

## Strategic Plan FY14: Final Report

<b>Goal 1: Make the Library easier to use and more accessible.</b>
<b>Objective A.</b> Implement recommendations of the facility study to improve the Library building.
1. Complete phase 2 of remodeling project. <b>Report: Project completed. Two year construction was done without closing the library to the public and has been very well received. Major donors acknowledged. On November 14, 2013, a well-attended Open House for everyone in the community was held to celebrate the changes. Changes have had a positive impact on library services and the look of the building.</b>
2. Install new signage based on building changes. <b>Report: All signs in the Library were updated following the construction project including the hanging signs, directional signs on the walls, stack signs, and signs at many computer terminals. Signs were installed for the new Teen Center and a neon sign installed in the Movies and Television section. The eSigns debuted in September and are being used to display information about library programs and activities as well as serve as meeting room calendars and way-finding and general information resources.</b>
<b>Objective B.</b> Provide options for technology support outside of building.
1. Identify locations with free WiFi access and suitable locations for Tech Zones. <b>Report: Pop Up Tech Zones were held at Waterfront Hy-Vee, First Avenue Hy-Vee, Panera Bread, Sycamore Mall, and Daylite Donuts. Due to low turnout, the weekly program was discontinued. We have held on-demand Pop Up Tech Zones at the Hills Community Center, Oaknoll Retirement Residence and Sycamore Mall Family Night. These have been popular and are a better way to engage with patrons who seek technology information and assistance. Staff traveled to Lone Tree in March to offer library card sign-up, a class on eResources and a storytime for children.</b>
<b>Objective C:</b> Improve customer service.
1. Introduce digital signage. <b>Report: Digital signs debuted in September. They have been very popular with patrons of all ages. Staff are learning how to schedule, update wayfinding, and change the content of individual signs. Staff received additional training from the vendor in the third quarter of FY14 and continue to update signs as needed.</b>
2. Implement Self-Directed Achievement program to support staff training. <b>Report: The Staff Training Work Group has been thoroughly evaluating the Library's training needs and tools to meet those needs. After research and consultation with professional trainer Kendra Morgan, the Staff Training Work Group began a Self Directed Achievement pilot program in February. We started with 3 orientation sessions and encouraged staff to share their learning experiences on the staff intranet. Participation was low; the Library has decided to table this for now and revisit options for staff training in the future.</b>
3. Consider improved services to homeschoolers. <b>Report: Surveys from our last homeschool program indicated that homeschoolers are pleased with the programs the library offers. A number of respondents suggested weekday programs for school-age and multi-age audiences and the programming team will discuss options like these for homeschoolers. The Home School Assistance Program from the Iowa City Community School District contacted us about starting a book club. Teen Service Librarian started a group January 2014 with the book "The 5th Wave." The group met monthly from January to April and averaged five teens per meeting. The book club will continue this fall.</b>

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4. Add additional wayfinding aids in the Library collections.

**Report: All stack signs were updated. A-Z signs were added into popular collections including Large Print, Foreign Films, and Television DVDs. A large neon sign now directs patrons to the Movies and Television area. Large Recently Returned Nonfiction, Recently Returned Fiction and Recently Returned Mystery signs were installed as well as a large Newspaper sign. A-Z signs were added in the Self-serve Hold Pickup area as well as a new large sign above the holds area. Signs were installed in the new Board Book collection and above audiovisual and NEW collections in the Children's Room. A-Z signs were added to the Young Adult collection.**

5. Send courtesy notices via text messaging.

**Report: Staff continue to investigate options, including third-party vendor services, but a good alternative has not been found. We have not had many requests for this so we will defer unless there is more demand for this service.**

6. Experiment with offering appointments with librarians for research.

**Report: This item has been moved to FY15.**

7. Modify staffing assignments to adjust to new building layout.

**Report: Teen Space opened in November and hours were established. Teen Space is staffed by Teen Intern and with a newly created Teen Services Page. Staffing levels at the Reference Desk and Page Station are working well. High levels of activity in the Children's Room has resulted in additional staff at that desk in the summer.**

8. Provide accessible computers for adults (parents) in the Children's Room.

**Report: An express Internet station has been installed in the Children's Room. The feasibility of adding laptops or iPads for parent use in the Children's Room is still being assessed.**

