

# **San Juan Island Library Long Range Strategic Plan 2012-2017**

## **Strategic Opportunities**

### **Library Operations:**

To examine processes, services, and policies to streamline and improve operational efficiency, and develop new and/or improved services to increase user satisfaction.

### **Youth Services Programming and Collections:**

To create a youth services department which will effectively meet the learning needs of children to age 18, and which will efficiently engage with child and teen patrons, their caregivers, and community members who work with them.

### **Adult Services Programming:**

To provide an array of programs to the public as a means to support learning, share ideas, and interact in a community forum.

### **Adult Services Collections:**

To maintain an accessible and current collection of materials in a variety of formats that meets the educational, occupational, and personal interests of the community.

### **Outreach:**

To strengthen delivery and awareness of Library services to underserved and other specific populations.

### **Technology:**

To provide access to current technologies and online resources to meet the educational, occupational, and recreational needs of our community.

### **Public Relations:**

To increase the public's awareness of Library services and resources.

### **Facilities**

To provide safe, accessible, and welcoming spaces for people to meet, read, reflect, research, and connect to their community and to the virtual world.

### **Financial Sustainability:**

To ensure the Library has adequate financial resources to address population changes, shifting demographics, technological advances, patron demand, meeting room and facility use requirements, and Library programming attendance.

## **GOAL: LIBRARY OPERATIONS**

**To examine processes, services, and policies to streamline and improve operational efficiency, and develop new and/or improved services to increase user satisfaction.**

### **Objective 1:**

*Evaluate and revise as necessary circulation policies and procedures to reduce shelving and circulation errors and to provide staff with clear, defined, and enforceable policies.*

- Evaluate check-in and check-out procedures.
- Investigate drive-up and/or off-site book drop options.

### **Objective 2:**

*Evaluate and revise as necessary job descriptions and Library organizational structure to ensure efficient use of staff time and skills.*

- Add additional staff and/or increase staff hours as needed.
- Assess staff workspaces and modify as appropriate to create efficient and comfortable use of space, additional staff, and better workflow.
- Evaluate the volunteer program and modify as appropriate to utilize volunteers to their fullest potential and ensure that customer needs are being effectively addressed.
- Update the Library's organizational chart.

### **Objective 3:**

*Evaluate and revise as necessary Library operations to ensure high quality customer service.*

- Assess Library hours, staff schedules and desk scheduling to ensure optimal service coverage and patron accessibility.

### **Objective 4:**

*Cultivate the skills and knowledge of all staff through training and professional development in an effort to provide excellent customer service and improved job satisfaction.*

- Institute an all-day annual employee inservice.
- Institute a program of staff attendance at regional and Washington State Library conferences on a rotating basis.

**Objective 5:**

***Improve quality of reference and readers' advisory services***

- Develop bibliographies and read-alike bookmarks.
- Use and promote NoveList.
- Revise desk schedules to include more coverage at reference desk in back of the building (may require increase in staff).
- Provide additional signage for desk areas.
- Investigate participation in Washington's Ask a Librarian 24/7 reference service.
- Offer reference training for staff.
- Explore ways to consolidate community information in the Library and provide central location for information and referral services.

**Objective 6:**

***Revise policy manual with review by the Library's attorney and final approval by The Board of Trustees.***

**GOAL: YOUTH SERVICES PROGRAMMING AND COLLECTIONS**

**To create a youth services department which will effectively meet the learning needs of children to age 18, and which will efficiently engage with child and teen patrons, their caregivers, and community members who work with them.**

**Objective 1:**

***Acquire additional staffing for youth services.***

- Add a librarian for teen collections and programs.
- Staff children's desk, especially during peak after school hours.

**Objective 2:**

***Continue to foster and develop community partnerships with people and organizations serving youth.***

- Work with schools and other organizations to help bridge student achievement gaps.
- Formalize the Library's youth volunteer program by forming a Teen Advisory Board and having teen assistants rotate each semester.
- Explore best practices for ways to support public and private school curriculum.

**Objective 3:**

***Develop and maintain collections in response to community needs and that promote multiple literacies and learning through exploration.***

- Evaluate collections for gaps.
- Promote use and awareness of collections through publicity at the Library, online, and within the community.
- Perform regular item evaluation and purging to keep collections well-maintained and accessible.

**Objective 4:**

***Design and facilitate Library programs for children, families, and educators that promote learning, Library use, and shared community experiences.***

- Evaluate current collaborative programs, such as Reading Buddies, for efficacy and relevance.
- Explore the option of adding dedicated student homework help time at the Library.
- Consider adding more multi-generational programming that helps children and adults connect through learning and literacy.
- Integrate state and national early learning initiatives into Library storytime curriculum and other services.

**GOAL: ADULT SERVICES PROGRAMMING**

**To provide an array of programs to the public as a means to support learning, share ideas, and interact in a community forum.**

**Objective 1:**

***Maximize our Library's resources through collaboration with individuals and organizations.***

- Develop partnerships with other libraries, and local organizations to enhance collaboration.
- Make community referrals and highlight local resources.
- Offer more community-wide programs (i.e. "One Read" programs, Book Club collection, or a Library Book Discussion Group).

**Objective 2:**

***Seek community input to ensure that programs of interest are offered at our Library.***

- Create opportunities for patrons to suggest and recommend program topics, presenters, and workshops (forms, online, in person, etc.)

**Objective 3:**

***Promote and increase awareness of Library programs.***

- Assess current publicity strategy to determine what method is the most effective and modify as appropriate.
- Coordinate displays with programs to highlight the Library's resources.

**Objective 4:**

***Include more programs that foster civic engagement and the open exchange of ideas.***

- Review current programming policy for form and content.

