



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  
Revised September 12, 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 all patrons and community members 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 use by patrons of all ages and backgrounds.

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"> <li>• Outreach events to preschools, The Club, the Senior Center and the new senior residence.</li> <li>• Host adult-enrichment events such as Humanities Washington, bird watching with Walla Walla Audubon Society.</li> <li>• Teen-focused events such as virtual reality (VR) activities</li> <li>• Summer Reading Program, family programs, Book Chat / book clubs</li> <li>• Publicly acknowledge and celebrate library contributors, (FOL, taxpayers, etc.) via media and direct correspondence.</li> </ul>
Objective 2	<p>Provide complementary educational programming to fill gaps in community education.</p> <ul style="list-style-type: none"> <li>• Seed library and gardening lectures and presentations</li> <li>• Reach out to WWCC Continuing Education for program alerts.</li> <li>• Host at least one workforce training event each year.</li> </ul>
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"> <li>• Conduct bi-annual public engagement surveys to elicit input from patrons and stakeholders, including patrons not currently using the library.</li> <li>• Provide event participants with short evaluation forms or an online evaluation form to provide feedback to staff.</li> <li>• Post reminders on promotional materials that lift is available to the Delany room and lower level of the library.</li> <li>• Monitor public advertising to ensure information is current.</li> </ul>

Objective 4	<p>Ensure that services and programming is accessible to all participating patrons</p> <ul style="list-style-type: none"> <li>• Host virtual and bi-modal events.</li> <li>• User-friendly and accessible website and social media.</li> <li>• Conduct programs outside the library, e.g., the senior center, The Club, and others.</li> </ul>
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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"> <li>• Assisting with marketing materials (FOL info., bookmarks), school registration participation, Take Back the Night.</li> </ul>
Objective 2	<p>Increase Board and library staff collaboration with regional libraries.</p> <ul style="list-style-type: none"> <li>• Board and FOL members attending conferences, connecting with Washington Library Association resources (e.g., Washington Talking Book &amp; Braille Library), or similar organizations.</li> <li>• Field trips to other libraries.</li> </ul>
Objective 3	<p>Continue to assist in identifying and meeting community needs.</p> <ul style="list-style-type: none"> <li>• Maintain and strengthen collaborative relationships with local agencies, schools, government, and other community partners such as The Club, Dayton School District, DSCH Health Department, Senior Center, and the Depot Historical Society.</li> <li>• Establish and build new relationships with these types of partners not already included such as the Booker Rest Home, Dayton City Council, and others.</li> </ul>

### 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"> <li>• Require two (2) hours of training or professional development per fiscal quarter for employees.</li> <li>• Create employee evaluation rubrics that include criteria such as patron satisfaction, program development and implementation, employee performance, and training completion for use in regular employee feedback and evaluation.</li> <li>• Provide time for coaching and mentoring of employees.</li> </ul>
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"> <li>• Use training offered through the American Library Association (ALA), the Washington Library Association (WLA), Web Junction, and others to improve and remain up to date in community access information.</li> </ul>
Objective 3	<p>The Director will work with the Board to create an employee salary schedule that is reflective of best practices and current living costs.</p>

**GOAL #4: 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"> <li>• Removal of non-working, unused items to be sold or donated; allowing space for high quality technology</li> <li>• Offer newer tech resources such as virtual reality.</li> </ul>
Objective 2	Provide and host opportunities to teach the public about current technology. <ul style="list-style-type: none"> <li>• Expand computer classes content and frequency.</li> <li>• In person demonstrations of online Library resources.</li> </ul>
Objective 3	Provide community access to current technology within the Library campus and via internet services <ul style="list-style-type: none"> <li>• Seek out funding to expand hotspots lending program and add additional devices such as tablets.</li> <li>• Create additional public access computer workstations.</li> </ul>

**GOAL #5: FISCAL RESPONSIBILITY**

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	To limit current year operational expenses to current year projected revenues. <ul style="list-style-type: none"> <li>• The Director and Treasurer will monitor tax income from the closure of Columbia Pulp and adjust 2022 budget to meet projected income, supplementing from reserves only to maintain current staffing levels with Board approval.</li> <li>• The Director and Chair will consult with Columbia County Treasurer and Auditor prior to development of 2023 and 2024 budgets to determine long term effect of Columbia Pulp closure and adjust budget projections accordingly.</li> </ul>
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Objective 2	To optimize utilization of grants and trust fund payouts to supplement revenues generated from tax dollars, the Director will identify the amount and use of supplemental funds during budget creation.
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#### GOAL #6: 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"> <li>• To increase patron access to the Classroom/Resource Room, install security camera to allow for remote monitoring.</li> <li>• Replace inaccurate patron counter system with a system that will collect more accurate and detailed information about patron visits to the library.</li> <li>• Seek grant funding to update the Classroom/Resource Room to create a multimedia meeting space.</li> </ul>
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"> <li>• Enhance the lower level of the library with new carpet and paint.</li> <li>• Replace carpet in Delany room.</li> <li>• Work with Friends, Board members, and community volunteers to maintain and enhance current landscaping and flower beds.</li> </ul>
Objective 3	<p>Consider long-term conservation as an integral part of capital improvements.</p> <ul style="list-style-type: none"> <li>• Use non-chemical cleaners, weed-killer, and insecticides.</li> <li>• Upgrade all heating and cooling to more efficient heat pumps.</li> <li>• Investigate energy conservation programs that may be available to public entities.</li> </ul>



