

# *Springfield Public Library Strategic Report*



*Compiled & Presented by the  
Springfield Public Library Executive Council*

# *Welcome to Springfield!*

- ❖ *State Capitol*
- ❖ *Around 128,000 individuals in the county*
- ❖ *Rising unemployment (currently 7.2%)*
- ❖ *Increasing number of Spanish speaking Immigrants*



# *SPL Mission & Values*



## ❖ *Mission*

*To enhance our citizens' lives through services when, where and how they need them.*

## ❖ *Values*

- *Service*
- *Quality*
- *Enrichment*
- *Fun*

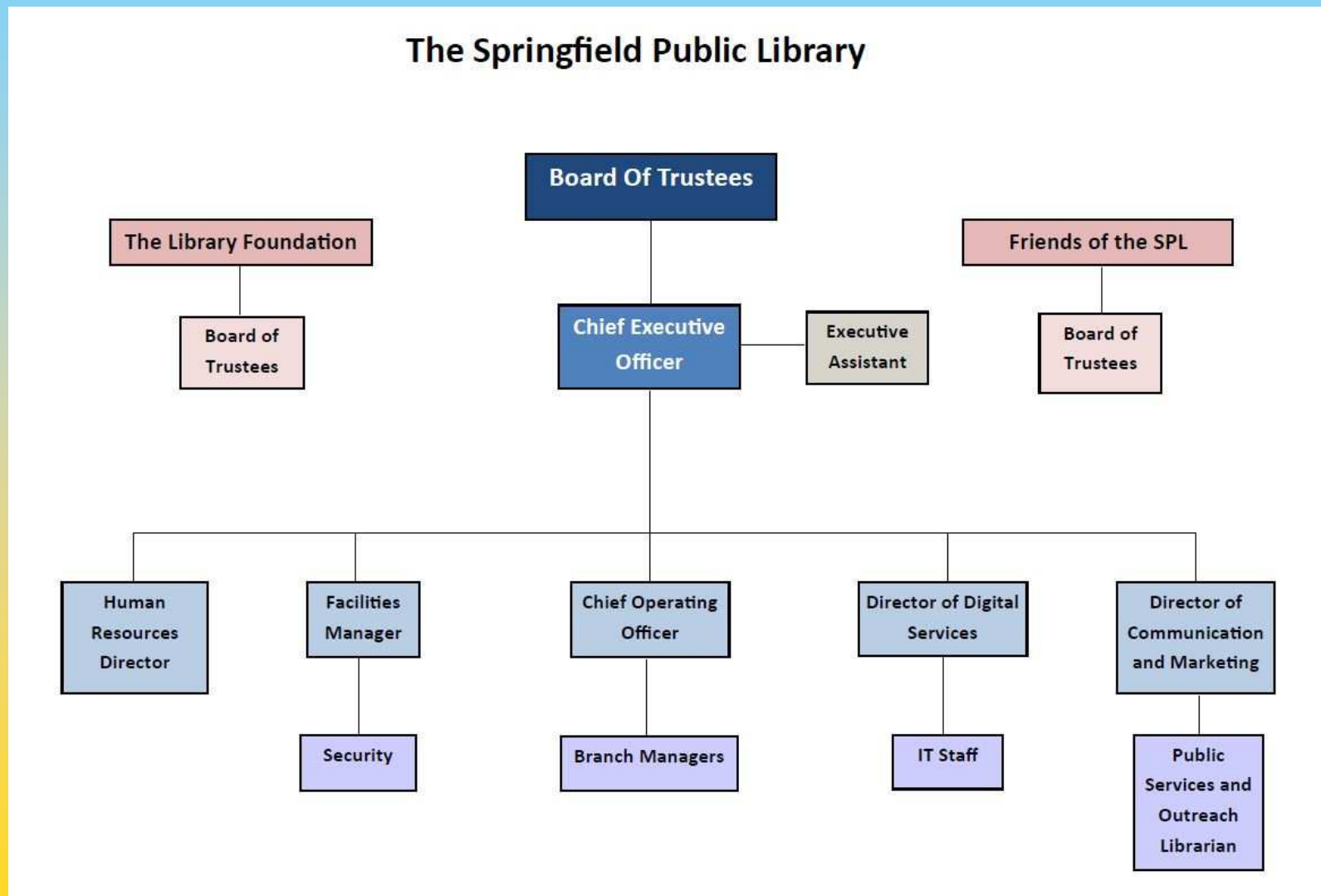


# *Structure of the Springfield Public Library*

- ❖ *Public*
- ❖ *Serves the Entire County*
- ❖ *5 Branches*
  - *Springfield (Main Branch)*
  - *Riverbottom*
  - *Leadville*
  - *Lake Town*
  - *Gomer City*
- ❖ *Main Features of Each Branch*
  - *Children's Section*
  - *Teen's Section*
  - *Reference Section*
  - *Computer Lab or Area*
  - *Story-time room or Area*
  - *Multi-purpose room*



