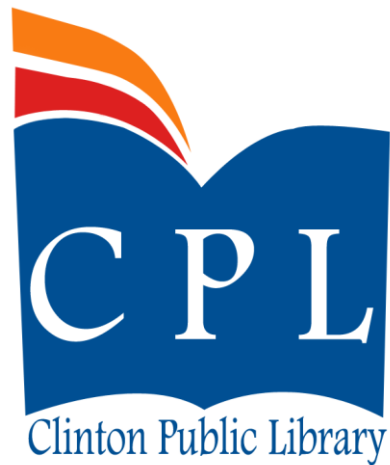


# **Clinton Public Library Strategic Plan 2016-2020**

Clinton Public Library Board of Trustees  
Staff of the Clinton Public Library



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## **Introduction**

### **Mission Statement**

Clinton Public Library brings people, ideas, and information together to support lifelong learning and strengthen our community.

### **Clinton Public Library Profile**

Clinton Public Library (CPL) is an Iowa size-G institution with a total service population of 26,885. Though managed by an independent board pursuant to Iowa Code Chapter 336, CPL is also a department within the City of Clinton, Iowa municipal structure and derives the majority of its funding from city revenue sources. CPL occupies two locations within the city limits: the Main library at 306 8<sup>th</sup> Avenue South and the Lyons library at 105 Main Avenue. The Main library houses the circulating collections and administrative offices of the CPL system. The Lyons library houses non-circulating special collections related to local history and genealogy. Both locations offer public computer access and are used for a variety of library-sponsored programs, community gatherings, and other functions typical of contemporary public libraries.

Founded by city ordinance in 1902, CPL maintains its original home that was completed in 1904 with a generous gift from Andrew Carnegie and the support of some of Clinton's leading families. A separate library system had existed since 1858 in the Lyons district of the city, which was once a distinct municipality until merging with Clinton in 1893. In 1948 the Lyons library was placed under supervision of the CPL Board of Trustees and in 1955 the Lyons Branch library was constructed. The two-branch library system remained in place until 2014, when Lyons was repurposed as a special collections facility.

### **Planning Background**

The Clinton Public Library develops a strategic plan to direct the Board of Trustees, administration, and staff on the near term use of human and capital resources. This plan is intended to provide such guidance for the calendar years of 2016-2020, yet many initiatives will naturally go beyond this timeframe. Though the calendar year does not match the library's fiscal year (July 1-June 30) the goals, objectives, and initiatives (and thus their associated costs) contained in this plan are not specific to any individual fiscal year.

The 2016-2020 strategic plan builds on the previously adopted plan from 2008-2013. Initial planning for the new strategic plan began in 2012 with a series of community meetings lead by library staff and consultants from the State Library of Iowa. Planning was postponed due to a number of factors but was revived in 2015 in anticipation of CPL's accreditation application to the State Library in early 2016. Additionally, the need for facility improvements, fundraising, and other significant institutional changes have necessitated that a working plan be finalized prior to the beginning of the 2017 fiscal year.

The 2016-2020 strategic plan utilizes elements from the Planning For Success model proffered by the American Library Association and adapts these to the specific circumstances at CPL. The use of Service Responses helps frame the goals and objectives in terms that express what is needed in the community and how the library strives to address these needs.

The proceeding plan is organized into five CPL Operations Areas: Collection Development, Community Relations, Technology, Facilities, and Personnel. All areas include specific goals and dated objectives that will be the institutional focus for the next five years.

## **CPL Operations Area: Collection Development**

Associated Services Responses: Be An Informed Citizen; Build Successful Enterprises, Celebrate Diversity; Create Young Readers; Discover Your Roots; Get Fast Facts; Make Career Choices; Satisfy Curiosity; Stimulate Imagination

### **Goal #1a: Support life-long learning by providing free access to diverse and balanced collections, and combining a blend of traditional print materials with an expanding body of electronic media and technological resources for patrons of all ages.**

#### Objectives:

- Continuously monitor circulation patterns to facilitate informed and timely material selections. (Ongoing)
- Anticipate and respond to patrons' recreational and cultural preferences and informational and educational needs. (Ongoing)
- Prioritize the acquisition of current, high-demand, and high-interest materials for all patrons. (Ongoing)
- Supplement specific budget line items by appropriating portions of existing grant and foundation funds to expand targeted collections. (Ongoing)
- Seek funding through grants and corporate sponsors to provide online public access to unique local collections by continuing to digitize photographs and newspapers for in-house and remote use. (FY2017)
- Develop a cohesive procedure, in cooperation with the Friends of the Library, to monitor and assess donations for incorporation into respective collections, where appropriate. (FY2016)

