



Burlington Public Library

Strategic Plan

2018-2023

Goals

The Burlington Public Library focuses on four key areas of impact: education, community, youth, and technology. Over the five years of this plan, the strategic development efforts of the library will be guided by the following goals.

Goal 1: Community members use the library with fewer barriers to access, greater awareness of library resources and services, and increased ease of use.

Goal 2: Every child will have the opportunity to succeed.

Goal 3: Community members will have access to educational and technological resources and training to develop 21st century skills.

Goal 4: Community members will enjoy sustainable library spaces which leverage collaboration and technology to enhance efficiency and streamline services.

Mission Statement

The Burlington Public Library creates opportunities for all people to **connect** with others, to **learn** about the world around them, and to **imagine** the futures before them.



Objectives and Activities

The Burlington Public Library staff, in conjunction with the library board of trustees, will use the following objectives and activities to work toward these goals. The library director will make quarterly progress reports to the board using the outputs, outcomes, and timelines as measures. The staff and board will also do an annual review to amend the plan to reflect current needs and circumstances by adding or removing activities.

Goal 1: Community members use the library with fewer barriers to access, greater awareness of library resources and services, and increased ease of use.

Objective 1: Review access limitations and develop and test alternatives

Output: Number of active library card holders, daily door count, class and event attendance, and use of library materials (physical and online)

Outcome: Burlington and contracting residents will increase use of the library because of fewer barriers to access. People who don't typically use the library will become users and the library's capacity to impact individual lives will increase through greater equity of access.

Measures: Comparison use data

Project 1: Change the loan and fee schedule

Activity 1: Research fine free libraries and variations (FY18)

Activity 2: Offer an amnesty day to encourage the return of library materials (FY18)

Activity 3: Investigate fine forgiveness for children moving to adult cards (FY19)

Activity 4: Investigate a fine free card option for all ages with limits (FY19)

Activity 5: Change the fee structure (FY19)

Project 2: Update the borrower policy

Activity 1: Investigate family card systems (FY18)

Activity 2: Expand limited cards for kids without parental signature (FY18)

Activity 3: Research lowering the age to get a card without parental signature (FY19)

Project 3: Reach out to non-users

Activity 1: Investigate groups that are underserved based on data and observation (FY18)

Activity 2: Promote inclusion and diversity in collection development (FY19)

Activity 3: Connect with community groups and partner to reach potential users in the underserved populations (FY19)



Project 4: Study library hours and use

Activity 1: Consider opening until 6pm on Fridays (FY19)

Activity 2: Investigate other changes, as needed (FY19)

Objective 2: Increase awareness of library services and communicate value of these services

Output: Awareness surveys

Outcome: Community members will understand the library's value within the community.

Measures: Comparison of survey data

Project 1: Develop a cohesive marketing campaign

Activity 1: Create impact statements for publications and social media use (FY18)

Activity 2: Investigate a new logo (FY19)

Project 2: Promote the library's services

Activity 1: Seek opportunities to offer presentations in the community (FY18)

Activity 2: Expand staff involvement in community organizations (FY18)

Objective 3: Improve ease of use both in the physical library space and in the online library.

Output: Customer surveys

Outcome: Community members will locate and access library materials and services more independently and where and when they need them.

Measures: Comparison of survey data

Project 1: Research user experience

Activity 1: Review library literature on user experience needs (FY18)

Activity 2: Consider a user survey on specific user experience issues (FY19)

Activity 3: Update signage (FY18)

Activity 4: Update the website (FY19)

Activity 5: Review and amend procedures (FY19)

Activity 6: Investigate changes to the customer service stations (FY19)

Project 2: Add outreach opportunities to address transportation barriers

Activity 1: Continue and expand the bookmobile service (FY18)

Activity 2: Take storytimes, tech help, and other programs offsite (FY18)

Activity 3: Investigate outreach spaces for contracting cities (FY19)

Activity 4: Research a vehicle to be used for bookmobile and/or pop up library services (FY19)

Project 3: Train staff in understanding of community needs and resources

Activity 1: Train all staff in the Bridges Out of Poverty curriculum (FY18)

Activity 2: Improve language used verbally and in print materials (FY19)

Activity 3: Promote and improve the Des Moines County Services Directory (FY19)

Activity 4: Investigate a resource fair with other organizations to highlight services (FY19)

Goal 2: Every child will have the opportunity to succeed.

