

Purpose Vision Strategy

Newport Public Library

NEWPORT, OREGON

March 2014



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CITY OF NEWPORT

TABLE OF CONTENTS

From the Library Director	4
Introduction	5
The Process	5
Our Purpose	6
Our Vision	6
Our Values	6
Our Strategic Framework	7
Our Service Goals	8
Our Organizational Initiatives	12

FROM THE LIBRARY DIRECTOR

The public library is one of the cornerstones of a vibrant, progressive community. Libraries are transformational places. When you come into your library you should feel welcome, comfortable, engaged and empowered. I have never lived in a community that didn't have a public library. I hope I never do.

We have a wonderful public library. Nearly 75% of the 18,000 residents of our service area have an active library card. Nearly a quarter of a million people of every age visit our library annually. There were over 550,000 public service transactions last year, including customer visits, checked-out items, computer use, reference questions answered, items interlibrary loaned, and programs attended. We provide great value at a cost of under \$53.00 per capita annually.

We know there is more to be done to be prepared for the future. This plan is a road map of sorts. It shows where we're headed, and it gives us some guidance in how to get there. The path is not completely straight and smooth, however; there are obstacles and constraints that must be overcome.

Our plan has a strong internal focus which will assure that the Library remains current and relevant for our residents. Comprehensive capital and maintenance plans for the building, an aggressive technology plan, and a fund development plan will help us continue to be good stewards of public resources in challenging economic times.

In our planning, we took the time to reexamine all we do, to find ways to be more responsive to our community's needs, and provide service in new and relevant ways. We also recognized that there are limits on our time, money and energy and that we can't do everything. We can no longer say "yes" every time a new service or program is requested. We'll test our service requests against the road map. We'll strive to stay on course.

Every day we impact lives and the community. We see the toddler with her first board book. We help the unemployed worker apply for a job using library computers, the entrepreneur start and manage a business. We provide a comfortable, safe "first place" for newcomers and immigrants to learn about the community, build skills, and meet their first friend. A library outranks any other one thing a community can do to benefit its people.

I have my own, personal library stories and I am gratified to hear those of the many people for whom the library has made a positive difference. What is your library story? What difference has ours or any library made in your life? I'd like to hear about it and if you haven't a library story yet, then please, come to the Newport Public Library where you are sure to find one.

Respectfully,

Ted Smith

INTRODUCTION

The Newport Public Library is a municipal library and department of the Pacific Ocean coastal City of Newport, Oregon. The Library serves the residents of Newport and the surrounding unincorporated Lincoln County. The Newport Public Library is a partner in interlibrary cooperation in the region and in Oregon and is a bridge to physical and digital collections and information everywhere.

THE PROCESS

The planning process began with the appointment of a citizen-based Strategic Planning Committee (Committee). With the assistance of a planning facilitator, the Committee began the process with a discussion of a community vision, the needs of the community, and the role of the library in helping to meet those needs. The process also included focus groups, interviews, and a meeting of key leaders in the community concerning the role of the Newport Public Library.

Concurrent with the planning was an assessment of the Newport Public Library building and a review of the library's technology and infrastructure by Ruth Metz Associates. The Committee identified the most important roles for the Library in the community while library staff assessed the Library's capacity to fulfill those roles. The resulting Plan is the result of the library's management team homing in on what will be its strategic framework for the next few years.

This strategic plan includes the service goals and organizational initiatives. Service goals are directed outward, toward community residents. Organizational initiatives are directed inward, and have to do with the strategic management of the library. The objectives noted under the goals and initiatives are some of the measures Library Management will use to gauge progress toward the goals. The list of strategies for each goal and initiative is illustrative rather than prescriptive and the best course of action for each will need to be thoughtfully and resourcefully managed over the term of this strategic plan.

OUR PURPOSE

Be the community center that stimulates the imagination, invites and enables lifelong learning for all ages, and creates young readers.

OUR VISION

We live in a coastal community that cares about each other, the environment, sustainability, education, and the arts. Our vision is:

A thriving community where quality of life prevails!

OUR VALUES

- ❖ Respond and reach out to serve the current and evolving information needs of our diverse community.
- ❖ Create a sense of community by providing a welcoming, inviting, secure environment for our public and staff.
- ❖ Provide excellent customer service that is both timely and confidential.
- ❖ Develop a well-trained, knowledgeable, courteous and professional staff.
- ❖ Communicate with our public and staff to ensure vital, relevant and effective library services.

OUR STRATEGIC FRAMEWORK



OUR SERVICE GOALS

1. Teens and adults will have programs that stimulate their imaginations.

OBJECTIVES:

- 1.1 Number of programs offered to teens and number of programs offered to adults.
- 1.2 Attendance of teens, attendance of adults at programs offered
- 1.3 Percentage of attendees that indicate the Library's program stimulated their imagination.
- 1.4 Circulation of teen and adult materials will increase by 30%

STRATEGIES:

- A. Involve teens and adults in a Stimulate Imagination Initiative and provide a sponsor and a budget for them to design one or more programs, events, or activities for teens.
- B. Develop partnerships with local schools, school clubs, parks and recreation centers, churches, and other teen venues to plan, design, and promote activities, events, and programs for teens.
- C. Regularly schedule and consistently deliver programming for teens.
- D. Establish advertising practices and criteria to promote teen life at the Library through community newsletters, newspapers, and brochures.
- E. Coordinate with district schools and homeschoolers to advertise library offerings and advertise the library's ability to support teens.
- F. Evaluate juvenile and teen collections to reflect changing interests in sub- genres and keep youth collections desirable with fresh copies of standard items.