### **Goal #2a: Increase public awareness of various collections and online resources available through the library.**

#### Objectives:

- Encourage staff to create onsite and online of seasonal or topical nature or highlighting often overlooked collections. (Ongoing)
- Enhance current collection shelving by creating eye catching displays within the collections to attract browsers. (Ongoing)
- Facilitate staff marketing of all available online resources to patrons by increasing staff awareness and providing adequate in-house training for their use. (FY2016)
- Promote resources through various media and through our website, supplemented by signage throughout the library. (Ongoing)
- Distribute supporting documentation in the form of handouts, brochures and bookmarks and offer individual and group demonstrations on resource use. (FY2016)

### **Goal #3a: Emphasize currency and relevance in all collections.**

#### Objectives:

- Weed collections annually to ensure high quality holdings comprised of current, relevant, and highly-desired items, employing the CREW method and other techniques to ensure adequate space for subsequent acquisitions.
- Evaluate databases and online collections annually to determine usage and viability.
- Explore new and emerging information resources for possible inclusion or replacement (FY2016)
- Develop teacher-library relationships with booklists and homework assignments (FY2017).

## **CPL Operations Area: Community Relations**

Associated Services Responses: Discover Your Roots; Get Fast Facts; Know Your Community; Make Informed Decisions; Satisfy Curiosity; Stimulate Imagination; Succeed In School; Understand How to Find, Evaluate, and Use Information; Welcome to the United States

### **Goal #1b: Provides community members information and instruction about technology, library programs, collections, services, and facility amenities.**

Objectives:

- Increase community awareness through marketing and branding of the library (Ongoing).
- Continue weekly column in newspaper and KROS radio spot (Ongoing).
- Maintain social media presence on relevant platforms (Ongoing).
- Create print materials to publicize the library and library events (Ongoing).
- Maintain library web site and online calendar (Ongoing).
- Implement advertising of the library and library programming through partnerships by posting to community calendars (Ongoing).

### **Goal #2b: Provide and promote outreach to the community through services, events, and other programming.**

Objectives:

- Continue relationships with community organizations to promote children's literacy. (Ongoing)
- Increase outreach to the Clinton Community School District and other educational institutions in the area (FY2016).
- Continue to provide services to homebound individuals, assisted living facilities, and other offsite patron groups (FY2016).
- Organize events and programs that engage, educate, and entertain community members and promote library usage (Ongoing).

### **Goal#3b: Develop services for entrepreneurs, employers, and other members of the area business community.**

Objectives:

- Encourage programs and partnerships with members of the state and local human resources and career development communities. (FY2017)
- Provide technology and information literacy instruction for job seekers. (FY2017)
- Develop and maintain a diverse range of business services at reasonable cost. (FY2016)
- Inform the business community about library resources. (FY2016)

### **Goal #4b: Promote partnerships with the downtown area near Main and Lyons.**

Objectives:

- Work with neighbors on adjacent block locations to create a distinct downtown attraction and amenity. (FY2017-2018)
- Participate in group events with downtown organizations and businesses. (Ongoing)

### **CPL Operations Area: Technology**

Associated Service Responses: Be an Informed Citizen; Connect to the Online World; Express Creativity; Satisfy Curiosity; Stimulate Imagination; Succeed in School; Understanding How to Find, Evaluate, and Use Information; Visit a Comfortable Place

#### **Goal #1c: Maintain and enhance the library's technical infrastructure for both staff and patron needs.**

Objectives:

- Assess current and emerging technological capabilities at the department level and how these correspond to the skill level of relevant personnel (FY2016).
- Determine regular schedule for hardware, software, systems, and network maintenance and upgrades at all library facilities and locations (FY2016).
- Evaluate current financial and work arrangement with the City of Clinton on Information Technology Coordinator (FY2016).
- Formalize back-up information technical services agreement with the Clinton County Association of Public Libraries (FY2016).
- Seek out grants, gifts, and other outside funding directed toward technology programs, equipment, training, and other operational areas (Ongoing).
- Maintain compliance with CIPA and E-Rate requirements (Ongoing).

