

# **LINCOLN CITY LIBRARIES**

## **STRATEGIC PLAN**

### **2010 - 2013**



**Lincoln City Libraries**  
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**Lincoln, NE 68508**  
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**[www.lincolnlibraries.org](http://www.lincolnlibraries.org)**

**Adopted by Library Board of Trustees May 18, 2010**

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# I. LETTER FROM THE BOARD PRESIDENT

It is my pleasure to introduce the new Strategic Plan of the Lincoln City Libraries. The plan is based on a history of outstanding library service and stewardship that has been the hallmark of Lincoln City Libraries. Residents of Lincoln provide strong support for their libraries, and use their libraries in more and more ways each year. This Strategic Plan helps to ensure that Lincoln City Libraries will continue its established history for superior, efficient service even as our community changes and library services evolve.

On behalf of the Lincoln City Libraries' Board of Trustees, I would like to recognize and thank the many people who contributed to this plan:

- The 24 members of the Community Planning Committee. Their generous contributions of time, experiences, and thoughts were vital in the development of a Plan that is responsive to the variety of goals, needs, and desires throughout our growing and evolving community.
- Every staff member of Lincoln City Libraries. In a variety of meetings and responses, their enthusiastic work shaped the Committee's recommendations into measurable objectives and potential activities that are practical and achievable.
- June Garcia. A nationally-recognized leader within the Public Library Association, June provided effective facilitation, guidance, and advice to the entire process.
- The Woods Charitable Trust. Its financial support made this process possible.
- The Foundation for Lincoln City Libraries. Its support enhanced the Community Planning Process.

I invite you to study this plan. It describes places where young children start school fully prepared to read and learn, where teenagers find materials to match and enhance their interests, where adults can get the newest and most popular books and DVDs, and where members of our community can gather in a welcoming place that values reading, learning, and enrichment. In these times of rapid technological change, it also describes the many services that are available to our library users regardless of their location, through the remarkable resources available via the library's website.

This Strategic Plan represents our dreams and aspirations. It recognizes we begin on the firm foundation of a strong, existing library system. It is an ambitious plan because it is based on a community which sets high goals for its quality of life and is filled with people who are willing to work together to accomplish those goals. It reflects our commitment to ongoing excellent service and highlights the contributions that a great library makes to its community. It is now the task of Lincoln City Libraries to make this vision a reality every day. We look forward to that task.

Jeff Kirkpatrick, President  
Library Board of Trustees

## II. ACKNOWLEDGMENTS

Through their hard work, support, creativity, and dedication, many people shaped this plan. We'd like to thank:

Members of the Community Planning Committee (listed in Appendix C) for their remarkable interest, energy, and insight.

The Strategic Planning Committee of the Library Board (Jeff Kirkpatrick, Jim O'Hanlon, and April Stevenson) for their interest and advice.

The Foundation for Lincoln City Libraries for its support of the Community Planning Committee meetings.

All library staff who contributed ideas and expertise, especially to Assistant Library Director Greg Mickells, and Walt Branch Library Supervisor Jodene Glaesemann, whose leadership will transform this plan into reality.

Library Consultant June Garcia for excellent facilitation and the credibility of vast experience.

The Woods Charitable Fund for financial support.

## III. EXECUTIVE SUMMARY

The planning process was a collaborative effort and included community stakeholders, all levels of library staff, the members of the library management team, and the members of the Library Board of Trustees. The process included identifying community needs and determining how the library could work with other organizations and agencies to meet those needs.

After two meetings of the Community Planning Committee, 20 open staff meetings, several Board meetings, and countless administrative staff meetings, ten goals were presented to the board for review and approval. After a comprehensive discussion, the Library Board adopted the following goals for 2010-2013:

- Goal 1: Young children (age five and under) will have programs and services designed to ensure early literacy development and a love of books and literature.
- Goal 2: Children will have the resources they need to satisfy their curiosity and explore topics of personal interest.
- Goal 3: Elementary-age children will have materials and programs that engage their imaginations and provide pleasurable reading, viewing, and listening.
- Goal 4: Teens (middle school and high school) will have the resources they need to satisfy their curiosity and explore topics of personal interest.
- Goal 5: Teens (middle school and high school) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening.
- Goal 6: Adults will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- Goal 7: Adults will have convenient timely access to materials that provide pleasurable reading, viewing, and listening.
- Goal 8: Adults will have the resources they need to fully participate in the democratic process.
- Goal 9: Everyone will have welcoming physical and virtual places to meet and interact with others or work independently on personal projects.
- Goal 10: Residents will have access to information technology and the assistance they need to use it effectively in their daily lives.

Goals alone are insufficient to ensure that services are meeting the needs of community residents, so the Library Board has adopted an aggressive set of objectives to measure the library's progress towards achieving these goals. Specifically, the library will measure progress in three distinct ways. They will determine:

- The number of users who participate in or use various services
- The percent of users who indicate on a survey that the library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service
- The number of units of service (items circulated, questions answered, etc.)

Progress on all of these measures will be reported to the Library Board on a regular basis.

