



# Strategic Plan

# 2016-2019



## **Purpose**

As approved by the Bettendorf Public Library Information Center Board of Trustees, this strategic plan will serve as a written action plan designed to assist library staff in directing library development and services during 2016-2019. This plan combines the library's mission and perceived community needs, with goals, objectives and activities identified and defined within the planning process.

## **Mission Statement**

*The mission of the Bettendorf Public Library Information Center is: To provide access to ideas and information for all.*

## **Introduction**

This strategic plan enables library staff to plan, develop and facilitate premier library services for the residents of Bettendorf, IA, based on community feedback, current library trends, and perceived local need. Within this process, a planning committee comprised of local residents, library trustees, community stakeholders, and library staff, met to review and evaluate current community trends, library statistical data, planning assessments, local service needs, and available resources. Utilizing this information, the planning committee selected a series of well-defined "service responses", or areas of public library service, which they determined would meet the community's preference for library services during 2016-2019.

Consequently, this action plan encompasses the following components of a strategic plan:

- Goals- the outcomes or benefits the community of Bettendorf, IA will receive as a result of programs and services designed to support the plan's primary service responses.
- Objectives- the methods used by the library to measure progress in achieving the plan's goals.
- Activities- planned strategies or actions library staff will implement in achieving the plan's goals & objectives.

This written plan will provide library staff with pertinent information to be utilized in developing and implementing future programs, activities and services for the local community within the next three (3) years.

## **Community Planning Committee**

The Bettendorf Public Library Information Center Library Board of Trustees invited a selection of Bettendorf residents, library users, non-resident users, and community stakeholders to participate in the library's strategic planning sessions. The following participants comprised the Community Planning Committee (2015):

### **Participants**

John (Jack) Bishop  
Heather Brummel  
Crystal Doland  
Elisha Fry  
Stephanie Judkins  
Darrin Lindquist

### **Representing**

President, Friends of the Bettendorf Public Library  
Board of Directors, Bettendorf Public Library Foundation  
Bettendorf Resident  
Bettendorf Resident  
Pleasant Valley Schools (Bettendorf)  
President, Bettendorf Public Library Information Center Board of Trustees, Bettendorf Resident

Kim Kidwell	Museum Director, Bettendorf Family Museum. Bettendorf Resident
Dan Moore	Library Patron, Non-resident
Decker Ploehn	City Administrator, City of Bettendorf. Bettendorf Resident
David Pratt	Bettendorf Resident
Kristine Stone	City Attorney, City of Bettendorf. Bettendorf Resident
Lisa Webb	Bettendorf Resident
Ami Wells	Foundation Director, Bettendorf Public Library Foundation

**Staff**

Susan Mannix	Library Director, Bettendorf Public Library Information Center and Bettendorf Resident
Maria Levetzow	Library Assistant Director, Adult/Information Services Manager, Bettendorf Public Library Information Center and Bettendorf Resident
Carina Mulcrone	Circulation Manager, Bettendorf Public Library Information Center

**Facilitator**

Becky Heil- Southeast Regional Library Consultant, State Library of Iowa

**Part One: Planning Process**

**Introduction**

In 2012, the library board of trustees initiated the current strategic planning process. Preliminary preparations for the planning process included gathering community and staff data through:

- ✚ *Community focus groups and surveys* identifying the perceived need and view of local library services in Bettendorf, IA.
- ✚ *SWOT Analysis* by community members, stakeholders and staff, identifying current and future strengths, weaknesses, opportunities and threats facing the library and community of Bettendorf, IA.
- ✚ *Environmental Scan* summarizing preliminary data (above) related to library operations and services collected in preparation for the strategic planning process. (Wastyn & Associates, 2013).
- ✚ *Highlights of the Comprehensive Plan for the City of Bettendorf* in relation to future library services.

In 2013, there was a change in library administration, at which time the library board of trustees temporarily suspended the strategic planning process to conduct a search for a new library director and allow for the completion of the library’s pending facility renovation in 2013-2015.

The new library director (Mannix) and library trustees resumed the planning process in 2014, with the decision to utilize the Public Library Association’s model for strategic planning in public libraries entitled *Strategic Planning for Results* (Nelson, 2008), for the remainder of the strategic planning process. The Library engaged Becky Heil, Southeastern Area Library Consultant for the State of Iowa, to facilitate the second phase of the plan. \* Professional library planning consultation services are provided by the State Library of Iowa to Iowa public libraries, at no charge.

