

Bartlett Public Library District

**January 2014 – December 2016
Strategic Plan**

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Introduction

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy.

In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular courses of action. Generally, strategic planning deals with at least one of four key questions.

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we pay for it?"
4. "How do we excel?"

The Bartlett Public Library District (BPLD) views strategic planning as a process for determining where the BPLD will be going over the next three years.

Over the past few years, there have been changes in the local community, in the library profession, and in the world at large that have made it essential for the BPLD to seriously evaluate if the needs of the community are being met. Some of these changes include an increase in non-users of the Bartlett Public Library District as well as dramatic advances in technology over the past five years.

This Strategic Plan is to be used as a roadmap for meaningful change. The ultimate goal of the plan is to transform the BPLD into a thriving, essential part of the Bartlett Community.

Background

The Library last completed a full Strategic Plan in 2008. That plan, effective from July 1, 2008 through June 30, 2011, was reviewed and extended through June of 2012. Upon the hire of a new Library Director in mid 2012, a new strategic planning process was begun.

The Management Team facilitated the strategic planning process. This was based on *The New Planning for Results* written by Sandra Nelson which focuses on creating data-based strategic plans for libraries. The planning process was kicked

off in August of 2012 and was officially approved by the Library Board in January of 2014. This plan will be effective from January 2014 through December 2016.

Approach to Planning

To ensure a thorough and positive planning experience, the Library engaged in a collaborative, in-depth data gathering process with the Community, Library Board and Library Staff. These activities included:

- Review of 2010 Census Data.
- Surveys offered in-person, online and mailed to all Bartlett Library District households to determine community's usage and perception of the Library and its interest in potential new services. Targeted different populations with specific questions including Teens, Teachers, Train Commuters, Seniors and Children.
- All-Staff focus groups and the Library Board went through a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to identify potential Service Responses and to generate ideas for the ideal Bartlett Public Library District.

Community Profile

Bartlett's total population is measured by the U.S Census Bureau. The total population of Bartlett is 41,208. The Bartlett Public Library District serves 37,355 of the residents of Bartlett.

- The most populated group is adults 35 through 54. The median age of Bartlett is 35 years.
- The 2nd most populated group is children through 14 years of age.
- The 3rd most populated group is adults over the age of 55.
- 30% of the Bartlett residents have obtained a Bachelors Degree.
- Median Household Income-\$88,912.

Assessment of the Library

Out of the 14,945 surveys that were mailed to Library District homes, a total of 1,908 (12.8%) surveys were filled out by our Library District community. Of the

total surveys received, 1,754 (11.7%) were paper surveys returned to the Library, and 159 (1%) surveys were completed on-line. There are 17,754 current active users (cards not expired) as of December 2013 in our Integrated Library System (ILS).

The community's overall opinion of the Library is very positive. The Library consistently received positive feedback via the survey regarding the satisfaction of the customer service question.

The reported strengths of the Library are its customer service skills, Youth Services, and a wide variety of both Youth and Adult programs.

The presence of children is a major drive in the usage of BPLD. The Youth Department's services, collection and programming continue to be a means of attracting users to the Bartlett Public Library District.

Non-users are not satisfied with the Library's limited collections including not having enough multiple copies of new printed best sellers and, in particular, more e-books.

Currently, we have a total of 17,754 registered users: 15,462 are BPLD patrons and 2,292 are Reciprocal Borrowers. Our population is 37,355, and out of that total number, 21,893 residents have not registered for Library cards. This is more than half of the residents we could potentially serve.

Limited space in the Library is a major issue along with lack of sufficient amounts of quiet study rooms and/or study spaces.

88% of the survey responses stated that the hours were adequate for the Library.

Public relations efforts need to be enhanced to inform non-library users about the resources that the Library does provide.

In regards to future services at the Library, the Board and Staff have recognized that there is a definite need to analyze the current layout of the building in order to

improve our spacing challenges and to create a well-defined Marketing Plan designed to capture the attention of the elusive non-user.

Budget and Revenue

The Library's Fiscal Year runs from July 1 through June 30. The FY 2013-2014 budgeted operating expenses are \$2,426,393. Local property taxes account for approximately 97% of the budget. The balance comes from grants, gifts, (especially from the Friends of the Library and the Library Foundation), and income generated by fines, copy machines, and bank interest. Although overwhelmingly dependent on local property taxes for its fiscal well-being, the Library's portion represents only a small percentage (2.891%) of residents' annual property tax bills.

Library's Mission and Vision Statement

The Library's current Mission Statement is "Best Place to Learn and Discover." The Library's current Vision Statement is the "Bartlett Public Library seeks to become an essential place in community life." These statements were implemented in 2008 and are still considered relevant. It should be noted that, as part of the future Marketing Plan, branding, logos, vision and mission statements will be reviewed.

