<u>Organization profile</u>

The Pauma AA'Alvikat, pronounced "ah'l-vah-cott" means storyteller in Luiseno, the traditional language of the Pauma people. The Pauma AA'Alvikat Library is committed to helping our community grow stronger and more independent. We aim to support and celebrate our unique culture, help our community have a strong voice in political matters, and contribute to our economic success. Our goal is to make the lives of our community members better today and to make sure future generations have even more opportunities. We're here to be a place where our community can learn, share, and thrive together.

Since the COVID-19 health crisis and quarantine the Pauma AA'Alvikat library has been down to two staff people working to keep the library open for the Pauma membership and the surrounding Pauma Valley community. Funding from the 2024 Enhancement Grant from IMLS would allow the library to hire an additional staff person to support collection management, archives preservation, community outreach programs, support, create, and maintain library programs and activities, while also helping Pauma members build new skills and preserve their history.

The Pauma Band of Luiseno Indians is a federally recognized tribe. The Pauma Reservation consists of nearly 6000 acres of land in northern San Diego County California. The surrounding community of Pauma Valley is home to some 7,400 residents, whom are both tribal and non-tribal members, according to 2018 Census data. The Pauma library is available to all these members. The Pauma AA'Alvikat Library is a rural library that supports Title IV schools in Valley Center California, and a low income and minority population in the surrounding Pauma Valley California. The library works to develop cultural and financial enrichment programs, and with the youth and education departments to assist in providing meaningful, engaging, educational, and enjoyable programs and activities to tribal and community members and their families of all ages that are both culturally supportive and sensitive. The 1440 square foot library, archives, and museum is open to the public and serves both tribal and non-tribal members with emphasis on preserving the Pauma culture.

Project Justification

- Which program goal and associated objective(s) of the Native American Library Services Enhancement Grants program will your project address? (See Section A2 of this Notice of Funding Opportunity.)
  - Goal 2: Improve educational programs related to specific topics and content areas of interest to library patrons and community-based users. Objective 2.2: Support the development and implementation of classes, events, teaching tools, resources, and other educational services.

- What need, problem, or challenge will your project address and how was it identified? Describe how you have used demographic information, economic circumstances, condition assessments, and other relevant data from reliable sources to define the need, problem, or challenge and develop the scope for the project.

This year, our library is focusing on expanding our staff size and implementing staff training and development to enhance our services and presence in the Pauma Tribal community and surrounding neighbors. With these priorities, we aim to improve various aspects of our operations, such as implementing new programs including, but not limited to, preschool story time, grade-school book clubs, family night programming, adult educational programs, enhancing technology assistance services, attending more outreach programs outside the reservation especially to inter-tribal events, and providing more personalized assistance to patrons.

Additional services we plan on implementing or improving with increased staff and staff development include increasing library visibility around the Pauma reservation at events such as general membership meetings, increased cooperation with Pauma tribal Youth and the Johnson O'Malley programs, Intertribal Sport Programs, Pauma Trunk or Treat, Pauma 5K, and Earth Day in particular.

The Pauma library will also be able to offer other Pauma departments including Pauma's Fire Department, Forestry, and the Sexual Assault Response Team, on library services and how to access library materials. Increased visibility for the library will hopefully have the added benefit of showing the library as a valid career path for Pauma youth and will help to sustain Pauma AA'Alvikat Library into the future. Funding for this project would also allow Pauma Education Committee to attend the ATALM's annual conference affording the committee a broader experience of library services to better serve their tribal members in the diversification of library services and opportunities. By bolstering our staff, we are committed to creating a more vibrant, culture-forward, and inclusive library experience for all our members.

- Who is the target group for your project and how have they been involved in the planning? Who are the ultimate beneficiaries for this project?

The Pauma Band of Luiseno Indians is a federally recognized tribe. The Pauma Reservation consists of nearly 6000 acres of land in northern San Diego County California and is home to over 150 enrolled Pauma members and their families. The surrounding community of Pauma Valley is home to almost 1,700 residents, Valley Center California which is the nearest urban area in the suburban rim of San Diego has just over 10,000 residents, whom are both tribal and non-tribal members, according to 2020 Census data. The median income is approximately $35,000 and the aging population whose median age is 53. The Pauma library is available to all these members.