Library management and the Library Board recognize that it will be necessary to reallocate existing resources (staff, collection budget, space within existing facilities, and available technology) in support of these service priorities. Both have publicly stated their commitment to do so.

The Library Board of Trustees and the library staff are looking forward to working collaboratively with the City, community organizations, and local residents to achieve the ambitious goals in this plan. They are confident, that working together, they can continue to meet the diverse needs of the residents of Lincoln.

# IV. GOALS, OBJECTIVES, AND ACTIVITIES

To implement the service priorities recommended by the Community Planning Committee and adopted by the Library Board, the following goals and objectives have been adopted by the Library Board.

The goals reflect the outcome community residents, or a target population within the community, will receive because the library provides a specific service response.

The objectives state the way the library will measure its progress towards reaching a goal. Each objective contains a measure, a target, and a date or timeframe by which the target should be met.

The selected activities are a strategy or grouping of specific actions that the library will carry out to achieve the adopted goals and objectives.

## GOAL 1

**Young children (age five and under) will have programs and services designed to ensure early literacy development and a love of books and literature.**

### Objectives

1.1: By FY12/13, the circulation of picture books will increase from 325,000 (FY08/09) to 350,000.

1.2: By FY12/13, the total attendance at early literacy events in the library will increase from 27,000 (FY08/09) to 35,000.

1.3: By FY12/13, the total attendance at early literacy events offered by library at non-library locations will increase from 860 (FY08/09) to 2,500.

1.4: By FY12/13, the number of young children (age five and under) participating in the Summer Reading Program will increase from 1504 (FY08/09) to 4,000.

1.5: By FY12/13, a minimum of 90% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.

1.6: By FY12/13, the number of parents and caregivers attending an Every Child Ready to Read presentation will increase from 50 (FY08/09) to 500.

### **Selected Activities**

- Expand offerings of “Every Child Ready to Read” presentations to parents and childcare providers.
- Offer interactive software for preschoolers’ use within libraries
- Update “developmental” toys available at all libraries.
- Expand preschool storytimes offered at locations other than libraries.
- Offer appealing “library booth” for activities held elsewhere, such as the County Fair, Children’s’ Zoo Wacky Wednesdays, etc.
- Expand face-out picture book displays.
- Expand “book bundles” of picture books on popular topics and include non-book items.
- Continue collaborations with Lincoln Public Schools Early Childhood programs that connect to communities speaking languages in addition to English.

## **GOAL 2**

### **Elementary-age children will have the resources they need to satisfy their curiosity and explore topics of personal interest.**

#### **Objectives**

- 2.1: Annually, the circulation of juvenile non-fiction will be at least 225,000.
- 2.2: By FY12/13, a minimum of 90% of children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.
- 2.3: By FY12/13, a minimum of 90% of children surveyed will indicate staff was helpful in finding information or materials to explore a topic of personal interest.

#### **Selected Activities**

- Expand displays that tie in to community events, such as Saltdogs Baseball or the County Fair.

- Expand online booklists that link directly to catalog.
- Include connections to nonfiction in book groups.
- Institute “book bundles” of popular nonfiction subjects – including non-book items in bundles.

## **GOAL 3**

### **Elementary-age children will have materials and programs that engage their imaginations and provide pleasurable reading, viewing, and listening.**

#### **Objectives**

- 3.1: By FY12/13, the circulation of juvenile fiction will increase from 149,000 (FY08/09) to 160,000.
- 3.2: By FY12/13, the circulation of juvenile non-print (CDs, DVDs, etc) will increase from 338,000 (FY08/09) to 400,000.
- 3.3: Annually, a minimum of 15,000 children will attend library sponsored or co-sponsored events designed to stimulate their imagination.
- 3.4: Annually, a minimum of 90% of children attending a library sponsored or co-sponsored event will evaluate the program as very good or excellent.
- 3.5: By FY12/13, the number of children participating in the Summer Reading Program will increase from 9,200 (FY08/09) to 12,500.
- 3.6: By FY12/13, circulation of juvenile paperbacks will be 632,000.
- 3.7: By FY12/13, a minimum of 90% of children surveyed will indicate that they found something good to read, listen to, or view at the library.

#### **Selected Activities**

- Expand face-out displays of popular paperback series for children.
- Create further opportunities for “credit” for reading additional books during summer reading program.
- Continue participation in Prime Time Family Reading Time programs.
- Expand multiple copies of popular titles.

- Expand use of shelf end-panels for display; increase face-out display within stacks.
- Display related materials at library special events.

## **GOAL 4**

**Teens (middle school and high school) will have the resources they need to satisfy their curiosity and explore topics of personal interest.**

### **Objectives**

- 4.1: By FY12/13, a minimum of 90% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.
- 4.2: By FY12/13, a minimum of 90% of teens surveyed will indicate staff was helpful in finding information or materials to explore a topic of personal interest.

### **Selected Activities**

- Create displays of high-interest topics for teens that combine items from the youth and adult collections.
- Increase visibility of teen areas within facilities.
- Develop and promote community teen services such as suicide prevention, etc., through brochures in teen areas and on library Web site.