**Objective D. Utilize technology to improve service.**

1. Implement upgrades to major system components of Innovative system.

**Report: Until recently, the upgrade of the Encore discovery platform has been delayed by our vendor. But the upgrade is now scheduled for early January. Unfortunately, the feature allowing patrons to check our eBooks directly from the catalog is still not ready. We are still hoping for this feature to appear later in the fiscal year. The migration to the Sierra platform is scheduled to begin in late January or early February. Migration to Sierra platform completed in the spring. The upgrade to Encore discovery platform completed in January. Joined a pilot program that permits patrons to checkout materials directly from the catalog.**

2. Update technology in Meeting Room A, Computer Lab and Board Room.

**Report: Coming up with a plan for this update has been a thorny problem due to the interdependence of the technology and the extent of the updates needed. Because of this, significant changes to the podium and cameras in Meeting Room A and the Storytime room were deemed too expensive and have been postponed until FY15. However, some progress was made. First, the Board Room projector is being replaced with a flat-screen display. Second, some control room equipment was modernized to improve the workflow for the A/V staff.**

3. Equip staff with tablets to provide mobile services in the library.

**Report: Postpone until 2015.**

4. Review and revise library metrics to track changes to library services and priorities.

**Report: Staff group has met three times. First step was to review what we are counting and who is reporting. Several items have been dropped and the process streamlined. An inhouse study of activities and collection use in the building was completed as part of the strategic planning process and new electronic "people counters" were installed at the public entrances. Feedback forms have been shared and collected at adult programs.**

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5. Assess benefits of moving software programs to cloud-based solutions.

**Report: The Adobe subscription-based software model has been adopted in order to have access to the latest industry-standard tools for digital publishing. Members of the staff are starting to use the software now. There are no significant benefits to moving file and mail services to the cloud at this time.**

6. Reduce barriers to self-check use.

**Report: New case unlockers were evaluated and determined to be significantly better than the current model. Two new unlockers have been purchased; future unlockers will also be the new model. A new Self Checkout station debuted on the 2nd Floor as a part of the remodeling project. New software and equipment to make self-checks easier to use and compliant with security standards is planned for Fall FY15.**

7. Plan enhancements for public printing process.

**Report: A preliminary assessment has been made to determine the feasibility of eliminating the print card system. Task has been moved to FY15.**

### **Goal 2: Improve visibility and awareness of library services, programs, and collections.**

**Objective A.** Vary delivery of library messages utilizing social media, web site, email, traditional media, and out of building locations to improve awareness.

1. Create a campaign for collections of interest to teens to coincide with opening new teen space.

**Report: A marketing plan for the new Koza Family Teen Center was developed and "Go to YOUR ROOM" was the theme. Advertising contracts were signed with the City High, West High and Regina school newspapers for the FY14 school year and the Teen Center was promoted in multiple ads. Teen collections are actively promoted in new ways including the ICPL Teens Tumblr page, a new book display in the Teen Center, more face out displays throughout the YA collection area, school visits, and new bookmark booklists placed in displayed books. In April, ICPL launched the "One Read Fits All" campaign to promote young adult books to patrons of all ages. We advertised on city buses, in print media outlets, inside the library, and on the website. A webpage explaining the appeal of YA fiction with booklists was set up as a landing page for the campaign. During the last quarter of FY14, YA circulation recovered to levels before the move upstairs.**

2. Target investment in radio advertising on Iowa radio stations to promote the Library.

**Report: Staff investigated options and prices and decided not to pursue a radio venue for Library promotions. We continue to participate in monthly KXIC "Your Town" programs as well as being guests on other KXIC and KCJJ programs. Also worked with KCJJ and Iowa City Downtown District on Friday Noon live radio program.**

3. Plan for delivery of an eNewsletter.

**Report: Staff reviewed twelve options for eNewsletter software and spoke to other local organizations about the products they use. Staff decided to drop the eNewsletter in order to focus on the new blog.**

4. Implement digital sign project.

**Report: See 1.C.1.**

5. Redesign current blog to encompass more programs, services and local information.

**Report: The ICPL blog presence has been retooled to accommodate various types of blog posts and new content, combining three former blogs (Staff Picks, Teens, Newsroom) into one with multiple channels. The new blog was introduced February 2014. 160 blog posts have been created as of June 30, 2014 and have been viewed 11,477 times.**

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6. Experiment with video to deliver library instruction.

