



**Corvallis-Benton County Public Library**

**Ten Strategies for Achieving Higher Levels of Service**

**Long Range Strategic Plan  
FY 2010-FY 2015**



May 2009

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Hal Brauner-Ward 9  
City Manager Jon Nelson

### **Benton County Board of Commissioners**

Jay Dixon  
Annabelle Jaramillo  
Linda Modrell

### **Corvallis-Benton County Public Library Board**

The Library Board, representing the people of Corvallis and Benton County and working in partnership with the Library staff, evaluates Library services and community needs; advises on matters of Library policy; and studies and recommends service enhancements. Board members inform others about Library services, needs, and accomplishments with the goal of fostering a positive public image and building community support.

Judith Edelstein, Chair  
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Mike Beilstein, City Council Liaison  
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### **The Planning Team**

The Corvallis-Benton County Public Library appreciates the guidance and contributions of the following individuals who served on the Strategic Planning Committee and were our partners in the planning process.

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Nancy Cooke, Library Specialist

We would also like to express our appreciation to the board members, staff, city and county leaders, and local residents who supported our efforts by participating in the research studies which provide the foundation for the Corvallis—Benton County Public Library’s new strategic plan.

Carolyn Rawles-Heiser, Library Director



## **Our Mission**

“Bringing People and Information Together”

## **Our Vision**

For over 100 years, the Corvallis-Benton County Public Library (CBCPL) has been a focal point of our community, bringing people and information together. Our vision of the Library is one of possibility, of looking to the future while building on our tradition of responsive service. The Library is on a path of continuous development, embracing changes in our community, in society, and in technology so that we can continue to be a vibrant and useful community institution. We believe in partnerships and collaboration in order to provide the broadest, most beneficial, and most cost-effective services.

The Library is a familiar place, open and welcoming to all people. Books are shared with users of all ages and cultures, from babies in storytime to homebound seniors. A wide variety of library materials is made available to all. Diverse viewpoints are represented at the Library as part of our heritage and obligation as a free people. Questions are answered and curiosity is rewarded with new discoveries. A community of learners, whether children in school or adults pursuing personal interests, is nurtured. Technology brings the latest information to everyone regardless of circumstances. Programs enrich our lives. Gathering places bring us together to learn from each other. Library service is convenient to all users in Benton County, through the main library in Corvallis; branches in Philomath, Monroe, and Alsea; the bookmobile; outreach services; electronically; and in other ways that meet community needs.

## **Executive Summary**

The new strategic plan for the Corvallis-Benton County Public Library (CBCPL) is customer-focused and research-driven. More than 400 individuals—residents, city and county leaders, Library Board members, and staff—voiced their opinions and shared their perceptions of public library service in our communities. Their invaluable input became the foundation of the Library’s plans for the future service delivery.

Conceived in an environment of fiscal constraint and uncertainty, the plan is not a “business-as usual” document. Rather than focusing on lock-step goals, responses, and measurements traditionally found in library strategic plans, new initiatives set forth in the 2010-2015 strategic plan challenge the CBCPL to commit to continuous improvement at all levels and in all areas of Library operation.

This plan is not driven by numbers and percentage increases nor does it concentrate exclusively on the next five years. Instead, the plan’s strategic initiatives engineer fundamental changes that are designed to have a positive impact on service delivery beyond the year 2015.

The Planning Committee reviewed the results of the research and identified ten opportunities for achieving even higher levels of public library services. The Committee believes that the new initiatives are realistic and make the maximum use of available staff and financial resources.

## Ten Strategic Initiatives

**A. Board Advocacy and Partnerships:** Strengthen the capacity of the CBCPL Board members to advocate for the Library and to cultivate partnerships.

**B. Staffing:** Expand current staffing levels and create a succession plan for the future leadership of CBCPL.

**C. Technology:** Increase CBCPL's ability to keep up with and adopt rapidly evolving technology and to support existing technology to meet or exceed customer expectations.

**D. Educational Partnerships:** Leverage CBCPL's role as an educational partner in order to better serve school-age children.

**E. Outreach:** Increase the effectiveness of the bookmobile to generate more visibility for the Library and offer improved access to more residents of the County.

**F. Public Relations:** Provide residents of Corvallis and Benton County with better information about the services available to them at their public libraries.

**G. Service and Access:** Create efficiencies that put books and other library materials into the hands of customers more quickly.

**H. High Quality Collections:** Adopt a more holistic approach and consistent procedures for sustaining the quality of the collection.

**I. Facilities:** Maximize current space and anticipate and plan for future space requirements.

**J. Going Forward:** Build momentum for moving the CBCPL to even higher levels of service.

## **The Planning Process: Multi-phased Input from All Segments**

Developing strategies based on input from key constituencies was an overarching goal of the planning process. Robust and inclusive information gathering—using both qualitative and quantitative methodologies—resulted in substantive input from more than four hundred individuals from both inside and outside the library “circle”.

The strategic planning project included:

- Meetings with staff, administrators, and board members
- Planning sessions with members of the Strategic Planning Committee
- An analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- Site visits
- Environmental scan of major trends in public library service delivery
- Review of County and City planning and financial documents and data from the U.S Census Bureau and the Portland State University Population Research Center
- Internal and external surveys, including a telephone survey of a statistically reliable sample of 300 randomly selected households
- One on one interviews with selected community leaders
- Focus groups with teens and young professionals
- Town Meetings hosted in Alsea, Monroe, Philomath, and Corvallis.

## **Looking Back: 2005-2009—Years of Growth and Productivity**

Over the past five years, both the Board and the Library made significant progress in efforts to satisfy the increased demand for services.

During this period, the Board:

- Developed a mission statement, goals and committee organization
- Prioritized budget enhancement requests and advocated for increased Library services during the budget process
- Engaged in outreach to the community
- Planned for the future of the Library, balancing traditional services and cutting edge developments
- Served as outside “eyes and ears” for the Library, advising staff and elected officials on needs of Library users and public perceptions of the Library
- Updated Library policies.

During this period, the Library management team and front line staff:

- Began a comprehensive planning process
- Opened a new library facility in Alsea
- Generated even higher levels of public usage and satisfaction with the Library—particularly during the past year when public demand for services have soared as a result of the economic downturn
- Enhanced customer service with improvements such as self pickup of holds and self-checkout
- Consulted with the Monroe community in their planning for a new building
- Reinstated popular services, such as Friday night and increased Sunday hours

- Increased outreach to all populations, with a special focus on teens, the Latino community, seniors, the homebound, at risk families, rural residents, and those with other barriers to Library use
- Increased attention to early literacy efforts, with establishment of the Early Literacy Coordinator position and launching of the Birth to Six web page
- Entered into more cooperative agreements with agencies serving young children, such as Head Start, and participated in the Corvallis School District 509J task force on early literacy
- Expanded the volunteer program and added a Volunteer Coordinator
- Expanded the Library collection with new formats, such as downloadable audio and video and video games
- Adopted vendor leasing plans to accelerate customer access to popular materials
- Improved access to information technology, including developing a new web page using open source software and offering public wireless access
- Achieved significant energy savings through a major HVAC retrofit
- Maximized space by redesigning the circulation workroom and public circulation area
- Added the Brookes Reading Room, using private funding and in-kind contributions.

## **Looking Around Our Library and Our Communities The Library is Busy!**

In FY 2007-2008, the Corvallis-Benton County Public Library:

- Circulated 1,497,799 items which represents 18.42 items per capita
- Responded to 220,392 customer requests to put materials on hold
- Served 853,555 customers who visited our four facilities and bookmobile
- Served more than 767,808 residents who accessed our services remotely
- Answered 278,850 information and research requests
- Provided county residents with access to a collection of over 365,000 books and magazines, music and audio book items, and entertainment and instructional films (4.31 items per capita)
- Provided library cards to 7,510 new borrowers bringing the total number of registered active borrowers to 49,756 residents or 61% of the county's estimated population in 2008 (Source: *US Census Bureau: County and City Quick Facts*)
- Provided customers with access to library computers for more than 338,000 user sessions
- Provided 24/7 remote access to popular online resources, such as Heritage Quest
- Offered 975 children's and adult programs with 33,395 attendees
- Hosted more than 325 community groups in the library's public meeting rooms.

## **A Top Performing Library**

- The CBCPL was among the top-rated city services in the most recent survey of the residents of Corvallis
- The CBCPL has ranked among the top ten libraries of its size nationally on several occasions in the Hennen's *American Public Library Ratings* report
- The CBCPL compares favorably when matched against the performance of libraries nationwide with budgets from \$5 to \$9.9 million, according to the new *Library Journal Index* rating. The library ranked 45th of 170 libraries in its peer group, with a composite score of 706 on the *LJ Index*
- The *Public Library Data Service* statistics for 2008 demonstrate that the CBCPL is an extremely productive library

When ranked against 186 reporting libraries, the CBCPL was:

- 14<sup>th</sup> in circulation
- 5<sup>th</sup> in number of visitors
- 4<sup>th</sup> in number of reference questions
- 10<sup>th</sup> in circulation per borrower

The CBCPL also

- Circulated 17.61 items per capita compared with national average of 9.45
- Circulated 31.79 items per borrower compared with national average of 16.14
- Recorded 9.66 visits per capita compared to the average of 5.50.

## **A Highly Productive Staff**

- Facilitated a 10% increase in circulation since 2005 even though the library reduced its hours and increased the loan period from 3 weeks to 4
- Circulated 33,761 items per FTE which is more than twice the national average
- Coordinated the efforts of more than 150 volunteers who donated 13,095 hours to the library
- Submitted 5 grant applications
- Processed and added 39,906 new items to the collection.