## **GOAL 5**

**Teens (middle school and high school) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening.**

### **Objectives**

- 5.1: By FY12/13, the circulation of young adult paperbacks will increase from 90,500 (FY08/09) to 140,000.
- 5.2: By FY12/13, a minimum of 90% of teens surveyed will indicate that they found something good to read, listen to, or view at the library.
- 5.3: By FY12/13, a minimum of 90% of teens surveyed will indicate staff was helpful in assisting them to find something good to read, listen to, or view.
- 5.4: Annually, a minimum of 6,000 people will attend a library sponsored or co-sponsored event designed for teens.
- 5.5: Annually, a minimum of 90% of teens attending a library sponsored or co-sponsored event will evaluate the program as very good or excellent.
- 5.6: By FY12/13, the number of teens participating in the Summer Reading Program will increase from 1,800 (FY08/09) to 2,500.

### **Selected Activities**

- Engage teens in providing podcasts or videos of book reviews.
- Expand opportunities for library Teen Advisory Boards to assist in choosing paperback books for teens.
- Sponsor events where teens present or perform for other teens.
- Develop "signature events" for teen audience.
- Continue book talk presentations in middle schools during Teen Read Week.

## **GOAL 6**

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

### **Objectives**

- 6.1: Annually, the circulation of adult non-fiction will be at least 459,000.
- 6.2: Annually, the circulation of adult magazines will be at least 50,000.
- 6.3: By FY12/13, a minimum of 90% of adults surveyed will indicate staff was helpful in finding information or materials to explore a topic of personal interest.
- 6.4: By FY12/13, a minimum of 90% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.
- 6.5: Annually, the use of licensed electronic databases will be 284,000.

### **Selected Activities**

- Create special displays of "topics in the media."
- Increase awareness of electronic databases through our Web site, promotional materials, and one-on-one staff promotion.
- Expand promotion of nonfiction collection outside of the library (Example: quilt books listed in Lincoln Quilters Guild newsletter.)
- Experiment with integrating media, such as DVDs, into book collections.
- Increase "browser friendliness" of nonfiction collection.

## GOAL 7

### **Adults will have convenient timely access to materials that provide pleasurable reading, viewing, and listening.**

#### **Objectives**

- 7.1: By FY12/13, the circulation of adult fiction will increase from 553,000 (FY08/09) to 600,000.
- 7.2: By FY12/13, the circulation of adult non-print (CDs, downloadables, DVDs etc) will increase from 534,000 (FY08/09) to 625,000.
- 7.3: By FY12/13, the circulation of non-English language materials for adults will increase from 47,000\_FY08/09 to 62,500.
- 7.4: By FY12/13, a minimum of 90% of adults surveyed will indicate that they found something good to read, listen to, or view at the library.
- 7.5: By FY12/13, a minimum of 70% of adults surveyed will indicate that they received the material they reserved in a timely manner.
- 7.6: By FY12/13, a minimum of 70% of adults surveyed will indicate that they found the specific item they came to the library to find.
- 7.7: By FY12/13, participation in One Book – One Lincoln Adult Reading Program will increase from 6,800 (FY08/09) to 8,200.

#### **Selected Activities**

- Increase support for informal book groups.
- Create “world language” collections of pleasurable reading in languages other than English.
- Continue expansion of DVDs of interest to adults.
- Expand use of floating collections, so that instead of materials returning to their library of origin, they remain in the library where they were returned. This minimizes travel time and provides more diverse collections in smaller libraries.
- Expand collections of electronic books and downloadable audiobooks.
- Expand promotion of “One Book - One Lincoln” community reading program.

## **GOAL 8**

**Adults will have the resources they need to fully participate in the democratic process.**

### **Objectives**

- 8.1: Annually, the number of hits on the library's "Local Issues" web site(s) will be at least 30,000.
- 8.2: By FY12/13, a minimum of 80% of people surveyed who used the "Local Issues" Web site(s) will indicate that it was very good or excellent.
- 8.3: By FY12/13, a minimum of 25% of adults surveyed will indicate they used the library to participate in the democratic process.

### **Selected Activities**

- Create Web pages with sources of information for local issues.
- Collaborate in community-wide efforts to promote voting.
- Expand opportunities to register to vote at the library.
- Build collaborations with groups such as the League of Women Voters or Nebraska Humanities Council.
- Install media (such as flat screen TVs or computer monitors) in libraries to monitor news stories.

## **GOAL 9**

**Everyone will have welcoming physical and virtual places to meet and interact with others or work independently on personal projects.**

### **Objectives**

- 9.1: By FY12/13, the attendance at library facilities will increase from 1,650,000 (FY08/09) to 2,000,000.
- 9.2: By FY12/13, the number of registered borrowers will increase from 200,000 (FY08/09) to 210,000.
- 9.3: By FY12/13, the number of visits to the library's Web site will increase from 1,570,000 (FY08/09) to 3,000,000.
- 9.4: By FY12/13, 90% of Web site users surveyed will rate the Library's Web site as informative and easy to use.
- 9.5: Annually, a minimum of 90% of people surveyed will say the library was a welcoming place.
- 9.6: Annually, a minimum of 400 community groups will use a library meeting room.
- 9.7: Annually, a minimum of 90% of people surveyed who came to the library to attend a meeting sponsored by a community group will say the library was a welcoming place.
- 9.8 By FY12/13, the number of fans of the Library on social networking sites will increase from 2,364 (FY08/09) to 10,000.