## Community Planning Committee – Overview

The community planning committee met on September 10, 2015 at the Bettendorf Public Library Information Center. The meeting was facilitated by Becky Heil, (State Library of Iowa), utilizing the PLA *Strategic Planning for Results* model. The process facilitator (Heil) suggested the following guidelines for the second phase of the planning process:

- ✚ The community planning committee would meet for one 3-hour session to review prior focus group and survey results, SWOT analysis, preliminary environmental scan (Wastyn & Associates), current community demographics and library services statistics (Mannix), and the *Planning for Results* model (Heil). During this meeting the planning committee would select four (4) service responses as the plan's primary focus for services moving forward.
- ✚ The library trustees would meet, before and after, the planning committee's work session to review the planning process timeline, evaluate the committee's findings (selected service responses), and establish a set of plan goals for the strategic plan, based on the selected service responses.
- ✚ The library director and management team would develop plan objectives supporting the plan's goals.
- ✚ The management team and division staff would develop strategies identifying the activities the library staff would utilize to achieve the identified goals and objectives during the plan's timeframe (2016-2019).
- ✚ The library director would compile all planning information within a written strategic plan for trustee approval and subsequent publication and distribution to the public.

In the planning process, participating committee members were asked to represent the broader community of Bettendorf, as they reviewed relevant library and planning process data, and develop a shared vision of optimal library services at Bettendorf Public Library Information Center during the plan's three (3) year period of 2016-2019.

Information presented at the committee work session on September 10, 2015, included:

- ✚ Preliminary planning data: Community survey, focus group data, SWOT analysis, and environmental scan. (Mannix)
- ✚ Overview of city and library service demographics and statistics. (Mannix)
- ✚ Overview of the Public Library Association (PLA) recommended model for public library strategic planning entitled *Strategic Planning for Results* (Nelson, 2008), presented by session facilitator, Becky Heil.
- ✚ List of PLA's *Public Library Service Responses*, presented by session facilitator, Becky Heil. (Appendix A)
- ✚ Discussion and selection of four (4) primary service responses as the focus for the development and provision of library services during 2016-2019 (Heil).

Additionally, planning committee participants were asked to consider the following points in their assessment:

- How can the Bettendorf Public Library Information Center best support the information needs of the local community?
- What public services will the Library offer over the next 3-5 years to meet perceived local need?

- What services will the Library expand and/or reduce?
- What is the best use of financial and staff resources?
- How can the Library keep pace with current library industry trends and standards?
- What is the Library's "mission" – will it change or remain the same as a result of this plan?

### **Community Planning Committee- Assessment and Selection of Service Responses**

As an initial committee goal for the overall planning process, the library director and facilitator suggested selecting 3-4 primary service responses. The committee selected four (4) responses, one of which was a combination of two separate service responses (#4 - *Stimulate Imagination and Express Creativity*).

Selected Service Responses, in order of priority:

1. *Satisfy Curiosity: Lifelong Learning*
2. *Create Young Readers: Early Literacy*
3. *Visit a Comfortable Place: Physical and Virtual Spaces*
4. *Stimulate Imagination/Express Creativity* (combination of two separate responses)

#### Service Response Definitions

- *Satisfy Curiosity: Lifelong Learning*  
Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- *Create Young Readers: Early Literacy*  
Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
- *Visit a Comfortable Place: Physical and Virtual Spaces*  
Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
- *Stimulate Imagination/ Express Creativity* (Combination of two service responses)

#### *Stimulate Imagination- Reading, Viewing, and Listening For Pleasure*

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

and

#### *Express Creativity: Create and Share Content*

Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

(*Planning for Results, Nelson. 2008*)

## Part Two- Evaluation and Plan Development

Following the community planning committee session, selected library trustees, the library director, and library management team met again on October 8, 2015, with Facilitator Heil, to review the planning committee's selected services responses. Based on recommendations received from the planning committee and library administrative/management staff, as well as data obtained during the first phase of the planning process, the trustees were asked to formulate a set of goals which would serve to 1) integrate community feedback with the selected service responses, and 2) provide a foundation for staff to develop plan objectives and strategies (activities) which would achieve the intent of the planning participants' vision of the perceived service needs of local community.

