

This document would not have been possible without the contribution of the following Library leaders who participated in our comparison study.

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## Introduction

In fall 2016, Margaret Sullivan Studio conducted a series of benchmark interviews with public library directors leading libraries in Colorado and across the country to provide quantitative and qualitative comparisons to inform the next phases of the Master Planning process for the Boulder Public Library. As a result of this work, this report identifies key themes that are recommended to serve as the foundational framework on which to base the specific goals of Boulder Public Library's 21st century service model.

We encourage Boulder Public Library to visit several of the libraries and directors that we interviewed, in particular Greg Mickells at the Madison Public Library, Ken Draves of the Poudre River Public Library and Richard Kong of the Skokie Public Library. MSS would also recommend that staff get involved in continuing to reach out to directors of other library systems that were not part of this Benchmark Study, including Vailey Oehlke, Director of Libraries for the Multnomah County Public Library in Portland, Oregon, Jill Bourne, Director of the San Jose Public Library and Peter Bromberg, Executive Director of the Salt Lake City Public Library.

This report primarily uses examples of the directors we spoke to as part of this study, but also incorporate examples of other library systems when appropriate. This document, and the supporting questionnaires and worksheets, are intended to be a living framework that can provide a national and regional reference of open-source sharing to inform a more successful Master Planning process.

# **Key Themes**

## Articulate a Strategic Lens Versus Strategic Goals

Traditional strategic planning tends to follow an organizational methodology that results in a document that communicates organizational goals, actions or tasks to achieve those goals and a prioritized framework for implementation. We are not recommending that this methodology be abandoned, but we have seen many libraries seeking more nimble, flexible systems to respond to changing community needs, changing customer expectations and rapidly expanding techniques of service delivery. One of the primary goals of the Boulder Public Library team is to create a Master Plan that would be inherently iterative. Another goal is to empower staff to use their "librarian entrepreneurial" spirit and tools to efficiently and effectively implement strategic goals.

Greg Mickells, Director of the Madison Public Library, expressed how his organization has created a new paradigm and method for identifying the outcomes that are desired for the patron/community being served and then working backwards to develop the "how" to produce that outcome. This new paradigm, which he calls the "Strategic Lens," shifts from a "top-down" strategic plan structure and implementation to an outcome-based methodology ("Strategic Direction"). This has empowered staff to contribute and take ownership of the programs, services, partnerships and engagement that will address <u>real</u> community needs.



Madison Public Library, Madison, WI

This method has the following structure:

- 1. Define the desired outcome and design a direct path to get there.
- It's not about the library, it is about the community. Shift the focus "outward" validating community needs, not traditional "library needs."
- 3. What are the institutional barriers that will prevent the library from providing the outcome?
- 4. How does the library leverage its community partnerships to deliver programming successfully?

The four connecting "Pillars" of Madison's "Strategic Lens" are: Engagement, Literacy, Accountability and Equity, providing guiding principles for successful outcomes.

MSS believes that the institutional shift in mindset to determining an outcome-based "Strategic Lens" and to creating a "Strategic Direction" for implementation could be an effective and successful framework for the Boulder Public Library's master plan work and implementation.

A program called "Parents are Teachers First" is an example of how this technique has been applied. The early literacy program brings families to the library so that librarians can teach parents techniques to enhance literacies. Librarians realized that many in the community who could benefit the most from this service were not being reached. So the librarians asked the question, "What are the barriers to providing the service to the targeted populations that aren't coming to the library?" They identified that the most efficient way of reaching this audience would be to go to their homes, but they also acknowledged that the library did not have the staffing capacity to do that. As a result of identifying a successful solution, and because they enjoy a constructive partnership with the Department of Public Health and a shared vision of "equity" (described later in this document), the librarians were able to train visiting nurses who had home visits in homes with youth aged 0-4 and were able to reach the targeted population.

Skokie Public Library in Skokie, Illinois, is a community where over 40% of the population was born outside the United States and over 75

languages are spoken. Skokie is currently responding to a social and political climate to provide resources for many in their community who are Syrian, who are from other places in the Middle East and/or who are Muslim. Skokie, similar to Madison, Wisconsin, prides itself on "equity", so one of the strategies is to encourage engagement for recent immigrants in governance at local levels and to assist in identifying barriers to engagement.

#### Align with Civic Leadership; Leverage the Role as a City Agency

With the publication of the Aspen Institute's Report Rising to the Challenge, Re-Envisioning Public Libraries, the case for intentional alignment with community goals is explicit. To reiterate, the Boulder Public Library is a city agency that provides services that support the "Healthy and Socially Thriving"



Backyard Concert Series, Anythink Libraries

Community" category in the City of Boulder's Sustainability Framework and thus is an integral contributor to the city's goals, not a discreet stand-alone organization. A concerted strategic foundational work effort amplifying civic assets and led by city leadership and library leadership is critical to creating a Master Plan with the most impactful, relevant outcomes will be. (We also recommend that it be intentionally apolitical in its structure.)

In the benchmark interviews, not only did we hear examples of how successful alignment of strategic goals was critical to achieving outcomes, but also two institutions, Madison Public Library and Austin Public Library, stated that their cities provided project management services for strategic planning and programming to unburden the library's limited resources and to share the work among agencies.