### **Selected Activities**

- Continue Facebook and other social networking in support of library resources.
- Redesign the overall format of the Lincoln City Libraries Web site for better usability and appeal.
- Institute annual library card campaign in schools.
- Establish process for remote library card application.

- Collaborate with Community Cultural Centers and the Lincoln Literacy Council to introduce new Americans to the library.
- Develop “Step Inside!” campaign to encourage pedestrians who walk past Bennett Martin Public Library to enter the building.
- Improve the “curb appeal” of Bennett Martin Public Library by enhancing landscaping and improving the exterior facade.

## **GOAL 10**

### **Residents will have access to information technology and the assistance they need to use it effectively in their daily lives.**

#### **Objectives**

- 10.1: By FY12/13, the number of Internet sessions will increase from 254,000 (FY08/09) 300,000.
- 10.2: By Fy12/13, the number of Wi-Fi sessions will increase from 29,000 to 40,000.
- 10.3: By FY12/13, a minimum of 90% residents surveyed will indicate the library’s Internet services are very good or excellent.
- 10.4: By FY12/13, the number of people receiving one-on-one technology assistance will increase from 58,000 (FY08/09) to 75,000.

#### **Selected Activities**

- Expand number of computers available during peak times.
- Re-align computer reservation options to maximize use.
- Offer classes on technology topics of high interest.
- Create “technology star” program to provide staff with expertise to customers using Internet.
- Collaborate with entities such as Workforce Development and Center for People in Need to promote library Internet access.
- Expand mobile computing connectivity, such as “Text a Librarian” and QR codes.

# V. ORGANIZATIONAL COMPETENCIES

Organizational Competencies will help the library achieve its service goals. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the library's effectiveness and efficiency.

Organizational competencies have been identified in eight key areas:

- External partnerships
- Facilities
- Fund raising
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Training and staff development

Two or more initiatives accompany each organizational competency. These initiatives are projects that must be completed if their respective organizational competency is to be achieved. Each initiative has a date during the strategic planning period by which the initiative should be completed.

## EXTERNAL PARTNERSHIPS

### ***Organizational Competency 1***

The Lincoln City Libraries will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

Initiative 1.1: By 8-31-10, identify current partnerships and the obligations that the Library has as part of those partnerships.

Initiative 1.2: By 11-30-10, develop and distribute criteria that will be used to assess partnership opportunities.

Initiative 1.3: By 3-31-11, offer training for staff on the partnership criteria and process.

Initiative 1.4: By 12-30-10, initiate a review and approval process for the establishment of new partnerships.

## **FACILITIES**

### ***Organizational Competency 2***

The Lincoln City Libraries will operate welcoming and attractive facilities at locations throughout the city where community residents frequently and willingly go.

Initiative 2.1: By 6-30-11, complete a feasibility study for a new main library.

Initiative 2.2: By 12-30-11, complete a Master Facilities Plan.

Initiative 2.3: By 12-30-10, identify the facility implications of the adopted service responses and the associated costs to implement desired changes.

## **FUND RAISING**

### ***Organizational Competency 3***

The Lincoln City Libraries staff and the Board of Trustees will partner with the Foundation for Lincoln City Libraries to raise additional funds to enhance library services.

Initiative 3.1: By 6-30-11 determine the parameters within which any library fund raising would need to be conducted.

Initiative 3.2: By 6-30-11, develop a multi-year Fundraising Plan for operating and capital needs that address public funding needs as well as opportunities and strategies for private funding from sources such as grants and fund-raising.

Initiative 3.3: By 8-30-11, review and revise donor recognition policies.

# MARKETING AND PUBLIC RELATIONS

## ***Organizational Competency 4***

The Lincoln City Libraries will promote library services through a variety of print, electronic, and media opportunities.

Initiative 4.1: By 12-30-10, expand the use social networks to provide information about library services and programs.

Initiative 4.2: By 12-30-11, adopt a mission statement and/or tag line that reflect the Library's service priorities.

Initiative 4.3: By 12-30-11, develop a marketing plan that includes guidelines for staff who are responsible for marketing programs and services.

# MEASUREMENT AND EVALUATION

## ***Organizational Competency 5***

The Lincoln City Libraries will incorporate measurement and evaluation into its operational practices.

Initiative 5.1: By 7-30-10, review processes by which library use data is collected, compiled and distributed, and revise processes as necessary to provide relevant management data.

Initiative 5.2: By 8-30-10, provide staff training on data collection procedures.

Initiative 5.3: By 8-30-10, develop methodology to regularly update Library Board on progress on all objectives and initiatives included in the strategic plan.

Initiative 5.4: By 7-30-10, develop methodology to count the number of customer interactions of various types asked by library users.

Initiative 5.5: By 10-30-10, develop and implement a methodology to evaluate programs and events.

