

West Linn Public Library Strategic Plan 2011-2016

Encourage
Inspire
Engage
Connect
Discover
Imagine
Inform
Empower
Grow
Learn
Enrich
Energize
Transform
Educate
Explore
Dream
Involve

The cover was created through the efforts of the staff at the West Linn Public Library. Each staff member was asked to submit three words they felt expressed the future of the Library. These words were populated in WORDLE. The larger the word, the more times it was submitted by staff. The cover is a result of a team effort and our goal to promote excellence in customer service.

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OUR LEADERS

City Council

The West Linn Public Library enjoys support from our community's elected officials. They promote and encourage literacy, attend events at the Library and provide guidance during our planning process.



"The library is my window to the world. In the library I find the history of mankind; how new things are visualized and created; how the earth, plants and animals have evolved; how ideas originate, are tested and how they impact on our lives. From the library I gain knowledge."

Mayor John Kovash



"The Library is the beautiful place where you can always find the quiet steady heartbeat of West Linn. It is where I go to explore, learn something more, enjoy artwork, music and sometimes, just the quiet."

Councilor Teri Cummings



"I have enjoyed the many activities at the Library including the special art exhibits and the annual volunteer brunch. The brunch is a treat since the Library staff always find very creative ways to honor the work of the volunteers."

Councilor Jody Carson



"My personal experience makes me want to tell everyone that the West Linn Library is so much more than books and DVDs. It is make-the-kids-happy-on-a-rainy-day place, community gathering spot, technology center, cultural resource, and so much more."

Councilor Mike Jones



"My entire family which includes my parents, husband, and children love visiting the West Linn library. My children enjoy the story time and special summer events such as magic and puppet shows. The library also offers a good variety of Spanish books so that my daughter can practice her Spanish."

Councilor Jennifer Tan

Planning Team

Library Advisory Board

Janet Dalgaard

Greg DiLoreto

Doug Erickson

Kathy Graef

Sterling James

James Milne, Chair

Tom Miller, Vice Chair

Pam North

Mary Jo Steele

Library Staff

Administrative Staff

Diane Satchwell, Library Director

Ellen Credle, Senior Librarian

Sarah McIntyre, Senior Librarian

Staff

Gretchen Alexander

Shasta Barnes

Karen Batridge

Julie Blake

Sandi Box

Joanna Campa

Patrick Fetrow

Hallie Hamby

Cheryl Hill

Dan Hoffman

Carole Hull

Bobbie Kelly

Rebecca Mayer

Beth Meinerth

Marianne Nelson

Joyce Olson

Allyx Pershing

Elaine Spence

Lee Trevor

Patty Voigt

Becky Weis

Greg Williams

Janet Yu

VALUES

Mission Statement

Why we exist

The mission of the West Linn Public Library is to engage, connect and inspire our community and to be a resource for information, knowledge, and artistic and literary expression, providing the best in traditional services, new technologies and innovative programs.

Vision Statement

What we want to be

Engage

Connect

Inspire

Guiding Principles

The West Linn Public Library (WLPL) has defined values to shape the culture and climate of the Library, and standards to measure our success. It is our intent to position ourselves as a focal point of this community. These guiding principles play an important role in what we do, why we do it, and how we do it.

Principle 1: Community Gathering Place

The WLPL is a community gathering place that cultivates reading, thinking, conversing, learning, and teaching in a welcoming and sustainable facility, online and in the community.

Principle 2: Customer-Focused

The WLPL is customer-focused with services that anticipate and respond to community interests and the city's changing demographics through its collections, programs and services.

Principle 3: Lifelong Learning

Lifelong learning is essential in our 21st Century world. The WLPL encourages and serves lifelong learners, defining its services in terms of its collections, research assistance, and electronic and web-based resources.

Principle 4: Children and Teens

The WLPL is committed to modeling and offering services and programs for children and teens from early literacy through high school.

Principle 5: State of the Art Technology and Access to Information

The WLPL provides access to and training in state of the art technology and online resources.