Based on the work we have engaged in with the Boulder Public Library, we strongly recommend that Boulder city management, city elected officials and library leadership (and others as identified) engage in a working session (or a series of working sessions) to articulate and re-affirm the aligned goals and the role the library can serve in supporting the Sustainability Framework and how the city agency's work comprehensively amplifies these goals. (Ideally, this would occur prior to engaging in community outreach.)



Peek-a-Boo, Poudre River Library District

Additional short and long-term strategies to amplify these goals and alignments include encouraging the Library Commissioners to also be board members of aligned organizations in the community (like Richland Library in Columbia, SC); and developing civically-engaged leaders in the organization that are active in the greater community.

## Know the Community; Really Know the Community

Every library director that we spoke with was quite intentional about doing the work, or aligning with community agencies to know the needs and aspirations of the community, by:

- Hiring consulting services to provide libraryspecific data about customers (e.g. Orange Boy) and the community (e.g. Civic Technologies, Gale);
- 2. Using the data of other community organizations; and/or
- Doing the research with traditional methods (i.e. surveys) and non-traditional community outreach methods.

This would enable the library to align services, develop staff expertise and reallocate financial resources to respond to the results.

The following are examples from the benchmark libraries and an additional system in South Carolina.

#### Madison Public Library, Madison, WI: The Equity Lens: The Race to Equity Study

In 2013, the Wisconsin Council on Children and Families conducted a "Race to Equity" study revealing huge racial inequity in Madison and illustrating economic gaps, achievement gaps and high poverty levels. This report was eye-opening for a community that perceives itself as progressive and liberal; it revealed equity gaps that had not been previously identified. As a result, the mayor shifted focus on addressing this inequity by hiring consultants to engage in strategies, which resulted in hiring an equity coordinator for the city. The library also shifted its role to align with the city's goals using



Be the Chef, Skokie Public Library

an "Equity Lens" representing a shared vision among all city agencies, which enabled stronger partnerships and collaborative programs. (More information on the Race to Equity project is here: http://racetoequity.net)

## Madison Public Library, Madison, WI: "Kitchen Table" approach to Community Conversations

Another technique that the Madison Public Library engaged in was a series of community conversations. The library hosted "Pot-Lucks" in several areas of the community that took a "Kitchen Table" approach in which participants engaged by answering a series of questions that the library developed called "Five Questions around a Kitchen Table." These questions were community-focused, for example, "How do you describe your community?" and "What do you want

for your community?" The resulting responses were both expected and unexpected, including the need for health literacy services.

Outreach in the community was the result of the community engagement which began in the library with a series of "Tell Us" sessions. When the library staff realized that they were not reaching a comprehensive audience, they intentionally went into the community, meeting with neighborhood associations and one-on-one. This was well received. Greg Mickells, Library Director, cited that this technique increased trust and fostered honest, candid dialogue.

## Richland Library, Columbia, SC: Computer Interface Surveys

With the primary goal of identifying why existing customers were using public access computers, Richland Library developed a customer survey



Tour de Four, Poudre River Library District

interface to quickly identify use. Library leadership realized that before they could even ask the question 'What do our customers need?" they wanted clarity on what services were being utilized by current, regular customers. From this specific and focused survey, they learned customers primarily used public computers for researching health information and online banking, two unexpected results.

## Anythink: A Revolution of Rangeview Libraries, Adams County, CO: Community Block Parties

Anythink created a series of seven block parties in different neighborhoods throughout Adams County, CO, programmed with festival-like activities driven by community interests, not necessarily traditional library programs. The population of Adams County is growing rapidly and Anythink recognized that one way to foster a positive community is to facilitate activities between long-time and new residents. These block parties were one way to facilitate constructive, creative, innovative community engagement, as well as continue to educate the community about the library "brand" and services. Anythink Director, Pam Sandlian-Smith credits partnerships and staff enthusiasm with their success.

## Poudre River Public Library District, Fort Collins. CO: Frida Kahlo Event

Like Boulder, Fort Collins is witnessing an increase in its Hispanic population. To engage this community, the library hired Spanish speakers, engaged in

outreach with Catholic churches and community centers and is offering increased English as a Second Language programs as well as summer programs for Spanish-speaking teens. One of the most successful events that Ken described was a Frida Kahlo-themed festival-like event that was held at the Lincoln Center. Produced with local partners and sponsors, over 300 people attended the event, including local dignitaries.

For Boulder Public Library, our recommendation is to utilize a combination of the techniques described above and by doing the following:

- Collaborate strategically with The Community Foundation to validate and prioritize community needs,
- 2. Collaborate strategically with the community



Springdale Farm Outreach, Austin Public Library

- leaders interviewed as part of the community needs assessment to identify desired outcomes, to address community goals and to articulate successful methods of achieving them,
- 3. Engage in relevant community outreach (i.e. The "Kitchen Table" model or the "Block Party" model) and also provide the opportunity to engage the staff in being creative, by having staff, library leadership and even Library Commissioners serve as "hosts" to facilitate convivial community gatherings and dialogue, and
- 4. Design innovative outreach tools, including those that:

#### Capitalize on technology

Like Richland Library developed a computer survey to ask customers why they were using the computers, Boulder Public Library could engage tech industry talent to create technology-based and specifically focused surveys to provide more information about the customers' needs and use patterns.

#### Capitalize on creative content and creative programming

With the creative and innovative spirit and talent in Boulder and among the staff, we encourage pursuing a community engagement process that incorporates content creation that results in narrative storytelling about the community, such as creating graphic novels,



District 219 Art Show, Skokie Public Library

puppet shows, or plays. In addition, with the recreational spirit, Boulder Public Library could create bike rides or hikes that tour areas of Boulder to see the community from a different perspective.