## The People We Serve

### Population Indicators

Estimated population 2008 (Benton County)	81,859
Population projection 2020	91,982
Percentage of population growth 2000-2008	4.5%
Percentage of population under the age of 5	4.8%
Percentage of population under the age of 18	18%
Percentage of population 65+	11%
Percentage of Asian population	5%
Percentage of Hispanic population	6%
Percentage of foreign born population	8%
Percentage of homes in which language other than English is spoken	10%

### Economic Indicators

Median household income (2007)	\$49,061
Percentage of persons below poverty (2007)	18%
Rate of unemployment (June 2009)	8.4%
Percentage employed in management/professional occupations	47%*
Percentage employed in education/social service	32%*
*Employed civilian population aged 16 and over	

### Education Indicators-Population 25 Years and Over

Less than 9 <sup>th</sup> grade	2%
9-12 <sup>th</sup> grade/no diploma	3%
High school graduate	17%
Some college/no degree	21%
Associate's degree	8%
Bachelor's degree	26%
Graduate or professional degree	22%

Source: *U.S. Census Bureau, 2005-2007 American Community Survey*  
<http://quickfacts-census-gov/qtdstates/41/41003.html>

## **Looking Around: What's Happening in America's Public Libraries?**

Many societal and technological trends and issues affect the provision of public library services in the United States today, and the CBCPL must anticipate ways that it will respond to these trends.

### **General Library Trends**

#### Diversity

US population demographics are changing quickly and dramatically. Non-English speaking populations require multi-lingual staff and collections, handouts and websites offered in multiple languages. Libraries are also aware that men, teens, boomers, and seniors underutilize their resources and require refined or new services and targeted marketing to meet their needs.

#### Aging Populations

America is getting older! Libraries across the country are challenged to create programs, services, and collections tailored to the interests of the individuals who are part of the complex and highly fragmented "senior market". Every facet of public library service— facilities, staffing, marketing, customer service, etc. will be affected by the preferences of this growing noisy, politically influential population segment.

#### Early Childhood Literacy

Preschool services and family library use have always been strengths of public libraries and continue to be "hot" areas for grants and funding as educators and elected officials prioritize preschool education, assessment, and direct service. Programs geared to babies, outreach services to daycare centers, and enhancing children's spaces are expanding across the library world, as "the-earlier-the-better" mantra is applied to reading skill building.

#### Branding and Marketing

Libraries are learning to improve their marketing efforts through community research, improved promotional techniques, and branding through logos, taglines, and unified visuals in print and web design. The use of interactive technologies for marketing is particularly critical to success, including e-mail, mobile phone texting, and social networking outlets such as Twitter.com and Facebook. Libraries are also looking to enhance their brand through a focus on customer service.

#### Flexible and Exciting Spaces

New library design incorporates features for many activities and audiences. Special spaces for preschoolers, families, seniors and teens are being enhanced. In addition to traditional stacks and seating areas, spaces must accommodate technology and meeting areas, including sanctuaries of silence free from cell phones and other noise.

### Greening the Library World

Environmental sensitivities, especially in planning for construction of new facilities, have driven the design process, and this trend has been supported by municipalities that have committed resources to protecting the environment, decreasing fuel dependency, and increasing operational efficiencies. While a priority, green building is also seen as prohibitively expensive, even as costs for energy-efficient design are dropping.

### Board Development

Board members are critical to the health and success of any library—now more than ever before. In many states, boards have been trained and given more tools for effective leadership. Board member recruitment by skill, improved orientation to library issues and services, advocacy training, and board evaluation are among the higher-level activities being employed by efficient library boards.

### Media Collections

Libraries are uncertain about the rapidly-changing media scene. Physical media, such as DVDs, remain popular with library customers, especially those with lower incomes or less interest in new technology. Meanwhile, downloadable media, especially for music, are the norm for youth and older patrons comfortable with iPods, Kindles, and laptops. Balancing the need to provide access with the cost to purchase, store, and maintain a wide variety of physical and electronic media will be a pressing challenge for the foreseeable future. This issue will be further complicated by developments in digital rights management, where rights of users must be considered against those of artists and where proprietary rights can hamper library lending and access.

### Do It Your-Selfing

Give them what they want, when they want it, and how they want it! To compete with formidable, sophisticated competitors, such as Google, Borders, Amazon.com, or Netflix, libraries must offer customers equally convenient amenities, such as easy self service, online ordering, payment, and reservation. In addition, interactive technologies have rendered readers' advisory services—once the sole domain of librarians—a “come one, come all” part of the online world.

### Collection Development

Collection Development is increasingly focused on timely response to cultural and social trends, such as

- customer demand for job, career and employment information as well as materials on practical topics, such as home and car repair, gardening, cooking, etc.
- consumer activism through pressure, protest and politics;
- consumer yearning for security and affordable luxury;
- social pangs of conscience over American policy;
- the “socioquake” that has many questioning authority and corporate decision-making;
- the yen for roads untrod coexisting with a nostalgia for what has been lost and a search for spiritual (and real) roots;

- fears of harsh, unpredictable realities of the outside world and the deterioration of the environment;
- cravings for individuality in a depersonalized society and for validating a personal belief system;
- the too-fast-a-pace-too-little-time syndrome that forces individuals to be highly adaptive and to assume multiple roles;
- concerns about data mining and invasion of privacy occurring at the same time that unprecedented numbers are sharing personal information on the Internet.

### The “Urge to Merge”

Funding sources are calling on libraries to maximize resources by collaborating, consolidating, and partnering in facilities planning, purchasing, and launching new ventures. While libraries may benefit from resulting cost savings, the call for consolidation is not always balanced with an understanding of the unique facilities and programmatic requirements of quality service delivery.

### Work Efficiencies

Many libraries are questioning the use of long-practiced and cherished library activities: “Why are we doing this?” “How can we do this faster, cheaper, better?” The answers often result in a refreshing staff focus on the customer interaction instead of routine library tasks. Some libraries are abandoning Dewey and traditional shelving schemes in favor of subject-oriented bookstore schemes. Shared or rotating collections, patron-tagged cataloging, self-checkout, RFID, shelving robotics and other work efficiencies are taking hold in many libraries.

## **Library Technology Trends**

### Mobile Phone Applications

A recent study by the Pew Internet and American Life Project showed that 39% of Americans have “positive and improving attitudes” about the use of their mobile phones for web access and communications. Libraries are starting to communicate with patrons through mobile applications that take the catalog, reference services, and patron account messages (holds, overdues) to cell phones.

### Social Networking

SN and Web 2.0 provide important direct marketing and communications tools for libraries – but only if effort is made to update content and answer posts and inquiries without delay. 65% of teens and 35% of adults are now using social network websites, with the share of adult users quadrupling from 4 years ago.

### Digitization

The success of recent large scale digitization efforts that bring obscure primary source materials to the public has encouraged libraries to digitize local and historic documents. At

the same time, libraries are reexamining their collection development policies in light of the ready availability of material through initiatives such as Google Book.

### Website Design and Development

While libraries position themselves as providing access to a world of digital resources, the sites by which those resources are accessed are badly organized, outdated, unsophisticated, and incompatible with all browsers. Libraries need to plan for more proficient, customer- and data-driven web design and development to attract and engage users.

### Turning to Open Source

Librarians have begun to include RSS feeds and other externally available data sources on their sites to ensure their patrons receive timely information; however, only in recent times, have libraries begun to address their need for site management systems that enable complete control of content and content presentation. Fiscal constraints—exacerbated by the excessive costs charged by data base vendors and the complexities of restrictive contracts—are driving libraries to the consideration of open source products.

### Data-Driven Service Decisions

The advent of new technologies, such as Geographic Information Systems (GIS) and web metrics, enable libraries to better analyze data about their users, where they live, what they are interested in, what their future needs may be—all with an eye to creating efficiencies in delivering service, and, in the event new construction is planned, identifying the optimum locations for new facilities.

### Web Searching

Reference librarians need to work harder than ever at keeping up on the best search engines and resources for patrons available on the Web. Rather than trust to conventional indexing and storage of resources, libraries are reordering presentation and accessibility to resources in response to customer inquiries and emerging information needs in order to maximize access and facilitate service.