Core Values

Core values determine the culture and character of the Library and guide how we behave and make decisions. The Management Team recognized that these values were repeated throughout the planning process with the Staff and Board and has defined the following as the Core Values of the Bartlett Public Library District:

- Create a welcoming environment for all.
- Friendly, efficient, and knowledgeable customer service.
- Initiatives that look to the future and improve the Library for the community.
- Staff interactions that are respectful, open minded and team-oriented.
- Support of Intellectual Freedom.
- Protection of privacy of its patrons.

Strategic Responses (Initiatives)

The strategic Service Responses (initiatives) guide our actions in allocating financial resources and staff time. They do not eliminate efforts in other areas, but they receive the most focused attention of all of the activities we undertake for the next three years. These Service Responses are based on the data gathered through the focus groups, input sessions and community survey:

1. Visit a Comfortable Space: Physical and Virtual Spaces
2. Stimulate Imagination: Reading, Viewing and Listening for Pleasure
3. Create Young Readers: Early Literacy
4. Express Creativity: Create and Share Content
5. Satisfy Curiosity: Life-Long Learning

Goals

Goals are designed to focus on what the community receives and not on the resources the Library needs to deliver the service. Goals include the identification of the target user and how that user will benefit from the services identified.

Potential Activities

Potential activities are meant to illustrate possible actions the Library will complete in order to meet the goals of the plan. These potential activities are not intended to be absolute or exclusive but are realistic suggestions that reflect the current Library environment. As the environment changes and more information is discovered during the research phase of each activity, changes are possible.

Targets

Targets are the way that the Library will measure its progress toward reaching goals.

Resources

Resources are tools that the Library will need to successfully complete the goals.

Key Staff

Staff who are responsible for each activity or goal or who will be involved in the planning process are designated as “key” staff.

Service Response 1: Visit a Comfortable Space: Physical and Virtual Spaces

Physical Space

Goal 1-A:

Provide residents with a modern, comfortable and inviting Library that offers a choice of public and private spaces for reading, studying, working, playing, talking and engaging with one another by December 2016.

Potential Activities:

1. Complete a Capital Needs Assessment by July 2014.
2. Create a space reutilization plan that incorporates flexible, multi-purpose design elements by July 2014.
3. Implement the reutilization plan. This may include renovating the Library where needed with modern, comfortable, practical and flexible furniture and fixtures by December 2016.
4. Review and revise all public policies by July 2015.
5. Create an Emergency Disaster Preparedness Plan by July 2015.
6. Create an Active Shooter Policy by July 2014.

Targets:

- a. Visitor counts will increase by 3% by December 2016 as measured against visitor counts for the fiscal year ending June 30, 2013.
- b. Patron Card Holders will increase by 5% by December 2016 as measured against patron counts for the fiscal year ending June, 2013.
- c. All public policies will be revised by July 2015.
- d. An Emergency Disaster Preparedness Plan will be created by July 2015.
- e. An Active Shooter Policy will be created by July 2014.

Resources

1. Funding
2. Architect and Engineering Firm
3. Director, Assistant Director, Administration, Management Team, Facility, Adult/Tech, Circulation, Information Technology (IT)/Marketing and Youth/Teen Department Staff and Library Board

Virtual Spaces

Goal 1-B:

Residents will be able to connect with the Library 24/7 to obtain information and materials through up-to-date, user-friendly virtual services that are accessible via traditional computers and mobile devices.

Potential Activities:

1. Research additional enhancements that offer virtual services and information that is specifically designed for mobile devices by July 2014.
2. Research creating an online calendar so that patrons can view study room availability online by July 2015.
3. Expand regular e-mail list for various demographics including Teens and Seniors with information about upcoming events highlighting Library Services by December 2016.

Targets:

- a. Mobile applications will be downloaded by an increase of 50% by December 2015 based on the current numbers as of January 1, 2014 which total 141 downloads.
- b. An increase of 50% of users will opt to receive an e-mail newsletter/update by December 2016 based on the current numbers as of January 1, 2014 which total 92 subscribers.

Resources:

1. Funding
2. Software
3. Director, Assistant Director, Management Team, Adult/Tech, Circulation, Information Technology (IT)/Marketing and Youth/Teen Department Staff

Databases

Goal 1-C:

Residents will discover and use many e-sources (Databases) the Library provides for information, education and recreation.

Potential Activities:

1. Evaluate the Library's e-sources and revise our offerings based on community needs by December 2014.
2. Research Polaris Catalog for migrating titles of e-sources and e-books into catalog by July 2015.
3. Research integrating Polaris dependent e-sources with the mobile applications by December 2015.
4. Create a baseline about gathering statistics for one-on-one, walk-up, training for e-sources by July 2014.
5. Continue computer classes on e-source training; one-on-one training, and tutorials for users about our e-sources.
6. Continue to partner with the local school district to provide student and teacher training about our e-sources.
7. Continue to provide in-depth e-source training to all staff.

