materials and programs with diversity in mind **(Q1-)**
- Regularly update City Council, Borough Assembly about Library activities **(Q1 - Pat)**
- Reorganize break room and staff work areas. **(Q1 - all)**
- Call for programming by local artists, artisans, crafters and experts **(planning Q1; implementation Q2-)**
- Pursue grant funding when possible **(Q1-)**
- Incorporate strategic plan into Library reports, evaluations and planning **(Q1 – Div Heads)**

Goal 1/Objective 1.2: Improve or create new spaces to meet community needs. **(Q3)**

Goal 1/Objective 2.1: Improve spaces for a multiplicity of uses. **(Q3)**

Goal 1 /Objective 2.2: Cultivate the Library as a unique shared public space. **(Q3)**

Goal 2 /Objective 1.3: Create a technology plan. **(Q2 – Pat leads)**

Goal 3 /Objective 1.2: Work with the Library Advisory Board and Friends of the Library on projects of mutual importance. **(Q1 - )**

Goal 3 /Objective 2.1: Create a Library marketing plan. **(Q4 – publicize how we’ve used public’s suggestions)**

Goal 4 /Objective 2.3: Fund staff professional development. **(Q1 -)**

Goal 4 /Objective 3.1: Develop and post succinct patron behavior policies. **(Q2)**

Goal 4 /Objective 3.3: Update Library emergency procedures and conduct staff training. **(Q1 - during inventory days)**

#### Year 2: 2019

Goal 1 /Objective 1.1: Create a building maintenance plan.

Goal 1 /Objective 1.4: Identify and minimize physical barriers to Library access.

Goal 2 /Objective 1.4: Propose the creation of an IT Resource Specialist position.

Goal 2 /Objective 2.2: Evaluate alternative shelving and collection organization.

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Goal 2 /Objective 2.3: Expand the Library's digital collections.

Goal 2 /Objective 4.2: Partner with Native organizations and communities.

Goal 3 /Objective 2.2: Reach out to underserved groups.

Goal 3 /Objective 3.2: Create and implement a Library social media plan.

Goal 4 /Objective 1.4: Explore using GoFundMe or other fundraising methods.

Goal 4 /Objective 2.1: Create a staff training schedule.

Goal 4 /Objective 2.4: Perform a comprehensive staffing assessment.

### Years 3-5: 2020-2022

Goal 1 /Objective 1.3: Evaluate parking and other outdoor Library spaces.

Goal 2 /Objective 1.5: Customize First City Library public catalog.

Goal 2 /Objective 2.4: Develop annual review of collection use and adjust budget accordingly.

Goal 2 /Objective 2.5: Reach out for patron suggestions on books and other materials to acquire.

Goal 2 /Objective 2.6: Create sharable patron review system.

Goal 2 /Objective 3.1: Develop traveling programs and performances.

Goal 2 /Objective 4.1: Partnerships with local businesses and industries.

Goal 3 /Objective 1.1: Partnerships with local non-profits.

Goal 3 /Objective 2.3: Improve publicity and advertising of the Library.

Goal 3 /Objective 3.1: Update the Library's website.

Goal 4 /Objective 2.6: Explore increasing number of benefitted staff.

Goal 4 /Objective 3.2: Develop comprehensive Library signage plan.

July 6, 2017

Moved by Kiffer, seconded by Sivertsen the City Council authorize the city manager to offer the position of Police lieutenant to Eric Mattson of Ketchikan, Alaska based upon a compensation level of Grade 8-66, Step S, which provides for an hourly compensation rate of \$43.20.

Police Chief White discussed Eric Matson's appointment to Police lieutenant, saying he is excited to get him on board to move the department forward. He said Mr. Matson has been with the department for 13 years, and law enforcement for 16 years. He felt he has done a really good job for us. Manager Amylon congratulated Lt. Matson, expressing this appointment is a good move for the Police Department.

Motion passed with Flora, Coose, Kiffer, Sivertsen, Gage and Isom voting yea; Zenge absent.

**UNFINISHED BUSINESS** – None

**NEW BUSINESS**

**Preparation of Ketchikan Public Library Strategic Plan**

Moved by Sivertsen, seconded by Kiffer the City Council authorize staff to proceed with the preparation of a strategic plan for the Ketchikan Public Library as detailed in the Library director's report dated June 26, 2017.

Motion passed with Flora, Coose, Kiffer, Sivertsen, Gage and Isom voting yea; Zenge absent.

**100% Design for Contract No. 17-15 - Design of Berth III  
Improvements and Barge Overhaul, Moffatt & Nichol**

Moved by Sivertsen, seconded by Isom the City Council authorize the city manager to direct Moffatt & Nichol to proceed to 100% design for Contract No. 17-15 Design of Berth III Improvements and Barge Overhaul, utilizing Option D, no modifications for Norwegian Breakaway and Carnival Vista classes of vessels, as detailed in the Port & Harbors director's report dated June 27, 2017.

Manager Amylon answered questions from the Council.

Motion passed with Flora, Sivertsen, Gage and Isom voting yea; Coose and Kiffer voting nay; Zenge absent.

**Electric Utility Line Extension to Residential Lots on Icehouse Lane**

Moved by Sivertsen, seconded by Flora pursuant to paragraph (b) of Section 11.06.025 of the Ketchikan Municipal Code, the City Council authorize the Electric Division to extend electric service to four lots on Icehouse Lane as detailed in the Electric Division operations manager's report dated June 28, 2017.

Motion passed with Flora, Coose, Kiffer, Sivertsen, Gage and Isom voting yea; Zenge absent.

**APPROVAL OF VOUCHERS**