

Bloomington Public Library

Books are just the beginning.

Find

Use

See & Do

Participate

BLOOMINGTON PUBLIC LIBRARY

BOARD OF TRUSTEES MEETING

SPECIAL MEETING

Tuesday, August 25, 2015

5:00 p.m.

Story Room

205 E. Olive Street, Bloomington, IL 61701

AGENDA

I. Call to Order

II. Roll Call

III. Introductions

IV. Public Comment

V. New Business

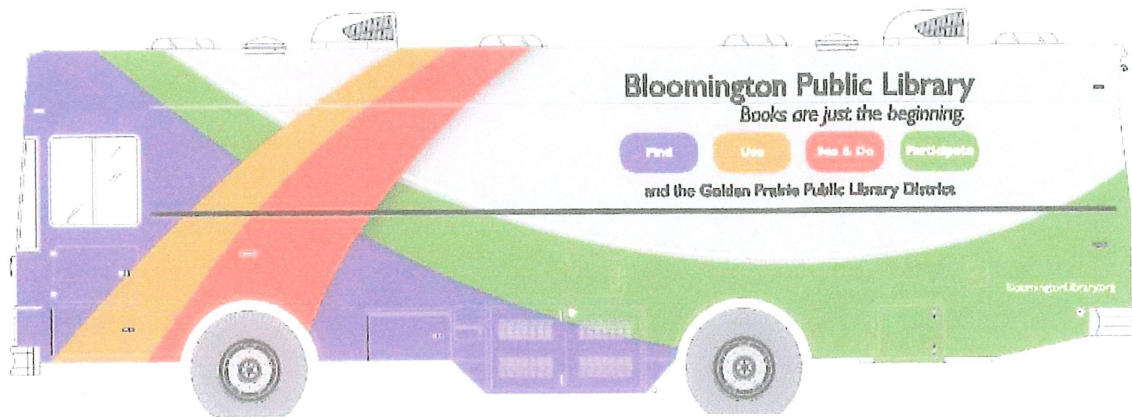
A. Development of the Bloomington Public Library Strategic Plan with Facilitator, Deb Halperin

VI. Adjournment

Posted: 8/21/2015 11:45 a.m.

Bloomington Public Library

Business Plan 2016



Board of Trustees

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Gayle Tucker, Human Resources

Jon Whited, Information Technology

Our Mission defines our unique role in the community. Our Vision guides our work every day.

Mission Statement

We provide our diverse community with a helpful and welcoming place that offers equal access to the world of ideas and information and supports lifelong learning.

Vision Statement

Bloomington Public Library is a vital community resource.
The Library is passionate about what it is and what it does.

The library provides outstanding collections and the latest technologies in relaxed and inviting atmospheres.
In addition, the library offers relevant services and inspiring programs to meet diverse individual needs.

Through the friendly and knowledgeable staff,
the library provides exceptional service to all of our citizens.

The library and staff take an involved role in the community by partnering with organizations to enrich the quality of life.

The library uses technology to build upon traditional library and civic values to create an enduring sense of place.

To meet our community's expectations,
the library embraces its responsibility to thrive and grow.

Mirroring the exponential development of the community,
the library will expand its locations, services, collections, and programs.

The main library, located downtown, provides the full range of services and will be enhanced by branches and other access points, both physical and virtual.

The Bloomington Public Library provides a quiet space in a hectic world for interaction, communication, study, and reflection.

The Library is a destination that cannot be visited often enough.

1. GOAL–To explore and implement strategies to improve access to the library and its resources.

ACTIONS

- Set aside money for Capital Reserve Fund
- Participate in the library expansion study
- Acquire additional parking
- Expand promotion of bookmobile services
- Investigate the feasibility of city wide Wi-Fi

Performance Measures

\$ amount added to Capital Reserve Fund

Parking spaces added

Attendance at bookmobile stops

2. GOAL - To provide sustainable services, collections, and programs to meet the needs of our diverse community.

Services

ACTIONS

- Engage and collaborate with organizations that provide services to the underserved
- Promote various databases in social media and in the newsletter
- Offer various forms of technology support across all public service departments

Collections

ACTIONS

- Promote the use of the collection through engaging displays and on social media
- Continue to employ Collection HQ to revitalize the collection
- Evaluate Illinois collection locked case materials for retention, digitization and cataloging

