

Davis County Library Strategic Plan 2020-2023

OVERVIEW

The Library creates a strategic plan to discuss and plan for current and future needs related to public library services during the next three years. These include:

- Public Service
- Buildings and Grounds
- Collection Development
- Programming
- Technology
- Staff Training and Development

BACKGROUND

Public Libraries have been an integral part of local government service for over a century, providing for the educational, social and informational needs of the communities they serve. Libraries continue to be supported by the citizens of cities and counties, through tax dollars they receive and are a valued asset to the community, improving the quality of life for citizens.

The Library remains relevant by offering community access to services, items and spaces. Today's library is all about building connections and sharing ideas between community members, families, friends and neighbors. Libraries have become places where individuals gather to explore, interact, and imagine. The library provides specifically designed spaces other than home or work where these types of interactions can happen including the following examples:

- Provision of entertaining and educational community programs such as allowing new moms to connect at storytime
- Encouraging a group of readers to gather for a book talk or discuss current events
- Addressing multi-generational needs/preferences. For instance, a family visits the library together; the oldest child browses the Internet while mom looks for an audiobook, dad finds and reads a picture book to a little one
- Ensuring the availability of attractive and safe meeting room spaces where community connections happen

Information is available to citizens through meetings, online access, posters, brochures and providing one-on-one assistance. Libraries provide an important link between citizens and other government agencies or community services as well as facilitating interactions between family and friends. Rather than decreasing the libraries' importance, the digital age has expanded informational and reading choices to patrons raising expectations as to the number of formats available at the library, and the expertise of the librarians to present available options.

As a public library the Davis County Library System

- Serves as a resource for educational support, self-directed learning, and literacy

- Helps citizens build connections that strengthen their community, inspire curiosity and create pathways to the future
- Anticipates challenges and responds with creativity and innovation
- Welcomes patrons as a community gathering place and a cornerstone of family, cultural, and civic life
- Makes service decisions on public needs and expectations

To fulfill our mission and realize our vision, the following ideals direct us in our service to the community and interaction with one another:

- Inclusiveness - Making rich cultural, intellectual and diverse resources available to all.
- Community - Providing opportunities for people to meet, exchange ideas, and participate in the life of their community.
- Accountability - Serving as a responsible steward of the public's resources and trust.
- Collaboration - Accomplishing more with partners working together toward a common goal.
- Respect - Honoring diversity, individual perspectives, and the right to privacy and confidentiality.
- Engagement - Promoting learning, literacy, and culture through collections, programming and technology.

PUBLIC SERVICE

Davis County Library's primary focus is to deliver the highest level of public service to every patron, whether face to face, on the phone or connecting through a device. Traditionally, the cornerstone of library service was to provide information and materials to citizens in traditional library formats. However, libraries of today offer patrons a multitude of choices for their informational needs whether an ebook downloaded from a library app, a book found on a shelf at a branch or information found on the library's website. Finding ways to connect library patrons to information in whatever format that they need is of utmost importance in providing that quality library service.

GOALS AND STRATEGIES

- Continue the ongoing review of Library Policy, to ensure that it is up to date and easily accessible for both staff and patrons.
- Encourage consistent procedures and best practices between branches to better provide quality service at each library location.
- Refine the library code of conduct to better serve patrons and staff.
- Evaluate spatial layouts at each branch to find the best use of current square footage between collections, technology and meeting spaces while maintaining the warm and welcoming feel of each library.

BUILDINGS AND GROUNDS

The Davis County Library system comprises seven buildings, a Headquarters library and six library branches. As each library building is built to last a minimum of 50 years, the care and maintenance at each library is critical to reaching that important milestone. Library staff cannot do this alone and rely on the Facilities Department to aid in the maintenance of each location, working together as a team. Currently there are two major capital projects either under construction or in the planning stages.

- The North Branch Library in Clearfield is currently under construction. Independent assessments of the building revealed issues that were far more serious than those at the South Branch, pushing this project to the forefront of the original schedule that was discussed as part of the 2017 Tax Increase initiative. The design of this library is a departure from other branches within the Library system. It is being designed as a traditional library with expanded technology capabilities. The estimated completion goal for this project is late summer of 2021.
- The South Branch Library in Bountiful; the library system is in the information gathering stage of this project. South Branch was opened in January of 1970 and the current floor plan, wiring and building systems are showing their age. A feasibility study of the current building will be completed in spring/early summer of 2021 and will be a first step in determining next steps with not only the current library building but what service will look like on the south end of the County.

In planning future capital projects it will be necessary for the Library Staff, Library Board and County Commission to consider a variety of options that includes brick and mortar additions as well as alternative ways of offering service to patrons. Construction, staffing and maintenance costs of physical locations are ever-increasing and at current revenue levels, could become difficult to manage.

