Timberland Regional Library Action Plan

Services and Budget Planning (2012-2013)

Timberland Regional Library Mission Statement

Timberland Regional Library provides
Information
Resources
Services
Places
Where all people are free to
Read
Learn
Connect
Gr*ow*

Library Vision Statement

For every reader, the best book
For every question, the best answer
For every need, the best resource
For every encounter, the best experience
For every library dollar, the best value
For every person, a place to belong

The Timberland Regional Library Action Plan combines library services planning with budget planning in an effort to create a roadmap for success that serves the unique and changing needs of the people in the library district.

Public libraries must continue to be aware of and provide for the needs of their communities. Few organizations are in a position to move swiftly to make a difference in their communities in the way libraries can. The Timberland Regional Library (TRL) *Action Plan* is built on a platform of identifying, prioritizing and providing services that respond to the stated needs and expectations of our diverse communities.

The *Action Plan* is designed to solicit and quantify ongoing public input enabling TRL to provide timely improvements as we pursue excellent, contemporary, and relevant library service for more than 465,000 people who live throughout Grays Harbor, Lewis, Mason, Pacific and Thurston counties.

As the library district migrates into an era of sophisticated new technologies, TRL intends to continue offering traditional library services, such as books, accessing information, and providing a place for the community to gather while delivering electronic resources in demand by our customers. A TRL Capital Facilities Plan will be developed from the planning process that establishes a comprehensive approach to providing library service and facilities now and into the future.

Timberland Regional Library views its branches as the new "commons" of its many communities. TRL will grow and evolve to continue to be the doorway to reading, technology resources, and lifelong learning, a center for people and their ideas to come together. That vision drives our planning; it reflects the world of 2012 and beyond and gives TRL the flexibility to respond to constantly changing needs.

The purpose of this *Action Plan* is to ensure that the TRL district has a place in our world today and is essential to each community's quality of life.

Core Ideals

These core ideals provide the background for 2012 budget planning and will become the basis for future planning.

- Timberland libraries provide a welcoming environment where everyone is free to access information, exchange ideas and experience learning opportunities that enhance the quality of life of each community.

- Timberland libraries provide resources, services, and programs that support the information, education, and recreation needs of people of all ages.

- Timberland indentifies underserved areas and populations to extend and improve service.

- Timberland maintains a vibrant collection that is responsive and relevant and serves the varied interests of our patrons.

- Timberland employees are highly qualified, trained, and dedicated to providing outstanding service.

- Timberland is a responsible steward of the library's resources and is accountable to its public.

- Timberland strives for continuous improvement, balancing services with financial constraints.

- Timberland promotes awareness of library resources through public relations, advocacy, and partnerships.

Future Services and Budget Planning

2011 will be a transition year for services and budget planning. Timberland's previous strategic plan covered 2005-2010. An important first step in developing a new planning process is reviewing the previous planning process to learn which aspects were most valuable; reviewing the current budget and fiscal environment to determine how that impacts our budget flexibility over the next few years; and reviewing the changes in the "industry", i.e., how the provision of traditional and non-traditional library services is changing with technology and electronic publishing.

Given the economic downturn over the last several years and the continued fragility of revenue, combined with the phenomenal recent and expected changes in technology, it seems prudent to rethink the planning process. It is more critical than ever to be flexible, nimble, and attuned to the fiscal and technological environment as well as to the needs, desires, and preferences of our various communities – library users, non-users, staff, partner organizations, schools, cities, and current and future partners and other stakeholders.

In 2012, TRL will launch a new process involving services and budget planning that will rely on information gathering from library users, non-users, staff, and community conversations with a wide range of demographic and user groups, along with a thorough review of current and potential partners. The results will provide a roadmap for service and budget decisions required to meet community needs and expectations.

In 2011, TRL will develop a detailed plan for the 2012 budget and a detailed plan for the ongoing planning process for 2013 and beyond.

2012 Budget Priorities

With stable revenues supplemented by an authorized levy increase of 1%, new construction and a lower anticipated property tax delinquency rate, the 2012 budget priorities will be as follows:

- Implement survey instruments to evaluate community needs.

- Employ a public service model in 2012 that resembles the 2011 model.

- Plan for public service initiatives that will work in concert with the budget planning process.

- Develop a ten-year facilities plan that establishes a comprehensive approach to providing and maintaining library facilities, including city-owned libraries.

- Allocate sufficient resources from the annual budget for the collection to address patron demand.

- Plan for information technology initiatives that will be driven by information gathered from internal and external users from one year into the next year, ensuring financial commitments made in a measured manner.

- Plan for Human Resource requirements as an ongoing evaluation process, responsive to operational needs.