Principle 6: Partnerships

The WLPL engages in public and private partnerships that enrich services, expand outreach, and leverage public investment through private support. The WLPL will continue to provide support to the Friends of the Library and the West Linn Foundation.

Achievements

The West Linn Public Library continues in its tradition of excellence. The Library's activity from July 2009 to June 2010 summarizes our story:

❖ Items checked out	751,204
❖ Library visits	393,396
❖ Items owned	134,535
❖ Number of programs	614
❖ Program attendees	21,979
❖ Volunteers	148
❖ Volunteer hours	6,352
❖ Internet sessions	57,925
❖ Hours open per week	53
❖ Questions asked	20,747
❖ Items loaned to other libraries	221,361

Other accomplishments:

- ❖ The Library continues to be rated in the top ten of the Hennen's American Public Library Ratings (HAPLR) in Oregon.
- ❖ Summer Reading participants totaled 2,482.
- ❖ Voters approved the formation of the District providing an additional \$1,325,000 to WLPL.
- ❖ The library successfully migrated to a new Integrated Library System, including training of all library staff and our customers.
- ❖ Customers have embraced our self check with use at 54% of first time check outs.
- ❖ WLPL was upgraded to a stronger, more robust signal for free Wi-Fi.
- ❖ All public computers were upgraded to Office 2007 and rearranged computer desktop for improved use.

Planning Process

This is the first comprehensive strategic plan developed for the WLPL- a necessary step to implement our vision for the future of the Library with regular and detailed reviews during the first year of implementation. The strategic planning process is the first step in. We are committed to re-evaluate the plan annually, making the appropriate changes and updates as needed.

A strategic plan guides staff decision making to assure that our goal of increasing service to customers stays on track.

Fiscal accountability helps our Library prepare for the future with specific goals in place. It will help the Library present more focused budget requests for the years ahead and successfully manage budget dollars which are targeted for each year's goals.

To achieve our goal of creating a plan that mirrors the needs and expectations of our community, the WLPL solicited input in a variety of ways:

- ❖ Staff Input: Staff had one month to contribute their ideas to improve and enhance staffing, collection, programs and services, technology, partnerships and collaborations, facility, funding, and community relations and marketing. There was one large sheet of paper for each category. Staff wrote ideas on the sheets and the information was recorded electronically.
- ❖ Stakeholder Forum: Over 100 participants joined the Library Advisory Board (LAB) and staff to discuss and answer questions. Each participant was given a brochure with information about the current Library and instructions for the forum. It was self paced and LAB members were available to answer questions. Comments were written on large white sheets of paper and post it notes and input was recorded.
- ❖ Online Survey: The online survey had over 300 respondents share their preferences and opinions. We used Survey Monkey and all data has been saved to use in the determination of priorities and potential services of our customers.

Trends and Best Practices

Identifying methods to create a customer-focused library will benefit both staff and customers in the long run. Customers will return for additional services after a satisfying visit. Service must be customer-oriented. Libraries should be constantly evaluating and updating their marketing practices. Staff must be willing to change and update how we market the library. There are many common practices to achieve a customer-focused library and the WLPL has chosen to focus on three:

Customer Needs and Convenience

Customers seek out staff interactions to serve their needs. Libraries are challenged with meeting high expectations of many diverse needs and preferences while managing the budget. Customers know what they want, when they want it and how they want it-- they want it fast and easy.

Marketing

To best serve the needs of the community and be good stewards of funding, it is best to create a balance between books and media. Staff will change displays frequently to recapture the customers' attention. It is important to constantly evaluate and design signage to be clear and easy to see.

Creative Use of Space

The Library will use images to create a more visually stimulating environment. Staff will take into account the product and purpose when placing materials and service points within the Library. It is important to assess the facility to ensure noisy places such as holds pick up, media and check out should be kept together. New models of service to consider are mobile service desks or kiosks for flexibility.