GOALS & STRATEGIES

More information about library buildings and capital projects for the library system can be found in the Capital Facilities Overview - Davis County Library 2008-2023. Goals and strategies for Buildings and Grounds can be found there.

COLLECTION DEVELOPMENT

Providing materials for the public is a cornerstone of library service. Offering materials in relevant formats to patrons is a critical piece to providing high quality public service and is a basic expectation of the community. With advancements in technology libraries are seeing a shift in not only how materials are selected but what types of materials are selected for each location. In order to meet these changing needs for greater diversity and increased formats, Library staff must look at the development of all library collections as a whole, whether physical, digital in a cloud, informational or even loaned technology and continue to review, grow and offer each in a measured and thoughtful way.

The process to improve and enhance library collections has already begun through the following initiatives;

- A Collection Development Manager position was created in 2018, giving greater oversight of collection development as a whole.
- Completed a thorough rewrite of the Material Selection Policy to better meet the needs of today's patrons.
- Ensured continued growth of all collections, not just ebooks.
- Created a process to evaluate all library databases to determine if they "earn" their place, and the research of possible new choices.

Space for library materials is at a premium which has made the process of collection development more complicated and exacting. To help aid with this work the Library has moved back to a centralized ordering model, giving selectors the ability to consult real time with the Collection Development Manager or other administrators. This has streamlined the ordering process from start to finish and

given greater consistency in the influx of new materials through Technical Services. While improvements have been made in selection practices, there is need to greater define the methodology of the collection process so that, moving forward, more care is taken as materials are selected to ensure that they are the right fit and that taxpayer dollars continue to be used judiciously and wisely.

GOALS & STRATEGIES

- Actively use a variety of selection assessment tools including BLUECloud Analytics software to assess the holdings and circulation of the existing collections to ensure that each branch offers a diverse collection that complements one another.
- Refine selection and review of online databases into regular collection development practice and procedure.
- Update the process whereby patrons make requests for purchase of materials.
- Research possible ways for the library to loan technology such as laptops, tablets, wi-fi hotspots and other possible equipment to the public.

PROGRAMMING

The increased focus on programming, over the last few years, has been highly successful in providing patrons another library service that enriches and enhances their lives. While author visits remain signature events for the library the offering of other types of programs have been well received by the public. Informational programs led by experts in their field have shown increased popularity with patrons, allowing the learning of a new skill, experiencing a new culture or participating in a group discussion about a social topic. Some recent initiatives with programming;

- Introduced Beyond Books programming that offers families a no cost entertainment option with an education component that is enjoyed by patrons of all ages.
- Offering a Summer Reading program of some type for all ages, not just children.
- Early literacy initiative introduced the addition of educational toys that children can play with during their library visit. Along with the toys branches are also offering a play and learn program that gives toddlers and preschoolers time with their caregiver and these educational toys for free play.
- Began a 1000 Books Before Kindergarten reading program to encourage early literacy in families.

Advocacy and outreach has been a greater focus of the library in recent years. With the introduction of a Program and Outreach Manager the library is attending more back to school nights, literacy nights and making increased visits to care centers. The next steps in increasing the Library's advocacy and outreach efforts is how to better reach the underserved or at risk populations and making this a new priority as the library moves forward.

GOALS & STRATEGIES

- Expand programming efforts for all by introducing new program formats, including options for patrons to experience programs online without visiting the library.
- Identify new opportunities to establish partnerships in programming that include, but are not limited to, governmental entities such as other library systems, county departments or cities.
- Create new ways to reach those in the community who are not library users and introduce them to the benefits of the library and what it can offer them.

- Research grant opportunities to assist in the funding of future programming, especially for at risk and vulnerable populations.

TECHNOLOGY

Public expectation for faster, better connectivity and increased online access is even more important to today's library users. Mobile devices are commonplace and often preferred by patrons who access the Library's online resources. Public libraries do and will continue to face technology-related changes and opportunities. Recent examples include:

- Patrons may not be able to take advantage of the library's physical locations, but still have remote access to the Library's online collections.
- Public expectation for wireless access grows exponentially each year and it is critical for public libraries to keep up with the demand.
- Patrons increasingly access the Library's website through a variety of screen sizes and operating systems, creating a need to streamline the library's website.
- Older libraries may not be capable of supporting future technology needs without updating wiring and other infrastructure.

Public expectations and communication options change rapidly. In order to reach patrons libraries need to utilize social media platforms and other Internet trends to promote their collections and services. Consequently, libraries need to be aware of new developments that can enhance library services, improve connections or even enable completely new services.

As new technology is added, it becomes part of an increasingly complex network of servers, filtering, software, vendor websites, printers, scanners and a whole host of other equipment. The Library relies on the expertise of an array of technicians, including the County Information Systems department as well as numerous other vendors to help keep the technology running, troubleshoot problems or issues and to help make what the library offers more user friendly and understandable to patrons.