The Pauma AA'Alvikat Library is a rural library that supports Title IV schools in Valley Center California, and a low income and minority population in the surrounding Pauma Valley California. The library works to develop cultural and financial enrichment programs, and with the youth and education departments to assist in providing meaningful, engaging, educational, and enjoyable programs and

activities to tribal and community members and their families of all ages that are both culturally supportive and sensitive. The 1440 square foot library, archives, and museum is open to the public and serves both tribal and non-tribal members with emphasis on preserving the Pauma culture. In contrast to the surrounding area the median age of residents of the Pauma Reservation is 33 years of age.

The project will target Pauma members living on the Pauma reservation first by creating a more robust library department as well as offering a chance to work for the Pauma Library, and tribal member not living on the reservation second by increasing online programs and resources, and Valley Center or Pauma Valley citizens last because library position will be open to them as well as having more resources to serve a wider variety of patrons.

Project Work Plan

- What specific activities will you carry out and in what sequence?

With these goals in mind, any funds generously allocated from this grant will play a crucial role in fostering the professional growth of both the new hire and the existing staff members through comprehensive training and development initiatives. We intend to facilitate participation in external workshops, conferences, and certification programs through sources including Library Juice Academy, InfoPeople, the American Library Association, the Association for Rural and Small Libraries, and the Association of Tribal Archives, Libraries, and Museums through online courses and annual conferences. We plan to use these resources to design training and onboarding guidelines for all incoming staff for the purpose of succession planning as well as ensuring the library is prepared for the future. Hiring staff and training existing staff will happen concurrently.

•	What are the risks to the project, and how will you mitigate them? What existing resources within the tribe, assets within the library or community, and/or potential partners will be utilized during this project to aid in its success?

One of the greatest risks of this project would be not being able to hire a qualified staff member. Pauma has made offers for the position in the past, but applicants passed once they learn what the job would look like in a day-to-day capacity as well as the pay. We plan to address and avoid this risk in the following ways: the first will be to ensure the position's salary is competitive with surrounding library systems.

The Pauma Reservation is in a very remote area and commuting to the library as well as the southern California cost of living will influence whether we are able to entice applicants to the library. The second means of mitigating this risk will be ensuring working with Pauma human resources department to ensure the job description is clear and appealing. A copy of the current job description is attached to this application.

When this new job description has been approved by human resources, the Education Committee, and Tribal Counsel the library manager will put on the ground and meet face-to-face with local resources for applicants. These resources include a local library certificate program at the nearby Palomar college, as well as reaching out to University of California San Marcos campus library, tapping into connections made with the San Jose States' library school program. The library manager will also reach out to their alma mater Emporia State University's library science program for students searching for externships. Library chat boards, American Library Association and California Library Associations jobs list will also be used to find applicants.

Lastly the library will reach out to local brick and mortar stores for applicants including Barnes and Noble, Graham Cracker Comics, Game Stop, and others. We will also reach out to the local high schools for the first to participate in their job placement programs for high schoolers. The Library will

continue to work with California Indian Manpower Consortium and neighboring tribes' Temporary Aid for Needy Families, TANF departments to ensure Indigenous community members have application preference opportunities.

The final means of mitigating this risk will be appropriate and successful training. This will open to the position flexibility for experienced applicants who may not have the full job experience but have the educational experience or vice versa.

- Who will plan, implement, and manage your project? What time, financial, personnel, and other resources will you need to carry out the activities?

The Pauma Tribe's full-time Library Manager, Victoria Murphy holds a master's degree in library science who will take on this project, with input and guidance from the Tribal council, and the Education Committee in conjunction with a youth, culture, and repatriation committees, respectively. The manager will also work with her supervisor the Tribal Administrator Maria Celli, and the Pauma human resources manager and the finances department. It is anticipated that the manager will spend close to 70% of their time managing this project for the first six months, gathering resources for training and development, attending meetings with stake holders and travel to potential community partners.