**Report: Video instruction was dropped as staff focused on developing a library podcast.**

7. Explore options to offer a Podcast in order to engage the community, reach a broader audience, share information about the Library, and promote Iowa City and reading.

**Report: A committee met multiple times to explore options for an ICPL Podcast. Staff responsibilities are assigned and a list of options for routine segments was created. On Air: The ICPL podcast debuted in June. All of Ellen Buchanan's "One of a Kind" and "Tell Me Your Story" local history interviews were also converted to a podcast form and all are available at icpl.org/podcast.**

**Objective B.** Improve promotional efforts with and to community partners.

1. Improve promotions/involvement of community partners in Summer Reading Program.

**Report: The Friends Foundation is the primary summer reading sponsor, with donations of \$13,333.82 for 2014—\$5,500 from The Book End for Children's SRP, \$2,000 from The Book End for Teens SRP, and \$5,833.82 from the Arts & Crafts Bazaar in December. This money was used to purchase prizes, such as books and library backpacks and book bags. The following businesses also supported the 2014 Summer Reading Program with donation of coupons and other prizes valued at more than \$110,000: Aspen Leaf Frozen Yogurt, Blank Park Zoo, Chick-fil-A, Costco, Daydreams Comics, Iowa Children's Museum, Iowa City Downtown District, Iowa City Parks and Recreation, McDonald's, Noodles and Co., Hardees, Westdale Bowling, and Yotopia.**

2. Promote Digital History Project with partners.

**Report: Promotion materials were created for eSigns, lobby posters, social media, The Library Channel, webpage, and ads placed in Little Village. A display of historic photos from the Digital History Project was created for December 2013 and January 2014 for the second floor. The Digital History Project was promoted at all of the May Weber Day events and programs and through social media during Weber Days.**

**Objective C.** Increase use of Library websites.

1. Review the usability and content of library website and implement recommended changes.

**Report: Although the website's look and feel was modernized to some extent, the backend infrastructure was streamlined to make it load faster and to enable more staff-created dynamic content to be included throughout the site.**

2. Review the library mobile website and implement recommended changes.

**Report: The main website was converted to a "responsive design," a web design technique that fluidly adapts to different screen sizes to make it easier to use on all equipment including smart phones, tablets and desktop computers. In particular, the layout and navigation is much improved for mobile devices. This alleviates the need to maintain two separate versions of the site.**

3. Evaluate reference and research area of website and make identified changes.

**Report: Review of resources page underway. Other pages scheduled for review.**

4. Promote library website.

**Report: Universal design elements were incorporated into website update.**

**Objective D.** Strategically merchandise the Library's collections.

1. Increase use of short-term topical displays based on current events and interest.

**Report: 3 new display units were added for short-term, topical displays as part of the building project. They are regularly filled with materials related to "in the media" topics. The Teen Space has an area for face-out displays of YA fiction. Face-out shelving was added to a number of collections, including Large Print, new YA new nonfiction, and Children's. Another display unit was added for short-term topical displays, including tables and a slat wall in Children's. A pop-up display on second floor is used for more spontaneous event and themed displays, averaging 2 to 4 per month.**

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2. Respond to seasonal use of collection based on circulation data.

**Report: A statistical and data product from Innovative Interfaces was cost prohibitive for the information provided by the product. The upgrade to Sierra software allows more options for reports and in FY15, we'll explore new ways to present and interpret data using Sierra software.**

3. Identify appropriate furnishings for merchandising collection.

**Report: The Library purchased additional face-out shelving and tables this Spring for better displays of library materials in addition to the new furnishings provided as part of the building project.**

**Goal 3: Develop partnerships that build community and support the Library's mission.**

**Objective A.** Partner with organizations that support and promote reading, literacy, lifelong learning, and community dialogue.

1. Work with the City of Hills to share library information with Hills residents.

**Report: Staff attended a Senior Potluck in July, at the Hills Community Center, to share information about the library, sign residents up for library cards, and demonstrate eCollections. Staff worked with Hills Elementary to encourage students to register for library cards. Two library cards were issued to Hills students.**

2. Work with the Iowa City Community School District, preschools, and summer programs to help children sign-up for a library card during the spring to get ready for summer.