## **The Strategic Planning Team Told Us...**

### **Library strengths:**

#### **Customer service and community relations**

- High levels of customer service
- Surveys show that the library is loved and viewed with pride
- Libraries are at the heart of their communities
- Non-users also proud of the buildings
- Library helps attract new residents to the community and is an incentive to potential residents
- Commitment to First Amendment rights
- Positioned to accommodate needs, responsive to public
- A strong youth program, birth to 18
- The library's core ethic of equity
- Library outreach goes to where the need is

#### **Resources**

- Space and collections praised by visitors
- Collection which is heavily used
- Appealing and abundant materials
- Buildings in good repair
- Option on purchase of building next door to the Corvallis Library paves way for future expansion
- Number of computers, replaced regularly—infrastructure current with technology

#### **Management and staff**

- Highly productive, flexible, and adaptable staff
- Management team is a TEAM, with a vision of the 'big picture' and not engaged in turf wars
- Positioned to recruitment of the best and brightest
- Library bureaucracy is limited
- Not rigid job descriptions or approach to services
- Staff are incredible ambassadors for the library
- Staff willing to take risks and committed to sustainability
- Executive team good, innovative

#### **Support and government relations**

- No waste of funding
- Stable county funding
- Strong, committed Friends' support
- Foundation in place with potential to raise more money
- Large group of volunteers

- Supportive city and county government
- Good city management
- As city department, the library is a team player
- Good reputation and credibility in city

## **Library weaknesses:**

### **Customer services and community relations**

- Inadequate hours at branches
- Limited branding and marketing to inform community about available services
- Confusing signage makes way-finding difficult
- Software constraints—public access catalogs need better public interface
- Patron behavioral problems
- Security issues in branches with only one staff person
- Library does not really know which populations are under or un-served—non-users who were identified as the homebound, low-income, seniors
- Problems of library not understood by patrons/perception that everything is great
- Since library is accommodating with regard to customer complaints, any “No” sounds bigger here than it would in other places

### **Resources**

- Technology perceived as lacking in some respects
- Inadequate facilities in Monroe and Philomath

### **Staff and management**

- Inadequate staffing, especially at Monroe, Alsea, the bookmobile
- Little dedicated technology staff
- Although large and vital volunteer program is a plus, overdependence on volunteers for basic functions such as materials check in can be a problem
- Staff/volunteer management
- Internal communication—inconsistent
- Supervisory experience not readily available to staff
- No mechanism for recognizing/rewarding supervisory experience
- Lack of resources (staff) to try innovative ideas
- Fear that altering positions to adjust hours will lead to loss of positions
- Internal communications could be more timely and efficient
- Staff tends to overreact to patrons' comments, complaints
- Quick to fix “problems”—need to define the problem more clearly first

### **Support and government relations**

- Economics—city funding may be less stable in the future
- Library budget with funding for county services can be confusing to Corvallis City Council and Budget Commission

- Philomath building will be outgrown soon
- Lack of branch staff (security, hours) leads to less time for community interaction/communication by staff
- Priorities of city's computer department can sometimes be different than the technology priorities of the library
- No well established relationship with schools
- Library Board not clear on advocacy role
- Training needed for leadership on advocacy—and more people, too!
- Stagnant funding—lack of opportunity to innovate
- Heavy competition with other departments for funds
- Oregon tax structure and initiative process
- Statistical measurement different from other organizations
- Overcompensation for lack of resources can work to the detriment of the library long-term

## **Board Members and Senior Management Told Us...**

### **Library strengths:**

- Skilled management
- Sustained and adequate financial support
- Positive working relationship between the Director and the Corvallis City Manager and City Council
- Staff that functions as a team and provides exceptional customer service
- Strong support from an educated community that respects the library's role and contributions
- Collection with breadth and depth
- Excellent reputation at the local, state and national levels
- A dedicated Friends group and Foundation
- Excellent programs, services, and materials for families with young children
- A commitment to intellectual freedom
- The main library is a great building in a great location

### **Library weaknesses:**

- Limited ability to forge and maintain partnerships
- Inadequate funding from the Library Service District to support services in branches
- Heavy reliance on taxpayer support
- Success and positive public perception can lead to complacency
- A management team that tends to be process-driven and sometimes change-resistant
- Limited hours in branches
- Lack of public transportation impeding access
- Limited, inconsistent marketing
- Inefficient and confusing use of current space
- Lack of diversity and lack of responsiveness to ethnic communities
- More long term vision and strategic approach to library technology needed
- No comprehensive plan for developing and maintaining the collection
- Over-reliance on volunteers for basic operations
- Unexciting online presence
- Insufficient succession planning for staff and Board
- Lack of a vision for strengthening the community
- A "stretched" staff
- A Board that is not sure of its role or priorities
- No career ladder for talented young staff members

Board members recognize the importance of responding to social and economic trends. Those considered the most important are:

- Growing competition for limited public funds
- Need to develop alternate revenue streams
- Continuing interest in sustainability
- Increased demand for more sophisticated technology in all aspects of life
- Fewer school-age children
- Expanding population of seniors and retirees
- Growing ethnic communities—particularly Hispanic
- Economic downturn increasing demands for library services as jobs are lost and homeless population increases
- Continuing demand for enhanced customer service
- More library staff approaching retirement
- Growth of branch library operations
- Decline of the generation committed to volunteerism

Board members believe there are several primary reasons some residents do not use their public library. Barriers to accessing services include:

- Limited hours of operation at some branches
- Limited access for some residents of the county
- Limited understanding of all services and materials available at the library and the perception on the part of some that libraries are boring places that are only for well-educated individuals
- Inadequate library services in schools means that many students do not learn how to use library resources nor are they encouraged to use them
- Members of ethnic communities who don't understand concept of a public library
- Few staff members who speak Spanish
- Limited collection of non-English materials
- Technology may be daunting to some residents who wish to use the library
- Presence of homeless or mentally ill individuals is deterrent to some customers
- Long waiting lists for materials
- Fines
- Confusing layout in library make it difficult for some customers to find what they want
- Lack of public transportation i.e. on Sundays

Board members view partnerships as a means of leveraging resources and garnering public good will. Important alliances are and should continue to be forged with:

- Schools
- Parks and Recreation

- Civic groups
- Senior centers and housing
- Cultural organizations
- Social service organizations
- Homeschoolers

### **Staff Told Us...**

The Corvallis-Benton County Public Library (CBCPL) conducted a survey of staff in November, 2008 to collect employee input and feedback for the library's strategic plan. Questions focused on employee satisfaction, workplace, and public service topics. 80% of employees (48 out of 60) responded which is considered a satisfactory response rate. All responses were anonymous and confidential and were tabulated by the Ivy Group, Ltd.

### **Staff and Workplace Strengths**

Over 70% of respondents "totally agreed" that they understand the library's mission and vision. Overall, there is evidence that the CBCPL is a well-managed institution with committed employees. Staff members are proud of their customer service practices and concerned about levels of service to various population segments. The survey also suggests areas of concern pertaining to both the staff and the delivery of programs and services that should be addressed in the strategic planning process.

### **Staff and Workplace Concerns**

The need for additional staff, enhanced training and pro-active career planning for younger staff, and improved lines of internal communication emerged as issues that the strategic plan should address.

### **Public Service Topics**

The library provides customers with clean environments; however, less satisfactory facilities in Monroe and Philomath elicit concern.

Exceptional customer service is cited repeatedly as a major strength of this library. The library's broad and rich collection is also considered a significant asset.

In the area of service to specific audiences, staff members are broadly committed to all populations and would not like to see any of the services currently offered curtailed. Staff attaches a high level of importance to continuing the library's tradition of exceptional services for young children. However, there is particular concern regarding how the needs of teens, seniors, and ethnic populations—particularly the growing Hispanic community—are being addressed. It is interesting to note that staff at the CBCPL consistently considers it more important to expand collections than to expand programs and other services—a

finding that is consistent for children, teen, adults, seniors, and members of ethnic populations.

Staff attaches the least importance to providing programs and services to business, increased cooperation with schools, more computers for staff, and additional online databases.

### **Change and Planning Priorities**

If staff could "change just one thing," the most significant request is for additional help. Respondents cite the heavy reliance on volunteers as a factor in quality control problems in some areas. The fact that Alsea and Monroe have only one staff person elicited concerns about limited hours at those locations and potential security problems.

Staff members express a desire to have the senior management team examine certain aspects of library operations. Specifically, they would like the director and deputy director to be more visible. They would like to receive information about library policies and activities on a more timely basis. They express a desire to have additional opportunities to network with and learn from each other. Sensing that the senior management team functions as a unified team with a clear sense of purpose is important to all staff.

## **Community Leaders Told Us...**

In-depth interviews conducted with individuals representing various constituencies reinforce many of the perceptions and concerns voiced by library staff and board members. Leaders shared the opinions voiced by internal stakeholders:

- The library is respected and well-managed;
- The CBCPL is valued for its programs and services for young children and families;
- The CBCPL represents excellent value for the tax dollars it receives;
- Its role as a provider of literacy services is extremely important;
- The library's role in providing access to technology will continue to be important for those who cannot afford to have computers and Internet service in their homes;
- Libraries have an opportunity to serve as community centers in places where no other organization meets this need;
- Information and research roles are important;
- The library is a free source of information and entertainment.

Leaders shared their perceptions of the trends that are occurring locally. They identified **demographic** shifts, including:

- Population growth in places such as Monroe and Adair Village
- Growth in outlying areas could result in loss of identity in communities which meld into one another
- Reduced number of students in the schools (75% of households in Corvallis do not have children)
- Increasing retiree population
- Increasing cultural diversity—i.e. the Hispanic community and a larger Japanese population
- Possible losses and population shifts due to workforce reduction at Hewlett-Packard.

**Economic** trends include:

- More intense competition for government funding will reduce the library's opportunities
- Because of the inadequate amount of funding for the Library Service District and the fact that most of the revenue is generated in Corvallis, Corvallis will continue to drive decisions regarding service provision in the county, and there will continue to be unmet needs in rural communities
- Pressure on schools to cut costs will generate concerns about quality of education
- The urban growth boundary alters the character of the region
- The library will have to step up advocacy and marketing of services so that it will be viewed as necessary and essential

- Longer term presence of OSU with its science and technology orientation will continue to attract high-tech companies
- Support from private donors may erode as their assets are reduced
- The board of the Museum is launching a capital campaign—a decision to move forward could have an impact on other non-profits.

**Social** trends include:

- More people will stay at home (“staycationing”) and look to local resources to satisfy needs and interests
- To support sustainability, people will want to reduce local travel by using resources from their homes—this trend will generate more use of the library’s online resources
- People will use the library more in the face of economic adversity
- There will be greater need for the library to provide useful information that helps people solve their real life problems
- A continuing interest in sustainability will affect operations and collection development
- The library will have to partner with other organizations and become more flexible and mobile.