# *SPL Organizational Structure*



# *Meet the Management Team*



Chief Executive Officer  
Lisa Dittmar



Chief Operations Officer  
Milhouse McGovern



Director of  
Digital Services  
Marge Riter



Director of  
Communication &  
Marketing  
Homer Gallent

Community Representative Ralph Fuller



# SWOT Analysis

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Engaged volunteers</li> <li>• Sizable Collection with over 386,000 print volumes</li> <li>• Adaptable Space which includes study areas, a coffee shop and numerous outlets for electronic devices</li> <li>• Consideration of those who have sight loss with a collection of over 27,000 Large Print materials</li> <li>• Provide a variety of access methods with a collection over over 98,500 audiovisual materials</li> <li>• ROI calculator on the library website allows patrons to immediately see the value we provide</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Inter-departmental communication</li> <li>• Staff need more understanding of technological tools</li> <li>• Program fliers are out of date</li> <li>• Staff and collections are predominantly monolingual</li> <li>• Many computers are hitting 3-5 years old and will need to be replaced</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Diverse population provides opportunities for new programs</li> <li>• Build Spaces could appeal to creative individuals</li> <li>• Memes &amp; Social Networking tools can provide a new draw to the Library</li> <li>• Declining costs of digital cameras provide an opportunity to use patron photos in advertisements/promotions</li> <li>• Recording software can allow us to post tutorials for our resources online, including bilingual tutorials</li> <li>• Continue to build on 175% increase of E-book usage</li> <li>• Purchase of assistive devices for those with low-vision.</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Declining budget</li> <li>• Societal perception of library as “dated”</li> <li>• Protests over controversial books (50 shades) as we are in a conservative area</li> <li>• Expectation of e-book services despite lack of response from major publishers</li> <li>• Proposed “ID Law” ordinance which would require patrons to present a photo to acquire a library card, possible alienating non-citizen, transgender, and transient patrons</li> </ul>

# *Current Performance and Activities*

## *By The Numbers*

Cardholders	96,395
Visitors to physical buildings	822,361
Unique visitors to Digital Branch	422,739
Reference questions answered	238,879
People who used our meeting rooms	135,555
People who attended our programs	86,145

## *Current Activities*

### *Administrative and Technical Activities*

- ❖ *Planning & Assessment*
- ❖ *Public Relations & Marketing*
- ❖ *Collection Development*
- ❖ *Equipment and Facilities*

### *Service Related Activities*

- ❖ *Circulation*
- ❖ *Children's & Teen's Services*
- ❖ *Outreach Services*
- ❖ *Adult Services*
- ❖ *Digital Branch*



# *Minding the Gap*

## *Successes*

- High Visibility of strategic planning processes.
- Acquisitions upon patron request have been implemented.
- New Facilities have correlated with an increase in visitors.
- Digital downloads are up.
- The number of unique visitors to the digital branch has increased.
- Program attendance has increased.
- Circulation as a whole has increased.

## *Shortcomings*

- Some waitlists contain more than 10 people.
- Long waits for computer workstations.
- There is insufficient bandwidth to support peak internet usage.
- The collection meet demands particularly in the area of Spanish Language materials.
- The application process for a library card is inaccessible to many homeless and transient patrons.
- Community awareness and engagement seem to be waning in certain areas.

# *New Priorities & Vision*



*“Our vision is to expand our current resources to meet the needs of the diverse Springfield community. This emphasis on inclusion begins by updating our mission statement to read “To enhance our patrons’ lives through services when, where and how they need them”, which emphasizes a commitment to working with non-citizen patrons. Through the creations of new programs, the implementation of technological tools and most importantly the invitation of all members of Springfield to join us we will be transformed into a place where the entire community is comfortable coming to learn, play, share and be themselves.”*

# *Strategic Initiatives*

*Begin a Movement Toward a more Digital Collection*



*Enhance In-House Computer Services*



*Develop More Spanish Language Services*



*Develop Systematic Ways of Increasing and Monitoring  
Community Engagement Through Programs Services  
and Outreach*

# *Initiating Action: Moving toward a Digital Collection*

- ❖ Decrease the Print Collections Budget by 15% for each of the next three years.
- ❖ Increase the Digital Collections Budget by 15% for each of the next three years.
- ❖ Appoint a collection development librarian to report on the progress of the digital collection.

