

Columbia County
Rural Library District

111 S. 3rd St, PO Box 74
Dayton, WA 99328

COLUMBIA COUNTY RURAL LIBRARY DISTRICT

Proposed

STRATEGIC PLAN

2022 to 2025

Drafted May 23, 2022

PURPOSE -

A strategic plan is a useful road map for library trustees, staff and the community to follow in meeting goals. The three corner stones of our plan are the vision, the mission statement and the organizational values. Everything in the strategic plan should uphold and reflect these corner stones.

OUR VISION -

*Connect, expand and enrich your world.
Anytime and anywhere you need us.*

OUR MISSION STATEMENT -

The Columbia County Rural Library District is an accessible and valued resource, committed and responsive to the lifelong learning and recreational needs of the entire community.

OUR ORGANIZATIONAL VALUES -

V1: We serve the community as a reliable source of information.

V2: We provide opportunity and encouragement for children, young adult people, men and women to educate themselves continuously.

V3: We provide access to information so that inquiring minds may encounter original, diverse and critical ideas.

V4: We are responsive and helpful.

V5: We fill our library with a wide variety of materials and services.

V6: We develop and maintain clean, inviting library facilities and render services that keep pace with anticipated population growth and changing community needs.

V7: We provide opportunity for and collaborate with other organizations to provide recreation through the use of literature, music, videos, and other electronic media.

V8: We provide reference, readers' advisory, and borrower services for uses of all ages and background.

V9: We offer the opportunity to learn and use information technology services.

V10: We actively support and defend intellectual freedom and the confidentiality of each patron's use of the library.

V11: We explore and develop alternative library services.

V12: We collaborate with schools and other organizations providing services that complement rather than compete.

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2022-2025 Strategic Plan Goals

GOAL #1: PATRON ENGAGEMENT AND SERVICES

It is the Library's foremost responsibility to provide services desired by the residents of the District.

Objective 1	<p>Host an array of events to meet the community request for free or low-cost educational opportunities and entertainment.</p> <ul style="list-style-type: none"> • Outreach events to preschools, The Club, the senior center and the new senior residence. • Virtual events such as Humanities Washington • Teen-focused events such as virtual reality (VR) activities • Summer Reading Program, family programs, Book Chat / book clubs,
Objective 2	<p>Provide complementary educational programming to fill gaps in community education.</p> <ul style="list-style-type: none"> • Seed library and gardening lectures and presentations •
Objective 3	<p>Actively seek and respond to the input from the community members to encourage personal connection with the library.</p> <ul style="list-style-type: none"> • Conduct another "Public Engagement Survey" to elicit input from patrons and stakeholders • Provide event participants with short evaluation forms or an online evaluation form to provide feedback to staff. • Continue to dedicate staff time for community outreach
Objective 4	<p>Ensure that services and programming is accessible to all participating patrons</p> <ul style="list-style-type: none"> • Host virtual and bi-modal events • User-friendly and accessible website and social media • Conduct programs outside the library: trivia night, the senior center, The Club, and others.

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GOAL #2: COLLABORATION

The Library will focus on maintaining and nurturing relationships with community partners, bringing our resources to complement rather than compete with community organizations.

Objective 1	<p>Equip board and staff to advocate for the library in the community.</p> <ul style="list-style-type: none"> • Assisting with marketing materials (FOL info., Book marks), school registration participation, Take Back the Night. • Possibly have staff participate in one community organization
Objective 2	<p>Increase Board and library staff collaboration with regional libraries.</p> <ul style="list-style-type: none"> • Board and FOL members attending Conferences, connecting with Washington Library Association resources (Talking books thru the Library of Congress) • Collaborate with area libraries for programming. • Field trips to other libraries
Objective 3	<p>Continue to assist in identifying and meeting community needs.</p> <ul style="list-style-type: none"> • Continuing contact with The Club, Dayton School District, DSCH Health Department, Senior Center. Seek further interaction with the Dayton Hospital, Blue Mountain Counseling, City Council, Booker Rest Home. • Interview service agencies and businesses to identify resources available in the community and the best ways to implement them. • Community Calendar through Library

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GOAL #3: STAFF TRAINING AND DEVELOPMENT

The Library will provide a supportive atmosphere for ongoing professional and personal advancement of all staff members.