Marketing/Promotion

ACTIONS

- Promote library visibility using print, television, and radio advertisements

- Use new library card applications and SIRSI to build a database of customer e-mails and addresses willing to receive promotional materials
- Increase library visibility by attending community events and promoting our services and programs
- Drive the bookmobile to various community events
- Explore options for bookmobile locator application
- Reinstitute the library blogs and cross promote them on existing social media

Programs

ACTIONS

- Offer programs celebrating diversity in our community
- Plan programs targeted at specific audiences
- Continue to partner with existing organizations outside the library
- Expand our services out into the community, like junior high book talks, deposit site programs, and preschool visits

Performance Measures

of library card holders in last 3 FYs

of library programs and average and total annual attendance compared annually for last 3 FYs

participating and completing Summer and Winter Reading programs

% of dead items, overstocked and understocked, grubby items, and popular authors

of events the bookmobile attends

of e-mails and addresses added to database

of blog posts and views

3. GOAL – To recruit, train and develop a knowledgeable, collaborative staff

ACTIONS

- Encourage collaboration between departments including working on the desk, programming, and Summer Reading

- Staff Development Committee will continue the mini training sessions to support organizational knowledge
- Staff Development Committee will continue to video mini training sessions, make them available on SharePoint, and encourage staff to watch them
- Staff Development Committee will offer training about our online resources, and encourage staff to become familiar with them
- Expand training and use of SharePoint as staff intranet
- Coordinate a staff training day to take place in November with focus on the homeless population and safety training
- Conduct more regularly scheduled safety-oriented drills and training

Performance Measures

of mini training sessions held during the FY and attendance

of training video views

Dates of safety drills

Date of Staff Training Day

of staff using Share Point

4. GOAL - To work effectively through the use of technology

ACTIONS

- Begin to digitize the newspaper index
- Extend adult computer appointments to two hours
- Add chat and text information service
- Replace self-check stations
- Search for effective solution for A/V security
- Evaluate the current online credit card system
- Explore replacement of game computers with kids' tablets
- Participate in Munis implementation including Time Clock and Online Employment Application
- Train additional ILS administrators
- Explore offering notifications via text message and automated phone calls for holds and overdue notices
- Improve the phone system

- Migrate our Exchange server to the Cloud
- Make upgrades to the server room
- Virtualize the public computers
- Add text/chat software on the computers of managers, security, and public service desks

Performance Measures

New teen webpage completed (date)

of customers who sign up to receive push notification via text messaging

of reference chat questions answered

of records digitized in the newspaper index

of credit card charges

5. GOAL - To administer a cost-effective public library

ACTIONS

- Seek alternative funding sources and fundraising opportunities
- Fulfill requirements of the Per Capita grants
- Maintain the fund balance at no less than 25 percent of the operating budget
- Find out if we can offer online library card applications
- Recruit, coordinate, and utilize volunteers effectively
- Revise the purchasing policy
- Continue efforts to eliminate paper forms
- Streamline Summer Reading registration

Performance Measures

of volunteers and hours worked

Donation Report

Current fund balance

"Other Revenue" Report

Comparison of Selected Statistics	FY 2013	FY 2014	FY 2015
Visitors to the library	449,491	398,545	354,786
Visitors to the Bookmobile	13,551	12,947	12,430
Items Circulated	1,570,410	1,489,708	1,430,682
Cardholders	27,257	37,714	34,709
Items in the Collection			
Main	278,227	287,346	295,427
Outreach	13,179	12,282	11,834
Total	291,406	299,628	307,261
Questions Answered	65,476	54,749	55,067
Main Library Children's Programs	204	231	317
Attendance	8,525	7,872	12,767
Outreach Children's Programs	0	0	1
Attendance	0	0	36
Main Library Teen Programs	77	82	59
Attendance	767	530	654
Outreach Teen Programs	0	0	0
Attendance	0	0	0
Main Library Adult Programs	213	155	142
Attendance	2,435	1,951	1,838
Outreach Adult Programs	0	0	2
Attendance	0	0	1,838
Summer Reading Program (SRP)			
Main Library Registration	7,840	7,541	7,815
Completed	4,471	4,099	4,270
Computer Use	64,461	60,399	48,332
Website Hits	127,548	158,718	87,303
Contact with Community Groups	197	189	201
Training Hours	1,397	959	1,265
Volunteer Hours	1,799	2,048	1,381

2 LONG-RANGE PLAN FOR THE BLOOMINGTON PUBLIC LIBRARY

The long-range plan for the Bloomington Public Library provides structure and context for any examination of service delivery options. The current plan, adopted by the Board of Trustees, is organized around five broad goals. Annually, the BPL management team updates a business plan detailing specific activities to be undertaken during the coming year in support of the long-range plan.