**Report: We met with ICCSD teacher librarians to discuss potential partnerships in promoting the library and continued reading over the summer. School visits were done in May, promoting library cards and the summer reading program. Area preschools were also visited. Staff traveled to Lucas Elementary to participate in their Literacy Night event in September and issued library cards to students and their family members. We worked with Shelter House staff to issue library cards to families living at Shelter House during the summer so they could take advantage of the Summer Library Bus service for a free ride downtown to the Library. Staff traveled to Lucas, Wood, and Twain elementary schools to issue library cards on site. Staff also worked with other area elementaries to encourage library card sign-up. Our work resulted in 309 cards issued to students.**

3. Work with the Neighborhood Centers of Johnson County to focus on improving shared programming and collection based resources.

**Report: Library staff met with Neighborhood Center staff to identify their needs. There was a request for more children's materials in the outreach collections and for the daycare classrooms. Adult materials were heavily weeded to make room for these. A small collection of popular materials is maintained for teens and adults while the major focus of the collections shifts to children. During the school year we regularly visit for outreach storytimes. Staff placed forms at the Neighborhood Centers to solicit feedback. The collections have now been weeded and organized. "Classroom sets" with multiple copies of the same books have been added for summer tutoring needs. With a grant from United Way, a Children's staff member is visiting each center weekly, bringing crafts, stories and the summer reading program.**

4. Work with various partners to provide job skills and basic computer training.

**Report: A resume and job application workshop was developed in cooperation with the Shelter House, the Iowa Department of Corrections and the Broadway Neighborhood Center. The workshop offered at the Shelter House was successful. Workshops and classes at the library did not attract as many attendees.**

5. Develop a series of programming with City of Iowa City Human Rights Commission staff.

**Report: A program focusing on medical ethics, gender and race based upon *The Immortal Life of Henrietta Lacks*, was well attended as part of the Iowa City Book Festival's promotion of the book and presentation by members of the Lacks family. The program was a collaboration of the City of**

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### Iowa City Human Rights Commission and the University of Iowa College of Public Health - Collegiate Diversity Committee.

6. Seek partnerships to expand programs for teens.

**Report: The University of Iowa College of Education is our partner in providing our weekly Teen Homework Help in the Teen Center. Local Whovians partnered in an all-day Doctor Who event in the Teen Center. Also partnered with the STEAM Room Fab Lab to offer a SRP program and with teacher librarians in the ICCSD to reach more kids for the Summer Reading Program.**

7. Expand partnership with Iowa City Book Festival.

**Report: ICPL served as a major venue for the Festival, hosting programs throughout the day on Saturday. We promoted the Festival schedule heavily. We hosted a book discussion of *The Immortal Life of Henrietta Lacks*, a featured book for the festival. The library also supported discussion of the book by offering two book club kits.**

**Objective B.** Work with the Foundation to seek funding opportunities.

1. Increase private support for summer reading programs.

**Report: Friends Foundation support increased by more than \$8,400. And a \$2,500 grant was received from United Way of Johnson/Washington Counties to enable increased outreach through the Children's Summer Reading Program. More than \$110,000 worth of coupons and other prizes were received to be distributed to those who complete the programs.**

2. Expand donor base in the online environment.

**Report: An online funding campaign was put on hold pending staff agreement on a program/project in need of funding.**

3. Identify library services and programs to target for fundraising.

**Report: Summer Reading Programs were identified to receive the profits of the December Arts & Crafts Bazaar. \$5,833.82 was generated by the special event.**

4. Complete building campaign.

**Report: ICPL/City of Iowa City received a Friends Foundation final payment through a check for \$80,554.99 on June 25th. The building campaign raised \$255,554.99. The initial goal was to match \$200,000 from the City for the project. Contributors' names will be added to the donor wall in FY15.**

**Goal 4: Provide resources and programs that inform, entertain, engage, and inspire.**

**Objective A.** Offer library collections that people want in a variety of formats.

1. Analyze use/usability of online databases.

**Report: Continue to monitor in-house and remote use of online databases and resources. Reviewed use of databases and dropped Universal Class.**

2. Explore expanding circulating equipment options.

**Report: Additional Wiis were added in the spring. The circulation of Kindles was evaluated and reworked in the spring to offer new content. Kindle content will be updated twice a year in October and April.**

3. Expand content and improve access to Local Music Project.

**Report: The Local Music Project has grown to 142 albums. Specific musical genres were targeted this year including jazz, punk, hip-hop and electronic music. We continue to work on adding classical and children's selections. A new workflow method using a web application that allows staff to upload content faster and more accurately was adopted. Steps to download were added to site FAQ. A lifetime contract was developed with the assistance of the City Attorney and is now available to artists along with the two-year contract.**

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4. Develop a crowd-sourcing initiative to add content and help identify items in the library's digital history collection.

