



The Urbana Free Library Strategic Plan for Services

FY 2013/2014 – FY 2015/2016

Approved by the Board May 14, 2013

| Table of Contents | Page |
|---|-------------|
| A. Introduction | 2 |
| B. Development Process | 2 |
| C. Community Strategic Planning Committee | 4 |
| D. Library Board and Administration | 5 |
| E. Mission Statement | 5 |
| F. Core Values | 5 |
| G. Library Service Priorities | 6 |
| H. Goals and Objectives | 6 |
| 1. Physical Space (Goal 1) | 6 |
| 2. Adult Collections (Goal 2) | 7 |
| 3. Teen Collections (Goal 3) | 7 |
| 4. Children’s Collections (Goal 4) | 8 |
| 5. Early Childhood Literacy (Goal 5) | 8 |
| 6. Early Childhood Literacy for Parents (Goal 6) | 9 |
| 7. Online Access (Goal 7) | 9 |
| 8. Creative Content for Teens and Adults (Goal 8) | 10 |
| 9. Local History and Genealogy (Goal 9) | 10 |
| I. Resource Allocation | 11 |
| J. Measurement | 11 |
| K. Evaluation and Revision | 12 |

A. Introduction

The Strategic Plan for Services FY 2013/2014 – FY 2015/2016 covers the period from July 2013 through June 2016.

The strategic plan addresses the service priorities (section G) recommended by the Community Strategic Planning Committee and adopted by the Library Board of Trustees. Plan details are reflected in the goals and objectives (section H1-H9).

B. Development Process

To facilitate the library’s planning process, the Board of Trustees hired consultant Sandra Nelson. Sandra was Senior Editor and author or co-author of six books in the Public Library

Association (PLA) Results series, an integrated set of library planning manuals. Sandra's clients range from small libraries to the New York Public Library and the Gates Foundation.

The planning process was an interplay between a Community Strategic Planning Committee and The Urbana Free Library Board and staff.

Community members were selected for their association with key constituencies of the Urbana community, such as the City, the downtown, business and development, employment, education, health, mental health, finance, technology, the arts, teens, parents, and seniors. Many members interact with multiple constituencies, and the committee included a broad cross-section of ages, ethnicities, and neighborhoods.

At the first committee meeting in mid-February 2013, community members discussed their vision for the future of Urbana. They then discussed the strengths, weaknesses, opportunities, and threats within the community that might advance or hinder that vision. Finally, the committee discussed the role of the library in delivering the community vision. They reviewed eighteen typical library services and chose eleven of the eighteen as preliminary priorities to forward to the Board and staff.

During the February 2013 staff in-service, the entire staff reviewed the community committee's preliminary priorities. They analyzed the library's strengths, weaknesses, opportunities, and threats relative to each of the preliminary service choices. The staff analysis was reviewed and augmented by the Board.

During the in-service, the staff also submitted ideas for library core values. Staff worked in small groups of five to six employees. Each group generated and prioritized its list of possible core values. The lists were compiled and compared. From those suggestions, the administrative staff selected and wrote core values for submission to the Board.

At the second committee meeting in mid-March 2013, the community members reviewed the implications of the service priorities in more detail, discussed the pros and cons supplied by the staff and Board, and chose five library service responses as their final recommendation to the Board. The Board accepted those responses and included one additional priority.

Assisted by the consultant, the administrative team wrote goals and objectives for the chosen service priorities and reviewed organizational competencies to uncover inadequacies that could hinder effective implementation. The administrative team identified three areas of organizational need and chose the following strategic initiatives: establish criteria for external partnerships; develop and/or revise policies on meeting rooms, displays, and programming; and develop a marketing plan. In mid-April, Sandra Nelson returned to work with the administration and staff on action plans to support the goals and objectives in the strategic plan.

C. Community Strategic Planning Committee

Guadalupe Abreu

East Central Illinois Refugee Mutual Assistance Center

Robin Arbiter

Lierman Neighborhood Action Committee

Lynne Barnes

Carle Foundation Hospital

Mark Dixon

The Atkins Group

Rupert Evans

Clark-Lindsey Village

Tori Exum-Johnson

Human Resources, UIUC Extra Help Services

Ben Galewsky

Common Ground Food Co-op

Aditi Kambuj

City of Urbana Community Development Services

Millie Martinez

PNC Bank

Janice Mitchell

Urbana Neighborhood Connections Center

Hua Nian

Hua Nian Art Studio

Don Owen

Urbana School District 116

Chris Ritzo

Urbana-Champaign Independent Media Center

Benita Rollins-Gay

Community Elements Crisis Line

Joel Spencer

The Urbana Free Library Staff

Iván Villamar

Urbana High School Students

D. Library Board and Administration

Mary Ellen Farrell, *President*
Trustee since 1993

Chris Scherer, *Vice-President*
Trustee since 1999

Beth Scheid, *Treasurer*
Trustee since 2000

Scott Bennett
Trustee since 2010

Anh Ha Ho
Trustee since 2010

Eric Jakobsson
Trustee since 2011

Anna Merritt
Trustee since 2012

Mark Netter
Trustee since 2012

Jane Williams
Trustee since 1996

Debra Lissak
Executive Director

Kathryn Wicks
Associate Director

Anne Phillips
Director of Adult Services

Lora Fegley
Director of Children's Services

Anke Voss
Director of Champaign County Historical Archives

Dawn Cassady
Director of Circulation Services

Keran Harrington
Acquisitions Manager

E. Library Mission

The Urbana Free Library is a welcoming place with space, collections, technology, and staff dedicated to fostering literacy and a strong community.