OUR COMMUNITY*

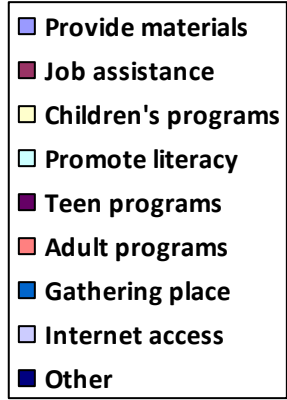
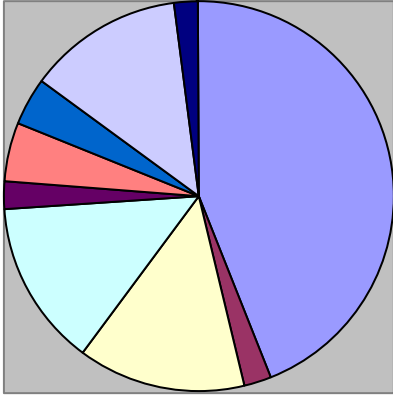
The City of West Linn is located in Clackamas County, Oregon.

- Date of Incorporation: August 8, 1913
- Form of Government: Council/Manager
- Population: 24,400
- Number of registered voters: 13,886
- Percent male: 48.1%
- Percent female: 51.9%
- Average household size: 2.72
- Median age: 38.1
- Motto: "City of Hills, Trees, and Rivers"
- Area in Square Miles: 8.06
- Median family income: \$83,252
- Workforce in professional sector: 49.7%

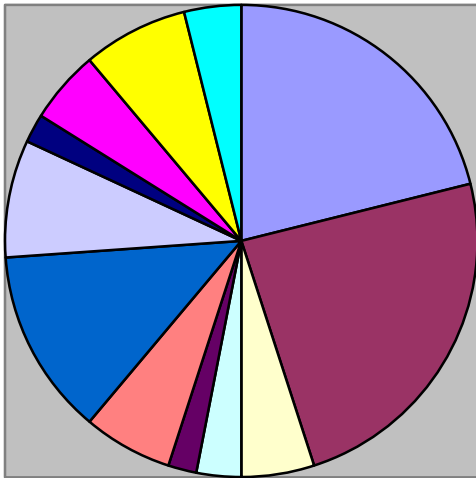
*Updated information will replace this page once the 2010 US Census is released.

SURVEY AND FORUM RESULTS

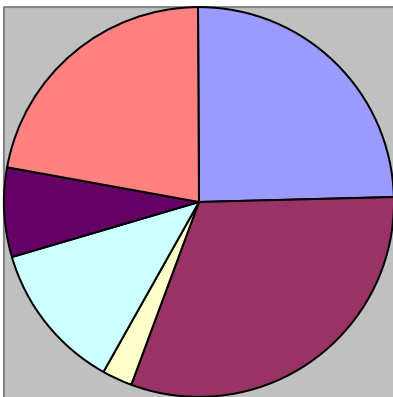
Service preferences of our customers



Services and programs used by our customers

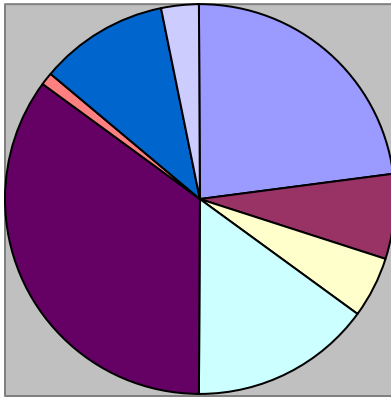


If hours could be added

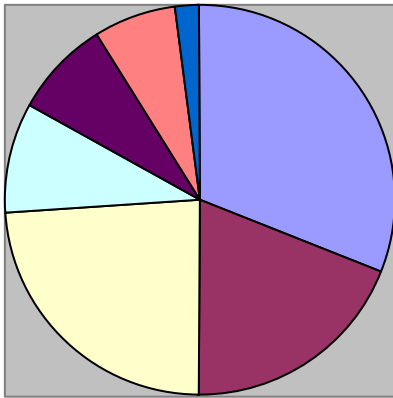


SURVEY AND FORUM RESULTS (continued)