#### **Goal #2c: Expand the library's availability through increased emphasis on digital and online resources.**

Objectives:

- Review and enhance the library's web presence and prioritize web interaction for promotions, information distribution, collection access, and other activity. (FY2017)
- Measure web activity, outputs, and other statistics to track progress of social media outreach and engagement. (FY2017)
- Offer online services for patrons including chat reference, web conferencing, and payment portals. (FY2017)

#### **Goal #3c: Develop value-added services and revenue enhancers from the library's technical capacity, digital assets, and staff expertise.**

Objectives:

- Create and expand suite of business services already in demand from patrons that makes use of existing equipment and applications (i.e. faxing, paid guest passes, etc.). (FY2016)
- Monetize original collections and digital assets in a way that does not violate their preservation or accessibility. (FY2018)
- Market the library as a business resource and institution of technological excellence. (FY2018)

**CPL Operations Area: Facilities (\*See Appendix I)**

Associated Service Responses: Express Creativity; Stimulate Imagination; Visit a Comfortable Place

**Goal #1d: Initiate campaign to renovate the Main Branch facility that focuses on safety, comfort, flexibility, and preservation.**

Objectives:

- Continue on cosmetic improvements made to the building from 2014-2015.
- Gather estimates on larger structural issues for the building and surrounding property. (FY2016)
- Ensure compliance with the American s With Disability Act and other modern standards for public spaces. (FY2017)
- Begin series of capital campaigns and larger fundraising effort to complete projects in anticipation of the City of Clinton Capital Improvement Plan Projects in FY2018-2021. (FY2017)

**Goal #2d: Update the Lyons Branch facility.**

Objectives:

- Re-wire internet connection and increase wireless functionality. (FY2017)
- Make cosmetic improvements to the interior and exterior of the building. (FY2017)
- Create an internal environment conducive to special collections maintenance and multi-purpose community programming. (FY2017)
- Establish measure for increased security, safety, and sanitation of building and surrounding property. (FY2017)

**Goal #3d: Determine long-term disposition of Bookmobile and other adjunct property.**

Objectives:

- Use previous seasons of Bookmobile activity to determine future course. (FY2017)
- Obtain vehicle to be used for delivery, equipment hauling, and other library purposes. (FY2016)
- Evaluate long-term storage options for library equipment, records, and other items. (FY2017)

## **CPL Operations Area: Personnel**

Associated Service Response: All responses apply to this area.

### **Goal #1e: Formulate staffing plan that considers leadership succession, key personnel replacement, and adequate training for new and existing employees.**

Objectives:

- Amend and adjust organizational chart as needed based on personnel changes. (Ongoing)
- Sunset the Assistant Director position in favor of lead department positions. (FY2017)
- Evaluate position descriptions against position needs in filling open positions, transitioning existing staff to new areas, and assessing everyday workflow. (FY2017)
- Maximize personnel resources to reach a more balanced split between personnel and other operating costs. (FY2018)
- Re-institute Page program at a time that is financially feasible to do so. (FY2018)

### **Goal #2e: Create and sustain an atmosphere of professional growth, creative enthusiasm, and shared purpose among library staff and leadership.**

Objectives:

- Provide support, information, and funding for training opportunities that both professional and support staff may utilize on a regular basis. (FY2017)
- Emphasize collegiality, professionalism, and customer service as a key component of all staff positions. (Ongoing)
- Tie promotions and raises to objective standards for performance, skills acquisition, and other efforts by staff to improve the library. (FY2018)
- Discourage siloing of skills and expertise through cross-training, communication, and collaboration. (Ongoing)

### **Goal #3e: Enhance library engagement with volunteer programs and other non-paid personnel to support library operations.**

Objectives:

- Continue to develop working relationship with the Friends of the Library through the Underground Bookstore and other common projects. (Ongoing)
- Utilize community organizations and other state and federal initiatives (i.e. AmeriCorps, Experience Works, etc.) to supplement manpower on both a programmatic and project basis. (FY2018)



## Appendix I: Building and Fundraising Project

The CPL Building and Fundraising Project corresponds to the City of Clinton FY2015-2021 Capital Improvements Plan, which includes two allotments for library projects: \$400,000 for the 8<sup>th</sup> Avenue entrance realignment and \$700,000 for cosmetic and structural upgrades to the library in FY2018. The entryway realignment is a joint project between the City of Clinton and the Iowa Department of Transportation, but the library will play a role in the planning stages to ensure an expanded parking lot, a safer configuration of traffic flow around the building, and improvements to the streetscape surrounding the library. The library upgrades will involve both the Main and Lyons facilities, with the majority of efforts focused on restoring the historic Carnegie building and ensuring that the library offers safe, comfortable, and responsive spaces for employees, patrons, and guests.