Library Assistant Yolanda Espinoza has been working for the library since it opened its doors and has a positive relationship with the community, authorities, area teachers, committee members, and is a tribal member. She will manage community involvement and advise on community needs. The project would also create an additional library assistant position whose position will be coordinated by the library manager. It estimated that approximately 30% of the library assistants time will be committed to the project while they attend trainings and gain new skills.

The new position will hopefully be onboarded within 90 days of the performance period start date and 100% of their time will be committed to the project including attending trainings, leading programs, assisting with collection development and management, and attending community outreach events.

- How and with whom will you share your work's general findings and lessons learned?

Overall, investing in training and development for staff can yield tangible benefits for both the library staff and the Pauma community. Measuring the results of hiring, training, and developing staff will be done by various methods including through customer feedback surveys, usage statistics, employee performance evaluations, employee feedback, the successful hire of a new staff person, and the development of key performance indicators such as response time, accuracy of information provided, patron interview frequency and length, and patron resolutions. Other measurable indicators will be tracking community engagement; participation in library programs, increased library programs being offered, attendance at community outreach events, and feedback from those community partners.

We will use a combination of these measurements to evaluate the effectiveness of new hires and new training and development through circulation data in the Library Management System, patron surveys, tracking foot traffic and patron interviews, staff responses, and community partner feedback through Google Sheets. Employee reviews will be documented in the Pauma human resources system and covered during regular staff meetings.

Currently, one new book takes a skilled staffer approximately seven minutes to go from box to shelf, and a staffer in training takes closer to 30 minutes to accomplish the same process; these trainings and development will ideally cut that time in half. In addition, successful implementation of this grant

would see the library go from one program every four months to one program per month minimum because we will have the personnel and employee skills and confidence to lead these programs through these funds.

Results will be shared with the Education Committee and Tribal Counsel through regular staff meetings that are already in place as well as Education Committee meetings. During these meeting stakeholders will have a weekly look at the progress of this project. The Pauma tribal members will receive news of the project progress and lessons through online and social media postings and increase in-person events where information about additional programs will be covered. Additionally, literature on the project and other IMLS-related library updates will be sent out in an email update to those who subscribe, local news aggregator platforms such as the Valley Center Roadrunner, and local radio stations as well.

Project Results

- What are your project's intended results and how will they address the need, problem, or challenge you have identified in the Project Justification section?

These project priorities are important to the Pauma Tribal community and surrounding neighbors because two primary goals of the Pauma Education Committee, the library's governing board, are to encourage young Pauma members to make informed decisions about their future as Pauma members by fostering a sense of long-term investment in their community's future. Another key goal is to cultivate trust in the library among Pauma members, fostering increased utilization of its resources while also encouraging them to entrust their family archives, artifacts, and culture to the library for preservation and stewardship. With these goals in mind, any funds generously allocated from this grant will play a crucial role in fostering the professional growth of both the new hire, existing staff members and the Pauma Education Committee through comprehensive training and development initiatives.

We intend to facilitate participation in external workshops, conferences, and certification programs through sources including Library Juice Academy, InfoPeople, the American Library Association, the Association for Rural and Small Libraries, and the Association of Tribal Archives, Libraries, and Museums through online courses and annual conferences. We plan to use these resources to design training and onboarding guidelines for all incoming staff for the purpose of succession planning as well as ensuring the library is prepared for the future.

- How will the knowledge, skills, and/or appreciation of the target group's community values grow as a result of your project?

By investing in continuous learning opportunities, we are committing to equipping our team with the skills and knowledge necessary to deliver exceptional services and drive innovation within our library to best serve the Pauma membership and community. Implementing comprehensive training and development for both the staff and Pauma Education Committee, with added staff, we expect several outcomes:

1. Improved service delivery - well-trained staff are better equipped to meet the needs of patrons, leading to enhanced customer satisfaction as well as increased library visibility throughout Pauma.
2. Increased efficiency - training programs will streamline workflows and processes, leading to greater efficiency in library operations including program planning, development, and execution,

and more efficient cataloging work that would ensure new books are in the hands of patrons more quickly, increasing circulation.