### Goals, Objectives and Activities

The Bettendorf Public Library Information Center Board of Trustees and library administrative/management team identified the following goals as the basis for the library's strategic plan which will guide the development and provision of library services over the next three (3) years (2016-2019). The library director and management team drafted the following plan objectives, and the management team and library support staff identified the following strategies (activities) to be used in implementing these strategic plan goals.

### **Service Response # 1- Satisfy Curiosity: Lifelong Learning**

**Goal 1- Seniors will acquire technology skills necessary to apply for retirement employment and access social services.**

- Objective 1: By 2017, participation in *Computer Tutor* and library technology class sessions by patrons age 60 yrs. and older will increase by 80%.**
- Objective 2: By 2017, patrons age 60 yrs. and older will who have received technology training through the library will rate the experience "very good" or "excellent".**

### Activities for Adult/Information Services Staff

- Develop methods of increasing *Computer Tutor* sessions through marketing initiatives to seniors.
- Offer two (2) guided self-instruction classes on basic computer applications.
- Offer two (2) guided self-instruction classes on web browsing.
- Offer two (2) guided self-instruction classes on Microsoft Word.
- Assess monthly statistical reports to confirm increase in participation is commensurate with objective target.
- Conduct user surveys at *Computer Tutor* sessions and computer classes to determine rate of user satisfaction.

**Goal 2- Teens will find programs and services at the library to assist in their transition from high school to post-high school life.**

**Objective 1: Annually, the library will develop print and electronic services and collections, with an average publication date no greater than 3 yrs., to assist users age 16 – 20 yrs. in their post-secondary vocational and academic pursuits.**

**Objective 2: Annually, the library will offer at least two (2) programs designed for users age 16-20 yrs., which provide information relating to post-secondary vocational and academic pursuits.**

**Activities for Adult/Information and Youth Services Staff**

- Partner with community organizations to offer programs in study skills, college essay writing, finding and applying for scholarships, and job interview skills.
- Partner with community organizations to offer a vocational-technical career fair, if not already available in the community.
- Evaluate the current collection of career-oriented, vocational, and academic test preparation materials, eliminating out-dated or obsolete titles, maintaining a collection of materials within this classification area with an average publication date no greater than three (3) years.
- Youth Services staff will provide at least two (2) Young Adult programs per year geared toward post-secondary vocational and academic pursuits.

**Goal 3- Families will discover the wealth of resources available at their local library.**

**Objective 1: By 2019, 65% of Bettendorf city residents will be registered library cardholders. (3% increase over three years)**

**Objective 2: By 2019, the number of patrons engaged in outreach activities will increase by 25%.**

**Activities for Adult/Information Services Staff**

- Offer adult book-talks at senior housing facilities.
- Offer library card registration at events such as Beaux Arts, Bix Festival, Farmer's Market, Movies in the Park, Park Band events.
- Annually assess statistical reports to determine percentage of Bettendorf residents currently registered as library cardholders.
- Biannually, assess statistical reports to determine the number of Bettendorf residents currently engaged within library outreach activities.

**Activities for Youth Services Staff**

- Collaborate with schools to provide in-school library programming to students.
- Promote and provide library card registration at community events.

- Develop marketing materials promoting library card registration and library programming, and provide patron demonstrations of library e-resources, as appropriate.
- Assess and document the number of patrons engaged in Youth Services outreach activities and programs presented outside of the library, or off campus. An initial count will be taken for programming as it occurred in 2015 to establish a baseline figure for ongoing comparison.

## ***Service Response # 2- Create Young Readers: Early Literacy***

### **Goal 1- Families will experience the joy of reading.**

**Objective 1: Completion rates for the library’s Summer Reading Program for youth will increase to 65% by 2019.**

**Objective 2: In 2017, the library will increase youth services designed for home school populations to 25% annually.**

#### **Activities for Youth Services Staff**

- Provide programming at a variety of times to increase convenient access for home school families.
- Survey home school families to determine areas of interest in library programs and services.
- Increase Summer Reading Program (SRP) promotion in Bettendorf schools, with specific focus on program completion rates.
- Explore and utilize ways to contact SRP participants throughout the summer to encourage reading and reinforce program “milestone” dates and benchmarks, including completion.
- Provide at least two (2) initial programs designed for home school youth and families in 2016. Thereafter, home school programming will be added annually to meet a 25% growth rate objective.
- Determine the completion rate percentage of the Summer Reading Program for youth by dividing the number of youth who have finished the Summer Reading Program by the total number of youth who registered for the program.