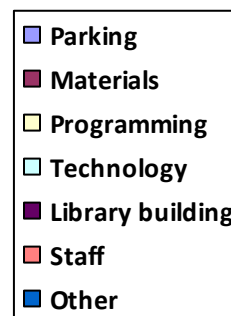
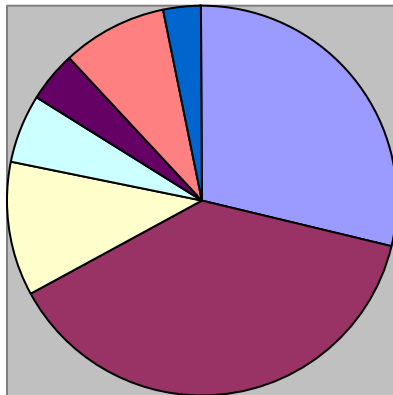
Online resources used by our customers



Programs that are important to our customers



Customers' preference of Library's use of resources



Strategic Initiative One: Staffing

Goal: *Manage workforce development to allow staff to grow professionally, to maximize staffing efficiency and effectiveness, and to identify diverse and creative ways to use volunteers. In doing so, we will remain committed to guiding principles of community gathering place, customer-focused values, lifelong learning, children and teens, state of the art technology and access to information, and partnerships.*

Year One: Explore various organizational structures to promote a team environment through cross training and team-building exercises. Maximize the potential of staff and integrate services. Create a staff organizational chart, satisfy job titles and job descriptions to match the programs and services within the strategic plan.

Year Three: Identify training needs to improve customer service and efficiency. Promote staff development to achieve a high level of customer service and staff effectiveness when serving the public.

Year Five: Complete a staff manual to include policies and procedures. Access to the manual will be on the WLPL staff wiki.



Library staff entertaining at the
Volunteer Brunch

Strategic Initiative Two: Collection Management

Goal: *The collection is the foundation of the library and at the core of commitment to freedom to read, view and inform in a democratic society. We will create a community of readers and learners by maintaining easily accessible collections that educate, entertain, challenge, empower and respond to the needs and interests of a dynamic community.*



Sky-bridge from Adult stacks to Media Room

Year One: Write a Collection Management Manual.

Year Three: Assess all collections for relevance, currency and value to meet the needs of our customers. Weed materials that do not meet the criteria and begin the evaluation placement of materials within the Library. Adjust the budget to meet the purchasing needs of collection development.

Year Five: Prepare a survey to assist staff in managing customer-focused and relevant collection practices.

Strategic Initiative Three: Programs and Services

Goal: WLPL will formulize and monitor a process to expand, innovate and manage programs and services consistent with its mission, guiding principles and all available resources, targeting value-added public service and responsiveness to the community's diverse economic, social, educational and cultural life.



Puppet show during Summer Reading Program.

Year One: Analyze current programs and services. Provide mechanism to evaluate customer satisfaction and potential needs through surveys, interviews and comment cards.

Year Three: Coordinate adult, teen and children's programs and services to meet customer interests and needs. Develop alternative funding to support programming plans.

Year Five: Begin new analysis and evaluation of programs and services.

Strategic Initiative Four: Partnerships and Collaborations

Goal: *In order to expand capacity and to enhance its programs, collections, services and diversity of resources, WLPL will develop partnerships with the broadest possible spectrum of community organizations. In doing so, we will build strong communities, support economic development and enhance educational, informational and cultural development.*

Year One: Encourage and support the newly organized West Linn Public Library Foundation. Continue support of the Friends of the West Linn Public Library. Invite current partners to a year-end meeting to enhance programming ideas and vision through an exchange of ideas.