3. Enhanced staff morale - Investing in staff development demonstrates a commitment to their growth, which can boost morale, motivation, and job satisfaction. These factors will contribute to further patron satisfaction, increase staff longevity, and create a system of training and development for the future of the library.

4. Innovation and adaptability – well-trained staff are more likely to embrace new technologies and methods, fostering innovation in patron library and patron services. This innovation and adaptability will motivate staff to deliver a higher quality of service to the Pauma community, leading to a positive reputation and increased community engagement.

- What product(s) will result from your project?

   Project that will result from this project will be both tangible and intangible. The tangible products will include workflows and guides for developing
   1. Job description and applicant accessibility, and developing interview questions
   2. New hire onboarding and orientation
   3. Extensive list of training opportunities and partnerships
      Other desired guides would include a list of regular outreach partners, calendar for events, program organization worksheet.

   Intangible products will include higher work quality, better customer service, deeper understand of library work by stakeholders, increased flexibility, increase visibility in the community, greater trust in the library, an organizational culture that will foster a sense of belonging and shared purpose, and employee retention into the future will all be products of this project

- How will you sustain the benefit(s) of your project beyond the conclusion of the period of performance?

   The intended results of this project, including increased program offerings and attendance, boosts in circulation, and enhanced staff development, are not only immediate outcomes but also catalysts for enduring change within the library's culture. By implementing robust recruitment and training processes as part of this project, we are not simply addressing short-term needs but laying the groundwork for sustained growth and innovation in the library's operations.

   The increased programs and attendance facilitated by this project will not only attract more patrons in the short term but will also foster a sense of community engagement and investment in library services. As patrons continue to experience the value of these programs, they are more likely to become regular visitors, leading to ongoing increases in circulation and usage of library resources.

   Investment in staff development through comprehensive training initiatives will empower library personnel with the skills and knowledge needed to adapt to evolving community needs and technological advancements. This investment in human capital will not only enhance the quality-of-service delivery during the project period but will also create a culture of continuous learning and improvement among the library staff.

   Importantly, the establishment of tested processes for recruitment and training ensures that these benefits will extend beyond the period of performance outlined in the project timeline. By institutionalizing best practices in recruitment to attract top talent and implementing effective training programs to onboard and develop staff, the library is laying a foundation for sustainable organizational excellence.

Ultimately, the lasting impact of this project lies in its ability to instill a culture of innovation, adaptability, and continuous improvement within the library. By implementing robust recruitment and training processes, the library is laying a foundation for sustainable organizational excellence. The increased programs and attendance facilitated by this project will not only attract more patrons in the short term but will also foster a sense of community engagement and investment in library services.

Investment in staff development through comprehensive training initiatives will empower library personnel with the skills and knowledge needed to adapt to evolving community needs and technological advancements. This investment in human capital will not only enhance the quality-of-service delivery during the project period but will also create a culture of continuous learning and improvement among the library staff. Ultimately, the positive outcomes achieved during the project period will endure long into the future, benefiting both patrons and staff alike.

Overall, investing in training and development for staff and the Pauma Education Committee can yield tangible benefits for both the library staff, the Pauma tribal community. And surrounding neighbors. Measuring the results of hiring, training, and developing staff will be done by various methods including through customer feedback surveys, usage statistics, employee performance evaluations, employee feedback, the successful hire of a new staff person, and the development of key performance indicators such as response time, accuracy of information provided, patron interview frequency and length, and patron resolutions.

Other measurable indicators will be tracking community engagement; participation in library programs, increased library programs being offered, attendance at community outreach events, and feedback from those community partners.

We will use a combination of these measurements to evaluate the effectiveness of new hires and new training and development through circulation data in the Library Management System, patron surveys, tracking foot traffic and patron interviews, staff responses, and community partner feedback through Google Sheets. Employee reviews will be documented in the Pauma human resources system and covered during regular staff meetings. Currently, one new book takes a skilled staffer approximately seven minutes to go from box to shelf, and a staffer in training takes closer to 30 minutes to accomplish the same process; these trainings and development will ideally cut that time in half.