### **Goal 2- Parents and caregivers of children age B-5 yrs. will view the library as a vital resource in their child’s path to developing a lifelong love of reading at age-appropriate levels upon entering elementary school.**

**Objective 1: Through 2019, the library will maintain FY 16 attendance figures for programs designed for children age B-5 yrs.**

**Objective 2: The library will provide at least five (5) outreach activities each year, in collaboration with local organizations, which serve children age B-5 yrs.**



**Objective 3: By 2019, checkout of library materials for children age B-5 yrs. will increase by 10%.**

**Activities for Youth Services Staff**

- Reorganize the Picture Book collection to make it more easily accessible and *browse-able* by users.
- Promote materials intended for users age B-5 yrs. through booklists, displays, etc.
- Conduct five (5) outreach activities each year in collaboration with local organizations which serve children age B-5 yrs.
- Continue to provide quality programs for children B-5 yrs. such as *Tales for Tots*, *Story-times* and *Child's Play*.
- Assess checkout rates for materials intended for an audience age of B-5 yrs, including: board books, picture books, juvenile kits, children's music CDs and Launchpads. Initial assessment will take place in 2016 to establish a baseline measurement. By 2019, checkout rates for these collections will increase by 10%.

***Service Response #3- Visit a Comfortable Place: Physical and Virtual Spaces***

**Goal 1- "Millennial" residents, 20-30 yrs of age, will see the library as the local "go to" place.**

**Objective 1: By FY 19, the number of active library cards held by residents age 20-30 yrs. will be maintained at 10% or more of total library registrations.**

**Objective 2: By FY 19, library programs appealing to interests of residents age 20-30 yrs. will increase by 20%.**

**Activities for Adult/Information Services Staff**

- Offer corporate library card signup days off-site.
- Network with community partners and organizations serving this age demographic, such as the Quad City Young Professionals
- Design library programs intended to appeal to users age 20-30 yrs., such as Creation Studio programs, "Cheap Date Night" program series, Get Lit Book Discussion, etc.

**Goal 2- Users will view the library's *virtual* spaces among their own preferred "communities".**

**Objective 1: At the first and third year of the current strategic plan, at least 70% of users polled will indicated a positive level of satisfaction with the library's website.**

**Objective 2: Annually, the library will conduct at least one (1) marketing campaign within the local community intended to promote public awareness of the library's digital resources collections.**

**Activities for Adult/Information and Youth Services Staff**

- Staff will conduct annual user surveys to assess patron satisfaction with the library's website.
- Youth Services staff will develop and utilize online registration for the youth reading programs in 2016 through the youth services web page.
- Youth Services staff will promote the Library's digital resources of interest to youth and their families, at least once per year.
- Adult/Information and Youth Services staff will promote digital resources each month via online and print promotional materials.
- Staff will conduct a marketing campaign to promote digital resources to the public.

**Goal 3- The Community of Bettendorf will enjoy increased social and cultural opportunities at the library.**

**Objective 1: Annually, 80% of users and/or program attendees, across all age ranges, will indicate a high degree of satisfaction in library programs and services.**

**Objective 2: Annually, the library will provide the residents of Bettendorf, across all age ranges, with programs intended for audiences of 500 or more.**

**Activities for Adult/Information and Youth Services Staff**

- Extend the length of the annual *Summer Concert Series* program starting in FY 17.
- Survey library program attendees to determine satisfaction level.
- Investigate feasibility of adding additional all-ages program(s) during winter months.
- Continue development of *Learning Campus and Family Fun and Discovery Fair* program, annually.
- Explore the potential for additional programming intended for audiences of 500 or more attendees and establish plans for one (1) new program of this type by the completion of this strategic plan (2019).

***Service Response #4- Stimulate Imagination and Express Creativity***

**Goal 1 (Stimulate Imagination) - Patrons will experience timely access to a broad array of popular titles.**

**Objective 1: Annually, the library will allocate 10% of available materials budget funds toward meeting demonstrated public demand for the most popular item titles.**

**Objective 2: Annually, the number of item titles with five (5) or more patron reserves per copy will be reduced by 50%.**

**Activities for Adult/Information and Youth Services Staff**

- Identify high-interest items and purchase additional copies of most popular titles.
- Monitor patron reserves and purchase additional copies of titles with five (5) or more reserves.
- Develop staff procedure for tracking budget for acquisition of high-interest titles.

