

TO: City Council for October 3, 2016
FROM: Carolyn Rawles, Library Director *CR*
DATE: September 20, 2016
THROUGH: Mark W. Shepard, P.E., City Manager *MWS*
SUBJECT: 2016-2021 Library Strategic Plan



Action Requested:

Staff recommends Council accept the Library Board-approved 2016 Library Strategic Plan.

Discussion:

Over the past two years, the Library staff and Board have been engaged in a process to develop a new Library Strategic Plan, including a new Vision Statement and Mission Statement.

The Plan was developed to replace a consultant-developed Strategic Plan for 2009-2014. The Board and management staff together decided that a consultant was only needed for the survey portion of the new plan. The Library Board served as the Planning Committee. They received facilitation assistance from Jeanne Holmes, retired from the Corvallis School District.

The Library Board met monthly in 2015 and 2016 to develop the plan. New vision and mission statements were created; areas of emphasis defined; and goals and objectives set.

Concurrent with the Library's Strategic Plan development, the City has been working on the "Imagine Corvallis 2040, Our Community Vision in Action" project. The Library recognized that the new Plan should dovetail with the new community vision. The Library Board Chair volunteered to be on the Vision Steering Committee, and members were encouraged to participate in surveys and meetings related to the vision. The Board believes that this plan will fit with a number of the focus areas in the community vision, especially "Learn and Thrive" and "Create and Celebrate."

The new plan is designed to last at least 5 years, with objectives to be reviewed on a biennial basis.

Data gathering consisted of:

- A primarily email patron survey (sent to all patrons with email addresses, the vast majority of patrons) with over 3,800 responses. The consultant indicated this was an excellent rate of response. Nearly 100 pages of hundreds, if not thousands, of patron comments were received in addition to the survey results, and were incorporated into the planning process.
- Several months of data gathering of actual patron usage of the library developed and analyzed by the marketing company that produced the email survey. This included market segmentation information (who is using the library, what they do, and what opportunities exist to serve them better and retain them as patrons).
- A community analysis conducted by the marketing company that conducted the survey.
- Review of demographic information for Benton County, the National Citizen Survey for the City of Corvallis, the Benton County Health Assessment, a staff survey, various reports on the future of public libraries, most notably by Pew Research.

- Review of the 2009 telephone survey of random Benton County households. A decision was made early on not to conduct another telephone survey for the new plan, as the data from the 2009 survey was only marginally helpful. It was decided to concentrate instead on those people using the library and to review results of the City's National Citizen Survey.
- A decision was made early on not to conduct a Town Hall input session. This technique was used in the last two strategic plans, with very limited attendance and feedback that was not especially useful. Instead, all the planning sessions were held at publicly noticed Library Board meetings open to the public at any time.

Some key findings from the survey, community assessment, and analysis of usage patterns include:

- The primary age groups using the library are youth, middle aged to older adults, and parents of young children. There is an opportunity to increase usage among those in the 21-34 year age range. High rates of usage among children is an opportunity to retain and continue to engage this audience and help them be lifelong library users.
- Youth at risk for failing to meet 3rd grade reading standards is at a relatively low level in Benton County, but library early literacy efforts are a key part of keeping that risk level low. This is an opportunity for the library to increase outreach to early learning centers and elementary schools. Children who do not meet grade level reading by 3rd grade tend to have a lower rate of overall success in the educational system.
- The Library has a comparatively high rate of "market penetration" with about 47% of total households holding at least one library card. There is an opportunity to increase market penetration to an even greater level with more outreach and improved marketing.
- About 22% of users do not use their library cards on a regular basis. This is an opportunity for the Library to increase efforts to welcome and retain new users, encourage users to use the library more frequently, and to increase outreach and offerings to make the library a convenient option for users.
- The Library has a relatively high rate of "power users" who use many library services heavily, which is not surprising given the County's high levels of education.
- About 7% of users primarily access the Library's ebook offerings, and that percentage is expected to grow. Although a relatively small part of overall total checkouts, usage of ebooks is growing at a faster rate than other formats. There are more users who primarily use the library for ebooks than for DVDs and audiobooks, two other popular nonprint formats. The number of commuters who listen to audiobooks in their cars and the lack of other local sources for DVDs as well as the rural nature of some of the Library's service area contribute to those numbers remaining relatively steady.

Budget Impact:

There is no direct budget impact from the acceptance of the plan. The Library Strategic Plan will be used to help guide budget priorities for the Library in coming years.

Attachments: 2016-2021 Library Strategic Plan

STRATEGIC PLAN 2016-2021

MISSION

Enrich, Excite, Explore.