In addition, successful implementation of this grant would see the library go from one program every four months to one program per month minimum because we will have the personnel and employee skills and confidence to lead these programs through these funds.

- How will you sustain the benefit(s) of your project beyond the conclusion of the period of performance?

The intended results of this project, including increased program offerings and attendance, boosts in circulation, and enhanced staff development, are not only immediate outcomes but also catalysts for enduring change within the library's culture. By implementing robust recruitment and training processes as part of this project, we are not simply addressing short-term needs but laying the groundwork for sustained growth and innovation in the library's operations.

The increased programs and attendance facilitated by this project will not only attract more patrons in the short term but will also foster a sense of community engagement and investment in library services. As patrons continue to experience the value of these programs, they are more likely to become regular visitors, leading to ongoing increases in circulation and usage of library resources.

Investment in staff development through comprehensive training initiatives will empower library personnel with the skills and knowledge needed to adapt to evolving community needs and technological advancements. This investment in human capital will not only enhance the quality-of-service delivery during the project period but will also create a culture of continuous learning and improvement among the library staff.

Importantly, the establishment of tested processes for recruitment and training ensures that these benefits will extend beyond the period of performance outlined in the project timeline. By institutionalizing best practices in recruitment to attract top talent and implementing effective training programs to onboard and develop staff, the library is laying a foundation for sustainable organizational excellence.

Ultimately, the lasting impact of this project lies in its ability to instill a culture of innovation, adaptability, and continuous improvement within the library. By implementing robust recruitment and training processes, the library is laying a foundation for sustainable organizational excellence. The increased programs and attendance facilitated by this project will not only attract more patrons in the short term but will also foster a sense of community engagement and investment in library services.

Investment in staff development through comprehensive training initiatives will empower library personnel with the skills and knowledge needed to adapt to evolving community needs and technological advancements. This investment in human capital will not only enhance the quality-of-service delivery during the project period but will also create a culture of continuous learning and improvement among the library staff. Ultimately, the positive outcomes achieved during the project period will endure long into the future, benefiting both patrons and staff alike.

Schedule of Completion

Key: X = new employee, Y = current employee, library team activity = A

Year 1

Activity	Sept 24	Oct 24	Nov 24	Dec 24
Job Description	x	x		
Travel to recruitment sites		x	x	x
Interview Applicants			x	x
Hire/Orientation			x	x
Coordinate travel for conferences				X, y
Catalog training		y		y
Archives training		y		y
Reference desk/patron services training		y		y

Activity	Jan 25	Feb 25	Mar 25	April	May	June	July	Aug	Sept 25
Assemble list of training resources – update monthly	y	y	y	y	y	y	y	y	
Develop list of outreach partners	A	A	A	A	A	A	A	A	A
Assemble general calendar of annual events	A	A	A	A	A	A	A	A	A
Pauma department library training materials	y	y	y						
Program coordinating training	y	y	X, y	X, y	X, y				
Begin new programs			Y						
Catalog training	X,y	x	X, y	X, y	x	X, y			
Archive training	A	A	A	X, y					
Website/social media training				X	x	x	x	x	x

Year 2

Activity	Oct	Nov	Dec	Jan '26	Feb 26	Mar	April	May	June	July 26
Coordinate travel		y	y	y						
Assemble list of training resources – update monthly	y	y	y	y	y	y	y	y		
Develop list of outreach partners	A	A	A	A	A	A	A	A	A	
Assemble general calendar of annual events	A	A	A	A	A	A	A	A	A	
Pauma department library training materials	y	y	y							
Program coordinating training			X, y	X, y	X, y					
Catalog training	X,y	x	X, y	X, y	x	X, y				
Archive training	A	A	A	X, y						
Website/social media training				X	x	x	x	x	x	
Interim IMLS grant report		Manager								

Activity	Aug 26	Sept 26
Coordinate travel		y
Assemble list of training resources – update monthly	y	y
Develop list of outreach partners	A	A
Assemble general calendar of annual events	A	A
Pauma department library training materials	y	y
Program coordinating training		
Catalog training	X,y	x
Archive training	A	A
Website/social media training		