**Objective 5:**

***Expand programming hours so that more members of the community can attend programs offered at various times.***

- Offer daytime programs (i.e. Brown Bag Lunch programs/ discussion groups) and evening programs during the work week.

**GOAL: ADULT SERVICES COLLECTIONS**

**To maintain an accessible and current collection of materials in a variety of formats that meets the educational, occupational, and personal interests of the community**

**Objective 1:**

***Analyze the collection to provide materials that serve community needs and revise collection development policy.***

- Identify areas that are under-represented or over-represented, and purchase or purge accordingly.
- Assign staff stewards to manage specific collections. Rotate staff assignments for these sections.

**Objective 2: *Assess placement of collection to improve access and enhance user experience.***

- Investigate subject signage in nonfiction.
- Create displays to highlight our collections.
- Move biographies into one area.
- Make jobs collection more visible.

**GOAL: OUTREACH**

**To strengthen delivery and awareness of Library services to underserved and other specific populations.**

**Objective 1:**

*Foster relationships with individuals and community organizations.*

- Stay abreast of changing demographics, emerging trends, and new agencies and modify delivery of services as appropriate.
- Maintain communication through a variety of access points. Communicate with individuals and groups to assess community needs and to inform them of Library services and resources.

**Objective 2:**

*Strengthen current programs and develop future services.*

- Document, formulate policy and train staff in Books to You homebound delivery program.
- Provide a stable program for adult English language learners to promote literacy and success.
- Increase information literacy instruction to students K-12th grades.

**GOAL: TECHNOLOGY:**

**To provide access to current technologies and online resources to meet the educational, occupational, and recreational needs of our community.**

**Objective 1:**

*Ensure that the Library has high quality, up-to-date hardware and software that sufficiently support public demand and usage.*

- Update existing technologies, assess emerging technologies for possible purchase, and retire obsolete resources.
- Research funding for new software & hardware.
- Use low-cost alternative solutions, where possible.
- Ensure that all aspects of technological usage capacity effectively meet public needs.
- Maintain security of patrons' privacy.

**Objective 2:**

*Make the Library website and online catalog more user-friendly.*

- Respond to user and staff suggestions to improve structure, navigation, and organization.
- Research existing community referral resources and add links to local resources to build a comprehensive community services connection point.
- Enable patron ratings, reviews, and other interactive options in the Library's online catalog.

- Add a reader's advisory search and "You may also like" recommendation features.
- Assess the feasibility of executing financial transactions online through the Library's website (i.e. donations, payment of fines, donations for inter-library loan borrowing).

**Objective 3:**

*Expand the Library's digital collections of downloadable materials, online information and learning resources.*

- Evaluate and subscribe to cost-effective downloadable media sources that provide high quality content that meets our collection development policies.
- Consider expanding equipment loan program so that patrons can both familiarize themselves with new technologies and access information through different platforms.
- Evaluate the need and install, as appropriate, additional electrical outlets in strategic locations throughout the building to accommodate for increased technology use.
- Review current online information and learning resources and consider adding highly requested or needed ones.
- Improve the Library's online social networking presence, and develop relevant policies.

**Objective 4:**

*Maintain well-trained Library staff by providing the public with training in basic computer literacy and use of Library resources.*

- Identify, encourage and enable staff attendance at technology trainings.
- Identify core technology competencies, train staff on these skills and ensure proficiency.
- Provide updated instructions and procedures for patrons' common technology-related questions and problem resolution.
- Offer individual and group instruction to the public.

**GOAL: PUBLIC RELATIONS**

**To increase the public's awareness of Library services and resources.**

**Objective 1:**

*Convey to the public a clear, accurate, and easily recognizable image of the Library.*

- Explore revising the various forms of presentation of public information about the Library – logo, graphics, lettering, and format.

**Objective 2:**

***Implement a public relations program that efficiently and effectively presents the services and resources of the Library to the community.***

- Examine allocation of advertising money and restructure public relations program as needed.
- Designate lead person for public relations.
- Identify evolving media outlets (websites, blogs, online, social networks, and print sources), generate e-newsletter lists, and regularly use these outlets to promote services.
- Explore options for directional signs in town and attractive information signs on the Library’s exterior.
- Design an informational brochure and a newsletter to promote the Library. Place brochures at various agencies on the island and provide a “welcome packet” regarding Library services and resources for new residents.

**GOAL: FACILITIES**

**To provide safe, accessible, and welcoming spaces for people to meet, read, reflect, research, and connect to their community and to the internet.**

**Objective 1:**

***Explore options for facilities expansion and/or relocation.***

- Designate a committee to research options for short-term and long-term facility needs.
- Investigate options for expanded and improved parking.

**Objective 2:**

***Ensure facility and furniture is clean and attractive.***

- Clean the building more frequently, especially public restrooms
- Clean or replace soiled furniture
- Make entryway to Library more welcoming and attractive
- Provide adequate lighting in all areas of the Library

**Objective 3:**



*Safety Committee to revise and develop emergency policies and procedures to address building safety concerns.*

- Train staff in emergency policies and procedures.

**Objective 4:**

*Review space usage.*

- Reconfigure furniture, remodel study room, and redesign floor space to provide additional work areas for patrons to study and do research, make collections more accessible, and maximize use of Library spaces.
- Optimize use of study room, including dividing it into two rooms, adding learning tools, and developing and enforcing policies for room usage.
- Assess storage space and needs, both on-site and off-site, and enact modifications as appropriate.

**GOAL: FINANCIAL SUSTAINABILITY**

**To ensure the Library has adequate financial resources to address population change, shifting demographics, changes in technology, patron demand, meeting room and facility use requirements, and Library programming attendance.**

**Objective 1:**

*Evaluate current revenue sources and develop a long term financial plan.*

**Objective 2:**

*Explore additional funding opportunities of grants and donations as they arise.*