2012 Budget Planning Calendar

2011	SERVICES PLANNING	BUDGET PLANNING
January	Assess and analyze statistics and programs from previous year.	
February	Determine District-wide campaigns for marketing support.	
March	Evaluate data for non-cost changes to current budget.	Analyze results of previous year's budget.
April	Plan training topics and calendar for following year.	
May	Determine priorities for next year's budget.	Develop cost estimates for proposed program priorities for next year's budget.
June		Discuss budget priorities and review external factors with Board Budget Committee.
July		Board of Trustees review and adopt priorities, process and schedule.
August		Library Director issues budget message to staff.
August		Develop and evaluate budget requests.
September	Implement survey software.	Prepare preliminary budget.
October		Review preliminary budget with Board Budget Committee.
		Board of Trustees reviews and approves preliminary budget.
Oct/Nov		Labor negotiations.
November	Public hearing on preliminary budget.	Public hearing on proposed budget.
December		Board of Trustees adopts final budget.
		Board of Trustees adopts property tax levy and levy rate.

Annual Service & Budget Planning Calendar
Service & Budget Planning for 2013 and beyond

2012-Ongoing	SERVICES PLANNING	BUDGET PLANNING
January	Assess and analyze statistics and programs from previous year and community conversations & survey. Implement ongoing online surveys.	
February	Determine District-wide campaigns for marketing support.	
March	Evaluate data for non-cost changes to current budget.	Analyze results of previous year's budget.
April	Plan training topics and calendar for following year.	
May	Determine priorities for next year's budget based on input from first quarter. Conduct and analyze Community Conversations	Develop cost estimates for proposed program priorities for next year's budget.
June		Discuss budget priorities and review external factors with Board Budget Committee.
July		Board of Trustees review and adopt priorities, process and schedule.
August		Library Director issues budget message to staff.
		Develop budget requests.
September	User/non-user survey – telephone and/or mail.	Prepare preliminary budget.
October		Board of Trustees reviews and approves preliminary budget.
Oct/Nov		Labor negotiations.
November		Public hearing on preliminary budget.
December		Board of Trustees adopts final budget.
		Board of Trustees adopts property tax levy and levy rate.

Market Research

Surveys and community conversations will be conducted each year to provide benchmarks for understanding changes in library services, resources, technologies, levels of satisfaction, resolution of community issues and the success of programs and initiatives. As TRL continues to provide materials and services reflecting the diverse interests of the people and communities, it's vital to maintain an ongoing dialog with patrons, community leaders and staff.

The following survey methods will be used annually to gather input on what the library does well, what needs improvement, and future steps the organization should consider:

- Mailed surveys sent to a sampling of residents in all five counties.

- Online surveys posted on the TRL Website.

- Telephone surveys contacting random households in each county.

- Community conversations bringing community leaders, partners and TRL staff together.

- Staff survey and input collected from staff councils and committees.

*Goals

Goal #1 – Facilities
Timberland will provide, welcoming, comfortable, and convenient library facilities that meet the needs of each community.

Goal #2 – Services; Programs: Lifelong Learning
Timberland will provide customers with the resources to find and explore diverse interests and pursue lifelong learning.

Goal #3 – Library Collection
Timberland will provide our customers with timely access to materials in a variety of formats.

Goal #4 – Communications; Partnerships
Timberland will encourage customers and partners to be aware of, engage in, and advocate for, the wide-range of library services, programs, and opportunities offered by our libraries.

Goal #5 – Finances; Budget
Timberland will be a responsible steward of public resources.

Goal #6 – Human Resources
Timberland will develop highly qualified, trained, and skilled service providers.

*There is no significance to the order of the Goals. They are not in any order or priority.

*Goals and Objectives

Goal #1 – Facilities

Timberland will provide, welcoming, comfortable, and convenient library facilities that meet the needs of each community.

TRL will communicate a vision of facilities, given changes in technology, shifts in population, and funding challenges, that provides for new ways to reach citizens with service points most appropriate for each community.

Objectives

- Develop procedures and follow a process to evaluate library facilities and respond appropriately to changes within our service area.

- Update the Ten-Year Facilities Plan to study, develop and implement models for library service based on library size and community needs.

- Evaluate library hours of services and revise if appropriate to meet community needs.

*There is no significance to the order of the Goals and Objectives. They are not in any order or priority.

*Goals and Objectives

Goal #2 – *Services; Programs; Lifelong Learning*

Timberland will provide customers with the resources to find and explore diverse interests and pursue lifelong learning.

TRL will continue to respond to the education, information and recreation needs of people across the library district's five counties. Library services and programs will be collaboratively planned with specific goals intended to produce measurable outcomes. TRL will continue to be the primary source of accessible, dependable, and accurate information to community members.