#### Facilitate relevant dialogue

Whether it is facilitating a series using methods like the World Café methodology or modeled after Skokie Public Library's Civic Lab, facilitating dialogue around critical community issues (i.e. diversity, affordable housing and the aging population) could reveal to the library strategic community goals to address through its services, and advance the community by fostering constructive dialogue and be a basis for an on-going library service.

In combination with the publication of the Aspen Institute's report and the Harwood Institute's <u>Tyranny of Techniques</u>, public libraries are designing more relevant community engagement than asking the traditional question, "What do you want from your library?"

In fact, the Cleveland Heights-University Heights
Public Library will be conducting community
engagement based upon ALA's Library Transforms
and the Harwood Institute's Techniques in the next
few months, and we encourage Boulder Public Library
to stay in contact with Director Nancy Levin and her
team for resource sharing.

Skokie Public Library, led by a Learning Experiences Department, facilitates a significant amount of Participatory Learning, which Richard described as social in nature and intentionally designed to create connections and foster community. A recent participatory program was "Together at the Table". Conducted from noon-8:00 pm on Martin Luther King, Jr. Day, participants gathered at tables with refreshments and "broke bread" together and then engaged in asking a series of personal questions. Based on "36 Questions on the Way to Love" published by the New York Times, these questions designed to "test if mutual vulnerability brings you closer together" were posed to encourage deeper conversation and connections among participants. With questions such as "Given the choice of anyone

in the world, whom would you want as a dinner guest?", "Is there something that you've dreamed of doing for a long time? Why haven't you done it?" and 'What do you value most in friendship?" participants made genuine connections and generated empathy and kindness, advancing Skokie's community-based, community-centered strategic philosophy.

From the interviews conducted, community engagement work is simply "roll up your sleeves", "boots on the ground" work! The more capacity the organization can build internally and the more collaboration the library can create with strategic partners, the more successful Boulder Public Library will be at listening, responding and building increased trust in the community to demonstrate that the library is relevant and responsive. There is much potential for Boulder Public Library to create engaging, innovative outreach programs to support community aspirations.

## Identify Strengths of Service; Identify Services to "Own"

Of the benchmark libraries interviewed, Anythink, is one of the best at articulating their organizational strengths. These are: Creativity, Innovation, Support for Families and Create Community. What we liked about these strengths are that they aren't framed around a traditional library service model. We also liked the way Anythink uses these guiding principles



Wrap It Up: Tamales and Pasteles, Skokie Public Library

to determine program strategies. Anythink will identify "gaps" in the community and then design programs deliberately incorporating these strengths. This results in the following structure:

- Anythink will identify a need in the community and identify that there are no other cultural or educational institutions providing the services for this need.
   Anythink Libraries will "Fill in the Gaps."
- Anythink will provide the "Third Place" to "Fill in the Gap" as well as foster "Community Creation."
- Anythink's programs will incorporate "Creativity" and "Innovation" as a means to foster curiosity.

Madison Public Library is another example of intentionally determining that they will "own" a service. This ownership approach (and one that we use often in Strategic Planning work with staff) allows the organization to galvanize resources and energy around modeling a successful outcome for a specific need. For Madison, this is owning Early Literacy. They will design programs, identify barriers and re-adjust the conventional service model to ensure success.

#### **Leverage Partnerships**

The Boulder Public Library is already benefiting from strategic partnerships. All the benchmark libraries interviewed were adamant that the library cannot achieve results without cultivating successful, healthy and sustainable partnerships.

During their Strategic Plan's Community Engagement phase, Skokie Public Library invited civic leaders in the community, including school superintendents and representatives from the Chamber of Commerce to participate in an "Expert Session": a round table discussion to identify common goals across all of Skokie's institutions. This session was important for two reasons: 1) it reinforced the participating institutions' common goal to support the community's most vulnerable, and 2) it provided the forum for initial stakeholder "buy-in" to generate successful strategic partnerships.

## **Create Successful Impact Measurement Strategies**

All benchmark libraries acknowledged that impact measurements in a traditional data-driven format is not a method that supports the way libraries deliver, nor can accurately assess outcomes. Measuring if children are better equipped for kindergarten because they attended Storytimes regularly is practically impossible and potentially an unfair burden to the library (though ultimately, that could be one of the library's goals). For example, the library's internal outcome goals may be simply to ensure that all Storytime participants have access to a tool for early literacy, though a funding source may want a completely different impact measurement. If the library is not structured to provide this data, it causes the library to be in defensive mode, rather than offensive.



Books and Beer, Austin Public Library

Increasingly, public libraries, including the libraries interviewed, are crafting their own impact narratives more strategically and not in response to expectations of funders. Using a combination of data, stories and outcomes, the artful combination of qualitative and quantitative storytelling designed around the library's goals are effective tools of conveying relevancy on the library's terms.

Success is illustrated by Anythink Libraries where Adams County leaders not only understand, but highly value the library's relevance, and the library is enjoying regained credibility.

The following are specific examples of impact measurement.