## **The Public Told Us...**

Three hundred telephone interviews were conducted with randomly selected 300 households in Benton County—200 in the City of Corvallis and 100 in outlying areas. Each interview lasted approximately 12 minutes, and the CBCPL was identified as the sponsor of the study. Both library users and non-users were eligible to participate as long as they were eighteen years old or older.

### **Customer Use**

- 68% of all respondents reside in Corvallis, 13% in Philomath, 12% in Monroe, and 9% in Alsea
- Approximately three-quarters of respondents have a library card
- 65% of 300 survey participants have used the CBCPL 3+ times in the past twelve months and were classified as “library users” or “library customers”
- CBCPL has a substantial base of “heavy” users with 33% of current customers reporting that they have used the library 26+ times in the past 12 months
- Corvallis is the facility used most frequently by 74% of current customers
- Women and families with children are the most likely to use their public library
- Checking out books for leisure reading, getting materials for entertainment, and getting information for personal interests and hobbies are the three reasons survey participants most frequently use the library
- 66%+ of the respondents who access library services have never used nine of the services or programs explored in the study—suggesting that there is an opportunity for the library to market a broader range of services that might be of interest to both users and prospective users
- Even though the survey demonstrates a high level of support for the educational role of the library, only 31% of current library users report that they use the library to access information for school or work
- The three primary reasons that non-user respondents don’t access library services are that they (1) don’t have time, (2) obtain reading materials from other sources, and (3) don’t read a lot

- In the future, survey respondents anticipate having a greater interest in library services online, downloadable materials, fiction, DVDs and programs and services for seniors.

### **CBCPL Customer Profiles**

- 11% of library users are between the ages of 18-35, 56% are between the ages of 36-65, and 33% are 65+ years old
- 12% of current library customers have a child under the age of 6
- 25% have a child between the ages of 7 and 17
- 28% of Library users are male and 72% are female
- 10% of library customers reside in Alsea, 72% in Corvallis, 8% in Monroe, and 11% in Philomath
- 61% of current library customers and 23% of non user respondents have visited the CBCPL website and have been generally satisfied with the experience
- 47% of the library customers who have visited the website have used the site to get access to databases
- 50% of current customers have used a home or office computer to access online databases.

### **Customer Satisfaction**

- Library users demonstrate the highest level of satisfaction with services and programs that involve direct interaction with staff, such as reference services, and with staff attributes, such as courtesy and professionalism
- Current customers demonstrate fairly high levels of satisfaction with facilities—particularly with the cleanliness of the facilities and overall environment of their libraries
- Library users in outlying areas tend to be less satisfied with their library facilities than those accessing services in Corvallis

## Community Support

- The two most important roles the CBCPL can play in the communities it serves are to be a source of reliable information and to provide educational support
- 97% of all respondents totally agree or strongly agree that the public library plays an important role in their community
- 85% of all respondents believe that it is important for the library to have sufficient funding in the future to expand and enhance services.

## Teens Told Us...

*NOTE:* The focus group was composed of seven teenagers who knew each other from spending time together at the library and sharing an interest in video games. The group did not include any teens who use the branch locations nor did participants represent the many market segments found in most high schools. If the CBCPL decides to develop additional services for teens, it would probably be advisable to conduct additional research to solicit input from a broader spectrum of the teen population.

The teens in the focus group said that they:

- Generally feel welcome and respected when they come to the library
- Like the library environment and sometimes use it as a place for quiet reading and study
- Appreciate having their own space, but do not want young children or older people in the space
- Believe that they are not supposed to go into the children's area or the adult area
- Perceive that they do not get their "share" when their space and staff is compared with younger children and adults
- Use the school library sometimes, but use it in a different way than they use the CBCPL
- Rarely use the library to access the Internet
- Like the magazine collection
- Read books they take out from the library and want an expanded book collection

- Are most interested in the games and Manga
- Want food to be available
- Recommend that the library market its services to students using school distribution systems
- Think that the library should use email to reach teens—but not by text messaging
- Would be interested in additional programs for teens—especially music and other subjects of interest to them.

### **Young Professionals Told Us They:**

- Enjoy the environment and feeling of the library
- Believe the staff is very friendly and offers excellent customer service
- Think the library is important in the community because it offers free materials, supports education and learning, and actually helps attract new residents because it contributes to the overall quality of life
- Are impressed by the depth and quality of the collection which makes it possible to explore new interests without buying books
- Also appreciate the non-print collections—CDs, DVDs, downloadables, etc.
- Would like to have an expanded collection of music CDs
- Believe that business services are important and will be more important as the interest in entrepreneurialism continues to grow
- Think the quality of technology available at the library is not good enough for it to compete with OSU as the technology center
- Understand individuals associated with OSU and the general public can take advantage of resources available through the University—including databases
- Have been disappointed with the WIFI access at the library, and several participants have experienced difficulty using it

- Have accessed the CBCPL website and use it to check the online catalog, reserve books and check their accounts
- Would like to see the library become a reliable source of information about the community
- Would appreciate receiving information about library programs and services via permission email—would not want to receive text messages
- View volunteering at the library, spending time in the library, and attending library events as a break from their professional or academic endeavors
- Would be interested in having more programs targeted for their age group, and the library should consider doing further research to identify topics that would be of greatest interest.

## **Choosing the Best from Many Good Ideas**

The consulting team uses a “litmus test” when evaluating the appropriateness of a possible new strategic direction. The test poses a number of critical questions:

- Is it practical and actionable?
- Does it address multiple goals?
- Does the library have the necessary financial resources?
- Does the staff have the necessary expertise to undertake the proposed initiative?
- Does it provide a favorable return on investment?
- Does it offer opportunities for community partnerships?
- Does it satisfy identified community needs?
- Does it reflect city and county planning objectives?
- Does the initiative promote internal efficiencies?
- Does it help market and brand the library?

## Looking Forward: Ten Strategic Initiatives

### **A. Board Advocacy and Partnerships: Strengthen the capacity of the CBCPL Board to advocate for the library and to cultivate partnerships**

#### **Challenge**

The Corvallis-Benton County Public Library has dedicated, respected, and skilled individuals serving on its Board. The Board's support for this strategic planning initiative suggests that it is committed to serving and making a significant contribution to the library. However, research conducted among Board members themselves indicates that the Board would like a better defined role and sense of purpose and direction. Conversations with community leaders seem to indicate that much of the work done by the Board is not visible externally.

#### **Opportunities**

- Members of the Library Board are well-positioned to have an even greater impact on the success of the library by increasing the visibility of the Board as a whole and of individual members with key external constituencies and with the CBCPL staff
- Board members should be prepared to leverage personal, professional and business connections to ensure that the library continues to receive adequate funding and to assist the library in entering into favorable partnerships with other organizations
- The Board can help elected officials who appoint board members to identify skill sets needed and gaps in representation that would broaden board membership and benefit the library system.

#### **Priority Responses**

- Research the ways in which boards function in similar libraries and use the information to adopt best practices and to create a new vision and role for the CBCPL Board
- Craft a strategic plan for the Board that supports new strategic directions detailed in the 2010-2015 plan
- Assess the professional skills and "connections" of board members to help elected officials strategically appoint new members who are representative of the whole community

- Institute a procedure whereby the Board participates in an annual Board retreat and self-assessment of its performance
- Provide the Board as well as library supporters in Alsea, Monroe, and Philomath with a formal training program that focuses on advocacy training
- Identify more occasions when Board members can communicate directly with elected officials regarding the accomplishments and needs of the library
- Collaborate with the Friends of the Library Board and the Foundation Board to ensure all three groups are working together to support new strategic directions for the CBCPL.

### **Additional Responses**

- Increase opportunities for Board members to become better informed about the CBCPL and about the current over arching trends and issues in public library service
- Develop strategies for the Board to have more visibility with library staff.

**B. Staffing: Expand current staffing levels to ensure safety and quality and to satisfy growing demand, and create a succession plan for future leadership**

**Challenge**

The need for "more staff" was the highest ranked concern in the employee survey. Even though library use has increased steadily over the past five years, staffing has only increased from 45.8 FTE in 2005 to the present level of 46.7 FTE. This is well below the level for the 18 peer libraries serving populations of 50,000 to 100,000 with similar circulation figures (ranging from 1.2 million to 1.8 million) that supplied information to the Public Library Data Service, published annually by the Public Library Association. Specifically, in the PLDS report for 2008, CBCPL ranks 16<sup>th</sup> among the 18 peer libraries with 45.8 FTE (at the time of the report, now 46.7) vs. an average of 68.1 for the other reporting libraries.

The CBCPL is in the middle ranks of population served and circulation (#5 and #7); by far #1 in physical visits; and near the bottom in terms of staffing, ranking #16 out of 18 in FTE.