Targets:

- a. Usage of e-sources (databases) will increase 3% by December 2015 based on current usage to be determined through analysis.
- b. Add all applicable titles of e-sources to catalog by July 2015 if possible.
- c. By July 2015, 3% of residents will have participated in e-source training.
- d. By December 2014, all staff members will be able to present/explain and/or recommend e-sources to patrons if needed.

Resources:

1. Funding
2. Adult/Tech, Circulation, Information Technology (IT)/Marketing and Youth/Teen Department Staff

Service Response 2: Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Goal 2-A:

Residents will find Library materials they want, when they want them in the Library for reading, viewing and listening (for pleasure and knowledge).

Potential Activities:

1. Inventory and weed the Adult, Youth and Teen collections by July 2016.
2. Redesign the Adult Services collection and shelving to focus on popular AV and print materials by December 2016.
3. Investigate providing downloadable video service to patrons by December 2014.
4. Research circulating adult e-reader devices for providing popular titles by December 2014.
5. Investigate all vendors and methods for providing downloadable e-books and e-audio books in order to meet patron demand by December 2015.
6. Research method for ordering items vs. number of holds placed on items by December 2014.
7. Evaluate loan periods and the Library's current fee structure by July 2015.
8. Research creating and implementing an Adult Volunteer Program that will include 10 volunteers by July 2016.
9. Research and revise current Adult Outreach offerings by December 2016.

Targets:

- a. Increase circulation of adult materials by 10% by June 2016 as measured against a baseline from July 2013 through December 2013.
- b. Five e-reader devices will be purchased per year over the next three years for use by Adult patrons.
- c. An increase of 4% of patrons will report that they find the materials that they want in a timely manner when visiting the Library by December 2016 based on the survey from January 2013.
- d. E-book holdings will increase by 5% by December 2016.
- e. Fine/Fee and Loan Period Policies will be revised by July 2015.
- f. Number of Adult Volunteers will include 10 people by December 2016.
- g. Number of Adult Outreach visits will increase by 25% by December 2016.

- h. Add downloadable video streaming services to the BPLD Catalog by July 2016 if possible.

Resources:

1. Funding
2. Director, Assistant Director, Management Team, Facility, Adult/Tech, Circulation, Information Technology (IT)/Marketing and Youth/Teen Department Staff

Service Response 3: Create Young Readers: Early Literacy

Create Young Readers

Goal 3-1:

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

Potential Activities:

1. Increase Preschool Outreach and Daycare Visits by 5% by December 2015.
2. Offer two additional educational programs geared toward parents and caregivers on the importance of Early Literacy each year for the next three fiscal years for a total of six programs.
3. Continue to promote children's reading programs with parents of children to the age of five.
4. Research Early Literacy initiatives by December 2015.
5. Partner with the Bartlett Rotary Club to plan an Early Literacy program by July 2014.
6. Research various methods of tracking Summer Reading Club participation for children to the age of five by December 2014.

Targets:

- a. Preschool Outreach and Daycare visits will increase by 5% each year for the next three years.
- b. Attendance at educational programs geared toward parents and caregivers on the importance of Early Literacy will average five Adults per program.
- c. Reading Club finishers by children to the age of five in the annual summer reading program will increase by 5% by December 2016 using the statistics created from the base line implemented in the summer of 2014.
- d. An Early Literacy initiative will be implemented by December 2015.
- e. A partnership for an Early Literacy program will be planned with the Bartlett Rotary Club by July 2014.

Resources:

1. Funding
2. Youth/Teen Department Staff
3. Rotary Partnership
4. Library Director
5. Marketing Department

Service Response 4: Express Creativity: Create and Share Content

Express Creativity

Goal 4-1:

Residents will have the services and support they need to express themselves by creating original print, video, audio or visual content in a real-world online environment.

Potential Activities:

1. Research adding technology to the collection that patrons would be able to use to create video and audio content by December 2014.
2. Continue to expand the Film Crew Club by December 2014.
3. Continue creating new Teen programs.

4. Analyze space for the possible addition of maker-space initiatives by July 2014.
5. Implement a Digital Photography Club by July 2016.
6. Partner with schools and residents to provide artwork in displays throughout the Library by December 2014.
7. Continue the Writers Club.
8. Continue and build upon book trailer video programming efforts.
9. Continue to create “Take It and Make It Bags” to hand out to patrons by July 2016.
10. Continue to expand programming featuring the arts by December 2014.