F. Core Values

Core values represent the underlying principles and standards that apply to all service responses of The Urbana Free Library.

The core values, as identified by the staff and adopted by the Board, are:

- Deliver unusually friendly customer service.
- Respond to the community and foster collaborations.
- Practice responsible financial stewardship.
- Uphold open and free access for all.
- Treat everyone with respect and courtesy.

- Support intellectual freedom and protect confidentiality.
- Be professional, committed, and knowledgeable.
- Act with initiative, creativity, and flexibility.
- Nurture a collegial and supportive work environment.

G. Library Service Priorities

Listed in priority order, the library service responses, as recommended by the Community Strategic Planning Committee and approved by the Board, are:

- Visit a comfortable place: Physical and virtual spaces, with the emphasis on physical space.
- Stimulate imagination: Reading, viewing, and listening for pleasure.
- Create young readers: Early literacy.
- Connect to the online world: Internet access.
- Express creativity: Create and share content, with an emphasis on teens.
- Discover your roots: Local history and genealogy.

H. Goals and Objectives

The staff and Board established goals and objectives to advance the chosen service priorities. Goals are the outcomes that the community, or a target audience, receives because the library provides specific service responses. Objectives are the ways in which the library measures its progress toward meeting the goals. These goals and objectives become the focus of library activities for the coming three years.

1. Physical Space (Goal 1)

Everyone will have welcoming and safe spaces in which to meet and interact with others or to work independently on personal projects.

Objectives

- a. By FY 2015/2016, ninety percent of surveyed library users will say that the library is a welcoming and safe place to visit.
- b. By FY 2015/2016, the number of times that people visit the library will increase six percent, from 494,281 library visits (FY 2012) to 523,938 library visits.

- c. Each year, at least 350 community meetings will be held in library meeting rooms.

2. Adult Collections (Goal 2)

Adults will enjoy a wide variety of readily available new and popular materials in various formats.

Objectives

- a. By FY 2015/2016, circulation of print and media materials from the adult collections will increase three percent, from 528,241 adult items checked out (FY 2012) to 544,088 adult items checked out.
- b. By FY 2015/2016, circulation of downloadable materials will increase three hundred percent, from 7,181 downloaded items (FY 2012) to 28,724 downloaded items.
- c. By FY 2015/2016, ninety percent of surveyed adults looking for something to read, listen to, or view will say that they found something that interested them.
- d. By FY 2015/2016, the number of holds requested by library users will increase ten percent, from 105,821 hold requests (FY 2012) to 116,403 hold requests.
- e. By FY 2015/2016, ninety percent of surveyed adults will say that they were satisfied with the amount of time it took to receive their hold requests.

3. Teen Collections (Goal 3)

Teens will have a supportive environment that provides entertaining reading, viewing, and listening opportunities that respond to their current interests.

Objectives

- a. By FY 2015/2016, circulation of teen fiction will increase three percent, from 22,536 teen books checked out (FY 2012) to 23,212 teen books checked out.
- b. By FY 2015/2016, the number of items checked out by teens will increase two percent, from 25,866 items checked out by teens (FY 2012) to 26,383 items checked out by teens.
- c. By FY 2015/2016, seventy-five percent of surveyed teens who come to the library looking for something to read, listen to, or view will say that they found something that interested them.

- d. Each year, attendance will reach at least 1,000 for teen programs sponsored or co-sponsored by the library.
- e. Each year, seventy-five percent of surveyed teens who attend programs sponsored or co-sponsored by the library will say that those programs were very good or excellent.

4. Children's Collections (Goal 4)

Elementary school children will discover materials and enjoy programs that stimulate their imaginations, satisfy their curiosity, and foster a love of reading.

Objectives

- a. By FY 2015/2016, circulation of print and media materials from the children's collections will increase ten percent, from 243,341 children's items checked out (FY 2012) to 267,675 children's items checked out.
- b. By FY 2015/2016, attendance at elementary school program in the library will increase ten percent, from 6,811 attendees (FY 2012) to 7,492 attendees.
- c. By FY 2015/2016, attendance at elementary school programs presented by the library at off-site locations will increase ten percent, from 3,561 attendees (FY 2012) to 3,917 attendees.
- d. By FY 2015/2016, the number of elementary school children who participate in the Summer Reading Program will increase ten percent from 661 "reader" participants (FY 2012) to 727 "reader" participants.

5. Early Childhood Literacy (Goal 5)

Young children (birth to age five) will have materials, services, and programs to prepare them to enter school ready to learn to read, write, and listen.