Objective 1	<p>Regularly provide robust training to staff so they can proficiently interchange responsibilities as needed.</p> <ul style="list-style-type: none"> • Regular new-hire checklist • Quarterly require 3 training hours per employee • Create categorized Key Success Indicators (objective criteria); such as patron satisfaction, program development and implementation, employee performance, and training completion to be used in regular employee feedback and evaluation. • Offer continuing education to those employees with position of Library Assistant II and have completed the new-hire probationary period. • Provide time for coaching and mentoring within group of employees.
Objective 2	<p>Strengthen staff training so each staff member can successfully interface with the community through multiple forms of communication, including one-on direct interaction with patrons, written communication, and online transmission through social media.</p> <ul style="list-style-type: none"> • Use training offered through American Library Association (ALA) and Washington Library Association (WLA) to improve and remain up to date in community access information. • Cross train all staff in use of social media accounts (Facebook, Instagram) and participate in local networking groups.
Objective 3	<p>The Board will work with the Director to create an employee salary schedule that is reflective of best practices and current living costs.</p>

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GOAL #3: TECHNOLOGY

The Library will use technology to strengthen the delivery of services and enrich the pursuits and interests of its patrons.

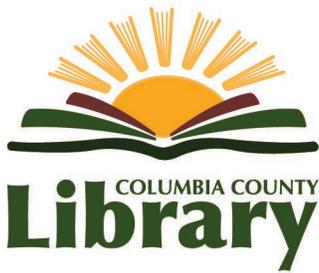
Objective 1	Utilize current technology to meet operation needs of the Library. <ul style="list-style-type: none"> • Removal of non-working, unused items to be sold or donated; allowing space for high quality technology • Offer virtual reality and other newer technologies.
Objective 2	Provide and host opportunities to teach the public about current technology. <ul style="list-style-type: none"> • Expand computer classes content and frequency
Objective 3	Provide community access to current technology within the Library campus and via internet services <ul style="list-style-type: none"> • Seek out funding to expand hotspots lending program and add additional devices such as tablets. • Create additional public access computer workstations.

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GOAL #5: PROPERTY IMPROVEMENT AND CAPITAL EXPENDITURES

The Board will work with the Library Director to make financial decisions based on library goals and objectives, budget history, current fundraising opportunities and fiscal projections.

Objective 1	<p>Optimize utilization of both levels of the library and Delany building.</p> <ul style="list-style-type: none"> • Replace aging carpet in the Delany and lower level of the Library. • Enhance the lower level of the library. • Seek grant funding to update the Classroom/Resource Room to create a multimedia meeting space.
Objective 2	<p>Maintain or improve the interior/exterior of the building to make it more inviting, visually appealing, and accessible to all patrons.</p> <ul style="list-style-type: none"> • Work with Friends, Board members, and community volunteers to maintain and enhance current landscaping and flower beds.
Objective 3	<p>Consider long-term conservation as an integral part of capital improvements.</p> <ul style="list-style-type: none"> • Use non-chemical cleaners



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2018-2021 Strategic Plan Goals and Achievements

GOAL #1 – PATRON ENGAGEMENT AND SERVICES

It is the Library's foremost responsibility to provide services desired by the residents of the District.

Objective 1: Actively seek and respond to the input from the community members to encourage personal connection with the library.

Achieved

Completed "Public Engagement Survey" in April, 2021 and presented findings at that month's Board meeting. Initiated the following steps in response:

- Information, marketing, and community outreach
 - Initiated weekly e-newsletter in June 2021 using MailChimp online service.
 - Dedicated significant staff time to ramping up social media
 - Sent out flyer advertising computer basics classes
 - Resumed regular visits to The Club to provide library programming.
 - FOL assisted by finding new locations for Little Free Library boxes.
- Improve current or add new services
 - Re-instituted weekly Discovery Kids story time.
 - Restarted monthly Family Story Time events, first virtually and then in-person
 - Hosted new "Poetry Slam" programs in July 2021 and February 2022.