	2009-2012	Proposed for 2013-2016
Budget for Print Collection	\$1,100,000/year	\$935,000/year
Budget for Digital Collection	\$400,000/year	\$460,000/year
Total Collections Budget	\$1,500,000/year	\$1,395,000/year

*\*This results in a \$105,000 surplus each year for three year.*



# *Initiating Action:*

## *Enhancing In-House Computer Services*



- ❖ Increase the number of computer workstations by 30% within the next three years.
- ❖ Increase the number of wireless access points in library buildings by 30% in the next 3 years.
- ❖ Implement a pilot e-reader checkout program at the main branch within the next year.
- ❖ Appoint a committee to assess and compare ISP services over the next year

# *Initiating Action:*

## *Develop More Spanish Language Services*

- ❖ Create an official position for a Director of Spanish Language Services within the next 6 months.
- ❖ Double the number of bilingual programs over the next three years.
- ❖ Double the number of Spanish language collections over the next three years.



# *Initiating Action: Develop Systematic Ways of Increasing & Monitoring Community Engagement*



- ❖ Immediately appoint a committee to oversee and evaluate the success of the “hacker space” at the main branch
- ❖ Increase the library’s presence in social media by appointing a director of social media immediately.
- ❖ Increase the number of Bookmobile vehicles from 1 to 3 over the next 2 years.
- ❖ Develop a library card program for homeless patrons within the next six months

# *Performance Management*

- ❖ Yearly reports, or more frequent as deemed necessary
- ❖ Master sheet of initiatives kept by library administration
- ❖ Annual review of the strategic plan.





# *Contingencies*



## **Solutions**

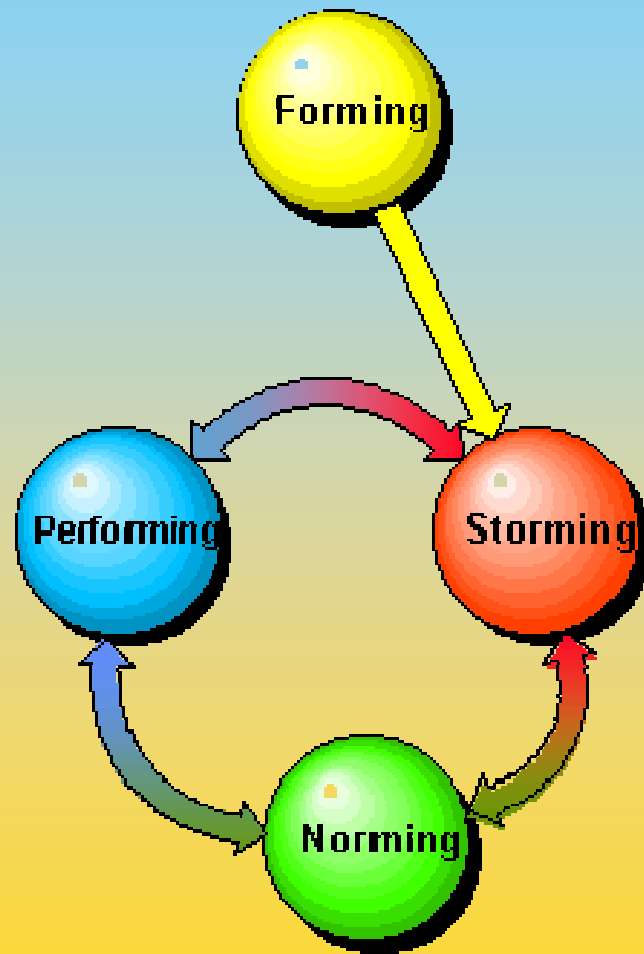
- ❖ Present well-researched community needs analysis
- ❖ Solicit Friends of the Library committee to do a books sale using aggressively weeded materials
- ❖ Ineffective initiatives will be pruned and replaced as needed

## **Possible Challenges**

- ❖ Lack of Board of Trustees support
- ❖ Lack of funding
- ❖ Programs are ineffective



# *Tuckman's Theory*



# *Knowledge Gained*



# *Questions? Or Doughnuts?*