VISION

The Corvallis-Benton County Public Library will be an inspiring and vital part of the lives of people of all ages and backgrounds in our communities. We will:

- ▶ Be responsive, flexible and innovative in providing resources and services that enhance the quality of life for all
- ▶ Foster an impassioned spirit of exploration and discovery
- ▶ Strengthen our sense of community by encouraging civic and cultural engagement
- ▶ Support learning and knowledge

AREAS OF EMPHASIS & GOALS



COMMUNITY CATALYST

1. Library staff will seek out and expand community collaboration and partnerships.
2. We will be regarded as a leading resource for community enrichment, civic and cultural engagement, and exploration of issues.



EQUITABLE ACCESS

1. Our services will be convenient and available to all users in the Library District.
2. We will increase efforts to retain current patrons and attract new ones.
3. We will provide access to established and emerging technologies.



INFRASTRUCTURE/FACILITIES

1. The Library Board will communicate to decision makers the importance of sufficient and stable public funding in order to accomplish the goals outlined in this plan.
2. We will provide training opportunities and support to help library staff deliver high quality service
3. Library management will be timely and flexible in recognizing opportunities and making decisions.
4. We will continue to collaborate with the library building owners to ensure Library buildings meet user needs and are modern, safe, versatile, sustainable and welcoming.
5. We will support the continuing growth and development of the library volunteer program, the Friends of the Library and the Library Foundation.



SUPPORT FOR LEARNING & PERSONAL ENRICHMENT

1. We will offer a diverse collection of materials that patrons find useful and relevant.
2. We will be recognized as a leading advocate for reading and learning
3. Our programming and services will facilitate learning and support personal enrichment.

AREAS OF EMPHASIS AND GOALS



1.0 COMMUNITY CATALYST

1.1 Library staff will seek out and expand community collaboration and partnerships.

- ▶ 1.1.1 Annually in June the Library Management Team will choose 3-5 collaborations and partnerships for emphasis and will provide resources for staff involvement. At least one of these should focus on increasing usage of the library by an underserved population.
- ▶ 1.1.2 By December 2016 Library staff will develop and begin to carry out a plan for increased public library involvement in local schools from pre-K through Oregon State University.

1.2 We will be regarded as a leading resource for community enrichment, civic and cultural engagement, and exploration of issues.

- ▶ 1.2.1 A survey of meeting room and study room users will be completed in January 2017 to determine service improvements desired.
- ▶ 1.2.2 Utilize results of user survey to review and change meeting room and study room policies and procedures, and improve scheduling practices by October 2017.



2.0 EQUITABLE ACCESS

2.1 CBCPL services will be convenient and available to all users in the Library District.

- ▶ 2.1.1 A staff committee will examine barriers to library use by June 30, 2017 and will report its findings to the Library Board in August 2017.
- ▶ 2.1.2 Library Management Team, in consultation with the Library Board, will develop budget proposals to incorporate recommendations from Objective above for the 2018-19 budget.
- ▶ 2.1.3 Library Management Team and the Library Board will examine and update practices regarding library fines and fees by October 31, 2016 to help encourage the widest possible use of the library by all segments of the community.
- ▶ 2.1.4 Library staff will annually develop and prioritize a proposal for new or expanded outreach opportunities and will act on that plan.

2.2 The CBCPL will increase efforts to retain current patrons and attract new ones.

- ▶ 2.2.1 New library card holders will receive a comprehensive and targeted welcome to the library, starting in June 2016.
- ▶ 2.2.2 By March 31, 2017 Access Services staff will explore ways to contact patrons whose cards are about to expire and/or those who have not used their cards for a period of time to welcome them back proactively, with implementation to follow.
- ▶ 2.2.3. A marketing plan for the library will be developed by June 2017. Plan will include identification of new potential users to be contacted, such as new parents, new OSU students, and new local residents.
- ▶ 2.2.4 Results of library marketing plan will be incorporated to create "buzz" about the library and its services throughout the community by November 2017.



2.0 EQUITABLE ACCESS, CONTINUED

2.3 The CBCPL will provide access to established and emerging technologies.

- ▶ 2.3.1 A staff/community Maker Committee will be appointed by March 31, 2016 to work on implementation of a Maker Space.
- ▶ 2.3.2 Library Technology staff will identify and carry out annually 5-10 projects and/or programs designed to improve public access to and knowledge about technology, with at least one emphasizing increasing usage by underserved groups.