Targets:

- a. A report will be written highlighting which technology, equipment and software would be most beneficial and economical to add to the Library’s services for planning purposes by December 2014.
- b. Use of Film Club equipment will be expanded by 3%.
- c. 50% of Film Club participants will complete the Film Club program by December 2014.
- d. Teen programming will increase by 4% by July 2015 based on the number of programs from the 2012-2013 FY.
- e. Interior Space Plan, including consideration of maker space initiatives, will be completed by July 2014.
- f. Digital Virtual Photography Club will be implemented by July 2016.
- g. School students and residents will have artwork displayed throughout the Library by December 2014.
- h. Develop three virtual showcases featuring items created by patrons using the Library’s digital technology equipment by December 2015.
- i. Writers Club will continue.
- j. Book trailers video programming will continue.
- k. Handout of “Take It and Make It Bags” to patrons will continue to increase by two offerings per year, per department (Adult, Youth and Teen) for a total of 18.
- l. Programs featuring arts will be increased by 3% by December 2015.

Resources:

1. Funding
2. Director, Assistant Director, Management Team, Facility, Adult/Tech, Circulation, Information Technology(IT)/Marketing and Youth/Teen Department Staff

Service Response 5: Satisfy Curiosity: Lifelong Learning

Life-Long Learning

Goal 5-1:

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

Potential Activities:

1. Increase Science, Technology, Engineering and Mathematics (STEM) programming for the Youth/Teen Departments by July 2015.
2. Increase Adult programming by July 2015 based on the number of programs from the 2012-2013 FY.
3. Increase circulation in the Adult non-fiction collection by December of 2015 based on the number of checkouts from the 2012-2013 FY.
4. Research peer-to-peer learning opportunities by December 2014.

Targets:

- a. Number of Youth/Teen STEM programs offered will increase by a total of 15 programs by July 2015 based on the number of programs from the 2012-2013 FY.
- b. Number of Adult patrons attending life-long learning programs will increase by 3% by July 2015 based on the number of programs from the 2012-2013 FY.
- c. Number of Youth/Teen (STEM) related checkouts will increase by 4% by December 2015 based on the number of programs from the 2012-2013 FY.
- d. Number of Adult non-fiction checkouts will increase by 4% by December 2015.
- e. Implement two peer-to-peer learning programs by December 2015.

Resources:

1. Funding
2. Director, Assistant Director, Management Team, Facility, Adult/Tech, Circulation, Information Technology (IT)/Marketing and Youth/Teen Department Staff

Organizational Initiatives:

Organizational Initiatives must be implemented in order to improve the ability to provide the desired services listed as part of the goals and are meant to increase the Library's effectiveness and efficiency. Several organizational initiatives were selected for the plan based on the strategic goals identified and the Management Team's understanding of the current Library.

Marketing/Public Relations:

1. The Bartlett Public Library will promote Library Services through a variety of print, media and in-person opportunities.
 - a. By December 2014, the Marketing Department will develop and distribute a Marketing Plan that supports the Library in its efforts to promote its services.
 - b. By July 2015, the Marketing Department will develop and distribute a branding/logo design.

Organizational Structure:

1. The Bartlett Public Library will establish and maintain an organizational structure that supports its service priorities.
 - a. By December 2015, the BPLD Management Team will implement the staffing changes/additions that were reviewed and finalized in July 2013.
 - b. The Library will create a succession plan for the Facility Manager position by July 2014.

- c. By July 2014, revise all job descriptions so that they accurately reflect the knowledge, skills, abilities and representative job duties for each position.
- d. By December 2014, a compensation study will be conducted so that salaries accurately reflect the knowledge, skills, abilities and representative job duties for each position.
- e. By July 2015, create and implement a revised staff evaluation process based on completion of the Library's strategic planning goals.

Training and Staff Development:

1. The Bartlett Public Library District will recruit, train and hire staff that provides the highest quality customer service for all Library users.
 - a. By July 2014, implement a new orientation program.
 - b. By July 2015, create a staff development plan.
 - c. Create a job cross-training program for all departments by December 2016.

Partnerships:

1. The Bartlett Public Library will create partnerships with community organizations that focus/provide services for the residents of the Bartlett Library District.
 - a. By December 2014, develop a list of potential organizations and contacts and delegate Director, Public Relations Specialist and appropriate staff to meet with the leaders of the organizations.
 - b. By July 2016, partner with at least five new organizations to create relevant programs or services to attract their users to the Bartlett Public Library District.

Evaluation Process:

This plan is designed to be flexible and responsive to changes in the economic, demographic or political climate of the community of Bartlett. The strategic plan's initiatives, goals and targets are broad enough for necessary modifications to the activities that are carried out. All of these activities are defined as "potential" in order to allow changes to the plan as needed. Library management will work closely with the Board of Trustees prior to finalizing and implementing all activities over the next three years.

Reporting progress toward meeting the goals and targets will be a part of the regular Board Meetings. In order to aid this progress, an implementation plan will be created and utilized. The implementation plan will be regularly updated to allow for changes in the potential activities timeline.