<b>Name of Library</b>	<b>Population</b>	<b>Circulation</b>	<b>FTE</b>	<b>Visits</b>
Waukesha, WI	97,099	1,413,122	41.3	479,274
Fairfield OH	95,844	1,384,187	66.0	664,736
Rochester Hills MI	92,363	1,613,340	64.3	Not reported
Palatine IL	89,950	1,686,348	73.2	643,648
<b>CBCPL</b>	<b>84,125</b>	<b>1,481,103</b>	<b>45.8</b>	<b>813,055</b>
Iowa City IA	84,081	1,395,987	57.6	680,568
Carmel Clay IN	78,000	1,688,773	68.6	555,346
Champaign IL	75,264	1,786,773	73.1	654,627
Anderson, IN	74,719	1,786,773	73.1	587,532
Appleton, WI	72,158	1,392,168	53.9	533,291
West Bloomfield, MI	71,579	1,681,312	49.8	Not reported
Williamsburg VA	70,000	1,224,520	89.0	654,070
Hoover, AL	69,000	1,404,302	66.6	602,628
Willoughby, OH	66,807	1,423,436	66.0	658,216
Greenwich, CT	62,751	1,384,239	97.6	674,793
Ames, IA	61,539	1,361,538	43.8	459,000
Middle Country NY	60,679	1,348,936	137.7	535,033
Euclid, OH	51,593	1,307,826	58.6	495,820
Total	1,357,551	26,764,683	1226.0	9,691,637
<b>Average</b>	<b>75,420</b>	<b>1,486,927</b>	<b>68.1</b>	<b>605,727</b>

Research during the planning process frequently referenced insufficient staff to

- maintain customer service standards
- provide safe environments for customers and employees
- address continuing demands from customers with high expectations.

Of great concern is the fact that two branches as well as the bookmobile are single person operations—a situation that raises serious security and safety issues as well as questions regarding hours of operation and other factors affecting customer service. At the Corvallis Library, service points such as the Youth Services Desk are frequently staffed by only one person at night or on weekends which can be problematic if a security problem arises.

Library administration has sought to compensate for the staff shortage using a variety of techniques. These have included the use of a large number of volunteers—sometimes for jobs which some employees think should be performed by library employees. These techniques have also included a heavy reliance on committees to handle responsibilities traditionally assigned to specific personnel.

Additionally, members of the senior management team handle multiple management responsibilities. For instance, the deputy director who oversees the services at the Corvallis Library is also called upon to manage extension services and deal with personnel issues. Adult services staff is challenged to provide reference services, participate in collection development, weed the collection, and serve on committees such as the website committee. Youth services staff is responsible for planning and presenting the large number of programs for which the CBCPL is so well known as well as staffing their service desk and participating in collection development.

An additional challenge lies ahead for the CBCPL. Most of the members of the Senior Management Team are approaching retirement age. There is no succession plan in place to guarantee that the library will have staff with the necessary experience to fill the leadership voids that are likely to occur. The lack of cultural diversity on the library staff was also an issue raised during the information gathering process.

## **Opportunities**

- Enhance services based on the considerable achievements and skills of the highly motivated, courteous, and productive CBCPL employees
- Improve service to customers accessing the library at branch locations or on the bookmobile
- Address management needs in critical areas including technology and marketing and community relations

- Increase connections with ethnic populations by providing trained staff to assist new customers overcoming language or cultural barriers to use the library
- Retain talented, young library professionals
- Gain a better understanding of future staffing requirements.

### **Priority Responses**

- Conduct an audit of current employees to identify future staffing needs
- Secure the necessary funds to hire a sufficient number of staff to achieve acceptable professional staffing levels and to provide services needed by the public, commensurate with staffing levels in peer libraries
- Expand the staff in Alsea, Monroe, and on the bookmobile by adding one additional employee at each location (requires three additional staff)
- Create job descriptions for a manager to oversee digital library services and a staff member responsible for marketing, event planning and community relations
- Identify “stars” on the staff at the present time and develop a plan for nurturing their abilities
- Identify training needs for every employee and a plan for addressing those needs
- Commit to filling future vacancies by training existing staff and encouraging the completion of MLS degrees
- As opportunities occur, strive to create more diversity on the staff with regard to ethnicity, gender, and age.

### **Other Responses**

- Continue to offer market-worthy salaries and benefits for staff at all levels to remain competitive with peer libraries, reduce turnover, and attract a skilled and diversified workforce
- Consider developing a mentoring program for young librarians, perhaps in cooperation with librarians in similar institutions
- Continue offering internships in cooperation with graduate library school programs

- Make more effective use of the Intranet for sharing of information among library staff
- Re-institute the staff newsletter to facilitate timely and consistent communication throughout the system
- Boost staff morale by developing a suggestion award system, recognition program, and an internal blog.

## **C. Technology: Meet and exceed customer expectations for access to up-to-date, reliable technology at the library**

### **Challenge**

The CBCPL as well as public libraries across the country are challenged to find the human and financial resources to keep pace with the changes taking place in technology. Decisions regarding the selection of equipment and software have significant financial implications. Libraries are challenged to balance the allocation of funds for technology with the amount that is dedicated to print materials.

Librarians know it's a "Google" information world. Google and other search engines are magnets for customers who require on-demand information. Newspapers have lost readership to news providers such as [www.msnbc.com](http://www.msnbc.com). The World Wide Web is increasingly more complex, commercial, and controversial. Popular Internet websites such as Amazon.com and other retailers have built high customer expectations for online services such as personal account management, reading lists, recommendations, online payments, and more. Most public libraries, including the CBCPL, lack the resources to go toe-to-toe with such corporate giants, but must establish a compelling online presence with a customer-focused website.

The research suggests that providing access to reliable technology is an important role for the CBCPL. Even in tech-savvy Benton County, there are residents who cannot afford to purchase computers or Internet access. Additionally, there are residents who live in more remote areas where Internet access is very limited or where DSL is not an option. The research also suggests that in the future, library customers anticipate conducting more business with the library online. Traditionally difficult to reach populations such as teens and young professionals would prefer that the library push information out to them using email and expect the library to use social networking as a marketing tool.

At the present time, the CBCPL has one staff person who is dedicated  $\frac{3}{4}$  of the time to maintaining current technology, providing training, implementing new technology initiatives, and interacting with the Corvallis MIS staff who maintain the staff network and are the technical backbone. Looking ahead, the library has to be prepared for an even greater demand for technology access and service amenities that are provided to customers when and how they want them.

### **Opportunities**

- Improve positioning as a local information provider and build on the CBCPL's reputation for high quality customer service
- Use library technology to fill the void created by technology limitations of the schools
- Use technology to leverage the library's reputation as a reliable source of information

- Use technology and online resources available at the library to better serve residents outside of Corvallis
- Use technology to cultivate tech-oriented population segments.

### **Priority Responses**

- Secure the funds required to establish and staff a Technology Work Group focused on library-specific areas (requires two additional staff), with responsibility to:
  - Maintain current public and library-specific technology
  - Provide staff and public training on library-specific technology
  - Research and advise library management and staff on new developments in information technology affecting the library and its users, and plan for and implement these developments
- Re-evaluate the budget for technology to ensure it is sufficient to keep pace with changes and increased usage
- Work with City MIS to assure that tech support is readily available 100% of the hours that libraries are open
- Provide staff with training that will enable them to do tech troubleshooting in specified situations where advanced skills are not required
- Adopt strategies that will help the library move away from hard wiring to wireless
- Address complaints of current customers that WIFI access is inconsistent
- Select 8-10 libraries with established reputations for excellence in technology and learn what steps they have taken to become leaders in the field
- Bundle, brand and market all technology and electronic resources—especially since this has not been done at the state level
- Establish technology training goals for all job classifications
- Develop the website as a user-friendly route to the best available online subscription and Web resources, and an even more sophisticated tool for self-managing library accounts on a 24/7 basis.

### **Other Responses**

- Assess capacity of the library to satisfy the needs for adaptive technology among growing number of senior citizens using facilities and other special needs groups

- Consider forming an ad hoc technology task force comprised of community members with expertise in information technology
- Include technology expertise in skill set needed for potential board members
- Explore the use of webinars and podcasts for staff training for replicating successful programs in more than one facility
- Consider the possibility of making laptops available to customers in the library.

## **D. Educational Partnerships: Leverage role as an educational partner to better serve school age children**

### **Challenge:**

Research with all constituencies demonstrates that the CBCPL is widely respected for the programs and services that it provides for children and for the support that it provides for education, literacy and reading. The research also suggests that in the face of looming school budget cuts, there are concerns about the overall quality of education and about the impact of further reduction in the allocations for school library services.

### **Opportunities**

- The CBCPL is well-positioned to capitalize on the excellence of its collections, programs and services for youth and on the experience and expertise of its youth services staff
- The library can increase its value to the community by filling a gap that exists with library and information literacy instruction for school age children
- The CBCPL can increase the value of bookmobile service by providing additional services to school age children.

### **Priority Responses**

- Package and sub-brand current programs and services for school age children so that the library can market programs and services that boost academic success to parents, educators, and students
- Initiate discussions with city government and the school districts about the possibility of a school-library liaison position on the Library Board or school boards
- Conduct training programs for classroom instructors that 1) provide information about programs and services that are available to them and to their students and 2) motivate them to refer their students to the CBCPL for help with homework and research assignments.

### **Other Responses**

- Longer term, explore the possibility of developing a position for a coordinator of services for school age children
- Re-vamp the bookmobile schedule to include more stops at schools

- Develop a year-round reading program
- Use research conducted elsewhere to develop a presentation on the economic impact of summer reading and make presentations to elected officials, school boards and administrations, teachers, and parents
- Develop a portal on the website for parents and classroom instructors
- Establish goals for increased card registration for school age children and increased participation in summer reading.

## **E. Outreach: Increase the bookmobile's effectiveness in supporting the CBCPL's strategic plan**

### **Challenges**

Part of the strategic planning process involved an analysis of the role of the bookmobile. The research reveals that the bookmobile is a popular service which has the potential of being an even greater asset for the CBCPL. In order to gain a better understanding of the current productivity of the bookmobile and to develop a return on investment analysis, the consulting team benchmarked the CBCPL bookmobile with bookmobile services of thirteen other libraries across the country.