Because the long-range plan is such a crucial foundation document, the essential goals are reproduced here, with commentary derived from findings and input that emerged from the current study.

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- Mirroring the exponential development of the community, the library will expand its locations, services, collections, and programs.
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To achieve its Mission and Vision, the Bloomington Public Library has set the following goals, approved by the board for FY2013/2014:

GOAL 1 - To explore and implement strategies to improve access to the library and its resources.

Access is the fundamental service every library provides. Historically, access has focused on access to information found in a physical collection. In recent years, the notion of access has expanded to include physical and virtual access. E-resources play an increasingly important role in the delivery of library service, but traditional collections continue to share the stage. In the opinion of many of the participants in this study – key informants, group interviewees – the public library will continue to provide access to resources in physical *and* digital form for years to come.

In terms of providing access to electronic resources, BPL offers the community two key benefits, among many others:

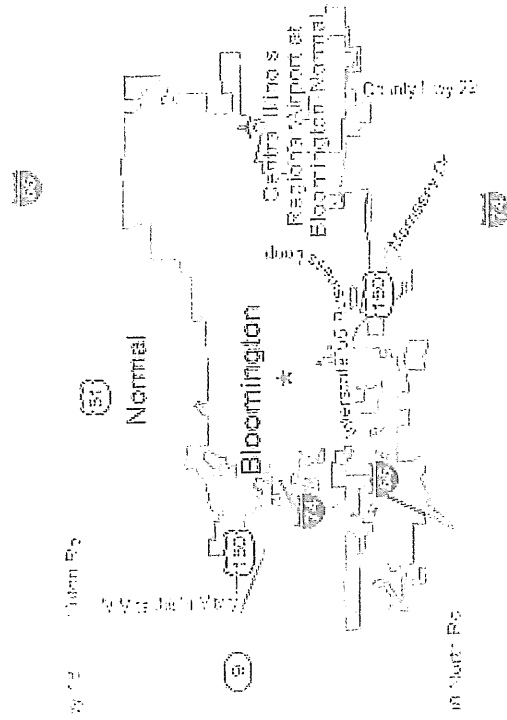
- the library provides access to e-resources for individuals from the community who cannot otherwise afford to provide that access for themselves. In today's world, e-access is essential, and BPL's crucial role in offering that access to those who are have-nots was repeatedly cited by study participants.
- the library provides access to e-content that is otherwise unavailable. Despite the commonly-held perception that everything is available on the Internet, the fact is that some of the best resources are only available through subscription, and BPL – through a variety of inter-agency cooperative agreements – offers access to a wide range of resources that would otherwise be inaccessible.

Access to the library as place is another important aspect of this core service. Despite forecasts of the demise of the public library, across the

Downtown Bloomington is no longer at the city's geographic center

Figure 2(1) **Bloomington municipal boundaries**

The approximate location of the library is marked by the star



country, library use is up; nationwide, circulation per capita grew from 6.32 in 2000 to 8.01 in 2010 and annual visits per capita grew from 4.23 to 5.12. In part, these increases speak to the need individuals have to maintain connections in a world that can seem increasingly compartmentalized. The public library provides that venue for connection, interaction, and exchange – and Bloomington Public is no exception.

Access to the library as place is a topic that emerged often in discussions with study participants. Many reported the common observation that as the community has grown, the “center of gravity” has shifted to the east, (see Figure 2(1)) and that a significant number of residents from those portions of the community rarely travel as far west as the downtown. Many interviewees reported that many residents of the east side find the library’s current location inaccessible, or they perceive the current location to be inaccessible, and so do not avail themselves of library service. These factors may contribute to the fact that BPL appears to have a lower-than-customary rate of registration – BPL reports that roughly 40% of residents are registered as borrowers, while other libraries in Illinois serving a population of comparable size report, on average, a 65% registration rate.

Although the library maintains a multi-faceted approach to access – between its main library, the bookmobile, and its virtual presence through its web page – these impediments to basic physical access, real and/or perceived, prompted several interviewees to ruminate on or recommend development of a branch as a means to improve access.

