



Timberland Regional
LIBRARY 

2013

Action Plan
 Services & Budget Planning



Timberland Regional Library 2013 Action Plan

The Timberland Regional Library Action Plan combines annual library services planning and budget planning to create a roadmap for providing excellent, contemporary, and relevant library service for the more than 475,000 people who live in Grays Harbor, Lewis, Mason, Pacific and Thurston counties.

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

In a time of rapidly changing, sophisticated new technologies, TRL intends to continue offering traditional library services, such as books and other physical items, programs for all ages, information services, resources for lifelong learning, and community gathering places, while delivering relevant electronic resources and technologies.

The 2013 Action Plan organizes TRL's ongoing effort to provide essential public library services that contribute to the quality of life in all TRL communities. A TRL Strategic Plan and 10-20 Year Facilities Plan will be initiated in 2013 to establish a comprehensive approach to providing library service and facilities now and into the future.

Timberland Regional Library Mission Statement

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

Timberland Regional 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

Core Ideals

These core ideals provide the backdrop for library services and budget planning for 2013 and beyond.

- ▶ 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 employees are highly qualified, trained, and dedicated to providing outstanding service.
- ▶ Timberland maintains a vibrant collection that is responsive and relevant and serves the varied interests of our patrons.
- ▶ Timberland identifies underserved areas and populations to extend and improve 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 was 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 previous planning processes 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 and tight budgets over the last several years, combined with the phenomenal recent and predictable changes in technology, it seems prudent to rethink the planning process. It is more critical than ever to be flexible 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 launched a new process involving library services and budget planning that relied on information gathered 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 provided input to the service and budget decisions required to meet community needs and expectations in 2013 and beyond.



2013 Budget Priorities

The 2013 Budget Priorities are the result of the feedback received from online user surveys, Community Conversations with the Public, and Best Ideas discussions with library staff.

A Theme for 2013, Strong Communities: Building Our Future

(This theme addresses the high interest in information on personal and small business finance, jobs/careers, and education for jobs/careers during the continued economic downturn.)

▶ **Highlight current services/resources through programs, resources, advertising, and outreach.**

- ▶ Jobs & Careers
- ▶ Your Money
- ▶ Business Know How
- ▶ Education/Early Learning

▶ **Collection of Materials**

- ▶ Lend E-Readers with preloaded ebooks
- ▶ Leased materials to meet demand for popular titles

▶ **Training**

- ▶ Staff Development
- ▶ User Orientation

▶ **Increased marketing campaigns to highlight and increase usage of library services/resources**

- ▶ Outreach to highlight services/resources
- ▶ More programs in the library - Use more "Program in a Box" and "People Teaching People"
- ▶ Adjust Open Hours – Evaluate as part of the Strategic Plan in 2013

▶ **Priorities for 2013 and Beyond**

- ▶ Three year Strategic Plan: Vision of the Library in the Future
- ▶ TRL 10-20 Year Facilities Plan; including Space Planning/Remodeling for Future Uses



Annual Service & Budget Planning Calendar

Service & Budget Planning for 2013 and beyond

2013	SERVICES PLANNING	BUDGET PLANNING
JANUARY	<ul style="list-style-type: none"> ▸ Gather and analyze statistics and programs from previous year and community and staff input. 	
FEBRUARY		
MARCH	<ul style="list-style-type: none"> ▸ Evaluate data for non-cost changes to current budget. 	<ul style="list-style-type: none"> ▸ Analyze results of previous year's budget.
APRIL		
MAY	<ul style="list-style-type: none"> ▸ Determine priorities for next year's budget based on input from first quarter. 	<ul style="list-style-type: none"> ▸ Develop cost estimates for proposed program priorities for next year's budget.
JUNE	<ul style="list-style-type: none"> ▸ Plan/identify training topics and calendar for following year. 	<ul style="list-style-type: none"> ▸ Discuss budget priorities and review external factors with Board Budget Committee.
JULY		<ul style="list-style-type: none"> ▸ Board of Trustees reviews and adopts priorities, process and schedule.
AUGUST		<ul style="list-style-type: none"> ▸ Library Director issues budget message to staff. ▸ Develop budget requests.
SEPTEMBER		<ul style="list-style-type: none"> ▸ Prepare Preliminary Budget.
OCTOBER	<ul style="list-style-type: none"> ▸ Determine District-wide campaigns to solicit the input from communities and staff for 2014. 	<ul style="list-style-type: none"> ▸ Board of Trustees reviews and approves Preliminary Budget. ▸ Labor negotiations
NOVEMBER	<ul style="list-style-type: none"> ▸ Employee Survey 	<ul style="list-style-type: none"> ▸ Labor negotiations (<i>continued</i>). ▸ Public hearing on Draft Final Budget.
DECEMBER		<ul style="list-style-type: none"> ▸ Board of Trustees adopts Final Budget. ▸ Board of Trustees adopts property tax levy and levy rate.