3.0 INFRASTRUCTURE / FACILITIES

3.1 The Library Board will communicate to decision makers the importance of sufficient and stable public funding in order to accomplish the goals outlined in this plan.

- ▶ 3.1.1 Annually the Library Board will prepare a letter to the Budget Commission about the budget needed to accomplish that year's goals from this plan.
- ▶ 3.1.2 At least one member of the Library Board will testify in person in support of the Library's budget at a Budget Commission meeting each year.
- ▶ 3.1.3 The Library Board and Library Management Team shall review this plan two years from adoption and update objectives.

3.2 The CBCPL will provide training opportunities and support to help library staff deliver high quality service.

- ▶ 3.2.1 Management Team will develop a training plan, including computer competencies and customer service training, by December 31, 2016. Plan will be used to direct training resources for the 2017-2018 fiscal year and beyond
- ▶ 3.2.2 Each staff member, in consultation with his or her supervisor, shall identify training and professional development objectives for themselves as part of their annual review process.

3.3 Library management will be timely and flexible in recognizing opportunities and making decisions.

- ▶ 3.3.1 In March 2017 library staff will be surveyed about barriers they have experienced in implementing new ideas and how they recommend these barriers be reduced.
- ▶ 3.3.2 Within three months of receiving survey results, Library Management Team will utilize the ideas/concerns gathered from staff to determine how to improve and what they should do differently going forward.



3.0 INFRASTRUCTURE / FACILITIES, CONTINUED

3.4 The CBCPL will continue to collaborate with the library building owners to ensure Library buildings meet user needs and are modern, safe, versatile, sustainable and welcoming.

- ▶ 3.4.1 The Library Director will approach the Friends and Foundation to provide funding for further architectural examination of options for expansion of the Philomath Library. Such examination will be complete and reported to the Library Board and the City of Philomath by February 2017.
- ▶ 3.4.2 A building consultant for the Corvallis building will be hired during the 2016-2017 fiscal year. The consultant will recommend library space requirements and the best/most cost effective use of the Corvallis Library block, including the current building and the Fenner building. The Corvallis Library Main Meeting Room will be included in the assessment.

3.5 The CBCPL will support the continuing growth and development of the library volunteer program, the Friends of the Library and the Library Foundation.

- ▶ 3.5.1 Library Management Team, the Volunteer Coordinator, and divisional volunteer liaisons will annually meet to brainstorm ways to increase and enhance volunteer opportunities, retention, and wide community involvement in volunteering at the library.
- ▶ 3.5.2 Provide training and orientation for Friends, Foundation, and regular volunteers about Library philosophy, policies, services, funding, etc. to improve their understanding of the Library.
- ▶ 3.5.3 Explore and evaluate staffing of the volunteer program and the Volunteer Coordinator position, to ensure adequate funding and management.



4.0 SUPPORT FOR LEARNING AND PERSONAL ENRICHMENT

4.1 The CBCPL will offer a diverse collection of materials that patrons find useful and relevant.

- ▶ 4.1.1 By December 2016, upgrade tools for collecting, analyzing and sharing patron statistics and usage information to inform decision-making about collections and services.
- ▶ 4.1.2 By September 2016 create a staff committee that will annually evaluate usage of various collections, examine new formats or technologies for possible implementation, and recommend to LMT when collection space allocation should be modified, and when particular formats should be retired.
- ▶ 4.1.3 Patrons will be surveyed biennially regarding the usefulness of and their satisfaction with the materials they use from the library.
- ▶ 4.1.4 By December 2017, examine feasibility of reintroducing interlibrary loan services and joining the Oregon Library Passport Program for possible incorporation into 2018-2019 budget or in renewal of operating levy.

4.2 The CBCPL will be recognized as a leading advocate for reading and learning in the community.

- ▶ 4.2.1 By September 2017 the library will proactively publicize library collections and services as means of community learning and enrichment, through avenues such as newspaper articles.
- ▶ 4.2.2 Library staff will offer their expertise and library resources to local reading-oriented organizations and programs by October 2017.



4.0 SUPPORT FOR LEARNING AND PERSONAL ENRICHMENT, CONTINUED

4.3 CBCPL's programming and services will facilitate learning and support personal enrichment.

- ▶ 4.3.1 Staff will develop an annual programming plan in the fall that will facilitate this goal, with an emphasis on learning, enrichment, technology, reaching underserved populations, and collaboration.
- ▶ 4.3.2 Library programs will be regularly evaluated for effectiveness and interest, using surveys and statistics, beginning October 2016.
- ▶ 4.3.3 Staff will increase efforts to partner with local organizations in the provision of learning-related programming by December 2016.