GOAL 2 - To provide sustainable services, collections, and programs to meet the needs of our diverse community.

The variety of services, collections, and programs are one of the highlights of the Bloomington Public Library. In response to community demands and use, the library has, among other activities

- grown its overall collection inventory from 226,000+ items in 2000 to 299,300+ last year, a 32.1% increase
- shifted the balance within the collection to favor audio and video holdings
- expanded the number of computer terminals for public use from 9 in 2000 to 81 last year
- maintained a diverse schedule of programs, events and activities to enhance users' experience of the library
- introduced targeted services and program areas for specific groups within the community, including teens and English language learners

These are all particular successes of the Bloomington Public Library.

Use of the library has expanded dramatically in recent years.

Circulation has grown from 425,000+ in 2000 to just under 1.5 million in 2012 – a three-fold increase. The *average annual rate of increase* over that period has been 10.4%; the rate of increase over the last five years is even more striking – 14.6%.

This can be seen as a reflection of the community's valuation of the library, but it also represents a challenge to the library. When use increases – especially at the rate of increase experienced at BPL – it imposes additional demands on the library's resources. Usually, as more material is checked out from the library, that much more material is needed in the library's inventory in order to insure that the library can deliver the materials a user wants when that user wants them. That ability to respond in a timely fashion is an increasingly important goal for the public library in an era when users are increasingly accustomed to “point and click.”

GOAL 3 - To recruit, train and develop a knowledgeable, collaborative staff.

Staffing is the key to success in any public library. BPL has made striking advancements in staff productivity in recent years. The most readily available measure – circulation per FTE staff – is telling. That ratio has more than doubled between 2000 and 2012 (from 12,800+ to 27,000+). Among libraries in Illinois serving 50,000 to 100,000 population, the median ratio of circulation per FTE staff was 18,700+ in 2010, the most recent year for which data is available statewide.

The library is continually seeking to improve and enhance hiring techniques, including improved interviewing and candidate assessment. Increasingly, the library uses targeted job advertisements.

Staff training is an ongoing concern. For most libraries, staff training has become increasingly demanding and important as libraries seek to keep pace with technology and change. New products and new services are continually being introduced to the marketplace, and staff need to be trained in the use of these new tools. The tablet computer is a case in point: the iPad was introduced not even three years ago, and already the library has adopted the technology in support of public service work. Reference librarians and other staff routinely roam “untethered” from the service desk, using tablets to access essential resources, helping users *in situ*, rather than obligating the user to proactively seek assistance at a service desk. For BPL to build on such successes, it is essential to maintain the staff’s training edge.

GOAL 4 - To work effectively through the use of technology.

BPL has long been an early adopter of technologies. The library’s use of tablet technology was just mentioned. The library has expanded the number of e-access points in the library, as mentioned previously. The library offers public

wi-fi access from laptops and hand-held devices. The library has acquired a 3D printer and will soon make that technology available.

The public library's role in delivering technology support continues to evolve, but many libraries anticipate pursuing the following strategies, among others:

- continuing enhancements to the library's website. More services are becoming available for electronic distribution – e-books, for example, and downloadable e-audio content – and for those library users who have their own access to the Web, the library's website becomes a convenient venue for access to these resources. Like every website, BPL's website should be continually evaluated for accuracy and ease of use.
- continuing to expand the number of e-access points the library offers. Although the library has increased this inventory, demand continues to grow, and the addition of more computer network stations for public use should be anticipated.
- introducing content creation stations. Today, individual users can capture digital content through audio and video recorders and can create narrative content by way of simple software applications. Individual users do not necessarily have their own access to production suites that can assemble that raw content into a form that is presentable and scale-able for distribution on the Web. Public libraries are starting to step into that gap with the installation of content creation stations.
- improving computer training options – for the public and for the staff. As new technologies and new applications become available, individuals don't always know and can't necessarily discern how to use these resources. The public library becomes a neutral venue for dissemination of that information through on-going training opportunities. Likewise, as

mentioned previously, staff also has a continuing need for improved training options.

GOAL 5 - To administer a cost-effective public library.