Objectives

- a. By FY 2015/2016, circulation of board books, easy books, and easy-to-read books will increase ten percent, from 85,762 early childhood books checked out (FY2012) to 94,338 early childhood books checked out.
- b. By FY 2015/2016, attendance at preschool or family programs in the library will increase ten percent, from 9,541 attendees (FY 2012) to 10,495 attendees.

- c. By FY 2015/2016, attendance at preschool or family programs presented by the library at off-site locations will increase ten percent, from 664 attendees (FY 2012) to 730 attendees.
- d. By FY 2015/2016, the number of young children who participate in the “Read-To-Me” Summer Reading Program will increase ten percent, from 281 “read-to-me” participants (FY 2012) to 309 “read-to-me” participants.

6. Early Childhood Literacy for Parents (Goal 6)

Parents and caregivers will have the tools and skills needed to prepare young children (birth to age five) to learn when they enter school.

Objectives

- a. By FY 2015/2016, ninety percent of surveyed parents and caregivers will say that the library’s services for young children (birth to age five) are very good or excellent.
- b. Each year, attendance will reach at least 100 for programs designed to give parents and caregivers the tools to prepare their children to learn when they enter school.

7. Online Access (Goal 7)

Everyone will have free, high-speed online access at the library.

Objectives

- a. Each year, at least 100,000 online user sessions will be provided on library-supplied computers or portable devices.
- b. Each year, at least 120,000 Internet connections from personal (non-library) devices will be made via the library’s wireless service.
- c. Each year, ninety percent of surveyed users who access the Internet on library-supplied computers or portable devices will say that the library computers and connection speed are very good or excellent.
- d. Each year, ninety percent of surveyed users who use their own devices to access the Internet on the library’s wireless service will say that the connection speed and stability are very good or excellent.

8. Creative Content for Teens and Adults (Goal 8)

Teens and adults will have the services and support they need to express themselves by creating original print, video, audio, or visual content.

Objectives

- a. By 2015/2016, the number of times that teens use library equipment or technology to create content will increase from 0 (FY 2012) to 1,800.
- b. Each year, seventy-five percent of surveyed teens who use technology to create content will say that the training or assistance provided by the library was very good or excellent.
- c. By 2015/2016, the number of times that adults use library equipment or technology to create content will increase from 0 (FY 2012) to 100.
- d. Each year, eighty percent of surveyed adults who use technology to create content will say that the training or assistance provided by the library was very good or excellent.

9. Local History and Genealogy (Goal 9)

Everyone will have resources and services to connect the past with the present through local and family histories.

Objectives

- a. By FY 2015/2016, attendance at programs on local history or genealogy will increase ten percent, from 1,056 attendees (FY 2012) 1,162 to attendees.
- b. By FY 2015/2016, the number of times that people visit the Champaign County Historical Archives will increase ten percent, from 3,444 Archives visits (FY 2012) to 3,788 Archives visits.
- c. Each year, ninety percent of surveyed users will say that services of the Champaign County Historical Archives are very good or excellent.
- d. By FY 2015/2016, the number of hits on databases provided through the Champaign County Historical Archives will increase ten percent, from 93,304 database hits (FY 2012) to 102,634 database hits.
- e. Each year, the number of searches on Local History Online will reach at least 150,000.

I. Resource Allocation

Resources are the facilities, collections, technology, and staff that are available for the accomplishment of the selected library service responses.

In the distribution of resources, the library considers the service responses in priority order. Resources are first assigned to the first priority, next assigned to the second priority, then the third, and so on. If resources are insufficient to accomplish all of the chosen priorities, then lower priorities are not accomplished or are handled only reactively.

In order to maximize the effective use of resources, all library activities and programs are evaluated for their effectiveness in meeting library service priorities. Resources are allocated to activities that support the defined goals and objectives and meet library criteria for effectiveness.

J. Measurement

To monitor progress on meeting objectives in this plan, the library collects data on the number of service units delivered in defined categories and annually surveys library users to determine user satisfaction.

At a minimum, the library collects the following statistics:

- number of library visitors
- number of community meetings held at the library
- number of items checked out from the adult, teen, children's, preschool, and downloadable collections
- number of hold requests placed
- number of items checked out by teens
- number of reading program participants, separated by intended audience
- number of people attending programs, separated by intended audience, in-library or off-site location, and selected topics (literacy, technology, local history, etc.)
- number of people using the library's equipment or technology to create content
- number of public computer sessions
- number of connections to the library's wireless made from personal devices
- number of Archives visitors, hits on Archives-supplied databases, and searches on Local History Online

At a minimum, the library surveys users annually to determine their level of satisfaction with the library in terms of:

- quality of service
- physical environment
- collections
- hold requests
- programs
- Internet access

K. Evaluation and Revision

Each year the library Board and staff review library use statistics and results of the user satisfaction survey to assess progress toward meeting targets in the objectives. Library activities and resource allocations are adjusted based on these evaluations.

When the Board finds reason to add or delete objectives, or to change targets in the objectives, the *Strategic Plan for Services* is retained but amended.

When the Board finds reason to add or delete goals in consideration of new priorities, a new and re-named *Strategic Plan for Services* is adopted.

A revised and re-named plan is adopted at least every three years, even if the priorities and goals remain unchanged.

Adopted: May 14, 2013