Overview of Goals*

Goal #1 – Facilities

Timberland will provide welcoming, comfortable, and convenient library environments that meet the needs and enhance the quality of life in each community.

Goal #2 – Services, Programs, and Outreach

Timberland will provide the public with library services and programs to explore diverse interests and pursue lifelong learning.

Goal #3 – Library Collection

Timberland will provide the public with timely access to materials in a variety of formats.

Goal #4 – Communications; Partnerships

Timberland will increase awareness, interest, advocacy and usage of the wide range of library services offered by its 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 staff.

**Goals are not in priority order.*



Goals and Objectives

FACILITIES

Timberland Regional Library provides service to the residents of Grays Harbor, Lewis, Mason, Pacific and Thurston Counties through 27 community libraries, the Administrative Service Center, three kiosks, and one school partnership. TRL owns and maintains nine libraries. The remaining 18 libraries are in buildings owned and maintained by cities. As the publishing industry changes and shifts to more electronic content, the need for space to house physical collections has changed. In recent years the library has provided access to computers, computer software, electronic resources, the Internet and wifi connections. The library has always been and continues to be a gathering place in the community where people meet, study, relax, collaborate, and attend programs. These changing roles require ongoing evaluation of the purpose and physical layout of library buildings. In 2013 TRL intends to undertake a 10-20 Year Facilities Plan to plan for the future of our libraries.

GOAL #1

- ▶ Timberland will provide welcoming, comfortable, and convenient library environments that meet the needs and enhance the quality of life in each community.

OBJECTIVES

- ▶ TRL will communicate a vision of facilities, with consideration for changes in technology, shifts in population, and funding challenges, that provides library services through standard and alternative service points most appropriate for each community.

ACTIONS

- ▶ Offer convenient, equitable open hours, reflective of community needs, throughout the library service area recognizing that the library facilities operate as an integrated system.
- ▶ Update the Ten-year Facilities Plan to study, develop, and implement models for library service based on library size and community needs.
- ▶ Develop a comprehensive safety/security plan to provide safe library environments
- ▶ Improve access to library facilities for people with disabilities.
- ▶ Create a framework for a range of service alternatives that are viable, responsive, and flexible to the needs of the communities such as service in partner spaces or other forms of library services outside of library buildings; develop model operating agreements for service alternatives.

ONGOING

- ▶ Make the best use of current facilities while identifying opportunities for creative space planning, anticipating less space necessary to house physical collection; ongoing examination of the role of the library as a “community space” and resource center.
- ▶ Using existing Service Point Analysis (SPA) framework to evaluate new or expanded facilities, including joint use with community partners, such as, schools, colleges, and non-profit organizations.

Goals and Objectives

SERVICES, PROGRAMS AND OUTREACH

Timberland Regional Library provides quality service to library patrons through programs and activities for children, teens, families, adults and seniors. In 2011 TRL served our communities with almost 4,000 programs attended by over 60,000 people. TRL has the familiar annual programs: Summer Reading, Family Read Aloud, Adult Winter Reading and Timberland Reads Together, plus author programs, book discussion groups, story times, and many more. In 2013 TRL will provide new programming to support the 2013 theme “Strong Communities: Building Our Future”. TRL will highlight library resources and programs that will help people find jobs, start businesses, get an education, and plan careers, especially in the current tough economic conditions.

GOAL #2

- ▶ Timberland will provide the public with library services and programs to explore diverse interests and pursue lifelong learning.

OBJECTIVES

- ▶ TRL will provide programs and resources to educate people about personal finance and small business.
- ▶ TRL will provide answers to customer’s research questions with reference eBooks and print and online reference database resources.
- ▶ TRL will increase adult program attendance by 10%.
- ▶ TRL will involve local residents in adult programs.
- ▶ TRL will link preschool library programs to school readiness.
- ▶ TRL will feature community helpers and career resources in youth programs, displays, and community outreach.

ACTIONS

- ▶ Offer series of financial workshops to introduce tools and resources (*FINRA grant*).
- ▶ Invite local experts to present programs or workshops.
- ▶ Share business, educational and career resources with business leaders in our communities.
- ▶ Create adult “Program in a Box” kits for library programs; continue with the successful “Programs in a Box” kits for children and teen library or community outreach programs and book discussion groups.
- ▶ Create database contests to promote business, educational and career resources. (*“Name that Resource”, database contest for adults, “Homework Help” database contest for youth and “thinking of College”, database contest.*)
- ▶ Streamline and improve delivery of information to customers.