The total cost per year for operating the CBCPL bookmobile is \$116,197, which includes annual contributions to reserves for eventual replacement. The bookmobile circulates 18,969 items per year to 884 card holders. This represents 1.27% of the library's total circulation and 1.76% of the library's total number of cardholders. The cost per item circulated on the bookmobile is \$5.39 which is one of the highest among the peer libraries that were benchmarked. The cost per item circulated for CBCPL exclusive of the bookmobile is \$2.23. The findings suggest that new approaches should be developed to increase the usage of and thus value of the bookmobile and improve the current return on investment.

### **Opportunities**

- Provide better access to public library services for residents who do not live in close proximity to a library facility
- Increase the visibility of the CBCPL by capitalizing on the marketing potential of bookmobile service
- Identify the latent demand for enhanced library services in specific geographic areas by analyzing bookmobile use
- Provide improved library services to school-age children who attend schools where funds for libraries have been reduced.

### **Priority Responses**

- Create a strategic plan specifically for the bookmobile in order to better define the roles of the bookmobile and to better support new strategic directions of the CBCPL. Such a strategic plan would explore:
  - Partnerships
  - Ongoing analysis of bookmobile visitation and circulation for each stop

- Programming
  - Scheduling
  - Selection of locations
  - Marketing
  - Alternate outreach service models
  - Alternate types of vehicles
- Expand the staff of the bookmobile to ensure employee safety and to improve customer service
  - Implement immediate short term changes to enhance bookmobile service including discontinuing low use stops, instituting evening hours, making the printed schedule more customer friendly, and pilot testing the effectiveness of children's programming.

## **F. Public Relations: Branding and marketing: putting Corvallis-Benton residents “in the know”**

### **Challenges**

All phases of the research study point to the fact that the CBCPL has not launched a consistent branding and marketing campaign. Community leaders and the general public do not know enough about the services available through the public library to take full advantage of all that it has to offer. Valuable resources and services of the library are under-utilized—particularly electronic resources and recently introduced services such as WIFI. This finding is consistent with studies conducted in numerous states and explains the greater emphasis on creating branding and marketing programs at the local, state, and national levels that will motivate diverse constituencies to explore their library.

In the past, the CBCPL had not had a person on staff dedicated to providing public information and addressing the marketing requirements of the system as a whole as well as individual locations.

### **Opportunities**

- Capitalize on increased awareness of the importance of marketing on the part of the Board and the staff
- Attract new library users and supporters
- Increase the visibility of infrequently accessed resources
- Solicit the support of regional advertisers in corporate underwriting opportunities
- Create marketing efficiencies by exploring the introduction of newer technologies.

### **Priority Responses**

- Create a strategic marketing plan that supports the goals set forth in the new long-range strategic plan
- Create a professional quality logo and design system that will appeal to all age groups and articulate the library’s mission and vision
- Create a new job description for an individual with marketing and PR experience and secure funding for the position (requires one additional staff person).

## **Other responses**

- Integrate training programs on branding and marketing to educate staff about new branding and marketing projects
- Encourage staff attending library conferences to take advantage of programs on branding and marketing
- Package and sub-brand existing service lines including those for seniors, teens, school services, and the new virtual library, etc.
- Include marketing and public relations in skill set needed for potential board members.

## **G. Service and Access: Create efficiencies to give customers more materials, faster**

### **Challenges**

The research demonstrates that residents of Benton County rely on their public library to be a source of free materials including books, movies, and music. This role is especially important during an economic downturn such as the one the country is currently experiencing. Customers appreciate and take advantage of the service that makes it possible to place holds on books, but complain about the long lists for popular titles.

In order to maximize available staffing resources and sustain customer satisfaction, the CBCPL should institute new practices for selecting and processing new materials. The current method in which materials are selected is fragmented and the procedures in place for ordering and cataloging are labor intensive and don't reflect some of the best practices in use in other libraries.

### **Opportunities**

- Address the customer demand for popular materials
- Position the library to compete with vendors such Netflix and Amazon.com
- Reduce the long lists of customers waiting to get popular titles
- Create efficiencies which will free up staff to perform other duties
- Eliminate tasks that are labor intensive and no longer necessary.

### **Priority Responses**

- Evaluate products and services offered by vendors and identify those which will expedite ordering and processing and reduce costs and solicit proposals from the vendors who best satisfy the CBCPL's needs
- Interview tech services staff in other libraries which have successfully migrated to the use of more vendor services to learn from their experiences
- Consolidate all selection and processing responsibilities so that they are under a single manager
- Expand current standing order procedures
- Examine current procedures for ordering additional copies of popular titles in order to reduce the lag time

- Discontinue the practice of labeling and binding individual issues of periodicals
- Adhere to the newly adopted retention schedule for periodicals which is one year plus the current year
- Discontinue the practice of applying Dewey numbers to music materials.

## **H. High Quality Collections: Adapt a more holistic approach and consistent procedures for sustaining collection quality**

### **Challenges**

The depth and breadth of the CBCPL's collection is one of its most important assets. The community and the staff attach a high level of importance to maintaining a superior collection and the library remains a source of reliable information. The library currently spends \$9.56 per capita for materials—an amount that exceeds the amount spent by many peer libraries. However, in the context of a static budget situation, the challenge will be to continue to spend available funds as prudently as possible.

### **Opportunities**

- Satisfy the increased appetite for library materials generated by the economic downturn
- Make informed decisions about the best way to spend available funds so that the collection will remain one of the most important assets of the library.

### **Priority Responses**

- Conduct annual assessments and make collection development decisions incorporating
  - Circulation statistics for adult vs. juvenile, specific subjects, genres, or formats
  - Identified collection gaps
  - Trends
- Assess and standardize procedures for weeding including considerations related to recycling and sustainability
- Sustain the quality of the reference collection by aggressively weeding the collection to eliminate outdated or infrequently used materials, by encouraging the use of reference titles now available online, and by maintaining a regular schedule for updating titles through standing order procedures
- Adopt a comprehensive collection development plan for the entire library that includes guides for:
  - All formats
  - Retention of materials that reflect the fact that the library is not an archival or research-based library but does serve a highly educated populace
  - Acquiring out-of-print materials
  - Budget allocations for replacements

- Materials for older adults, non-English language speakers, hearing or sight impaired individuals, and others with special needs
- Compute the Return On Investment for databases in order to make informed management decisions
- Explore instituting floating collections at all library locations
- Re-evaluate current budget practice of automatically increasing the amount for new materials at the same percentage for all subject areas
- Consider the practice that is being employed by more libraries (and in the children's collection at CBCPL) of interfiling more reference titles with the regular collection.

## **I. Facilities: Maximize available space and anticipate future needs for additional space**

### **Challenge**

An important component of the strategic planning process has been assessing the adequacy of the CBCPL's current space, evaluating the effectiveness of the way in which space is being used at the present time, and finally determining if and when the library might need additional space. The most efficient allocation of library space is an ongoing challenge because community needs change, technology evolves at a rapid pace, and the introduction of new formats and collections must be accommodated. Anticipating future space requirements or deciding whether or not to recommend new construction or renovation projects are among the most serious responsibilities of staff and board members.

The library in Corvallis is a beautiful, well-maintained facility, in an attractive, convenient location. However, the input from staff and the general public indicate that way finding is difficult, and the general traffic flow is not customer friendly or efficient for the people who work there every day.

Alsea is an attractive new facility and an enormous source of pride. Tremendous community support went into getting the library built. Even though Alsea has created a fund to support the costs of maintenance and repair as the building ages, the amount in the fund is not adequate.

Monroe is a small, hopelessly over-crowded branch. Land has been purchased and design explorations for a new building have begun. The community must now raise the funds for construction, and the CBCPL must anticipate the costs of furniture, shelving and opening day materials.

Philomath has experienced a steady growth in circulation and customer use. In the short term, strategies are needed to remedy the crowded conditions. In the long term, the City of Philomath has to plan for the need for a much larger facility by initiating a full building program.

Finally, the CBCPL must address the issue of expanding services in areas that the staff and board perceive are under-served. The areas identified in the research are South Corvallis and Adair Village.

### **Opportunities**

- Improve the quality of services in communities where there are currently inadequate facilities
- Enhance the experience of customers using the Corvallis Library

- Encourage the Alsea community to continue to raise funds to provide for future maintenance of the library
- Test the latent demand for library services in areas perceived to be under-served without incurring major construction costs by securing unused space in existing facilities
- Plan for greater demand for library services in Corvallis by determining what would be the best possible use for the land adjoining the library
- Capitalize on enthusiasm of some members of the Foundation Board who want to begin raising funds for a capital expansion.

### **Priority Response**

Develop a building program plan with a budget and timelines.

## **J. Going Forward: Achieve even higher levels of service**

### **Challenge**

All of the research that provides the foundation for the CBCPL's 2010-2015 Strategic Plan indicates that the library is highly valued by residents of the communities it serves, has forged a productive working relationship with financial supporters, and is respected by other library professionals.

The challenge is for the leadership of the CBCPL to continue setting even higher standards and expectations. The Board and senior management also have to persuade city and county supporters that they should encourage the library to develop and launch new concepts in service delivery. The potential exists for it to become an organization committed to continuous improvement. The staff has demonstrated its desire to move the library forward. All that is required is a culture and environment that fosters and recognizes innovation, entrepreneurialism, and creative thinking.

