Strategic Plan
Burlington Public Library
2012-2017

Mission Statement

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

Goals

The Burlington Public Library provides access to services, collections, programs, and spaces to fulfill its mission. Over the next five years, the strategic development efforts of the library will be guided by these eleven goals.

- Prepare children from birth to age five to enter school ready to read, write, and listen.

- Foster imagination and learning for elementary school children.

- Help parents and caregivers create successful learning environments.

- Empower middle school students to succeed in school and become lifelong learners.

- Equip teens to succeed in school, develop life skills, and prepare for lifelong learning.

- Encourage adults to explore topics of interest and learn throughout their lives.

- Inspire seniors to explore new opportunities and contribute to the community.

- Connect everyone interactively to the digital world.

- Support all customers as they find, evaluate and use information effectively.

- Provide welcoming physical and virtual places for people to connect, learn, and imagine.

- Aid residents and visitors in their quest to connect with their local and family histories.

Goal 1: Prepare children from birth to age five to enter school ready to read, write, and listen.

Measure I.1: The number of children and parents/caregivers attending classes and events for ages birth to five in the library will be maintained each year.

Measure I.2: Participants in the library outreach pre-school classes will increase by 5% each year.

Measure I.3: The percent of children from birth to age five who have a library card will increase by 5% each year.

Measure I.4: After the initial year, circulation of Toddler and Picture Books will be maintained each year.

Measure I.5: The summer reading program for 0-3 year-olds will average over 150 participants each year.

Activity I.a. Incorporate the revised ALA Every Child Ready to Read principles into existing classes and events. Angie: FY2013.

Activity I.b. Update the Babies Need Books program. Angie: FY2013.

Activity I.c. Investigate funding options for expanding outreach visits to preschools, and implement if feasible. Angie: investigate FY2013; implement FY2014.

Activity I.d. Investigate options for an outdoor Early Learning Garden on the library grounds, and implement if feasible. Angie: investigate FY2013/14: implement FY2015.

Activity I.e. Investigate options for an indoor Early Learning Play Space in the children's area, and implement if feasible. Angie: investigate FY2013/14: implement FY2015.

Activity I.f. Investigate options for Storytimes in a Box to circulate to day cares and individuals. Angie, Tegan: investigate FY2013/14: implement FY2015.

Activity I.g. Train all staff in the Every Child Ready to Read principles and how they are being implemented at the Burlington Public Library. Angie: FY2013.

Activity I.h. Investigate options for expanding summer reading program outreach to preschools, and implement if feasible. Angie: investigate FY2013; implement FY2013.

Activity I.i. Investigate options for placing Every Child Ready to Read materials in community outlets such as pediatrician's, dentist's, and human services offices. Angie: investigate FY2013; implement FY2013.

Goal 2: Foster imagination and learning for elementary school children.

Measure II.1: After the initial year, children and parents/caregivers attending events for elementary-aged children will increase by 2% each year.

Measure II.2: The percent of elementary-aged children who have a library card will increase by 2% each year.

Measure II.3: After current collection shifts, circulation of collections targeted to elementary-aged children will be evaluated and maintained over the next five years.

Measure II.4: Participation in the children's summer reading program will increase to 30% of the number of children in the community within three years, and will be maintained at that level.

Activity II.a. Investigate expanding elementary school age programs through the school year, and implement as feasible. Angie: investigate FY2013; implement FY2014.

Activity II.b. Strengthen the existing partnership with Burlington Community School District and investigate partnering with other local schools. Angie: FY2013.

Activity II.c. Investigate outreach opportunities to homeschool parents in cooperation with the local homeschool liaisons. Angie: investigate FY2013; implement FY2014.

Goal 3: Help parents and caregivers create successful learning environments.

Measure III.1: After the initial year, the number of parents/caregivers attending family and early literacy classes each year will increase by 5%.

Measure III.2: The number of pre-school institutional cards will increase by an average of 1 each year for the next five years.

Measure III.3: After the initial survey, the percent of people that indicate on an annual survey that they use the library on behalf of their preschool child or children will increase by 2% each year.

Activity III.a. Investigate partnership opportunities with existing parenting classes in the community to include early literacy materials and training in the offerings. Angie: investigate FY2013; implement FY2014.

Activity III.b. Investigate a topical parenting collection for the children's area, and implement as feasible. Angie, Tegan: investigate FY2013; implement FY2014.

Activity IV.c. Contact all area preschools with information about institutional cards and services offered. Angie: FY2013.