Initiative 5.6: By 2-28-11, develop and implement a process to use the gathered management information to evaluate and improve services and operational practices. (Deal with the "so what?" factor.)

## **OPERATIONAL EFFICIENCIES**

### ***Organizational Competency 6***

The Lincoln City Libraries will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 6.1: By 8-30-10, review and revise, if needed, library procedures purchasing furniture, equipment, services etc. to comply with City regulations.

Initiative 6.2: By 10-30-10, review and revise the materials budget allocations to ensure that they support the Library's strategic plan.

Initiative 6.3: By 12-30-11, review and revise the technology plan to ensure that it supports the Library's strategic plan.

Initiative 6.4: By 2-28-13, a minimum of 10 procedures will be revised to improve customer service and increase productivity.

## **ORGANIZATIONAL STRUCTURE**

### ***Organizational Competency 7***

The Lincoln City Libraries will establish and maintain an organizational structure that supports its service priorities.

Initiative 7.1: By 6-30-10, develop an approach and timeline to review and revise existing position descriptions and performance standards.

Initiative 7.2: By 10-30-11, review and revise existing position descriptions and performance standards.

Initiative 7.3: By 10-30-11, review and revise classification system.

Initiative 7.4: By 10-30-11, review and revise organizational structure and the committee/team structure to support the library's service priorities.

Initiative 7.5: By 2-28-11, establish expectations for the leadership team.

Initiative 7.6: By 12-30-10, review current communication processes and revise to support clear and timely communication between and within units.

# TRAINING AND STAFF DEVELOPMENT

## ***Organizational Competency 8***

The Lincoln City Libraries will recruit, train, and deploy staff that provide and support quality customer service for all library users.

Initiative 8.1: By 12-30-11, adopt a Staff Development Plan that identifies the training that will be needed by staff to implement the approved service goals and effective activities.

Initiative 8.2: By 10-30-10, implement a new employee orientation program that includes information about the strategic plan.

Initiative 8.3: By 8-30-10, train public service staff to provide pro-active customer service that is less desk dependent.

Initiative 8.4: By 12-30-10, remind staff (via training, staff meetings, etc.) of the importance of observing policies to ensure consistent high-quality customer service.

Initiative 8.5: By 8-30-11, initiate a program that develops the skills of library supervisors and enhances their ability to hire, manage, and evaluate staff in support of the strategic plan.

## VI. NEXT STEPS

The Board of Library Trustees and the library management are committed to achieving the ambitious goals and objectives in this Strategic Plan. They will take the following steps to ensure its success:

- Distribute the Strategic Plan to the Lincoln City Council.
- Distribute the Strategic Plan to key stakeholders, including but not limited to, members of the Community Planning Committee, Library Foundation, local media, the Nebraska Library Commission, and library staff.
- Post the Strategic Plan on the library's web site so it is readily accessible to all community residents.
- Request an opportunity to discuss the Strategic Plan with representatives of the local media.
- Develop and distribute information to specific audiences, such as parents of young children, students, etc., that describes the services that are, or will be, available to them.
- Reallocate resources to ensure that the goals and objectives in the Strategic Plan are achieved.
- Reallocate resources to ensure that the organizational competencies and initiatives in the Strategic Plan are achieved.
- Identify potential partners and collaborate with them to achieve the goals and objectives in the Strategic Plan.
- Report regularly on the progress that has been made in achieving the goals and objectives and the organizational competencies and initiatives.

# **LINCOLN CITY LIBRARIES LIBRARY BOARD OF TRUSTEES**

Jeff Kirkpatrick, President  
Term: 2006-2013

April Stevenson, Vice President  
Term: 2005-2012

James O'Hanlon, Treasurer  
Term: 2004-2011

Tom Beckius  
Term: 2009-2016

Marlene Cupp  
Term 2003-2010

Maja Harris  
Term: 2008-2015

Kathy McKillip  
Term: 2009-2014

# LIBRARY SYSTEM OVERVIEW

## LIBRARY MISSION STATEMENT

Lincoln City Libraries fosters the power of reading and provides open access to all forms of information to enrich people's lives every day.

## HISTORY

Lincoln City Libraries was established as a municipal library on July 25, 1877, as a result of the merger of two reading associations and the passage of a legislative act establishing free public libraries. During its first years, the library was housed in several rented downtown locations. On September 16, 1899, a fire totally destroyed the Masonic Temple on Eleventh Street where the library was located on the 2<sup>nd</sup> floor.

With the assistance of Andrew Carnegie, a new library was built in 1902 on the corner of 14<sup>th</sup> & N Streets, the current site of the Bennett Martin Public Library.

As the community expanded, library service expanded. Four more Carnegie buildings provided library service in Lincoln, one through funding from Mr. Carnegie, three through annexation. Many of today's libraries were built without the support of bond issues, but rather through grants and private funding (South Branch, Bennett Martin Public Library, Bethany Branch, Williams Branch.) Anderson and Gere Branch Libraries were funded by passage of a bond issue in 1969; Gere was expanded and a new bookmobile purchased via bond issue passed in 1991; Eiseley and Walt Branch Libraries were funded by passage of a bond issue in 1998.