### **Opportunities**

- Truly become “the best library”
- Continue to contribute to the quality of life for residents
- Move even higher in performance rankings
- Recruit superior talent to fill the leadership gaps left by retiring staff
- Continue to attract the most talented individuals possible to serve on the Foundation, Friends, and Library Boards.

### **Priority Responses**

- Reflect the city's values of sustainability, diversity, customer engagement, and cost effectiveness in future decisions regarding service delivery
- Create a “data center” for the library where internal and external information pertaining to services is amassed and continuously analyzed and used by library management and the Board to make key decisions
- Make more effective use of library performance data to demonstrate the positive impact that the CBCPL has on economic development in the city and county

- Collaborate with other city and county departments to take advantage of technology to develop a better profile of the library's customer base—i.e. use GIS software to map the locations of current library cardholders
- Cultivate a new attitude among staff and library management that defuses the current emphasis on process while respecting the need for all to be heard
- Consider forming an “internal think tank” composed of employees who want to be futurists and have a keen interest in trends and new ideas, and charge them with the responsibility of feeding the Board and management staff information about what is happening in the public and private sectors that will affect the future of public libraries.

**APPENDIX #1**  
**PURPOSE STATEMENTS**  
**LIBRARY BOARD**  
**FRIENDS OF THE LIBRARY BOARD**  
**LIBRARY FOUNDATION BOARD**

**LIBRARY BOARD**

(from *CORVALLIS MUNICIPAL CODE 1.16.220*)

1. A Corvallis-Benton County Public Library Board is hereby created.
2. The Board shall consist of ten members. Five shall be appointed by the Mayor. The Benton County Board of Commissioners shall appoint five members to the Board.
3. The Board shall advise City Council on all matters pertaining to the operation, expansion, and level of service provided by the library. In addition, the Board shall have all of the powers and duties authorized by state and city laws.
4. This Chapter shall not be construed to prevent those members of the Board appointed by the Board of Commissioners of Benton County, Oregon, from acting simultaneously as the County Library Board under state law.

**FRIENDS OF THE LIBRARY BOARD**

(from *CONSTITUTION OF THE FRIENDS ARTICLE II, SECTION 1*)

The purpose of this organization shall be to maintain an association of persons interested in libraries; to focus public attention on library services, facilities, and needs; to strengthen and expand library services, and to stimulate the use of the library facilities as a resource center for the community.

**CORVALLIS-BENTON COUNTY PUBLIC LIBRARY FOUNDATION**

(from *ARTICLES OF INCORPORATION, ARTICLE II, SECTION 2*)

The purposes for which the corporation is organized are:

Without limiting the generality of the foregoing, this corporation shall have the following purposes:

- A. The benefit and support of the Corvallis-Benton County Public Library of the County of Benton, Oregon, branches and its successors, by providing goods and services which include but are not limited to the following: books and other library materials, buildings, facilities, equipment, monies, endowment funds, and other real and personal property, or grants for any such purposes.
- B. The principal purposes of this corporation shall be to provide for services and facilities over and above the annual funding, pursuant to its budget, which the County of Benton and the City of Corvallis provides the Corvallis-Benton County Public Library, but not to provide funds which can or will be substituted by the County of Benton and City of Corvallis for its traditional tax funding of the library. The provision of services and facilities, in each instance, shall be wholly within the discretion of the Board of Directors of this corporation.

## APPENDIX #2

### STRATEGIES CHARTS

Page number references to plan narrative

***A. Board Advocacy and Partnerships: Strengthen the capacity of the Library Board to advocate for the library and to cultivate partnerships.***

<b>Strategy A: pp. 33-34</b>	<b>Responsible</b>	<b>Date</b>	<b>Priority</b>	<b>Budget Implications</b>
1. Research the ways in which boards function in similar libraries and use the information to adopt best practices and to create a new vision and role for the CBCPL Board	Board Committee, Management, and Board as a whole	2009-2010	Medium	No
2. Draft a strategic plan for the Board that supports new strategic directions detailed in the 2010-2015 plan	Board and Management	2009-2010	High	Under \$2,500
3. Assess the professional skills and “connections” of board members to help elected officials strategically appoint new members who are representative of the whole community	Board and Management	Ongoing	Medium	No
4. Institute a procedure whereby the Board participates in an annual Board retreat and self-assessment of its performance	Board, Management, Facilitator	Begin Spring 2010	High	Under \$1,000
5. Provide the Board as well as library supporters in Alsea, Monroe, and Philomath with a formal training program that focuses on advocacy training	Management and Facilitator	Fall 2010, then biennially	High	Under \$2,500
6. Identify more occasions when Board members can communicate directly with elected officials regarding the accomplishments and needs of the library	Board and Management	Ongoing	High	No
7. Collaborate with the Friends of the Library Board and the Foundation Board to ensure all three groups are working together to support new strategic directions for the CBCPL.	Board, Friends Board, Foundation Board	Begin Fall 2009	High	No
8. Increase opportunities for Board members to become better informed about the CBCPL and about the current overarching trends and issues in public library service and to have more visibility with library staff.	Board and Management	Begin Fall 2009	Medium	No

***B. Staffing: Expand current staffing levels to ensure safety and quality and to satisfy growing demand, and create a succession plan for future leadership***

<b>Strategy B: pp. 35-38</b>	<b>Responsible</b>	<b>Date</b>	<b>Priority</b>	<b>Budget Implications</b>
1. Conduct an audit of current employees to identify future staffing needs	Management and Staff	2010	Medium	No
2. Secure the necessary funds to hire a sufficient number of staff to achieve acceptable professional staffing levels and to provide services needed by the public, commensurate with staffing levels in peer libraries	Management, Board present to Budget Commission and City Council	2010-2015	High	Major: Over \$200,000
3. Expand the staff in Alsea, Monroe, and on the bookmobile by adding one additional employee at each location (requires three additional staff)	Management, Board present to Budget Commission and City Council	2010-2012	Very High: Safety Issue	Major: \$100,000-\$200,000
4. Create job descriptions for a manager to oversee digital library services and a staff member responsible for marketing, event planning and community relations	Management	2009-2010	High	Reorganization of Existing Staff
5. Identify “stars” on the staff at the present time and develop a plan for nurturing their abilities	Management and Staff	2011	Medium	Under \$5,000
6. Identify training needs for every employee and a plan for addressing those needs	Management and Staff	2009, Ongoing	High	Incorporate in Present Training Budget
7. Commit to filling future vacancies by training existing staff and encouraging the completion of MLS degrees	Management and Staff	2009, Ongoing	Medium-High	Incorporate in Present Training Budget
8. As opportunities occur, strive to create more diversity on the staff with regard to ethnicity, gender, and age	Library Management, City Management	2009, Ongoing	High	Under \$2,500
9. Continue to offer market-worthy salaries and benefits for staff at all levels to remain competitive with peer libraries, reduce turnover, and attract a skilled and diversified workforce	Library Management, City Management, Support from Council	Ongoing	High	Normal Budget Process
10. Consider developing a mentoring program for young librarians, perhaps in cooperation with librarians in similar institutions and continue offering internships in cooperation with graduate library school programs	Management, Staff, Other Colleagues	Ongoing	Medium	No
11. Make more effective use of the Intranet for sharing of information among library staff	Management, Staff, City MIS Staff	2010	Medium	Under \$1,000

12. Re-institute the staff newsletter to facilitate timely and consistent communication throughout the system	Staff volunteering to take this on	2010	Medium	No
13. Boost staff morale by developing a suggestion award system, recognition program, and an internal blog.	Library and City Management and Staff	2011	Medium	Under \$2,500

***C. Technology: Meet and exceed customer expectations for access to up-to-date, reliable technology at the library***

<b>Strategy C: pp. 39-41</b>	<b>Responsible</b>	<b>Date</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Secure the funds required to establish and staff a Technology Work Group focused on library-specific areas (requires two additional staff), with responsibility to: <ul style="list-style-type: none"> <li>o Maintain current public and library-specific technology</li> <li>o Provide staff and public training on library-specific technology</li> <li>o Research and advise library management and staff on new developments in information technology affecting the library and its users, and plan for and implement these developments</li> </ul>	Management, Board, Support from Budget Commission if necessary	2010	High	Currently attempting through reorganization
2. Re-evaluate the budget for technology to ensure it is sufficient to keep pace with changes and increased usage	Management, cooperation with City MIS and Finance	2010	Medium	Unknown at this time
3. Work with City MIS to assure that tech support is readily available 100% of the hours that libraries are open	Management, City MIS	2010	High	Unknown at this time
4. Provide staff with training that will enable them to do tech troubleshooting in specified situations where advanced skills are not required	Management, Staff, City MIS—in process now	2009 and ongoing	High	No
5. Adopt strategies that will help the library move away from hard wiring to wireless	Staff, City MIS—in process now	2009 and ongoing	High	Part of normal budget process
6. Address complaints of current customers that WIFI access is inconsistent	Staff, City MIS staff—mostly accomplished	2009	High	Already accomplished
7. Select 8-10 libraries with established reputations for excellence in technology and learn what steps they have taken to become leaders in the field	Management and staff	2011	Low	No
8. Bundle, brand and market all technology and electronic resources—especially since this has not been done at the state level	Management, staff, possible outside contractor	2011	Medium	Under \$5,000