Year Three: Identify four potential partnerships and develop those relationships. Collaborate with schools to encourage input for program planning and participation.

Year Five: Use the Marketing Plan to encourage and pursue partnering and collaborations.

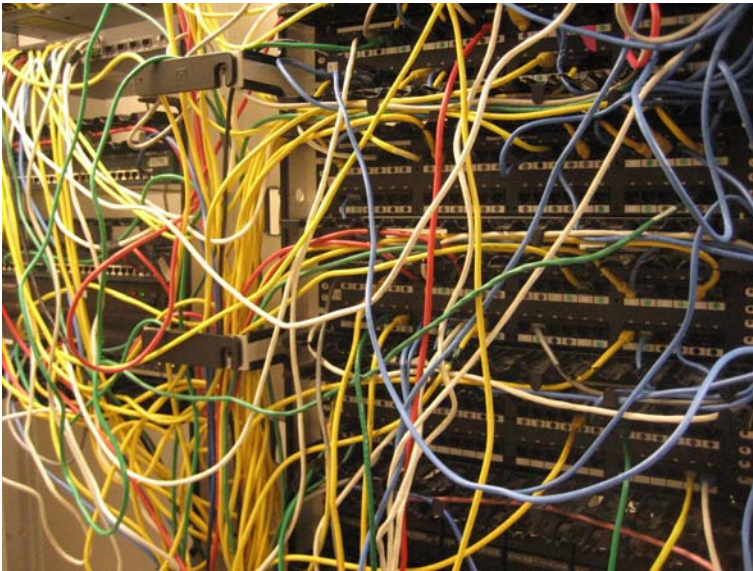


Master Gardeners presenting an instructional program for the Library

Strategic Initiative Five: Technology

Goal: Technology will enable WLPL to improve efficiency and enhance public access by improving internal and external processes that expand use and utility of the myriad of Library resources available online and in the Library.

Year One: Write a Technology Plan. Assess current placement of public computers and potential placement for better customer use. Determine best practices for teen programming in relation to technology.



Wiring in the Server Room

Year Three: Review budget and determine available funding for enhancements and improvement of equipment and software within the Library. Explore grant opportunities and develop partnerships for additional funding opportunities.

Year Five: Update the Technology Plan.

Strategic Initiative Six: Community Relations and Marketing

Goal: Access to knowledge, information, education and culture is at the heart of the Library system. It is our responsibility to increase awareness in all demographic groups of the myriad of learning opportunities, facility, technologies, services, programs and resources available through the Library and to our community of library users.

Year One: Collect data for marketing plan.

Year Three: Write the Marketing Plan.

Year Five: Evaluate effectiveness of the Marketing Plan and modify plan.



Summer Reading performer outside the Children's Room

Strategic Initiative Seven: Funding

Goal: Supporting the dynamic needs of the Library's community of users, we will continue to implement prudent, innovative financial management and fundraising strategies, enabling the City's Library System to sustain and enhance the quality of collections, programs, services, facility, staffing and technology for which the City is recognized across the nation.

Year One: Explore different methods for collection of fines and fees in excess of \$500. Identify parking solutions and make recommendations to City Manager and stay within budget of District CIP funds. Begin redesign of staffing and job tasks with consideration to budget. Align initiatives with funding. Identify funding to begin work on initiatives.



Construction during remodel

Year Three: Implement collections policy and procedure. Identify funds to finalize new organizational chart.

Year Five: Assess and evaluate grant opportunities using success of initiatives and strategic plan.

Strategic Initiative Eight: Facility

Goal: *Manage the facility in a way that expands capacity, builds community, facilitates access and fairly responds to demographic growth and diversity.*



Library at night

Year One: Assess building for needed repairs and maintenance. Support City staff efforts to resolve critical parking needs and evaluate the impact of potential parking solutions.

Year Three: Determine potential capital improvement projects or enhancements of building through the development of a facility assessment plan.

Year Five: Construct survey to determine best use of building for programs and services.

Engage

Connect

Inspire