GOALS & STRATEGIES

- Create and maintain a new library website and catalog that will better serve patrons using mobile devices.
- Improve high speed Internet connections for both public PCs and wireless users via broadband connections through the Utah Education Network.
- Build additional programs and training for groups and patrons new to eAudio, eBook services, and other online collections. This may include updates to the library's web page; "bring your own device" programs, or more personal one-on-one tutorials.
- Increase visibility of the Library and the services it provides through Social Media.
 - Add one or more social media platforms such as SnapChat, Instagram, or Pinterest.
 - Establish a social media plan that embraces the three components of social media: to inform, engage, and repurpose content.
 - Create a website and social media team that update website and social media content regularly.

STAFF DEVELOPMENT & TRAINING

The Davis County Library staff is a blend of both part-time and full-time employees who are assigned to one of the seven libraries located within the library system. There are 38 full-time employees (budgeted at 40 hours a week) and about 112 part-time employees (with most positions budgeted at 18 hours a week). Positions in the library range from entry level library clerks to senior administration, and the makeup of each location varies according to branch size, layout and level of business.

In recognizing that the Library's most valuable resource is a highly-trained, knowledgeable staff, it is of utmost importance that the Library continues to provide training opportunities for all staff. Technology needs change quickly; the demand for insight into the latest devices and technology trends requires Library staff to constantly upgrade their skills as well as a continued focus on customer service.

Training and distribution of information is ongoing using many methods, including:

- Training sessions provided by Davis County are expected of all employees as a condition of employment.
- Regularly scheduled branch meetings for the staff assigned to each location.
- Small group training within the branch or specific service group (Children's services, Circulation Services, etc.), including impromptu training to address specific customer service issues.
- One-on-one self-directed training using a variety of materials and learning formats.
- Training as part of the Employee Evaluation process.

While training is a priority within branches, the Library is exploring opportunities to train in different ways that allow for greater consistency between branches, staff and supervisors. Finding the balance between grounding staff in best practices and procedures, informing them of updates, and exploring new opportunities and succession of leadership in library services and technology has increased the need for a department-wide staff training plan. This plan will allow the Library to maintain continuity of organizational knowledge, minimize operational disruptions, sustain employee retention levels, and provide opportunities for career growth.

GOALS AND STRATEGIES

- Build a "one stop shop" for training materials, whether online, written or visual that supervisors and staff can tap into that is consistent and updated and takes advantage of the library intranet.
- Create a more flexible staffing model that allows for the staff to move between branches more seamlessly. Staff are hired for a specific position but assigned a location that would change depending on the level of business at any library location.
- Give staff greater access to training opportunities within the county and community as well as professional training opportunities for staff to attend that would benefit their ability to perform assigned tasks, based on current work assignments.

Establish a systematic method for staff to submit requests and receive permission to attend short-term government, educational, community and professional training opportunities based on current job assignments. Approved by Library Board November 17, 2020

MISSION STATEMENT AND MANAGEMENT OF THE LIBRARY AS A PUBLIC SPACE

The Davis County Library serves the community as a prominent public space that strives to accommodate the differing needs and expectations of a diverse populace. Accordingly, the Library commits itself to managing the library branches as public spaces that meet the community's general expectations for visual interest, comfort, safety, functionality and efficiency. The Library strives to achieve this goal through effective investment in buildings, utilities, furnishings and electronics. In addition, the Library establishes policies, in conformity with Davis County policies and applicable law, and trains staff to advance the community's interest in operating the branch libraries as inviting and vibrant public spaces.

Reflecting these goals and the commitments, the Davis County Library adopts the following mission statement:

Mission Statement of the Davis County Library

In fulfillment of its responsibility as a vibrant public agency vital to the quality of life of the citizens of Davis County, the Davis County Library commits itself:

- **To provide the diverse community it serves with cost-effective access to information in formats that most clearly meet the needs of the citizens it serves;**
- **To develop programs, collections and policies based on a broad vision of what constitutes "library services" and do so in a manner which invites patrons to explore the ways in which the library can be of value in their lives;**
- **To add value to library services through quality person-to-person assistance; and,**
- **To manage library resources efficiently, effectively and with full accountability for the stewardship of a valued public service.**

The Library also engages in a continuous process of assessment, evaluation and strategic planning to facilitate on-going improvements to the branch libraries as public spaces and to advance compliance with the commitments and goals expressed in this policy. Finally, through signage and public relations efforts, the Library will invite patrons, including those using the general public areas of the branch libraries, the meeting rooms, the grounds and the Internet, to utilize all library resources in a manner appropriate to a shared public space. Consistent with the mission defined above, patrons are encouraged to manage their own use of library resources in a manner that advances their personal free and open

inquiry while also accommodating a variety of users, including minors, and that is respectful of the needs, diverse expectations and investment of all library users and the community as a whole.

Approved by Davis County Library Board, November 24, 2009.