## Cleveland Heights-University Heights Public Library, Cleveland Heights, OH

Cleveland Heights-University Heights Public Library is utilizing Project Outcomes, a new PLA initiative spearheaded by Carolyn Anthony (formerly the Director of the Skokie Public Library) that is a free, open-source sharing platform designed to enable staff to measure the impact of programs and services (<a href="http://www.ala.org/pla/initiatives/performancemeasurement">http://www.ala.org/pla/initiatives/performancemeasurement</a>). We encourage Boulder Public Library to investigate if this tool is a good fit. The feedback we have received from organizations that are interested in using it is positive.



Book Bike, Cleveland Heights Public Library

#### Poudre River Public Library, Fort Collins, CO

The Poudre River Public Library has an internal impact team that uses a "Logic Model" methodology to identify short, medium and long term outcomes and impact. We were impressed that this library, whose community needs and challenges are very similar to Boulder's, have an internal team to define outcomes and evaluate impact. We encourage Boulder Public Library to talk to Ken Draves and his team about how it works and is funded to determine if it is a model that Boulder Public Library might want to adopt.

## Richland Library, Columbia, SC and Madison Public Library, Madison, WI

Both of these libraries created impact assessments to measure the impact of specific programs and worked with research and data collection entities as partners (e.g. Richland Library with the University of

South Carolina). Boulder Public Library could utilize the University of Colorado's research resources, for example, or identify partnering organizations who have impact measurement strengths.

Madison Public Library is also taking the "long view" in measuring impact, especially as it pertains to Early Literacy and School Readiness, by evaluating metrics over four to five years. Greg recommended doing pre-testing and post-testing and being intentional about including families that are being served. Almost all benchmark libraries stated that the work effort required to measure impact at their institutions must always be valued as the trade-off to the work effort required and the staffing and resources needed and should be specifically designed to tell the story from the library's perspective.



Nature Explore Classroom, Anythink Libraries

#### **Provide Staff Support and Development**

It is critical to create a supportive staff culture in this process, particularly if service realignments will create the need for professional development or for hiring of staff with new "skills and talents." In 2012, Richland Library created the Learning Engagement department to develop, coordinate and drive learning activities and initiatives solely for the Richland Library staff throughout the library system. The department works to ensure that the library adopts practices and systems that support building an organization dedicated to learning while evaluating and responding to learning needs of both library staff and customers.

## Identify Future Funding Sources; Align Future Services Strategically

Danielle Milam, Development Director of the Las Vegas-Clark County Library District, has been successful at aligning strategic goals with local and state funding that she is aware are in the pipeline. We think this is critical to understanding how to maximize and expand funding sources for the future health and sustainability of the library. In Las Vegas, though it is a relatively new strategy, they receive program-based funding as opposed to institutional-based funding. Danielle and her development team are tapping into Work Force development moneys to fund English as a Second Language programs. New York Public Library and Queens Public Library are also using this funding strategy.

## Recommendations

In conclusion, the benchmark studies reinforce the work that MSS conducted as part of the community needs assessment. We recommend the following for next steps:

- Create a strong and consensus-driven foundational "Strategic Thesis" with the city and community partners.
- Maximize the community engagement process: have fun and be creative!
   Utilize staff, Library Commissioners and community volunteers to design and conduct engagement.

- Define services that Boulder Public Library wants to "own." Create strong partnerships that will support addressing strategic goals.
- Be constant and vigilant about creating a culture of rapid self-assessment and community awareness. Create organizational structure to identify needs and empower staff to design successful outcome-based programs and services.
- Be disciplined about reaching out regularly to benchmark libraries and institutions.



Rendering of Proposed Civic Area Redevelopment Boulder, Colorado

# Appendix

#### **Strategic Plan References**

**Anythink Libraries** 

https://www.anythinklibraries.org/sites/default/files/imce\_uploads/2012-2014%20Anythink%20 Strategic%20Plan.pdf

Cleveland Heights-University Heights Public Library http://heightslibrary.org/strategic-plan/strategicplan-2/

Madison Public Library

http://www.madisonpubliclibrary.org/sites/default/files/Madison%20Public%20Library\_Strategic%20Plan%20for%20Eastside%20Growth\_For%20Web.pdf

Poudre River Public Library District <a href="http://www.poudrelibraries.org/board/meetings/2015/09-14/07-agendaitem.pdf">http://www.poudrelibraries.org/board/meetings/2015/09-14/07-agendaitem.pdf</a>

Skokie Public Library
<a href="https://skokielibrary.info/media/uploads/Strategic-Plan-2016-2019.pdf">https://skokielibrary.info/media/uploads/Strategic-Plan-2016-2019.pdf</a>

Richland Library

http://www.richlandlibrary.com/sites/default/files/media-room/2016-2019 strategic plan.pdf

#### **Benchmark Data Comparisons**

The following data comparison is based on the Library Research Service – Public Library Annual Report Data. Participants provided data based on the library's 2015 fiscal year. If the library did not have the data, the information is blank. Upon analysis, this information provides a reference for common metrics, but it is not comprehensive enough to convey the shift in community-centered services and impact of the 21st century library. The one number that is critical to compare is the allocation of funding for staff and the percentage of the overall budget allocated to staffing. Yet, to be truly comprehensive, we recommend also analyzing the staff's organizational structure, roles and responsibilities.