Objective 1: Deepen and expand partnerships to serve young people and families

Output: Classes and events, outreach services, number of users

Outcome: Children, teens, and families will have more opportunities to benefit from library services.

Measures: Comparison use data

Project 1: Expand partnerships with area school districts

Activity 1: Increase communication with school librarians to expand cooperative efforts (FY18)

Activity 2: Continue afterschool program involvement and outreach visits (FY18)

Activity 3: Provide each child in the school district with a library card that allows access to online tools (FY19)

Project 2: Reach out to area organizations that serve youth

Activity 1: Develop a list of organizations (FY18)

Activity 2: Meet with and develop partnerships, where possible (FY19)

Activity 3: Incorporate other organizations into classes and events to increase awareness of community resources among young people and their families

Objective 2: Develop programs to reach more youth

Output: Classes and events, outreach services, number of users

Outcome: Youth will have more opportunities to improve their literacy skills and school readiness

Measures: Comparison use data

Project 1: Continue programming that targets all ages and stages of youth

Activity 1: Expand sensory storytime (FY18)

Activity 2: Support families by educating parents and caregivers on promoting early literacy development in children (FY18)

Activity 3: Incorporate user surveys to assess classes and events (FY19)

Project 2: Investigate new projects and services

Activity 1: Market outreach kits to area daycares and preschools (FY18)

Activity 2: Implement the program 1,000 books before Kindergarten (FY19)

Activity 3: Test out a sensory open time (FY19)



Goal 3: Community members will have access to educational and technological resources and training to develop 21st century skills.

Objective 1: Continue to offer technology access and training

Output: Classes and events, outreach services, number of users, surveys

Outcome: Community members will be able to bridge the digital divide with access to technology through the library and will be supported by library staff assistance.

Measures: Comparison use data and satisfaction surveys

Project 1: Provide staff-led technology training

Activity 1: Offer outreach technology help sessions or classes each month (FY18)

Activity 2: Continue one-on-one sessions to develop skills as needed (FY18)

Activity 3: Continue to assist job seekers with online applications/resumes (FY18)

Activity 4: Develop tech help open hours in the lobby or coffee shop area (FY18)

Project 2: Train staff to keep up with technology needs

Activity 1: Offer monthly tech spotlights or mini training opportunities (FY19)

Activity 2: Make technology skills part of hiring and evaluating staff (FY19)

Objective 2: Support the educational goals of students and lifelong learners

Output: Class and event attendance, use of library materials (physical and online)

Outcome: Learners of all ages will find the resources that they need to advance their personal goals and achieve their aspirations.

Measures: Comparison use data and user surveys

Project 1: Assist students moving to post-secondary pursuits

Activity 1: Develop a section of materials to assist students applying for post-secondary programs (FY18)

Activity 2: Work with SCC, other area colleges, and Great Prairie AEA to offer an annual session on college admission and financial aid opportunities (FY19)

Activity 3: Partner with the SCC library to promote proctoring, study room space, and online tools available through the public library (FY19)

Project 2: Continue to offer lifelong learning opportunities for adults

Activity 1: Survey adult users to determine areas of interest (FY18)

Activity 2: Continue and expand Home Delivery Service (FY18)

Activity 3: Continue First Friday lectures and performers (FY18)

Activity 4: Work with senior housing to cosponsor learning opportunities (FY18)

Activity 5: Develop monthly classes or events focused on younger adults (FY19)



Goal 4: Community members will enjoy sustainable library spaces which leverage collaboration and technology to enhance efficiency and streamline services.

Objective 1: Invest in technology solutions to provide more self-service

Output: Use of self-checkout and percentage of checkout and check-in done by staff and done by users

Outcome: Community members will be able to check-in and checkout materials at self-service stations with ease to improve their speed of service and increase their privacy while also allowing for staff time to be redirected to more impactful, direct customer service needs instead of routine circulation tasks.