ACTIONS *(Continued)*

- ▶ Begin using reference eBooks for equal access for customers and staff and full access anytime, anywhere.
- ▶ Purchase databases with training course for jobs and careers.
- ▶ Create online resources tutorials.
- ▶ Develop a series of talking points on 2013 Service Priorities.
- ▶ Develop a series of talking points linking library programming to school readiness.
- ▶ Integrate community helpers and careers into library story times and displays.
- ▶ Seek opportunities to participate in community or school career fairs. Feature library career resources for youth.
- ▶ Develop a booklist for young children featuring community helpers (*police, fire, nurse, doctor, teacher, librarian, etc.*).
- ▶ Seek opportunities to share career oriented library materials and resources with early childhood, elementary, middle and high school educators, and youth service organizations.

ONGOING

- ▶ Continue to develop programs, services and resources for middle and high school teens.
- ▶ Continue to develop “programs and book discussion kits in a box” for children and teens.
- ▶ Continue to acquire reference materials that reflect varied community interests and needs.
- ▶ Measure customer satisfaction regarding database usage.
- ▶ Continue to analyze the cost of selecting, acquiring, usage, of reference database resources and improve efficiency accessing reference resources.



Goals and Objectives

LIBRARY COLLECTION

Timberland Regional Library provides patrons with a collection of more than 1.3 million books, DVDs, magazines, CDs and other library materials in a timely manner and in various formats. During 2012, to expedite the delivery of materials to library patrons and to meet the demand for popular materials, more copies of feature films and other popular materials were purchased. To meet continued patron demands for print and electronic materials in 2013, the library materials budget will be increased to over 15% of the budget. With this increase, TRL will continue to expand the collection of electronic resources, including downloadable ebooks, audiobooks, music and videos. TRL will purchase pre-loaded eReaders from Barnes and Noble to increase access to ebooks and introduce patrons to eReaders. TRL will lease additional copies of popular books, instead of purchasing them, to meet the demand for popular new materials in a cost efficient and timely manner.

GOAL #3

- ▶ Timberland will provide the public with timely access to materials in a variety of formats.

OBJECTIVES

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

ACTIONS

- ▶ Streamline and improve delivery of materials to libraries.
- ▶ Begin using leased books to quickly to reduce the wait time for popular materials.
- ▶ Purchase eReaders with preloaded content for circulation.

ONGOING

- ▶ Continue to analyze procedures to deliver materials in a timelier manner.
- ▶ Continue to acquire materials that reflect varied community interests.
- ▶ Measure customer satisfaction regarding popular formats.
- ▶ Continue to analyze the cost of selecting, acquiring, processing and distributing materials in all formats to improve efficiency.

Goals and Objectives

COMMUNICATIONS, PARTNERSHIPS

Timberland Regional Library publicizes library events, resources and services through multiple marketing channels to inform current patrons, to attract and encourage new patrons and to develop library advocates in our communities. TRL partners with many local businesses and non-profits to bring the transformational power of books and their ideas to children, teens and adults. In 2012 TRL focused on soliciting input from the public, our communities and our staff. A common message was that even the most frequent users did not understand the breadth of the services and resources offered by the Library. In 2013 TRL will introduce new marketing campaigns to inform our users and non-users about the tremendous value of Timberland Regional Library.

GOAL #4

▶ Timberland will increase awareness, interest, advocacy and usage of the wide range of library services offered by its libraries.

OBJECTIVES

- ▶ TRL will publicize library services through multiple marketing channels including print, broadcast, and online and sponsorships and partnership opportunities.
- ▶ TRL will collaborate with other agencies, businesses, and organizations through communications and partnerships.
- ▶ TRL will increase publicity efforts to create greater recognition and use of accessible library services and resources. Research conducted in 2012 revealed that even active library users often were unaware of the variety of services and resources available.

ACTIONS

- ▶ Introduce several small-scale promotional campaigns utilizing a variety of marketing channels to increase public knowledge and use of lesser known TRL services and resources.
- ▶ Develop a Promotional Plan based on the 2013 theme of “Strong Communities; Building Our Future” to increase TRL’s visibility, value perception, and usage.
- ▶ Evaluate the effectiveness and appeal of the navigation, design, and user experience of the website through interactive patron testing and research.

ONGOING

- ▶ Increase the perceived value of TRL’s library services among community leaders, decision makers, the general public, and staff through marketing and advocacy efforts.