Recycled Reads Trashion Show, Austin Public Library

QUANTITATIVE QUESTIONS	BOULDER PUBLIC LIBRARY	ANYTHINK LIBRARIES
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#### A. Service Area

What is your library's services area population?	105,270	416,083
How many registered borrowers does your library have?	185,986	115,310
What is your library's total operating revenue?	\$7,690,028	\$14,041,957
What are your library's total operating expenditures?	\$8,233,136	\$13,816,459
What are your library's total operating expenditures per capita?	\$78.21	\$33.21
What are your library's total expenditures per registered borrower?	\$44.27	\$119.82

#### B. Staff

What are your library's staff expenditures?	\$5,120,018	\$6,243,491
What are your library's staff expenditures as a percentage of total operating expenditures?	62%	45%
What is your library staff per 1,000 served?	0.72	3.225
What is your library staff per 10,000 circulation?	0.56	1.79
What is your library's total staff (FTE)?	75.5	129
What are your library's staff expenditures per capita?	\$49	\$15

#### C. Visits

What is your library's total visits?	983,270	1,270,048
What is your library's total visits per capita?	9.34	3.05

#### D. Circulation

What is your library's total circulation?	1,350,156	2,232,038
What is your library's total circulation per capita?	12.83	5.36
What are your library's total collection expenditures?	\$972,581	\$2,133,522
What are your library's materials expenditures per capita?	\$9.24	\$5.13
What are your library's materials expenditures as a percentage of total operating expenses?	12%	15%
What is your library's turnover rate (physical collection)?	4.23	3.62

AUSTIN PUBLIC LIBRARY	CLEVELAND HEIGHTS- UNIVERSITY HEIGHTS PUBLIC LIBRARY	MADISON PUBLIC LIBRARY	POUDRE RIVER PUBLIC LIBRARY DISTRICT	SKOKIE PUBLIC LIBRARY
A. Service Area				
912,791	59,000	245,691	192,000	65,000
542,358	44,000	165,855	160,455	
\$39,170,415	\$11,524,229	\$16,800,000	\$9,946,242	\$12,659,000
\$38,167,845	\$8,989,306	\$16,800,000	\$9,376,465	\$12,659,000
\$41.81	\$152.36	\$68.38	\$48.84	\$194.75
\$70.37	\$204.30	\$101.29	\$58.44	\$0.00
<b>B. Staff</b> \$0 0%	\$4,100,000 46%	\$10,833,545 64%	\$5,520,005 59%	\$6,456,000 51%
0 70	40 /0	0470	0370	3170
3	1.70	1	2	1
1.99	1	2.22	3.33	1.94
283.4	106	178	96.9	113
\$0	\$69	\$44	\$29	\$99
C. Visits 3,143,375	995,176	2,150,000	1,036,817	817,065
3.44	16.87	8.75	5.40	12.57
D. Circulation				
5,643,551	1,698,165	3,950,000	3,226,613	2,193,111
6.18	28.78	16.08	16.81	33.74
	\$1,200,000	\$1,112,895	\$1,073,100	\$1,481,000
\$0.00	\$20.34	\$4.53	\$5.59	\$22.78
0%	13%	7%	11%	12%
3.84		4.59	5 TO 6	

QUANTITATIVE QUESTIONS, continued	BOULDER PUBLIC LIBRARY	ANYTHINK LIBRARIES
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#### E. Programs

What is your library's total programs?	2,401	2,959
What is your library's total program attendance?	101,463	59,947
What is your library's total program attendance per 1,000 served?	964	521
How many Summer Reading registrants does your library have?	2568	12,814

#### F. Website

What is your library's website's total annual visits?	1,435,975	1,763,749
What is your library's circulation of electronic materials?	114,047	268,975

#### G. Capital Plans

Has your library recently completed any capital projects or have plans for any in the next year?	Waiting on completion of Master Plan.	Over the past year, we have completed a renovation of one of our original libraries, that was replaced with a new build. The Northglenn building has become office space for Support Services, Facilities and Bookmobile services.
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AUSTIN PUBLIC LIBRARY	CLEVELAND HEIGHTS- UNIVERSITY HEIGHTS PUBLIC LIBRARY	MADISON PUBLIC LIBRARY	POUDRE RIVER PUBLIC LIBRARY DISTRICT	SKOKIE PUBLIC LIBRARY
E. Programs				
6,418	5,104	4,599	2,354	2,455
178,464	70,776	112,643	74,522	63,692
329	116	683	466	
	1,175	8,312		4,081
<b>F. Website</b> 6,046,067	307,354 277,940	1,695,113 252,556	1,669,797	702,921
	1217,616	202,000		
Yes.	"We are renovating a small branch = \$5million project.  We are tuckpointing a historic building = \$200,000."	"Central Library, \$29.5M renovation, reopened Sept 2013.  Maintenance Facility, \$3.2M, renovation of existing warehouse, under construction.  Pinney Neighborhood Library, \$10M, under design.  Additional Neighborhood Library in our CIP for 2020, est. \$15-20M, with a minimum of \$1M increase to operating budget for staff."	Refurbishing 40 year old elevator. Currently in midst of new facilities master plan process.	

# Questionnaire

## For the Benchmark Comparison



My Name is:	Tell us about your library!
Please identify the challenges/needs in your community.	
What needs do you believe are the responsibility of the library to address?	
Do you determine programs and services based on these needs? If so, how?	
How does your library measure impact?	



# Questionnaire For the Benchmark Comparison



Have you engaged in a Strategic Plan in the last three (3) years?

If yes, how did it inform your programs and services? Did it impact how your library allocated resources?

Have you engaged in a community needs assessment in the last three (3) years?