Measures: Comparison use data and satisfaction surveys

Project 1: Upgrade the self-checkout stations

Activity 1: Obtain at least three quotes for new self-checkout stations (FY18)

Activity 2: Make the stations more prominent (FY19)

Activity 3: Consider additional stations beyond the two currently offered (FY19)

Activity 4: Train staff on the new stations and in directing users to them (FY19)

Project 2: Add self-check-in stations

Activity 1: Obtain at least three quotes for self-check-in stations (FY18)

Activity 2: Add a station to the drive-thru slots (FY19)

Activity 3: Add a station on the main floor (FY19)

Project 3: Investigate changes to the service desks in location and/or layout

Activity 1: Review best practices (FY19)

Activity 2: Develop a design (FY19)

Activity 3: Obtain at least three quotes and report to the library board (FY20)

Objective 2: Maintain and upgrade technology

Output: Instances of theft, number of tech service calls, number of customer concerns about technology

Outcome: Staff members will have the tools they need to best serve customers and customers will have a positive experience using the library technology.

Measures: Comparison data and satisfaction surveys for staff and customers

Project 1: Improve the Integrated Library System (ILS) used for cataloging, collection access, and circulation functions

Activity 1: Meet with ILS vendors to discuss features and pricing options (FY18)

Activity 2: Obtain quotes from at least three vendors (FY18)

Activity 3: Conduct staff trials of the systems (FY18)

Activity 4: Select and implement a new system or maintain current system (FY18)

Project 2: Upgrade the security gates to improve appearance and functionality

Activity 1: Obtain at least three quotes for new security gates (FY18)

Activity 2: Begin a monthly tally of known instances of theft from observation and inventory (FY18)

Project 3: Maintain and improve the network infrastructure

Activity 1: Continue to consult with network technicians (FY18)

Activity 2: Maintain a regular replacement schedule (FY18)

Objective 3: Improve facility operations and efficiency

Output: Energy expenses and customer surveys

Outcome: Users will have a positive experience of the building facilities and less of the library's budget will need to be spent on energy costs.

Measures: Comparison data and customer satisfaction surveys

Project 1: Convert all lighting to LED

Activity 1: Work with property maintenance to find vendors (FY18)

Activity 2: Obtain quotes (FY18)

Activity 3: Work with Alliant on rebates (FY18)

Activity 4: Complete project (FY19)

Project 2: Investigate solar panels

Activity 1: Talk to vendors (FY18)

Activity 2: Review with Alliant on rebates (FY19)

Activity 3: Report to the board building committee (FY19)

Project 3: Review accessibility of the building

Activity 1: Work with the city to review ADA requirements in conjunction with a project other departments are pursuing (FY19)

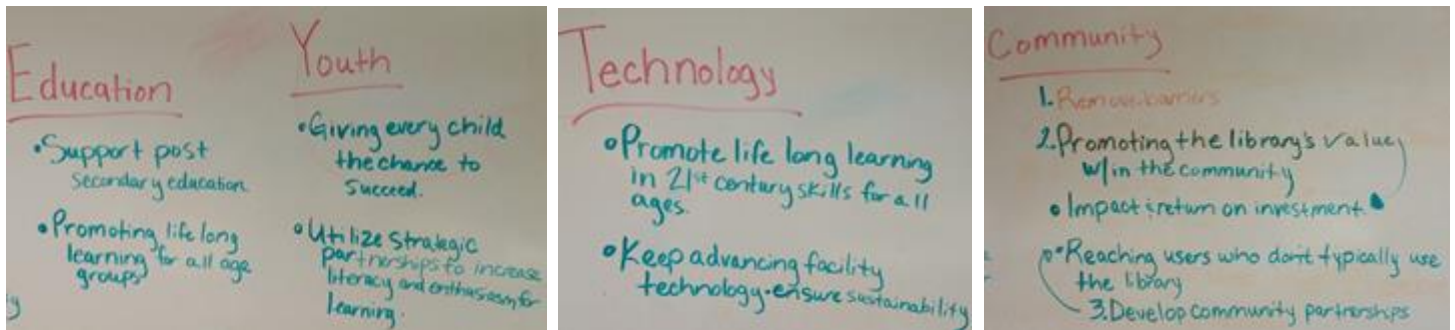
Activity 2: Complete the ADA Accessibility Checklist for Readily Achievable Barrier Removal at least every three years as required in the State Library of Iowa's Public Library Standards (FY19)



Appendix A: The Process

The Library Board of Directors had a virtual meeting with Becky Heil, State Library of Iowa consultant, during their March 2017 meeting to discuss the process and review the invitation list for the community group meeting.