1909 Northeast Branch, 27<sup>th</sup> & Orchard  
 1926 University Place Branch  
 1929 College View Branch  
 1930 Havelock Branch  
 1955 South Branch (current)  
 1956 Millard Lefler School

1958 Bethany Branch (current)  
1962 Bennett Martin Public Library (current, expanded 1968, 1978)  
1971 Victor E. Anderson Branch (current)  
1971 Charles H. Gere Branch (current, expanded 1994)  
1974 Arnold Heights Branch  
1974 Van Dorn Park Branch  
2002 Loren Corey Eiseley Branch (current)  
2002 Bess Dodson Walt Branch (current)  
2009 Dan A Williams Branch (current)

## **GOVERNANCE**

Lincoln City Libraries and its Board operates under Lincoln Municipal Code  
Chapter 2.25 Library Department and Library Director  
Chapter 4.20 Library Board

Revised State Statutes, Chapter 51 Libraries and Museums  
Authorizes establishment of a public library free of charge for the use of the  
inhabitants of city, village, county, or township.

Contract with Lancaster County Commissioners  
County Library Service

## **FOUNDATION FOR LINCOLN CITY LIBRARIES**

The Foundation for Lincoln City Libraries is a non-profit 501(c)(3) corporation founded in 1954 to support and sustain Lincoln's community library system by soliciting and receiving gifts for the public library and distributing them to meet the needs of the public library and the intent of the donor.

Gail McNair is the Executive Director.

## **LINCOLN/LANCASTER COUNTY COMPREHENSIVE PLAN**

Community Facilities – "Libraries are important centers of activity and education, and should grow along with the community while keeping their center in downtown."

## **Library Services**

### **CARDHOLDERS**

Lincoln City Libraries has 205,049 cardholders. More than 78% of Lincoln/Lancaster County residents have a library card. Lincoln City Libraries provides 470 hours of public service per week through its headquarters library (Bennett Martin Public Library), seven branch libraries and one bookmobile

## **FACILITIES**

Bennett Martin Public Library  
136 So. 14<sup>th</sup> Street (54 hours per week)  
Opened in 1962  
67,910 square feet

Anderson Branch  
3635 Touzalin Avenue (64 hours per week)  
Opened 1971  
11,000 square feet

Bethany Branch  
1810 No. Cotner Blvd. (48 hours per week)  
Opened 1959  
3,800 square feet

Bookmobile (20 hours per week)  
Service started 1975

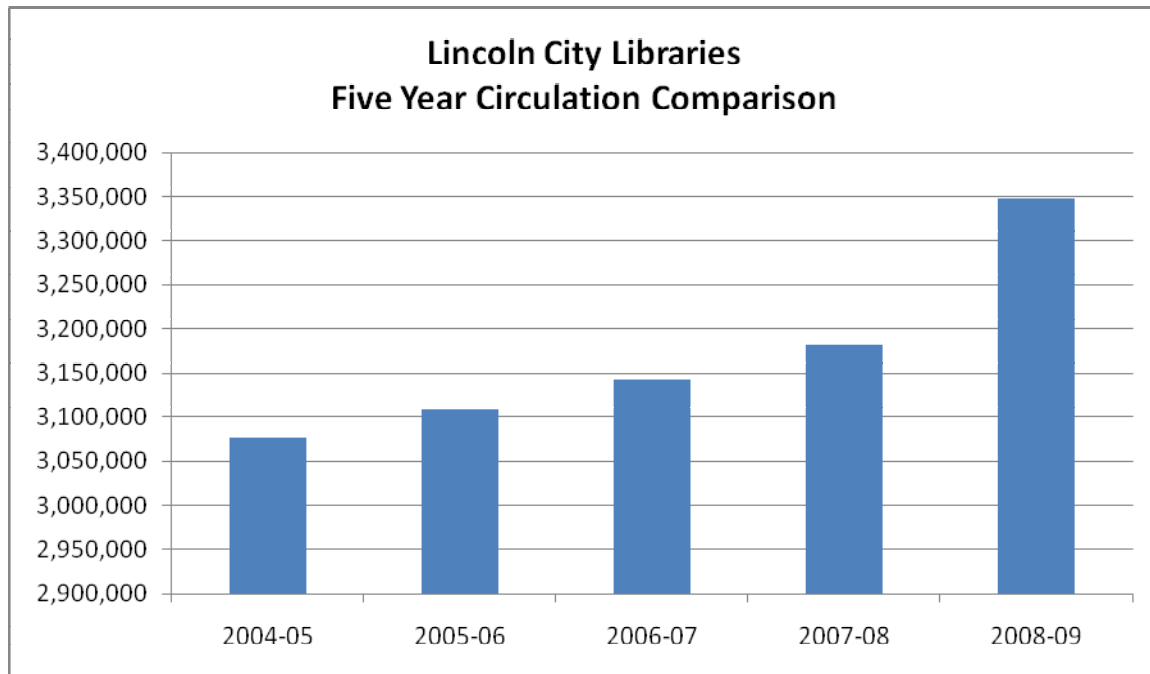
Eiseley Branch  
1530 Superior Street (64 hours per week)  
Opened 2002  
33,600 square feet