Goals and Objectives

FINANCES, BUDGET

Timberland Regional Library utilizes priority based budgeting. Each year TRL identifies the most important service priorities, determines how much revenue is available and allocates available resources to those priorities. During recent difficult economic times, revenue sources are flat, expenditures are rising, and demand for services is increasing. Since 2005 tough decisions have been made that restructured administrative services, trimmed open hours and cut substitute employee budgets, all prior to the economic downturn of 2008. Since that time expenditures have been aggressively managed as the recession lasted longer than expected. However, aggressively managing expenditures is not a long-term strategy. The 2013 Budget Priorities were developed with the knowledge that 2013 revenue will be stable, with limited new revenues. Property values are stagnant or declining and new construction values are 13.8% less than 2011 values and 20.8% less than 2010 values. Our experiences over the last several years have demonstrated the need to undertake a strategic planning effort in 2013 to guide our future services, facilities, and budget planning.

GOAL #5

- ▶ Timberland will be a responsible steward of public resources.

OBJECTIVE

- ▶ TRL will responsibly manage financial matters, maintaining a cost-conscious culture, while continuing efforts to maximize property tax revenues.
- ▶ TRL will develop growth and income projections, review budget priorities, develop budget documents, and work within a balanced budget to deliver essential services.

ACTIONS

- ▶ Demonstrate financial impacts of strategic decisions through monthly reports.
- ▶ Develop a model that determines adequate beginning funding levels for annual operations.

ONGOING

- ▶ Define, analyze, and project income resources for TRL at least three years into the future with estimates provided for ending fund balances.
- ▶ Analyze external factors that can influence TRL's income and expenditures.
- ▶ Ensure that library staff has the necessary resources to provide essential library services.
- ▶ Provide a budget model based upon solid financial management, supported by external assumptions, supplemented by creative approaches for evaluating funding levels.
- ▶ Provide transparent and efficient management of resources.

Goals and Objectives

HUMAN RESOURCES

The outlook for 2013 is optimistic for all aspects of Human Resources. Following affiliation with AFSCME and two amicable economic openers, TRL looks forward to a language opener with common purpose and positive outcomes. Management and the Union worked well together in reaching Wellness participation goals to qualify for premium discounts and deductible incentives. The Wellness program will focus on smoking cessation and improving individual biometrics.

Recent system implementations for applicant tracking and employee appraisals went smoothly and now require monitoring and trouble-shooting when necessary. The goals of efficiency, simpler administration and records management have been met.

Our robust training and development program continues to offer excellent opportunities for staff to enhance knowledge, skills and abilities through internal and external resources. The Leadership Program initiated by the Board of Trustees prepares the charter class for future key roles in the Library.

GOAL #6

- ▶ Timberland will develop highly qualified, trained, and skilled staff.

OBJECTIVE(S)

- ▶ TRL will ensure that staff members have the knowledge, skills, and abilities to meet library district standards of performance.

ACTIONS

- ▶ Implement library district standards of performance.
- ▶ Evaluate NEOGOV online applicant tracking and employee appraisal systems.
- ▶ Conduct leadership training in support of succession planning.
- ▶ Negotiate contract language opener with positive outcomes.
- ▶ Conduct additional Staff Training Day in the spring at the local and/or regional level.

ONGOING

- ▶ Identify and meet training and development needs in support of district standards of performance.
- ▶ Recruit the best qualified candidates.
- ▶ Provide a quality hiring and orientation experience for new hires.
- ▶ Conduct year-round, incentive based, outcome-focused Wellness program.
- ▶ Evaluate staffing as attrition occurs.
- ▶ Continue positive labor relations with Union representatives.

Summary

The 2013 TRL Action Plan provides a roadmap for success through the delivery of world-class library services in 2013 and beyond. The core ideals, 2013 Budget Priorities, and six organizational goals and actions are meant to help focus and strengthen TRL while increasing the number of library users and enhancing services.

The 2013 Planning Calendar highlights the strategy for evaluating and planning library services in conjunction with the annual budget planning process. The allocation of resources will be directly linked to the TRL Action Plan as funding requests will be guided by the priorities.

For the first time, the TRL Action Plan includes an Action Plan for each of the 27 libraries which were developed with careful consideration of 2013 Budget Priorities and the TRL Action Plan. Periodic updates on the progress in achieving goals will be provided to the Board of Trustees, TRL communities and staff.

Timberland Regional Library's 2013 Action Plan allows opportunities to make adjustments, shift focus and support an organization that is continually improving despite challenges and changes so that the Library is in a stronger position to confidently move into the future.