If yes, how did it inform your programs and services?





## Questionnaire

### For the Benchmark Comparison

Please use fiscal year 2015 to inform your answers.



#### Service Area

What is your library's services area population? What is your library's total operating revenue? What are your library's total operating expenditures?

#### Staff

What are your library's staff expenditures? What is your library staff per 1,000 served? What is your library staff per 10,000 circulation? What is your library's total staff (FTE)?

#### **Visits**

What is your library's total visits?

#### Circulation

What is your library's total circulation?
What are your library's total collection expenditures?
What is your library's turnover rate (physical collection)?

#### **Registered Borrowers**

How many total registered borrowers does your library have? How many service area registered borrowers does your library have? How many non-resident registered borrowers does your library have?

#### **Programs**

What is your library's total programs?
What is your library's total program attendance?
How many Summer Reading registrants does your library have?

#### Website

What is your library's website total annual visits? How many unique visitors to the website does your library have? What is your library's circulation of electronic materials?

#### **Capital Plans**

Has your library recently completed any capital projects or have plans for any in the next year?



Name: Greg Mickells
Title: Library Director

Library: Madison Public Library

#### Tell us about your library!

We are a municipal library primarily funded by city revenue. We recently renovated our Central Library that created a new sense of exploration toward library services and programs. There is now a very intentional approach for community engagement as opposed to outreach. We view the difference that engagement is about a two way conversation, usually we are listening more than telling. As a result we have become a platform for the community to learn, share and create.

#### Please identify the challenges/needs in your community.

There is significant disparity in Madison in regard to many social factors. The achievement gap and digital inclusion are major issues especially with populations in under-resourced neighborhoods. Challenges include getting our early literacy expertise to the populations that need this the most. Finding a mobile solution to digital inclusion that also effectively reaches the populations most in need but also a solution that is sustainable.

#### What needs do you believe are the responsibility of the library to address?

We need to OWN early literacy. The schools are frequently blamed for the achievement gap but many children arrive to school already one or more years behind their peers. It rests on libraries to get children school ready. We can't do it alone so it will also depend on our abilities to partner and collaborate on a significant scale to achieve this outcome.

The library needs to part of the digital inclusion solution. We already assist with the lack of access with our public computers and WiFi but this is a very limiting contribution. Too many barriers exist to this level of service. Time, place, devices, and more.

#### Do you determine programs and services based on these needs? If so, how?

We are beginning to determine our programs and services through a strategic lens that was recently developed. It is comprised of having Community at the center and four connecting pillars: Engagement, Literacy, Accountability, and Equity. The outcomes outlined above can be derived from our lens.

We recently completed a strategic plan for delivery of services to Madison's eastside. During that process we developed a methodology for conducting community conversations that went beyond the public meeting. What we also realized from this development was that much of our inspiration must come directly from the community.

#### How does your library measure impact?

Great question. In some ways we are beginning to be very intentional about what metrics are needed to determine how we did and if we moved the needle. For example a summer program we are doing called ReadUp that is targeted to students taking summer classes is to do pre and post reading testing of the students and track those who participated in the program. We are also starting to develop our programs and services from an outcome first and work our ways back so we have a direct path from the start to the desired outcome. And of tremendous significance to MPL is whether our programs and service are equitable. Equity needs to be realized without exception in the implementation of our strategies.

Have you engaged in a Strategic Plan in the last three (3) years? Yes.

### If yes, how did it inform your programs and services? Did it impact how your library allocated resources?

We are currently in the process of developing a strategic direction for the organization. We are intentional about avoiding a traditional plan approach. As I mentioned earlier we have developed a strategic lens for the organization. That was the start of our process and will be the foundation to move forward. The strategic lens is meant for us to get away from WHAT we do a lot of the time and to better understand and appreciate WHY we do this.

In the area of grant requests and Foundations funds in particular, this lens will be important as to how resources are allocated.

Have you engaged in a community needs assessment in the last three (3) years? Yes.

#### If yes, how did it inform your programs and services?

We recently completed a two year study on delivery of services to the east-side of Madison. The major intent of the study was the siting of current and/or future libraries. This was coupled with community conversations to better understand the needs of the community which we would then tie to the siting, the function, and scope of the facilities. We have taken this information and have been using it to inform our programs and services.

#### Tell us about your most popular programs and services!

The Bubbler

Parents as First Teachers

**Making Justice** 

Read Up!

Nightlight

Artist-in-residence

Community Kitchen with the Good Snack Club

Design Like Mad

Yahara Music Library

Library Takeover

Wisconsin Book Festival

**Stop-motion Animation** 

Bicycle Bookmobile

**Good Snacks Club** 

Teen Interns

Seed Library

Maker Ed/Makers Corps

Tell Us! [This is our community conversation tool] See link below for short presentation <a href="http://ideas.demco.com/webinar/planning-for-growth-with-inclusive-engagement/">http://ideas.demco.com/webinar/planning-for-growth-with-inclusive-engagement/</a>

#### Has your library recently completed any capital projects or have plans for any in the next year?

Central Library, \$29.5M renovation, reopened Sept 2013

Maintenance Facility, \$3.2M, renovation of existing warehouse, under construction

Pinney Neighborhood Library, \$10M, under design Additional Neighborhood Library in our CIP for 2020, est. \$15-20M, with a minimum of \$1M increase to operating budget for staff