The city contribution of \$700,000 to the FY2018 improvements is based on a total project cost of approximately \$1.6 million, with the library committed to a \$900,000 contribution. Since early 2014 the library has made approximately \$150,000 in improvements to the building, which will be factored into the total. These improvements include renovations to the mezzanine and children's departments, restoration of historic stained glass and exterior windows, and the repair and replacement of key mechanical components. Building on these advances, the library will conduct a series of capital campaigns over the course of several months to raise funds to address the remaining structural and cosmetic issues of the Main and Lyons facilities.

The Building and Fundraising project will be conducted primarily by the CPL Director, senior CPL staff, and members of the CPL Board of Trustees. The Friends of the Clinton Public Library will serve as the 501C3 fiscal agent to help manage the disbursement of funds as they are received. The intent is to schedule and make improvements to the facilities as funding becomes available. The principal fundraising campaigns will officially begin May 2016 and extend through June 2017. All work will be completed by June 2018, as noted in the tentative project list and timeline below.

### Building Improvement Project List

<u>Project</u>	<u>Cost</u>	<u>Date</u>	<u>Funding</u>
Main and Lyons light fixture retro-fitting	\$33,700	Jan 2016	FOL, CPL
Lyons roof repair	\$3200	Feb 2016	CPL
Exterior window repair and replacement	\$80,000	Jun-Oct 2016	UPRR, Fundraising
Security and communications update	\$75,000	Jun-Oct 2016	CPL, Fundraising
Main first floor painting and carpeting	\$57,000	Jun-Oct 2016	CPL, Fundraising
Main grounds beautification	\$50,000	Jul-Oct 2016	Fundraising
Lyons repairs and updates	\$70,000	Sep-Dec 2016	City, Fundraising
Main elevator modernization	\$100,000	Jul-Dec 2017	Fundraising, CIP
ADA and safety code updates	\$200,000	Jul-Dec 2017	Fundraising, CIP
Main mason work and exterior clean-up	\$100,000	Jul-Dec 2017	Fundraising, CIP
HVAC system replacement	\$200,000	Jul-Dec 2017	Fundraising, CIP
Electrical system upgrade	\$200,000	Jul-Dec 2017	Fundraising, CIP
Roof repairs and solar panel installation	\$100,000	Jan-Jun 2018	Fundraising, CIP
Staff and storage area updates	\$100,000	Jan-Jun 2018	Fundraising, CIP
Remaining projects and improvements	\$80,000	Jan-Jun 2018	Fundraising, CIP

## **Fundraising Campaign Timeline**

### January 2016

- Formalize Building and Fundraising Project in 2016-2020 Strategic Plan
- Identify eligible grants for FY2018 cycle

### February 2016

- Compile mailing lists and other contact information
- Work with Staff, Board, and FOL to get promotional materials finalized

### March 2016

- Have bids/estimates in hand for projects beginning in FY2016
- Get total projected costs figured for goal amount

### April 2016

- Solicitations sent to corporate and major donor prospects
- Begin meeting with corporate and major donor prospects
- Acquire promotional materials

### May 2016

- Secure large pledges
- Collate physical and electronic mailing lists
- Set up online fundraising tool

### June 2016

- Letters sent to individual prospects from mailing lists
- Initial press release for public phase of campaigns; promote ongoing projects

### July-October 2016

- Begin new renovation and improvement projects
- Entrance realignment project

### November-December 2016

- Holiday fundraiser with Friends
- Reminder letters/emails sent to individuals

### January 2017

- Launch planned and annual giving programs
- Evaluate progress of campaigns

### February-June 2017

- Continue follow up with all donor prospects
- Continue renovations

### July 2017-June 2018

- CIP funds received; complete all remaining projects
- Schedule celebration

## Appendix II: Strategic Plan Progress Chart

### Operations Area: Collection Development

<u>Goal</u>	<u>Action/Strategy</u>	<u>Timeframe</u>	<u>Done?</u>
1a			
2a			
3a			

### Operations Area: Community Relations

<u>Goal</u>	<u>Action/Strategy</u>	<u>Timeframe</u>	<u>Done?</u>
1b			
2b			
3b			
4b			

### Operations Area: Technology

<u>Goal</u>	<u>Action/Strategy</u>	<u>Timeframe</u>	<u>Done?</u>
1c			
2c			
3c			

**Operations Area: Facilities**

<b><u>Goal</u></b>	<b><u>Action/Strategy</u></b>	<b><u>Timeframe</u></b>	<b><u>Done?</u></b>
1d			
2d			
3d			

**Operations Area: Personnel**

<b><u>Goal</u></b>	<b><u>Action/Strategy</u></b>	<b><u>Timeframe</u></b>	<b><u>Done?</u></b>
1e			
2e			
3e			