Gere Branch  
2400 So. 56<sup>th</sup> Street (64 hours per week)  
Opened 1971  
33,000 square feet

South Branch  
2675 South Street (64 hours per week)  
Opened 1956  
4,900 square feet

Walt Branch  
6701 So. 14<sup>th</sup> Street (64 hours per week)  
Opened 2002  
31,800 square feet

Williams Branch  
5000 Mike Scholl Street, Suite 309 (28 hours per week)  
Opened 2009  
2,000 square feet



### CIRCULATION – Fiscal Year 2008-2009

Branch	Adult Print Loans	Youth Print Loans	Adult NonPrint Loans	Youth NonPrint Loans	Polley Music Loans	TOTAL
BMPL	246,416	112,412	146,074	32,800	14,608	552,310
Anderson	83,513	75,196	34,973	22,897	121	216,700
Arnold Heights	1,924	9,530	1,307	3,718	18	16,497
Bethany	37,694	32,482	15,293	10,202	89	95,760
Eiseley	172,698	234,133	71,113	70,053	296	548,293
Gere	410,411	384,039	165,452	97,451	597	1,057,950
South	55,904	47,514	18,224	14,483	230	136,355
Walt	192,831	297,131	74,507	83,550	403	648,422
Bookmobile	7,798	15,195	3,124	2,804	14	28,935
Outreach	7,518	2,679	4,138	150	267	14,752
<b>GRAND TOTAL</b>	<b>1,216,707</b>	<b>1,210,311</b>	<b>534,205</b>	<b>338,108</b>	<b>16,643</b>	<b>3,315,974</b>
				Interlibrary Loan		12,640
				Downloadable		
				Audio		15,772
				Electronic Books		3,384
						<b>3,347,770</b>

## LIBRARY USE – Fiscal Year 2008-2009

In-house Use of Collection	289,117
People Visiting the Library	1,649,555
People Visiting the Web Site	1,570,997
Uses of Electronic Resources	284,133
Computer Reservations	254,602
Reference Transactions	402,763
Youth Attending Programs	75,177
Adults Attending Programs	2,253

## INVENTORY

Books	750,524
CDs	49,962
Audio Cassettes	7,024
CD-ROMs	4,322
DVDs & Games	34,944
Videos	11,889

## VOLUNTEERS

Volunteers show their support of Lincoln City Libraries through their volunteer efforts. They contribute their time and talent by performing a variety of tasks that supplement staff duties. During last fiscal year community members contributed 20,140 hours of service to the public library.

**Adult** 135 individuals contributed 10,471 hours

**Youth** 700 individuals contributed 8,614

**Service Groups** 174 individuals contributed 1,055 hours

## COLLABORATIVE PROJECTS:

Each year Lincoln City Libraries collaborates with community organizations to expand its services to areas and populations that may not served. A sampling of the projects and collaborators over the past year includes:

- Prime Time Family Reading Time with Nebraska Humanities Council and Lincoln Literacy Council
- Arabic EvenStart, Early Childhood Bilingual Program, Arnold Elementary Family Literary Program with Lincoln Public Schools
- Read to a Dog Program with Healing Heart Therapy Dogs
- Lincoln Safari with Lincoln Children's Zoo
- Summer Book Groups with Haydon Art Gallery
- Harvest of Books with Lincoln Education Association
- I Love to Write Workshops with Lincoln Association of Retired School Personnel
- Sudanese Family Literacy Program with Lincoln Literacy Council
- Teen Book Group with Lighthouse
- Read-Ins with Malone Community Center, Asian Community Center, Indian Center, and El Centro de las Americas.

# COMMUNITY PLANNING COMMITTEE

Lowell Berg  
The Clark Enersen Partners

Gary Bergman  
Lancaster County/UNL Extension Office

Barb Bettin  
YMCA

Sara Boatman  
Retired, Community Representative

Amanda Crook  
University of Nebraska – Lincoln/ASUN

Ramona Fink  
Northeast Resource Center

Angela Gunther  
Asian Community & Cultural Center

Jessica James  
Indian Center, Inc.

Marilyn Johnson-Farr  
Doane College

Doug Kasperek  
Lincoln Parks & Recreation

Marvin Krout  
Lincoln-Lancaster County Planning  
Department

Jason McCown  
Union Bank & Trust

TJ McDowell  
Malone Center

Rob McEntarffer  
Lincoln Public Schools

Kathy McKillip  
Library Board

Gail McNair  
Foundation for Lincoln City Libraries

Clay Naff  
Lincoln Literacy Council

Marien Ruiz  
El Centro de las Americas

Lynne Schroeder  
Woods Brothers Realty

Charles Stephen  
Retired, Community Representative

Tom Swanson  
Bison Books

Brian Wachman  
United Way

Michelle Waite  
University of Nebraska - Lincoln

Angie Zmarzly  
Woods Charitable Fund

# OVERVIEW OF THE PLANNING PROCESS

## BACKGROUND AND ASSUMPTIONS

In the fall of 2009, the Lincoln City Libraries received a grant from the Woods Charitable Fund to initiate a community planning process. A Request for proposals was issued, and the library subsequently contracted with June Garcia LLC to facilitate a strategic planning process for the library using the process described in *Strategic Planning for Results*.