Name: Pam Smith Title: Director

**Library:** Anythink Libraries

(All Margaret notes; PDF not filled out)

#### Tell us about your library!

- Will the schools get \_\_ with all the growth? YES
- 7 school systems all are very different and high degree of turnover
- Support the kids that come to them
- Supplementary media folks

#### Please identify the challenges/needs in your community.

- Adams County is growing exponentially
- Fastest growing in Colorado projected to be the fastest with population projections doubling by 2030 Cost of housing; Adams County has land, more importantly water.
- Still one of the places where affordability
- Changing from working class suburban to a community more diverse, college-educated and higher income. Still growing families – 75%

Key Challenges – paying a lot of attention Not other cultural/educational – "filling in the gap" other cities have

Provide the 3<sup>rd</sup> place to get to know each other, form community Create programs for nurturing creativity Direct to strategic plan Paying attention to basic needs

Resume building/job search Connecting social services

#### What needs do you believe are the responsibility of the library to address?

Generally – every community is different

Look at the gops/look at our strategies and what "we" are good at

- 1. Creativity
- 2. Innovation
- 3. Support for families
- 4. Cultural get \_\_ with each other to create community that is safe and where people belong.

Additional Margaret notes:		
New housing development next to WWII community – Sunday brunch dog party		
Dogs mothers		
Artist caricatures		
Dog art		
Sound studio		
Artist in residence		
Support for kids		
for industrial design		
People got to meet neighbors/know the library/know the neighbors		
Block Party – Block Party at a fire station at a new community with young families. Commutes to Denver and Boulder		
2. High School		
3. Tailgate Party		
Adams County – business – primarily small business, government and hospitals		
Libraries - designed services and programs and collections aimed toward families, children's and youth services		
The idea of the Studio – translates into the participatory library		
The faca of the Stadio — translates into the participatory library		
Space is the catalyst for just		
Do you determine programs and services based on these needs? If so, how?		
How does your library measure impact?		
Have you engaged in a Strategic Plan in the last three (3) years?  At the end of the last strategic plan – a year over it/the last year ½ - research about their community – enabling a cohesive plan in 2017 – one of things as a part of the Block Parties – 2015 on the Block Party – "what do you love?" about the		
Eco-level		
If yes, how did it inform your programs and services? Did it impact how your library allocated resources?		
Margaret Notes:		
On the Adams County – hard to know – c reason it has specifically identify cause and effect.		
Things they need to know – is unique.		
Do people know Anythink is a library?		
2. What is missing?		

<ul> <li>4. Where are the place and thing to fill in the gaps</li> <li>5. Impact of your programs and services</li> </ul>
Have you engaged in a community needs assessment in the last three (3) years?  1 ½ research on the community working with Civic Technologies with software – IMLS grant from CT to Gale as a different data set.  About ready to embark on a survey to help make decisions – town hall meeting in the next year
Ask them to design
If yes, how did it inform your programs and services?
Tell us about your most popular programs and services!
Additional Margaret Notes  The Board – experience library – space/hospitality/customer relationships
Sense of discovery and adventure
People create opportunities to interact with the information
Informal learning experiences to spark curiosity in people – to get engaged
Have to have in order to effectively tell the story:  • Data • Stories • Outcomes
Qualitative is as important – worked with local researchers  1. Evaluate summer ready  2. Evaluate  a. Adams County Commissioners out – so abysmal, now "We wish you were a part of Adams County government because we wish we were more like you. "The stars of Adams County"
b. The customers – have the stories – reveal much more Re-brand
Culture of innovation and creativity
Executive Director of North Metro
Programming is important – healthy programming budget – extremely frugal and lean
Block Parties – Marketing budget - \$20,000 for 7 huge parties, worked with partners to off-set the cost

\$1500 per branch – overall	
Staff Support – all hands on deck	
All the staff from the branch	there

Children's librarians – approach to library services – hands-on/interactive/engaging

Job to market the library and the book to compete with things kids like do. Have to be fun and engaging and delivers morality perspective – competition for time

Name: Ken Draves Title: Deputy Director

**Library:** Poudre River Public Library District

#### Tell us about your library!

About the Poudre River Public Library District Established in 2006 by voter approval, the Poudre River Public Library District's shared resources serve more than 191,740 people across a vast 1,800 square-mile region in northern Larimer County, Colorado. Anchored by three libraries in Fort Collins, the District is dedicated to matching diverse communities' needs, interests, and priorities with exceptional opportunities for learning, intellectual stimulation, and personal enjoyment. In all its endeavors, the District aims to enrich the cultural, educational and economic life of the growing regional area which it serves.

#### Please identify the challenges/needs in your community.

- Affordable housing
- Social services that support the physical, mental spiritual needs of community members, including most vulnerable people
- High quality, accessible health care
- Clean air, safe water
- Well maintained and affordable and accessible public transportation, well maintained streets, bike paths, sidewalks
- Responsive and responsible local government
- High quality public infrastructure
- High quality, at least living-wage employment opportunities for all who wish or need to work
- High quality, accessible and affordable education and training opportunities
- Cultural social and recreation opportunities; opportunities for community involvement, engagement, dialogue
- Excellent parks
- Public spaces to convene, recreate, etc
- Some problems/challenges---Poverty, food insecurity, homelessness, un or undertreated mental illness, inadequate health care and social safety net, lack of sense of safety and inclusion and belonging for some sectors of community

#### What needs do you believe are the responsibility of the library to address?

Most of the above, some more directly, and some less so, but the PL can and should have a positive involvement in almost all aspects of strengthening communities, strategically addressing challenges, lowering barriers for citizens, increasing opportunities for learning, personal and family growth, and opportunities for increasing health, vitality and opportunity for economic, mental, physical health and communal connections and vitality.