BPL has had striking success in delivering cost-effective service to the community. The efficiency and responsiveness of its collection is noted on a variety of metrics:

- circulation per capita held has increased from 6.5 in 2000 to 19.4 in 2012.
- circulation per item held has increased from 2.0 to 6.1 – on average, each individual item in the collection is used three times more often
- circulation per visit has increased from 1.3 to 3.6

Perhaps the most telling measure of the library's cost-effectiveness is cost per circulation transaction. In 2000, that measure stood at \$5.90; in 2012, the cost per circulation was \$3.36. In fact, the library's cost per circulation in 2012 was mere pennies higher than its cost per circulation in 1992 (\$3.01). The library's judicious application of technology with the introduction of self-check stations and automated materials handling of returns is surely an important reason for this striking result.

Surely the library will continue to explore avenues to build on this success, looking for alternative sources of funding, further opportunities to improve operational efficiency, and additional mutually-beneficial opportunities to collaborate with other local organizations, agencies and groups.

More Space

- The library definitely needs to be expanded in order to increase programming, computer labs, separate areas for millennials, baby boomers, teens, etc.
- We are completely out of space to add more programs and variety
- It is imperative that with the expansion of the physical building that will increase visitors that the parking be quadrupled.

Branch v Expansion

- If the funds aren't available [for expansion] it seems more reasonable to look to other options which would cost less, such as a branch. Given the eastward growth of the community, the main library's current location will never be convenient. To address this, the Bookmobile and other outreach services provide convenience throughout the community.
- An eastside branch, or a main library in a more easterly location, would be the best to address convenience with a physical building.
- I agree that library expansion is needed. More specifically, I believe there should be an east side branch.

Funds for Branch/Expansion

- However, at a time when a Budget Task Force is seeking to eliminate a \$7 million budget deficit within the City, I do not believe that library expansion will be approved. I feel that we are about to spend \$80,000 on another study that will be shelved.
- Expanding the physical footprint of the library would be excellent, though I question where the money would come from to do that kind of project.
- ...the public concern over the BPL NOT serving the entire Community may make it quite difficult to acquire the funding necessary to build anything in the next few years.

Outreach

- Outreach services in the past year have been rapidly expanding and improving. As long as we keep listening to the staff who provide these services and implementing the ideas that they have, these services will continue to become more dynamic and innovative.
- Would District 87 students, who should have web access at their homes by now, benefit from access to loanable/accessible laptops and computers in a location other than the Library?
- perhaps it would make sense to consider providing a "Virtual Library" near the center of the area not currently served by the Bookmobile. As we have many cardholders in those areas, it would seem apparent that they use the Library for something other than checking out books (which is the main purpose of the Bookmobile).
- Validate specific strategies and tactics to address different segments of the community.

Growing the Collection

- The display and access to library materials is more important than the number of items in the collection. PEW research shows that most items are checked out by browsing in the library and a well displayed collection produces more circulation than more books in tall, packed shelves.
- my sense is that we need to focus on the availability of the collections currently in existence (both physically and electronically) to the entire community before we focus on expanding our collection.
- Electronically, it is important for the library's collection to grow.

GOAL 1 - To explore and implement strategies to improve access to the library and its resources

	This is a top priority	This is an important priority	This is only somewhat of a priority	This is not a priority	Not able to evaluate	Total
Offer convenient access at the main library (hours, parking, bus routes, etc).	67% 12	28% 5	5% 1	0% 0	0% 0	18
Provide outreach services such as the Bookmobile, Deposit Services, and Home Delivery	33% 6	61% 11	5% 1	0% 0	0% 0	18
Provide virtual/digital access to the community	55% 10	39% 7	5% 1	0% 0	0% 0	18
Expand the physical footprint of the main library (additional meeting rooms/programming space, computer labs, etc.)	55% 10	28% 5	11% 2	5% 1	0% 0	18

GOAL 2 - To provide sustainable services, collections, and programs to meet the needs of our diverse community.

	This is a top priority	This is an important priority	This is only somewhat of a priority	This is not a priority	Not able to evaluate	Total
Offer services to meet the needs of the community	89% 16	11% 2	0% 0	0% 0	0% 0	18
Grow the overall collection of the library, both physically and electronically	17% 3	50% 9	22% 4	5% 1	5% 1	18
Increase the number of public computers in the library	33% 6	39% 7	17% 3	5% 1	5% 1	18
Offer diverse and innovative programs	56% 10	44% 8	0% 0	0% 0	0% 0	18