9. Establish technology training goals for all job classifications	Management—in process now	2009	High	Incorporated in normal training budget
10. Develop the website as a user-friendly route to the best available online subscription and Web resources, and an even more sophisticated tool for self-managing library accounts on a 24/7 basis	Management, staff, vendor	2009 and ongoing	High	Unknown at this time
11. Assess capacity of the library to satisfy the needs for adaptive technology among growing number of senior citizens using facilities and other special needs groups	Management, staff, community partners	2011	Medium	No
12. Consider forming an ad hoc technology task force comprised of community members with expertise in information technology	Management, staff, community partners	2012	Medium	No
13. Include technology expertise in skill set needed for potential new board members	Management, board, appointing authorities	2009	Low	No
14. Explore the use of webinars and podcasts for staff training for replicating successful programs in more than one facility	Staff—already ongoing	Ongoing	Medium	No
15. Consider the possibility of making laptops available to customers in the library	Management, staff, City MIS, outside funders	2011	Medium	Grant or other outside funding

***D. Educational Partnerships: Leverage role as an educational partner to better serve school age children***

<b>Strategy D: pp. 42-43</b>	<b>Responsible</b>	<b>Date</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Package and sub-brand current programs and services for school age children so that the library can market programs and services that boost academic success to parents, educators, and students	Management, staff, possible consultant, school districts cooperation	2012	Medium	Under \$5,000
2. Initiate discussions with city government and the school districts about the possibility of a school-library liaison position on the Library Board or school boards	Board, management, school districts, appointing authorities	2013	Low-medium	No
3. Conduct training programs for classroom instructors that 1) provide information about programs and services that are available to them and to their students and 2) motivate them to refer their students to the CBCPL for help with homework and research assignments.	Management, staff, school districts buy-in, teacher interest	2011	Medium	Under \$2,500
4. Longer term, explore the possibility of developing a position for a coordinator of services for school age children	Management, staff, Budget Commission	2015	Low-medium	Over \$100,000

5. Revamp the bookmobile schedule to include more stops at schools	Management, staff, school districts buy in	2011	Medium	No
6. Develop a year-round reading program	Staff	2011	Medium	Under \$2,500
7. Use research conducted elsewhere to develop a presentation on the economic impact of summer reading and make presentations to elected officials, school boards and administrations, teachers, and parents	Management, staff	2010	Medium-high	No
8. Develop a portal on the website for parents and classroom instructors	Staff, some efforts already underway	2011	High	No
9. Establish goals for increased card registration for school children and increased participation in summer reading	Staff, school districts buy in	2011	High	Under \$2,500

***E. Outreach: Increase the bookmobile's effectiveness in supporting the CBCPL's strategic plan***

<b>Strategy E: pp. 44-45</b>	<b>Responsible</b>	<b>Date</b>	<b>Priority</b>	<b>Budget Implication</b>
<p>1. Create a strategic plan specifically for the bookmobile in order to better define the roles of the bookmobile and to better support new strategic directions of the CBCPL. Such a strategic plan would explore:</p> <ul style="list-style-type: none"> <li>○ Partnerships</li> <li>○ Ongoing analysis of bookmobile visitation and circulation for each stop</li> <li>○ Programming</li> <li>○ Scheduling</li> <li>○ Selection of locations</li> <li>○ Marketing</li> <li>○ Alternate outreach service models</li> <li>○ Alternate types of vehicles</li> </ul>	Management, staff, possible consultant	2010	High	Unknown at this time
2. Expand the staff of the bookmobile to ensure employee safety and to improve customer service	Management, Board, Budget Commission	2010-2012	Very high—safety issue	Addressed earlier in matrix
3. Implement immediate short term changes to enhance bookmobile service including discontinuing low use stops, instituting evening hours, making the printed schedule more customer friendly, and pilot testing the effectiveness of children's programming	Management and staff	2009-2010	High	Probably not

***F. Public Relations: Branding and marketing: putting Corvallis-Benton residents “in the know”***

<b>Strategy F: pp. 46-47</b>	<b>Responsible</b>	<b>When</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Create a strategic marketing plan that supports the goals set forth in the new long-range strategic plan	Management, consultant	2010	Medium	About \$10,000
2. Create a professional quality logo and design system that will appeal to all age groups and articulate the library’s mission and vision	Management, consultant	2010	Medium	Incorporate with marketing plan
3. Create a new job description for an individual with marketing and PR experience and secure funding for the position (requires one additional staff person)	Management, board, Budget Commission support	2013	Medium-low	Over \$100,000 with benefits
4. Integrate training programs on branding and marketing to educate staff about new branding and marketing projects	Management and staff	2011	Medium	No, incorporate in normal training budget
5. Encourage staff attending library conferences to take advantage of programs on branding and marketing	Management and staff	2009 and ongoing	High	No, incorporate in normal training budget
6. Package and sub-brand existing service lines including those for seniors, teens, school services, and the new virtual library, etc.	Management, staff, possible consultant	2010	Medium	Incorporate with marketing plan
7. Include marketing and public relations in skill set needed for potential board members	Management, board, appointing authorities	2009 and ongoing	Medium, have some of those skills on board already	No

***G. Service and Access: Create efficiencies to give customers more materials, faster***

<b>Strategy G: pp. 48-49</b>	<b>Responsible</b>	<b>Date</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Evaluate products and services offered by vendors and identify those which will expedite ordering and processing and reduce costs and solicit proposals from the vendors who best satisfy the CBCPL’s needs	Management, staff	2010, next RFP time	High	Probably not, likely incorporate in normal materials budget
2. Interview tech services staff in other libraries which have successfully migrated to the use of more vendor services to learn from their experiences	Staff	2009	High	No
3. Consolidate all selection and processing responsibilities so that they are under a single manager	Management	Not sure we want to do this at all	Low	No

4. Expand current standing order procedures	Management, staff	2009-2010	High	No
5. Examine current procedures for ordering additional copies of popular titles in order to reduce the lag time	Management, staff	2009-2010	High	No
6. Discontinue the practice of labeling and binding individual issues of periodicals	Management, staff	2009-2010	High	No
7. Adhere to the newly adopted retention schedule for periodicals which is one year plus the current year	Management, staff	Ongoing	High	No
8. Discontinue the practice of applying Dewey numbers to music materials	Management, staff	2010, ongoing	Medium	Under \$2,500

***H. High Quality Collections: Adapt a more holistic approach and consistent procedures for sustaining collection quality***

<b>Strategy H: pp. 50-51</b>	<b>Responsible</b>	<b>When</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Conduct annual assessments and make collection development decisions incorporating <ul style="list-style-type: none"> <li>o Circulation statistics for adult vs. juvenile, specific subjects, genres, or formats</li> <li>o Identified collection gaps</li> <li>o Trends</li> </ul>	Management	Begin 2009	High	No
2. Assess and standardize procedures for weeding including considerations related to recycling and sustainability	Management	Begin 2009	High	No
3. Sustain the quality of the reference collection by aggressively weeding the collection to eliminate outdated or infrequently used materials, by encouraging the use of reference titles now available online, and by maintaining a regular schedule for updating titles through standing order procedures	Management and staff	Now occurring, ongoing	High	No
4. Adopt a comprehensive collection development plan for the entire library that includes guides for: <ul style="list-style-type: none"> <li>o All formats</li> <li>o Retention of materials that reflect the fact that the library is not an archival or research-based library but does serve a highly educated populace</li> <li>o Acquiring out-of-print materials</li> <li>o Budget allocations for replacements</li> <li>o Materials for older adults, non-English language speakers, hearing or sight impaired individuals, and others with special needs</li> </ul>	Management and staff	Now underway	High	No

5. Compute the Return On Investment for databases in order to make informed management decisions	Management	2010	Medium	No
6. Explore instituting floating collections at all library locations (items stay where they are returned)	Management, staff	Explore in 2010	Medium-low	No
7. Re-evaluate current budget practice of automatically increasing the amount for new materials at the same percentage for all subject areas	Management, staff	Part of plan noted above	Medium	No
8. Consider the practice that is being employed by more libraries (and in the children's collection at CBCPL) of interfiling more reference titles with the regular collection.	Management, staff	2009	High	No

***I. Facilities: Maximize available space and anticipate future needs for additional space***

<b>Strategy I: pp.52-53</b>	<b>Responsible</b>	<b>When</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Develop a building program plan with a budget and timelines.	Management, staff, consultant, Community Library stakeholders	2011	High	Major, for Corvallis and Community Libraries

***J. Going Forward: Achieve even higher levels of service***

<b>Strategy J: pp.54-55</b>	<b>Responsible</b>	<b>When</b>	<b>Priority</b>	<b>Budget Implication</b>
1. Reflect the city's values of sustainability, diversity, customer engagement, and cost effectiveness in future decisions regarding service delivery	Everyone	Ongoing	High	No
2. Create a "data center" for the library where internal and external information pertaining to services is amassed and continuously analyzed and used by library management and the Board to make key decisions and make more effective use of library performance data to demonstrate the positive impact that the CBCPL has on economic development in the city and county	Management	2010	High	Under \$2,500
3. Collaborate with other city and county departments to take advantage of technology to develop a better profile of the library's customer base—i.e. use GIS software to map the locations of current library cardholders	Management, staff, city and county GIS	2011	Medium	No
4. Cultivate a new attitude among staff and library management that defuses the current emphasis on process while respecting the need for all to be heard	Management, staff		Low-not sure this is possible or desirable	No
5. Consider forming an "internal think tank" composed of employees who want to be futurists and have a keen interest in trends and new ideas, and charge them with the responsibility of feeding the Board and management staff information about what is happening in the public and private sectors that will affect the future of public libraries.	Management, staff	2011	Medium	No