Goal 4: Empower middle school students to succeed in school and become lifelong learners.

Measure IV.1: After the initial year, circulation of the Tween collection will increase by 5% each year.

Measure IV.2: At least 80% of teachers will indicate on an annual survey that the outreach program to Tweens in the schools is very good or excellent.

Activity IV.a. Create, locate and promote a Tween collection from existing collections and additional selections. Angie, Tegan: FY2013.

Activity IV.b. Expand outreach visits to middle schools. Angie: FY2013.

Activity IV.c. Increase promotion of Tutor.com with middle school students. Angie: FY2013.

Activity IV.d. Investigate expanding middle school age programs to include homework help, and implement as feasible. Angie: FY2013.

Goal 5: Equip teens to succeed in school, develop life skills, and participate in lifelong learning.

Measure V.1: After the initial year with Tween books removed, circulation of the Teen collection will increase by 2% each year.

Measure V.2: Participation of Tweens and Teens in the summer reading program will increase by 10% each year.

Measure V.3: Participation of Tweens and Teens in library events will increase by 10% each year.

Activity V.a. Expand partnership with the high schools to promote programs, volunteer opportunities, and homework help services. Angie: FY2013.

Activity V.b. Revise and promote homework help page on the library web site. Angie, Lois: FY2013.

Activity V.c. Investigate opportunities and partnerships to offer a teen summer/after school job fair at the library, and implement as feasible. Angie: FY2013; implement FY2014.

Activity V.d. Investigate expanding teen programs to include life skills segments, and implement as feasible. Angie: FY2013.

Goal 6: Encourage adults to explore topics of interest and learn throughout their lives.

Measure VI.1: Circulation of the Adult Nonfiction collection will be maintained at the current level over the next five years.

Measure VI.2: Participation of adults in library events and classes will increase by 10% each year.

Measure VI.3: Use of topical databases will increase by 5% each year.

Measure VI.4: At least 80% of adults will indicate on an annual survey that they are satisfied or very satisfied with the library's resources and events for exploring topics of interest.

Activity VI.a. Include displays, bibliographies and promotion of adult nonfiction collection in all relevant programs and services. Sam: FY2013.

Activity VI.b. Develop a program for regular rotation, freshening and restocking of nonfiction displays and stack area promotion. Sam: FY2013.

Activity VI.c. Investigate opportunities and partnerships to expand program offerings for younger adults (20s and 30s). Sam: investigate FY2013; implement FY2014.

Activity VI.d. Investigate opportunities and partnerships to expand outreach into the community, especially for younger adults (20s and 30s). Sam: investigate FY2013; implement FY2014.

Activity VI.e. Investigate fine-tuning adult collection selection and merchandising to more precisely reflect reader demand. Tegan, Lois: investigate FY2013; implement FY2014.

Activity VI.f. Investigate the addition of circulating gaming collections in the teen and adult areas, and implement as feasible. Sam, Tegan: investigate FY2013; implement 2014.

Goal 7: Inspire seniors to explore new opportunities and contribute to the community.

Measure VII.1: Number of participants in library events and classes targeted to the interests of senior will increase by 10% each year.

Measure VII.2: The number of seniors participating in library volunteer activities will increase by 5% each year.

Measure VII.3: The number of participants in the library's homebound program will increase by 5% each year.

Activity VII.a. Expand the number of library programs targeted to the interests and needs of seniors. Sam: FY2013.

Activity VII.b. Investigate opportunities to partner with senior housing developments and care facilities to offer outreach programs such as technology classes. Sam, Lois: FY2013.

Activity VII.c. Investigate opportunities and partnerships to expand the library's homebound service by incorporating ereaders and finding new avenues for delivery. Sam, Tegan: investigate FY2013; implement FY2014.

Activity VII.d. Investigate opportunities and partnerships with RSVP and other organizations to expand the library's use of senior volunteers. Sam: investigate FY2013; implement FY2014.

Goal 8: Connect everyone interactively to the digital world.

Measure VIII.1: The number of people who use library-provided computers will be maintained at the current level.

Measure VIII.2: After the initial year, the number of uses of the library wireless network will increase by 10% each year.

Measure VIII.3: After the initial year, the bandwidth usage chart will indicate that the library is providing sufficient bandwidth for the existing traffic during 90% of the month.

Activity VIII.a. Investigate opportunities to increase the library's network bandwidth, and implement as feasible. Lois: FY2013.