Becky Heil ran the community group meeting on May 13, 2017. The group of 21 people from various sectors of the community discussed changes and challenges in the community and challenges facing the library as well as trends that may impact library service. Becky reported to the board at their May 17 meeting. In addition to providing a written report (appendix B), she discussed options for how the board could move forward with writing goals and objectives.



At the board's July 2017

meeting, they shared ideas for goals in four key areas of impact as seen below.

At the August meeting, the staff presented goals statements based on the board's discussion. Objectives were added to the draft for the September board meeting. The staff worked on the format and added outputs, outcomes, and measures as well as timing for starting each activity and presented those at the October board meeting. The board approved the plan at their November 15, 2017 meeting.

Appendix B: The Community Meeting Report

Burlington Public Library Strategic Planning Community Stakeholder Outcomes

May 13, 2017

10:00 a.m. – 1:00 p.m.

Meeting Objectives

Participants will understand the planning process, along with the roles and responsibilities of all participants

Participants will discuss demographics and changes in the greater Burlington area since 2012

Participants will develop an understanding of the current conditions in the library

Participants will make a preliminary selection of future library service priorities

Participants will consider library trends to recommend to the library board

Becky started the meeting by asking each participant to tell a story about a personal library experience. She showed them the answers the board gave to the question “why plan?” then she gave an overview of the planning process. The group first looked at a few census statistics, and then started to discuss the changes that have taken place in the last few years in the Burlington area.

Changes:

- Drop in manufacturing jobs
- Increase in low paying service jobs
- Small towns shrinking as population moves to urban centers
- Speed of change
- Availability of information
- Virtual businesses
- Recent interest in “back to basics”
- Decrease in literacy rates

This led to the challenges they see for the community and the library.

Community Challenges:

- Lack of things to do
- Need to figure out a way to connect people – isolation is a problem
- Need to continue to work on literacy
- Need to continue to work on STEM
- How to overcome a lack of commitment as things become easier and easier, we need to challenge people
- Racial issues
- Not everyone has access to technology and connectivity
- Poverty-people are living with no food on the table and without transportation
- People need to stay connected
- Need to connect all the organizations and have them working together on problems

- Need to help everyone embrace technology
- Silver tsunami
- Brain drain

Library Challenges:

- Is there enough meeting room space and is it open at the right time?
- Library has a branding issue
- Budget
- Marketing-do adults know about the library programs?
- More outreach
- More adult programs
- Need to educate the public on what libraries are today
- Need to provide both technology and “unplugged” spaces and resources

Rhonda then provided an excellent overview of current library conditions, including statistics, budget, staffing, and services. She talked briefly about the current library plan and the four strategic areas of emphasis: technology, community, youth and education. Becky then spoke about the six library service responses that were chosen by the board for the last plan and explained that the feeling of the board was they would continue with those areas of emphasis. As the group started to think about the future of the library, Becky introduced the Library Trends from the ALA Libraries Transform campaign. She explained that the trends are general societal trends that may impact current and future library services. The participants divided into small groups to discuss the trends and identify the ones the library could focus on. There was agreement that many of these had overlapping ideas that could be utilized by the library board.

Trends identified as potential areas of library focus:

- Fandom-think about cos play, ‘cons’ like comic con, comic books (graphic novels)
- Maker movement
- Sharing economy-think about tool bank, seed savers, kitchen tools
- Gamification
- Connected learning
- Aging advances-especially outreach and programming, also think about connectedness and intergenerational connections
- Emerging adults-education, income issues
- Fast casual-“good coffee”
- Unplugged-also may be related to “good coffee”
- Collective impact
- Internet of things-library needs to be where the youth are in terms of technology, what do we need to help us move forward
- Digital natives
- Anonymity-no one is really anonymous on the internet
- Income inequality-there are different needs among the poor, reflections on cycle of poverty, also remember it isn’t just families, poverty among seniors is a real issue