## GOAL #7: STAFF AND PATRON SAFETY

Objective 1	<p>The Director will create and annually review an emergency preparedness plan, including but not limited to emergency evacuations, evacuation drills, CPR training, enforcement of safety policies, and communication within the library and public emergency service personnel.</p> <ul style="list-style-type: none"> <li>• Using best available practices, maintain a stock of first aid supplies, including EPI pens and Narcan as permitted by law.</li> <li>• Designate a safety officer who will schedule CPR training, evacuation drills, defibrillator maintenance, and monitor first aid supplies.</li> <li>• Schedule regular evacuation drills.</li> </ul>
Objective 2	<p>All staff will be trained in best practices for maintaining workplace safety</p> <ul style="list-style-type: none"> <li>• Annual workplace safety trainings will be provided for all staff including Pages.</li> <li>• De-escalation techniques will be included in customer service training.</li> </ul>
Objective 3	<p>The Director will monitor and adhere to best practices for patron and staff safety relating to pandemic or other health or safety hazards identified by the State of Washington for public entities.</p> <ul style="list-style-type: none"> <li>• Amend pandemic response as needed.</li> </ul>

## **Appendix A**

### **Public Engagement Action Plan 2021-2022**

#### **Purpose**

1. To actively seek and respond to input from community members in order to foster a personal connection with the library.
2. To provide clear strategies for staff, trustees and the public for positive communication.

#### **Background**

Our Public Engagement Plan is intended to be a **framework** identifying ways to interact with our community, with special attention made to identifying and developing ways to work with underserved or hard to reach populations in our District. This is a **starting point** intended to offer guidance to staff and trustees for **ongoing** community engagement.

#### **Plan**

##### **Identifying our Stakeholders.**

- Who are we targeting with this plan?
- Active or occasional patrons of all ages (children, adults, elders, families), including users of internet services, copier service, after hours programs, and groups using the Delany Room.
- Taxpayers (patrons and non-patrons)
- Public officials (local, state)
- Schools, community groups and other organizations
- Hard to Reach populations:
  - People with limited internet access and or limited use of social media
  - Those with difficulties reading standard print materials
  - Individuals with mobility issues, in residential care
  - Individuals for whom English is not their first language.
  - Veterans
  - Those incarcerated in the local jail.
- Cooperating agencies and libraries

## Identified Strategies

### Marketing and Informational

#### Current and Ongoing

1. Production and distribution of flyers, brochures, in library and events
2. Posters in downtown business windows, Chamber of Commerce
3. Weekly Library News article in Dayton Chronicle
4. Weekly online newsletter
5. Facebook and webpage news and information
6. Paid advertising, theater, chamber digital board at town entrance
7. Outside reader board
8. Web page calendar of events
9. Online posted Board of Trustees, minutes, agenda, policies

#### New Initiatives

- Target more people with online newsletter
- Redesigned website more compatible with mobile devices
- Semi-annual reports to City Council and Board of Commissioners by Director and/or Board Chair beginning February 2022.
- Featured Board members item on homepage.

#### Community Outreach

1. Summer Reading Program to expose community members to library programming.
2. Targeted out-of-library programming and events such as:
  - a. Mobile services to senior citizens at senior center and senior living residences
  - b. Direct outreach and coordinating activities with schools (Dayton/Starbuck) and to The Club.
  - c. Working directly with teachers to sign up students for cards and library tours.
3. Involvement in community activities such as the fair.
4. Use grant funds to offer free activities to targeted groups (ex. Meals at family story time, prizes for summer reading).
5. Direct contact with representatives of underserved groups.

#### New and Renewed Initiatives

- Social media outreach via Facebook polls and other interactive posts.
- Boost community volunteerism by Friends, Trustees, and library staff to advocate for the library to non-user.
- Encourage trustees to attend or assist with library programming to become more effective advocates.
- Advertised Library card sign up month with prize incentives.

## **Direct Services**

### **Current and Ongoing**

1. Direct in-library, telephone, and online assistance and reference services.
2. Online purchase suggestions and Patron Picks Stickers
3. Scheduled Staffed curbside outdoor activities.

### **New and Renewed Initiatives**

- Promote community member participation as guest readers, story tellers, and book reviewers; travel or lecture presenters.
- Ongoing customer service training and mentoring for front desk employees.
- In cooperation with Director of new assisted living facility, create programming events for residents.
- Identify some specific actions that target underserved identified above