Activity VIII.b. Investigate opportunities to offer iOS devices and software for public access, and implement as feasible. Lois: FY2013.

Activity VIII.c. Investigate opportunities to offer digital devices such as laptops, e-readers, and tablets for checkout, in and/or out of the library. Lois, Sam, Tegan: investigate FY2013/14; implement FY2015.

Activity VIII.d. Plan and implement a program of ongoing training in basic hardware and software troubleshooting for all staff. Lois: plan FY2013; implement FY2014.

Activity VIII.e. Investigate new alternatives for access to electrical and network outlets, and implement as feasible. Lois: investigate FY2013; implement FY2014.

Activity VIII.f. Re-examine policies and procedures for public access to computers, and implement changes as appropriate. Library Board, Rhonda, Lois, Sam: FY2013.

Activity VIII.g. Investigate alternative opportunities for hardware setups and staff preparation for computer training sessions, and implement as feasible. Sam, Lois: investigate FY2013; implement FY2014.

Goal 9: Support all customers as they find, evaluate and use information effectively.

Measure IX.1: The number of participants in computer and information literacy classes will increase by 10% each year.

Measure IX.2: Post-tests for participants in computer and information literacy classes will indicate an increase in technology skills over at least 80% of the measures.

Measure IX.3: At least 80% of adults will indicate on an annual survey that they are satisfied or very satisfied with the staff assistance they have received in learning to find evaluate, and use information.

Activity IX.a. Incorporate information literacy concepts into existing computer classes and add focused classes as appropriate. Sam, Lois: FY2013.

Activity IX.b. Develop and implement a marketing program for the library's specialized digital resources. Sam: FY2013.

Activity IX.c. Plan and implement a program of ongoing training in basic information literacy concepts and library electronic resources for all staff, to enable them to take advantage of teachable moments. Sam, Lois: plan FY2013; implement FY2014.

Activity IX.d. Create a computer resource book collection from the existing collection and new selections, and shelve near the public access computer area. Tegan, Lois: FY2013.

Activity IX.e. Investigate existing online tutorials and screencasts on library technology to offer customers, and implement as feasible. Sam, Lois: investigate FY2013; implement FY2014.

Activity IX.f. Investigate ILS option with customer ease of use and mobile access as key factors and implement changes as needed. Rhonda, Tegan, Lois, Sam, Angie: investigate FY2013; implement FY2014.

Goal 10: Provide welcoming physical and virtual places for people to connect, learn, and imagine.

Measure X.1: The number of hits on library portal web pages will increase by 5% each year.

Measure X.2: The number of library social networking followers/friends will increase by 5% each year.

Measure X.4: The number of reservations for the use of library meeting rooms will be maintained at the current level.

Measure X.5: The number of library visitors will be maintained at the current level.

Activity X.a. Investigate the addition of listening, viewing, and gaming stations, and implement as feasible. Sam, Lois, Angie: investigate FY2013; implement FY2014.

Activity X.b. Develop a long-range facilities plan for scheduling and funding building maintenance and upkeep (carpeting, painting, lighting, furniture, etc.), and implement as feasible. Library Board, Rhonda: Develop by FY2014; implement FY2015.

Activity X.c. Investigate revamping the library's web site to reflect current priorities and customer needs, and implement recommendations. Rhonda, Lois, Tegan, Sam, Angie: investigate FY2013; implement FY2014.

Activity X.d. Develop and implement an integrated plan for maintaining and keeping current the library's online presence (web site, social networking, online catalog, digital resources, etc.). Rhonda, Lois, Tegan, Sam, Angie: develop FY2013; implement FY2014.

Activity X.e. Develop and implement a plan for increasing engagement of customers where they are – in the building, in the community, and online – through programs such as coordinated outreach, roving reference and social networking. Sam: investigate FY2013/14; implement FY2015.

Goal 11: Aid residents and visitors in their quest to connect with their local and family histories.

Measure XI.1: The number of participants in genealogy/local history classes will be maintained at the current level.

Measure XI.2: Use of online genealogy databases will be maintained at the current level.

Measure XI.3: At least 80% of people using the local history collection in person will indicate on a post-visit survey that they were satisfied or very satisfied with the genealogy/local history collection and assistance.

Measure XI.4: At least 80% of people using the local history collection remotely will indicate on a post-use survey that they were satisfied or very satisfied with the genealogy/local history collection and assistance.