2. Hispanic residents and families will have a welcoming and enriching experience at the library.

OBJECTIVES:

- 2.1 In an annual survey, Hispanic library users indicate that they feel welcomed at the library as the result of improved signage, space, collections, and programs for adults, children, and families.
- 2.2 The total circulation of items will increase by 10% annually.
- 2.3 Program attendance will increase by 20% annually.
- 2.4 Spending for collections of interest to Hispanic residents will increase by 80%.
- 2.5 Library card registrations for Hispanic residents will increase by 10% per year.

STRATEGIES:

- A. Initiate an informal group or groups of Hispanic residents to advise the Library regarding collections and programs, communication channels and outreach approaches.
- B. Hire bilingual, bicultural staff and recruit bicultural volunteers to assist with outreach and programs
- C. Evaluate collections for relevancy and broaden collections that appeal to various Hispanic cultures living in the community
- D. Advertise the library and its collections and programs in Spanish.
- E. Plan and conduct orientations and programs in Spanish for adults, children, and families.
- F. Conduct computer classes in Spanish.

3. All children from birth to age five will directly benefit from the Library's early literacy program.

OBJECTIVES:

- 3.1 The number of new registrations for children from birth to age five issued annual over the term of this Plan
- 3.2 The number of participants in programs offered at the library for this audience
- 3.3 The number of programs put on for this audience in the library
- 3.4 The staffing allocation shift from external to internal
- 3.5 The ratings of the early literacy by participating family members
- 3.6 Awareness of the early literacy program in the community as determined in a community family survey.

STRATEGIES:

- A. Reallocate FTE staffing and provide programs and services in the Library for this audience.
- B. Make and implement a plan to work with early childhood service providers to enable age 0-5 children to visit the Library.
- C. Make and implement a plan to work with families to enable age 0-5 children to visit the Library.
- D. Increase awareness of online tools and resources for this age group and their families through orientations and classes.

4. Residents will learn how to use the library's computers, the Internet, and online information and tools they need in the course of their lives.

OBJECTIVES

- 4.1 The number of offerings
- 4.2 The number of attendees
- 4.3 The ratings attendees give for effectiveness and value of offerings
- 4.4 Library users will have high-level interactions with the library from their own personal devices.

STRATEGIES

- A. Develop a program of core offerings based on interest and demand, to promote resources of the library such as "Library to Go", and to highlight resources of the library that would be of interest to Hispanic residents, families of young children, and teens.
- B. Recruit a core of teens and young adults to help teach, tutor, and coach.
- C. Develop a schedule of classes offerings at times and days that are convenient for residents.
- D. Publish and promote the schedule regularly through the news media.

OUR ORGANIZATIONAL INITIATIVES

1. Residents have a library facility that is attractive and adequately sized so that they can enjoy the collections, programs, and activities that make them want to be in the Library.

OBJECTIVES:

- 1.1 The short-term facility improvements in the report, "Interior Space Planning and Space Needs Recommendations," are accomplished by the end of Fiscal Year 2014.
- 1.2 The number of library visits will increase system wide by 10% per year on average.
- 1.3 80% of survey respondents indicate on a survey that library facilities have been improved and are attractive, comfortable, and functional.

STRATEGIES:

- A. Implement the "Makeover" of the Library in FY 2014.
- B. Develop a timeline and funding plan for implementation of the long-term facility recommendations in the report, "Interior Space Planning and Space Needs Recommendations" in FY 2015. Determine whether or not to plan medium term facility improvements for implementation in FY 2015.
- C. Initiate a capital campaign for the new Library in FY 2015.
- D. Commission a Building Program and Conceptual Design for a 22,400-26,500 square foot expanded or new Newport Public Library by 2017.
- E. Outline an architectural process and timeline for the construction of an expanded or new Newport Public Library by 2018.

2. THE LIBRARY WILL ACTIVELY PROMOTE ITS STRATEGIC PLAN THROUGH ITS PARTNERSHIPS AND A PUBLIC INFORMATION AND MARKETING CAMPAIGN.

OBJECTIVES:

- 2.1 Per capita revenue for the Library's services and programs
- 2.2 Amount of funds raised for the Library's capital campaign
- 2.3 Number of volunteers and volunteer hours annually
- 2.4 Consistent growth in the number of library users.

STRATEGIES:

- A. Complete the Library's program-based cost/benefit analysis.
- B. Engage strategic communications/public relations/marketing consultant and/or staff to develop a plan and budget for targeted outreach especially in support of the service goals and for advocacy related to these organizational initiatives.
- C. Launch with the Library Foundation a new library advocacy, information, and fund-raising campaign.
- D. Sculpt the Library's webpage to match the library strategic plan framework.
- E. Regularly survey community members; adjust, add, or replace services and programs in response to input and feedback.
- F. Target publicity and outreach based on market research.

3. The Library will improve its capacity to deliver library services in the library and online through technology.

OBJECTIVES:

- 3.1 Library will meet 90% of Library Edge assessment benchmarks.
- 3.2 Technology competencies are developed.
- 3.3 100% of staff will participate in training to meet technology competencies and achieve a satisfactory or above completion rating.

STRATEGIES:

- A. Implement self-check, public computer, and CD/DVD management systems.
- B. Advocate for greater depth in City IT department.
- C. Develop third-party contacts for selected IT support.
- D. Use Library Edge assessment to set baseline and identify strengths and improvements needed.
- E. Create technology competencies for staff and create and implement a training program.
- F. Create a "technology tub" program to expose staff to new devices and apps as they become available.
- G. Redesign websites and library catalog to be accessible from a broad range of devices and user languages.
- H. Increase technology budget to accommodate for greater technology needs and the flexibility to react to those needs.