Ms. Garcia provided an orientation for the library staff and the Board and a planning Web site was established where the key planning documents would be posted.

The *Strategic Planning for Results* process is based on three key assumptions that the Board and library management believe to be true. Those assumptions are:

- Excellence must be defined locally. It results when library services match community needs, interests, and priorities.
- Excellence is possible for both small and large libraries. It rests more on commitment than on unlimited resources.
- Excellence is a moving target. Even when achieved, excellence must be continually maintained. If you are coasting, the only way you can go is downhill.

## COMMUNITY PLANNING COMMITTEE

The *Strategic Planning for Results* process is collaborative and includes community stakeholders as well as staff and board members. The members of the Library Board appointed 22 local residents to serve on the Community Planning Committee. The committee members were carefully selected to represent the major constituencies in Lincoln and to reflect the diversity of the community (age, race, ethnicity, gender, occupation, area in which they live, etc.). The names of the individuals who gave of their time and expertise to assist the library in this important endeavor can be found in Appendix C.

The Community Planning Committee served in an advisory capacity to the Board of Trustees. During two all-day meetings, it identified a vision for the future of Lincoln, described the current conditions in the City, and defined what needs to happen to reach the future it described in the vision. Committee members then carefully considered a variety of services that the library could provide to help meet the needs and move the City toward the identified vision. During their first meeting the committee members identified twelve possible service priorities. Between the first and second meetings of the committee, senior

managers held two meetings during which invited library staff members were given the opportunity to discuss the potential implications of the committee's recommendation. The results of those discussions were posted on the planning Web site, and all staff was given the opportunity to comment. The Board also reviewed the recommendations and considered how they might affect library services.

During the second meeting of the committee, Pat Leach, Library Director, presented the board and staff reactions to the preliminary recommendations. After thoughtful discussion, the members of the committee recommended that the Library Board adopt the following service priorities for the planning period 2010 – 2013:

**Create Young Readers: Early Literacy**

Preschool children 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.

**Satisfy Curiosity: Lifelong Learning**

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

**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.

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

Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

**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.

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

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

The Committee had a lengthy and thoughtful discussion about the service priority **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.

It concluded that celebrate diversity should not be selected as a service response for which separate activities would be developed. Instead, it should be an organizational value that is reflected in all the services the library provides and its operational policies and practices. Consequently, library management and staff will ensure that this value is reflected in everything they do.

## GOALS AND OBJECTIVES

After the Board of Trustees endorsed the service priorities in concept, the library staff developed goals and objectives for the library system. Goals state the benefit that community residents, or a target population such as children or teens, will receive because the library provides a specific service response. Senior managers worked with the consultants to develop draft goals that reflected the priorities endorsed in concept by the Board. Staff members were given an opportunity to review and comment on the draft goals before they were presented to the board.

Each of the eight facilities in the City serves a different clientele. Therefore, the priority of the library goals could be different for Bennett Martin Public Library and each branch. The Library Management Team worked together to determine the priorities for each branch. These priorities are reflected in the quantity of service each branch will be expected to deliver in support of each goal.

Goals alone are insufficient to ensure that services are meeting the needs of community residents, so the Library Board has adopted an aggressive set of objectives to measure the library's progress towards achieving these goals. Specifically, the library will measure progress in three distinct ways. They will determine:

- The number of users who participate in or use various services
- The percent of users who indicate on a survey that the library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service
- The number of units of service (items circulated, questions answered, etc.)

Two or more of these data elements were incorporated into the objectives for each of the goals. With the adoption of the Strategic Plan, the Board of Trustees adopted the objectives that are in Section IV – Goals, Objectives, and Activities. Progress on all of these measures will be reported to the Library Board on a regular basis.

## **ORGANIZATIONAL COMPETENCIES**

Once the goals and objectives had been developed, the library management analyzed what would need to be done to support the staff's ability to provide the desired services. These institutional capacities or efficiencies, known as Organizational Competencies, are necessary to enable the library to achieve the goals and objectives in the strategic plan.

Organizational competencies were identified in eight key areas:

- External partnerships
- Facilities
- Fund raising
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Training and staff development

The organizational competencies and their associated initiatives were discussed with the board and revised to reflect their observations and concerns. With the adoption of the Strategic Plan, the Board of Trustees adopted the organizational competencies and initiatives that are in Section V– Organizational Competencies and Initiatives.

## **ACTIVITIES**

After the service goals and objectives were developed, staff reviewed all of the services they were currently offering to determine whether or not they supported the new service priorities. If so, the activities were evaluated to determine whether or not they were effective in reaching the target audience and would contribute to producing a result identified in one or more objectives. If not, staff was assigned the responsibility of modifying or eliminating the activity.

Staff was also encouraged to identify new or enhanced activities that supported the new priorities. These proposed activities were also evaluated, and the most effective ones have been identified. Library management will allocate resources for these activities and implementation will begin in a timely manner. A few selected activities have been included in Section IV – Goals, Objectives, and Activities.