Ongoing: Library Director continues to reach out to local organizations, including Paige's Floral and Gifts, The Club Plus Delta, Jay's Garage, Locally Nourished, the Chamber of Commerce, Moose Creek Bakery and Café, Elk Drug, and others.

Objective 2: Host an array of events to meet the community request for free or low-cost educational opportunities and entertainment.

Achieved

Events and programs resumed after reopening:

- While closed due to the pandemic, the library initiated “Take and Make” craft projects for young and old patrons to pick up from outside the library and take home to work on. This program has proven to be immensely popular with each craft project disappearing within a week.
- Restarted Discovery Kids and Family Story Times (see above) in 2021.
- Restarted spring gardening programs and seed library, Spring 2022.
- Resumed “Library Card Sign Up Month”, September 2021. To encourage new patrons to sign up for a library card, the Friends of the Library funded a raffle prize drawing for a new Kindle for each person who signs up for a card. For existing cardholders, the Friends funded a second raffle prize drawing of a Kindle for current patrons who check out a book during September, or send us a selfie of them using the Libby app to access an eBook, audiobook, or other electronic materials available through the library.
- Resumed our annual Summer Reading Program in 2021. The total number of registered participants was 118 including 72 children, 17 teens, and 29 adults. More adults registered for the 2021 program than in each of the three preceding years. While attendance was low at many events, the number of registered participants shows that the community still values this program.
- Initiated “Spanish Language Café”, an informal series of events for English speakers with some knowledge of Spanish to practice using Spanish and learning more.
- Initiated two book club discussion groups and a monthly Book Chat group.

Objective 3: Provide complementary educational programming to fill gaps in community education.

Achieved

- Initiated computer classes with the help of Goodwill *Connect*. Friends of the Library provided funding assistance with marketing this program.
- Public Library Connect is a service that allows K-12 students to search public library electronic resources in Overdrive from a specialize search and reading app, Sora. Dayton Public Schools is using this tool and can now access all of our Overdrive Content. This connection was set up by me in July 2021.

Objective 4: Services and programming be accessible to all participating patrons.

Achieved

- Completed, tested, and put lift into service to provide access to both floors of the library and Delany buildings as well as direct outside access.
- Provided curbside service when hours were limited due to the pandemic

- Board meetings now being held via Zoom and in person. Attempted Family Story Time via Zoom but ran into copyright concerns.

GOAL #2 – COLLABORATION

The Library will focus on maintaining and nurturing relationships with community partners, bringing our resources to complement rather than compete with community organizations.

- Objective 1:** Increase board and library staff collaboration with regional libraries.
- Achieved:*
- WA public library directors created weekly Zoom meeting to strategize and share information and insights. This group provided invaluable assistance as I stepped into my role as Director.

- Objective 2:** Equip Board and staff to advocacy for the library in the community.
- Initiated discussions with the Board on how such advocacy can be accomplished despite the pandemic during spring 2021. Board members agreed to look for opportunities to promote the library in various community contexts. With restrictions lifted, follow-up discussions are warranted.

- Objective 3:** Continue to assist in identifying and meeting community needs.
- Regularly seeking input from Friends of the Library, current and previous Board members, and local community members in every public setting.

GOAL #3 – TECHNOLOGY

The Library will use technology to strengthen the diversity of services and enrich the pursuits and interest of its patrons.

- Objective 1:** Utilize current technology to meet operational needs of the library.
- Achieved*
- Purchased new phone system for library allowing staff to contact one another throughout both buildings.
 - Purchased call button system allowing staff at different service points to request assistance without having to pick up the phone.

- Switched public computing stations to Windows OS in order to be more user friendly.
- Set up alert system so patrons can receive text message notifications of library closures or other last-minute information.

Objective 2: Provide community access to current technology within the library campus and via internet services.

Achieved

- Using ARPA 2021 grant funds, purchased seven mobile “hotspots” that patrons can check out and use to access the internet for a 30-day period.
- Replaced aging fleet of laptops with new ones.

Objective 3: Provide and host opportunities to teach the public about current technology.