Activity XI.a. Investigate opportunities and partnerships to digitize local history and genealogy resources, and implement as feasible. Sam, Tegan: investigate FY2014; implement FY2015.

Activity XI.b. Plan and implement a program of ongoing training in local history and genealogy research basics and resources for all staff. Sam: plan FY2013; implement FY2014.

Activity XI.c. Investigate microform equipment integrated more completely with digital formats, and purchase as appropriate. Rhonda, Sam: investigate FY2013; implement FY2014.

Activity XI.d. Create a display area near the local history collection to showcase unique local history materials and make available to other organizations. Sam: FY2013.

Activity XI.e. Investigate one-on-one tutoring in the use of the genealogical collection and implement as feasible through volunteer support and partnerships. Sam: FY2013.

Activity XI.f. Plan and implement reclassification of the local history and genealogy collection from Dewey into a word-based classification system. Tegan, Sam: FY2014.

Appendix A: The Process

In October 2011, the Friends of the Burlington Public Library Foundation approved funding of a strategic plan for the library. In the same month, the Library Board of Trustees approved hiring Roy Kenagy to serve as the planning consultant using the Public Library Associations Strategic Planning for Results process.

In December 2011, the Board received an overview of the process. In preparation for a community SOAR (Strengths, Opportunities, Aspirations, and Results) meeting, the Board brainstormed potential community group members by looking at library stakeholders and community stakeholders. An invitation letter was sent to 90 people and follow-up calls were made.

On March 10, 32 people met for the Community SOAR meeting to identify community needs and relate those to the 18 potential roles for public libraries. The group ranked the service responses.

At the March Board of Trustees Meeting, the Board reviewed the top service responses and voted to include the top six roles in the plan: Create Young Readers (Early Literacy), Satisfy Curiosity (Lifelong learning), Connect to the Online World (Technology Access), Visit a Comfortable Place (Public and Virtual Space), Know How to Find, Evaluate, and Use Information (Information and Technology Literacy), and Discover Your Heritage (Genealogy and Local History). The Board determined that Visit a Comfortable Place and Discover Your Heritage should be at a maintenance level.

On March 22, the Library Staff held a Library SOAR. The following week, the Library Director and Senior Librarians met to develop a draft plan. The draft was given to staff for comment.

At the April Board of Trustees Meeting, the Board reviewed and approved the draft.

On May 9, all the attendees of the March 10 Community SOAR were invited to attend a meeting to review the draft and provide feedback. Eleven people attended.

At the May Board of Trustees Meeting, the Board approved the plan.

Appendix B: Definition of Terms

Activity: A strategy or grouping of specific actions that the library will carry out to achieve its goals. Activities describe what is to be done, who is to do it, and when it is to be completed.

Goal: The outcome your community or target population will receive because the library provides programs and services related to a specific service response. A goal identifies the target audience, describes the service the audience will receive, and describes the need that will be served. Goals are not directly measurable.

Measure: An objective tool that helps the library evaluate its progress toward a goal. Each measure consists of an indicator, a standard against which the indicator is compared, and the time frame for reaching the standard.

Mission Statement: A concrete, clear, and easily understood expression of a library's service priorities. A mission statement is a policy, marketing, and planning tool that informs the public and staff of the business the library is in and reflects the service responses that the library has chosen.

Service Response: What a library does for, or offers to, the public in an effort to meet specific community needs. Members of the planning group review and rank 18 common service responses for public libraries.

SOAR: A planning exercise which identifies the current condition and future direction of a community or organization using four categories: strengths, opportunities, aspirations, and results. The SOAR process generates a large number of critical insights in a short amount of time.

Appendix C: Acknowledgements

Appreciation is extended to the following people who contributed to the planning process.

Library Board of Trustees

Mary Krohlow, President
Jerry Parks, Vice President
Craig Borchard, Secretary
Brandon Kipp
Jennifer Klever-Kirkman
Roger Sheagren
Tamarra Washington

Nonvoting Liaisons

Robert Engler, Des Moines Co.
Florence Paterno, Friends Board
Dan West, West Burlington

Friends of the Burlington Public Library Foundation

Julie Lunning Anderson, President
Steve Swanson, Vice-President
Lois Rigdon, Secretary
Frank Delaney Jr, Treasurer
Joyce Wauters, At Large Member

Community Group

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Bill Ell
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Rhonda Frevert
Sarah Goff
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Steve Hexom
Dennis Imler
Chris Johnson
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