Objectives

- Implement ongoing survey instruments to gather qualitative information about library programs and services. Utilize results for planning library programs and services

- Develop and implement a plan to identify and reach underserved populations.

- Continuously evaluate and analyze existing programs and services to support planning for the following year.

- Identify new programs and services to respond to changing community interests.

- Identify, evaluate and approach non-participating cities and towns (Morton, Mossyrock, Napavine, Ocean Shores, Pe Ell, Toledo, Vader) in the 5-county library district to determine their level of interest in annexing or contracting for TRL services.

*There is no significance to the order of the Goals and Objectives. They are not in any order or priority.

*Goals and Objectives

Goal #3 – *Library Collection*

Timberland will provide our customers with timely access to materials in a variety of formats.

TRL will maintain a vibrant collection that serves customers' varied interests. The library collection will remain responsive and relevant for the citizens of communities served by the library district. TRL will review statistics in the use of various print and electronic formats, evaluate survey responses and modify purchasing of materials accordingly.

Objectives

- Continue analyzing procedures to deliver materials to customers in a more timely and efficient fashion.

- Acquire materials that reflect various community interests.

- Develop and implement a plan to measure customer satisfaction regarding popular formats.

- Continue analyzing the cost of selecting, acquiring, processing and distributing materials in all formats to improve efficiency.

*There is no significance to the order of the Goals and Objectives. They are not in any order or priority.

*Goals and Objectives

Goal #4 – Communications; Partnerships

Timberland will encourage customers and partners to be aware of, engage in, and advocate for, the wide-range of services, programs and opportunities offered by our libraries.

As an integral part of each community it serves, TRL will increase the awareness and usage of the services and resources offered at its libraries and website throughout the five-county district, further educating people on the excellent value of a regional library system. TRL will publicize library services through multiple marketing channels including print, broadcast, and online and sponsorships and partnership opportunities. As the information hub of the communities it serves, TRL collaborates with other agencies, businesses, and organizations through communications, partnerships and shared vision. TRL staff will continue to identify and pursue strategic partnerships with organizations in each service area.

Objectives

- Expand collaboration with organizations that support lifelong education and value community enrichment.

- Develop and implement a plan to build and sustain the value of the library district among community leaders, decision makers, the general public, and staff.

- Improve community involvement with TRL through a comprehensive marketing and communication program.

- Continue to expand TRL's relationships with the business community.

*There is no significance to the order of the Goals and Objectives. They are not in any order or priority.

*Goals and Objectives

Goal #5 – Finances; Budget

Timberland will be a responsible steward of public resources.

As a public entity, TRL is accountable to taxpayers for the management of its resources. TRL will responsibly manage financial matters, maintaining a cost-conscious culture, while continuing its efforts to preserve property tax revenues through local partnerships and community awareness. TRL will develop growth and income projections, review budget priorities, draft budget documents, and work within a balanced budget to deliver essential library services.

Objectives

- Define, analyze and project income resources for TRL.

- Define external factors that can influence TRL's income and expenditures.

- Develop a framework for sharing the cost of maintaining city-owned buildings.

*There is no significance to the order of the Goals and Objectives. They are not in any order or priority.

*Goals & Objectives

Goal #6 – Human Resources

Timberland will develop highly qualified, trained, and skilled service providers.

Objectives

- Implement an online employment application and employee appraisal system.
- Recruit, train, inspire, and support the best people we hire.
- Continue to evaluate staffing requirements as service patterns evolve.
- Maintain positive relations with staff and the Union.

*There is no significance to the order of the Goals and Objectives. They are not in any order or priority.

Summary

The completion of the *TRL Action Plan* marks a milestone in the planning process. Following the lead of the organization's mission and vision, this document was created to provide a roadmap for success through the delivery of world-class library services in 2012 and 2013.

The six organizational goals are meant to be transformational, strengthening the library district, while increasing library users and enhancing services. Tasks will be developed to reach each goal and achieve every objective. Customer surveys will be administered via online, mail and telephone communications channels. The calendar for 2012 and 2013 was created to highlight the strategic method of evaluating and planning for library services as it relates to the annual budget planning schedule.

The allocation of resources will be directly linked to the *Action Plan* as funding requests will be guided by strategic priorities. Evaluating the outcomes and impact of the plan does not mark the end of the planning cycle. Periodic updates on the progress made in achieving goals will be provided to the Board of Trustees, TRL communities and staff.

TRL's *Action Plan* is an ongoing or continuous process that builds in opportunities to make adjustments, shift focus, and create an organization that is continually improving. Although challenges and changes loom on the horizon, TRL will be in a position to confidently move into the future.