Achieved

- Initiated computer classes with the help of Goodwill *Connect*. Friends of the Library provided funding assistance with marketing this program.
- Provided access to Linked In Learning which provides video courses taught by industry experts in software, creative, and business skills.
- Providing access to free **Northstar Digital Literacy** online program through a shared license with Walla Walla city and county libraries and the State Library. Northstar Digital Literacy is a non-profit developed in response to the needs of job seekers who may lack the digital literacy skills needed to seek, obtain, and retain employment, as well as to perform other tasks in daily life. Northstar allows end users to freely take the assessments from anywhere via our homepage, but individuals can instead go to an approved testing location and obtain the Northstar Digital Literacy Certificate when they pass assessments. Certificates provide an important credential for employment, as even entry-level jobs increasingly require basic computer skills:
 - **Essential Computer Skills** - Basic Computer Skills, Internet Basics, Using Email, Windows OS, Mac OS
 - **Essential Software Skills** – Microsoft Word, Excel, PowerPoint, Google Docs
 - **Using Technology in Daily Life** - Social Media, Information Literacy, Career Search Skills, Supporting K-12 Distance Learning, Your Digital Footprint.

CCRLD is now an approved Northstar testing location and our staff will help interested individuals access and utilize this excellent resource.

GOAL #4 – STAFF DEVELOPMENT

The Library will provide a supportive atmosphere for on-going professional and personal advancement of all staff members.

Objective 1: Regularly provide robust training to staff so they can proficiently interchange responsibilities as needed.

Achieved

- Each new staff member is provided with comprehensive training about the library's policies and procedures along with their own job tasks and responsibilities. A checklist is used to track completion of this training. In addition, current staff are responsible for training new staff on their own tasks and responsibilities so they can cover for one another while on vacation or otherwise away from the office.
- Two staff attended national and regional library conferences in 2022 and brought back new ideas and enthusiasm to apply at CCRLD.
- All staff attended CPR, First Aid, AED, and fire extinguisher training in April 2022.

Objective 2: Bolster staff training so each staff member can successfully interface with the community through multiple forms of communication, including one-on-one direct interaction with patrons, written communication and online transmission through social media.

- Informal, regular feedback and reviews are used to provide training and guidance in this area.

Objective 3: The Board will work with the Director to improve the current employee salary schedule by including a merit-based recognition and compensation system.

- The Director is currently working on developing a salary schedule that meets current best practices which will be submitted to the Board later this summer.

GOAL #5 – PROPERTY IMPROVEMENT AND CAPITAL EXPENDITURES

The Board will work with the library director to make financial decisions based on library goals and objectives, budget history, current fundraising opportunities, and fiscal projections.

Objective 1: Optimally utilize both levels of the library and Delany building.

Achieved

- While the library was closed in 2020, the main floor of the library was completely remodeled, with new lighting, carpeting, bookshelves, and staff and public work areas. Visitors to this new design routinely have very positive comments about the change.
- Installed hand rails in all Delany room bathrooms to improve accessibility.
- Installed lift to provide access to both floors of the Library and the Delany as well as building access and egress at ground level.
- Built toolshed at rear of building to allow for more storage.

Objective 2: Safeguard assets and services through various security measures including online, structural, and ground security.

Achieved

- Installed new security camera system that monitors and records activity in both buildings. These recordings can only be accessed by the Director in the server room or through a vendor-provided user interface. Front desk staff do not have access to this system.
- Added key card and code access to Delany to eliminate the issue of loose or missing keys.

Objective 3: Maintain or improve the interior/exterior of the building to make it more inviting, visually appealing, and accessible to all patrons.

Achieved

- Installed lower-level window in the resource room and an egress window in the staff workroom.
- Purchased and installed bike rack so visitors have a safe place to park and lock their bikes.
- Working with the Friends of the Library and other community members to enlist volunteers to keep up the flower beds and other landscaping not handled by the lawn service.
- Updated landscaping, added seating and pergola to bell garden and front side of Delany.
- Sprinkler system installed.

Objective 4: Consider long-term conservation as an integral part of capital improvements.
Ongoing consideration, will be included in 2022-2025 plan.