#### Do you determine programs and services based on these needs? If so, how?

Through regular, 2 or 3 year strategic planning cycles

#### How does your library measure impact?

Various ways---surveys, identification of short, medium and long term outcomes and impacts. We have an impact team tasked with this.

#### Have you engaged in a Strategic Plan in the last three (3) years?

Yes. The board adopted a 2016-2018 Plan last year.

## If yes, how did it inform your programs and services? Did it impact how your library allocated resources?

Yes. The plan established broad priorities and three main target audiences to focus on during this cycle, and have relocated some of our staff and budgetary resources, and our partnership efforts, accordingly. Plan is available online.

#### Have you engaged in a community needs assessment in the last three (3) years?

Yes. We have worked with a local company, Slate, to conduct a needs assessment in 2015. Also available via our web site.

#### If yes, how did it inform your programs and services?

Provided useful context for the strategic planning process, and for facilities master planning, which we are in the midst of currently.

#### Tell us about your most popular programs and services!

- Storytimes/early literacy activities
- Teen and adult programs
- STEM/STREAM activities especially
- for youth--Minecraft, coding, 3D printing
- Outreach programs and activities in the community
- Small business/nonprofit/jobs and careers support, consultation and classes

Name: Nancy Levin Title: Director

Library: Cleveland Heights-University Heights Public Library

#### Tell us about your library!

#### http://heightslibrary.org/about-the-library/

#### Please identify the challenges/needs in your community.

- Safety
- Economic stability and small business development
- Promoting the public schools
- Maintaining aging housing stock-our main resource
- Keeping close knit walkable neighborhoods

#### What needs do you believe are the responsibility of the library to address?

The library can assist in all of these areas by sharing resources, convening community meetings, teaching life and home skills and many more.

#### Do you determine programs and services based on these needs? If so, how?

Yes, through our strategic planning process we pinpoint some of our service and programming offerings. More than before we will do this with a new plan being developed in the next two months using the Libraries Transform/ Harwood Institute info from ALA.

#### How does your library measure impact?

We are starting to use project outcome for summer reading and computer classes. Next year we will expand to other areas. We also use surveys and traditional numbers.

#### Have you engaged in a Strategic Plan in the last three (3) years?

Yes we have consistently updated our plans every two years.

### If yes, how did it inform your programs and services? Did it impact how your library allocated resources?

Yes. We have reallocated collection money to more digital services including Linda.com for public training. (Expensive and hopefully worth it.)

We have expanded outreach and local history services including hiring new staff who have specialties.

We created a drop off collection for local barbershops, for instance.

We have allocated more for cleaning because of public feedback and created our HKIC and updated classroom.

Our partnerships expanded to include a Small Business Development Center.

#### Have you engaged in a community needs assessment in the last three (3) years?

Yes. This summer every staff member was asked to participate in info gathering as part of their strategic planning goal.

#### If yes, how did it inform your programs and services?

See above. Plan is being created in the next few weeks. More soon!

#### Tell us about your most popular programs and services!

Name: Emi Johnson

**Title:** Business Process Consultant **Library:** Austin Public Library

#### Tell us about your library!

#### Please identify the challenges/needs in your community.

The City is in search for a new City Manager, a new Police Chief, and the Library will have a new Library Director. The City has just changed from a City Council-at-Large to 10-1 Districts. The City has new offices charged with overseeing the Performance of Departments citywide (Office of Performance Management) and the new Equity Office will undertake citywide initiatives including Digital Inclusion, Language Access Services, and Diversity. The City's budget is tightening. The City is constructing a new Central Library to open in FY 2017 in addition to large renovation projects for about four branches and our Library's Archive and History Center. The City's population has grown exponentially. Affordability, regentrification of neighborhoods, and transportation are serious issues.

#### What needs do you believe are the responsibility of the library to address?

- Promote appreciation of and exposure to literary collections for all ages
- access to print and digital information and resources
- support and contribute to the quality of life of our communities
- support and integrate citywide initiatives into our services and programs

#### Do you determine programs and services based on these needs? If so, how?

Yes. Customer-driven decisions, budget / resource allocations, and Office of the City Manager and City Council.

#### How does your library measure impact?

- 1. Customer feedback and satisfaction surveys.
- 2. Anecdotal statements and testimonials.
- 3. Return on investment of certain services.

#### Have you engaged in a Strategic Plan in the last three (3) years?

Our current Strategic Plan is 2013-2017.

We continued our Strategic Plan because 2017 is our transition year to a new Central Library. All resources and efforts are committed to this transition. We will engage in a full strategic planning process for FY 2018.

If yes, how did it inform your programs and services? Did it impact how your library allocated resources?

#### Have you engaged in a community needs assessment in the last three (3) years?

The Community Needs and Facilities Assessment was conducted as part of proposing a new Central Library.

If yes, how did it inform your programs and services?

#### Tell us about your most popular programs and services!

- Youth programs
- Free WiFi and computer use
- Holds
- Holiday and special event like Meet the Author
- Austin History Center Exhibits

Note: Popularity of programs and use of services are very dependent on the communities of our branch locations.