**Goal 2 (Express Creativity) - Potential *Do-it-Yourself* (DIY) enthusiasts will view the library as a resource for gaining experience in creative pursuits and associated technologies.**

**Objective 1: By the third year of this strategic plan, the library will develop marketing strategies to promote Creation Studio and other creative program opportunities to the public via its social media resources.**

**Objective 2: By 2018, 90% of Creation Studio program attendees will identify the library as a resource for their DIY interests.**

**Objective 3: Annually, the library will increase Creation Studio programs designed for users age 12-20 yrs. by 20%.**

**Activities for Adult/Information and Youth Services Staff**

- Market services to encourage public interest in Creation Studio and DIY programs.
- Design high-interest programming to target audience, including teens.
- Survey attendees of Creation Studio programs to assess patron satisfaction, obtain suggestions for future program ideas, and gather comments on the library's role as a DIY resource.
- Establish a schedule for posting Creation Studio and DIY program information to social media, including assignment of staff responsibilities in posting duties.
- Investigate creation of an Instagram account to promote Creation Studio and DIY programs.
- Establish a collection of DIY tools for independent public use in the Creation Studio.

**Plan Review and Revision**

The Bettendorf Public Library Information Center Board of Trustees will appoint a trustee committee to review the library's progress in meeting this plan's goals, objectives and activities. An annual review process will evaluate plan progress and assess the need for revision, as necessary.

**Closing**

The Bettendorf Public Library Information Center Board of Trustees, Library Director, Management Team, and Support Staff extend sincere thanks to all who contributed to this plan and process.

Respectfully Submitted,

Susan Mannix- Director  
Bettendorf Public Library Information Center  
January 5, 2016

**Facilitator**

Becky Heil, Southeastern Area Library Consultant- State Library of Iowa

**Bettendorf Public Library Information Center Board of Trustees (2016)**

Darrin Lindquist- President	Archana Wagle- Vice President
Matt Baker- Secretary	Kathy Brandtner- Trustee
Tom Cruise- Trustee	Patty Herzberg- Trustee
Pat Laas- Trustee	

**Library Administration/Management (2016)**

Susan Mannix- Library Director  
Maria Levetzow- Assistant Director, Adult/Information Services Manager  
Susan Green- Technical Services Manager  
Carina Mulcrone- Circulation Manager  
Paul Odell- Youth Services Manager

**Approved by the Bettendorf Public Library Information Center Board of Trustees  
January 14, 2016**

## **Appendix A- Service Responses**

### ***Strategic Planning for Results (2008)***

#### **Be an Informed Citizen: Local, National, and World Affairs**

Residents will have the information they need to support and promote democracy; fulfill their civic responsibilities at the local, state, and national levels; and fully participate in community decision-making.

#### **Build Successful Enterprises: Business and Non-profit Support**

Business owners and non-profit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.

#### **Celebrate Diversity: Cultural Awareness**

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

#### **Connect to the Online World: Public Internet Access**

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

#### **Create Young Readers: Early Literacy**

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

#### **Discover Your Roots: Genealogy and Local History**

Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

#### **Express Creativity: Create and Share Content**

Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

#### **Get Facts Fast: Ready Reference**

Residents will have someone to answer their questions on a wide array of topics of personal interest.

#### **Know Your Community: Community Resources and Services**

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

#### **Learn to Read and Write: Adult, Teen, and Family Literacy**

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

#### **Make Career Choices: Job and Career Development**

Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

#### **Make Informed Decisions: Health, Wealth, and Other Life Choices**

Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

#### **Satisfy Curiosity: Lifelong Learning**

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

**Stimulate Imagination: Reading, Viewing, and Listening For Pleasure**

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

**Succeed in School: Homework Help**

Students will have the resources they need to succeed in school.

**Understand How to Find, Evaluate, and Use Information: Information Fluency**

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

**Visit a Comfortable Place: Physical and Virtual Spaces**

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

**Welcome to the United States: Services for New Immigrants**

New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics they need to participate successfully in American life.

**Source**

Nelson, Sandra S. (2008) *Strategic Planning for Results*. Chicago: American Library Association.