**Report: A comment section is live on the Digital History Project site and is used by patrons to identify and clarify information about photographs. These comments are extremely helpful in making the information more accurate. The Library has held four public scan days to offer scanning assistance and to solicit images for the Digital History Project. A few items were procured, including tax forms and letters from the 1840's through the 1860's.**

**Objective B.** Help the community explore new technologies.

1. Plan opportunities for users to create media content.

**Report: Library staff planned and taught a number of classes on creating digital content, providing instruction on animated GIFs, blogs, social media pages, photo editing, graphic design and website building. In two instances, we partnered with Iowa's Creative Corridor in October and Iowa Tech Chicks during EntreFest in April to offer select classes. Nineteen people participated in our graphic design classes in April, the highest attended classes we've offered. The Library offered six public scan days, including one during Weber Days in May, where ICPL provided equipment and staff assistance to patrons in scanning personal documents and photographs. We continue to offer Minecraft meetups for teens, as well as to partner with CodorDojo Iowa City, which assists those in grades 5-12 in developing apps, websites, and programs. Both programs receive a strong following. In Minecraft's case, teens are lined up outside the Computer Lab door waiting for the program to begin.**

2. Evaluate technology services relative to the benchmarks set by the Edge Initiative.

**Report: The library collected data and contributed to the online survey of public libraries. The library scored 790 out of 1000. Tools for comparing our data against other libraries or other communities have not been made available yet.**

3. Offer technology in the reconfigured Children's Room that excites children and families.

**Report: The Children's Room has many new and exciting technology options. The newest addition, the interactive table, has been attracting groups of kids and is in near-constant use. The six new Children's computers, four A.W.E. Early Learning Stations, and 10 iPads are also quite popular. This summer it has been common to find all of these being used at the same time, usually with multiple children sharing them. The technology, as well as the furniture for it, invites parents to interact with their children, making it a more meaningful experience for everyone.**

**Objective C.** Create attractive services and facilities for teens.

1. Open new completed teen space.

**Report: New area has been well received and promoted in a variety of ways. Staffing was provided in the space 15 hours a week during the school year. When the space is staffed teens have access to video game consoles, laptops and iPads. The space is open at other times, but technology, other than four internet computers, is not available. Summer Reading Programming in teen space has worked very well. In June, was had 737 teens participate in 11 unique programs. The space is staffed 27.5 hours a week during the summer.**

**Objective D.** Provide library programming to meet community needs.

1. Check out materials and offer library card registration at Stories in the Park programs.

**Report: Books were checked out at Wednesday and Friday Stories in the Park programs; patrons had the opportunity to sign-up for Library cards. Interest grew as patrons realized books were available at each program. A wireless hub was purchased to support real-time circulation. There were some technology challenges but overall the service worked well.**

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2. Provide opportunities for children to read to Rock n' Reader Volunteers in the summer.

**Report: The Library has partnered with RSVP to bring the Rock and Read program to the Children's Room on Friday afternoons. RSVP volunteers are available to read with children and help them meet their summer reading goals. Although the volunteers are wonderful, the program has had low attendance. We will continue trying various methods to market it, and at the end of the summer, we will consider the future of this program.**

**Objective E.** Create an environment in the Children's Room that actively promotes early literacy.

1. Open new, completed Children's space.

**Report: The new space has received many compliments from patrons. The desk provides a more open look as does the new computer area. Staff are better situated to help people in the room. Collections are attractively displayed and more open space just outside the Storytime Room provides much needed overflow.**

2. Assess type and number of children's programs to best meet community needs.

**Report: After reviewing program statistics, we have decided Thursday morning programs will be flexible programming, with a mix of guest performers and traditional storytimes. The Sunday Fun Days, which have replaced Sunday Storytimes, have been very popular with both staff and patrons and have consistent high attendance. Our afternoon summer programming has been well-attended, but not necessarily by the day camp kids we had in mind when planning. We are in the process of evaluating Sensory Storytimes. Attendance has completely dropped off, and we need to decide what changes we need to make.**