

**Troy Public Library**

# Memo

**To:** Mike Culpepper, Acting City Manager

**From:** Mark F. Miller, Director of Economic & Community Development  
Cathleen A. Russ, Library Director

**Date:** July 17, 2012

**Re:** Update on Library Strategic Planning Process

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The Troy Public Library Strategic Planning Task Force had its first meeting on Monday, June 25.

Consultant Erin Gong discussed the strategic planning process and the timeline with the committee members. The committee members identified key areas that strategic planning should address:

- What services does the Troy community want from the library?
- How can the library best provide those services?
- How can the library reach non-users and identify what would bring them in to the library?
- How can the library better promote its existing collections, programs and services?

Ms. Gong expects to have a "State of the Library" report prepared for the next committee meeting, which will be Tuesday, August 14. The results of that report will be shared with City Council.

I've attached Ms. Gong's report of the Orientation Meeting to this memo, and will update you as this project progresses.

What is the library?

How will funding support the redefined library?

How will we communicate the redefined library to stakeholders?

# Redefining the Library

## Business model

### Funding Streams

Millage  
Sponsorship, Grants  
Revenue, Friends

*What has been done to implement a sustainable, revenue-generating business model that reduces taxpayer reliance? How do we get secure funding and new revenue streams? How can we create a better funding model, business model for library with declining money? Will the library users support a future millage and referendum? (problem of users who aren't voters)*

### Stakeholders

#### Partners

*Have collaborative opportunities throughout the region been identified? How do we expand community partnerships? Have community stakeholders been engaged?*

#### Users (current, potential)

*How do we reach the people who don't use the library? How can we attract non-users (by age, specifically 15-29 yr olds)? How can we target non-users? How do we get library non-users to use the TPL and become supporters?*

#### Voters

#### Staff

*How will staff be reorganized to meet changing needs? How do we keep employee morale up when no raises are forthcoming?*

### Core products

Collection  
Programs  
Space

*Is our current space adequate for the programs and collections needed to serve customers? How can we rearrange space to create better "place experience" and meet community's place needs?*

#### Customer Service

*Are we providing customer service that builds a relationship with the community?*

### Needs/Outcomes

#### Needs of stakeholders

#### Impact of core products on stakeholders

*Are we meeting the needs of the community? Is our collection serving our patrons? Does our current collection serve the needs of our residents and customers? Are our patrons well-served? How are our programs changing to serve them? How can the TPL better serve our customers during the economic downturn?*

## Communication

### Awareness

*Is the library equipped to market itself? Are we effectively making the community aware of all the resources and services available at the library? How can we better market the library's services, collections and programs?*

### Perceptions

#### Relevance and Value

*What is the library of the future? How will TPL stay relevant? What innovations have been implemented to ensure relevance? Why is the library necessary? How will TPL communicate its relevance to the community? How do we get word out to show the value of TPL to the community?*

#### Public vs private

*How can you address the public who think the library shouldn't compete with the private sector? How do we reach nay-sayers? Why do we need the library with internet, Google, etc.? What does my tax money as a patron get me overall at the library?*

**Orientation Meeting—Troy Public Library**  
**Monday, June 25, 2012**

**Overview of Strategic Planning Process**

Based on Outcomes-Based Planning and Evaluation model by the Institute for Museum and Library Services

The strength of this model is it puts your end-users, your patrons, up front in the planning process. It focuses on getting at the difference a library will make for those people.

In this process we answer three main questions: Where are we? Where do we want to go? How do we get there?

We answer the first two questions in a back and forth way and from that move on to the third question.

1. State of the Library. What the library looks like now, internally, compared with other libraries.

2. Vision. Come up with the big picture, the guiding ideas. What do we want the library to be?

3. Outcomes. This makes the vision concrete. What does the library look like for real people. What difference will it make for them?

4. Gaps and barriers. As we look at where we are and where we want to go, what's stopping us from getting there.

5. Activities. This is where we get to decide what we actually want to do. What's the solution, what are our objectives that we want to accomplish?

6. Measurement. How do we make the SP a living document. Figure out which of our solutions work, which don't. Make changes, keep thinking.

**Housekeeping**

Organization of Task Force, Roles

- Task force is the head behind the strategic plan
- Want a lot of involvement. Won't be a time sink, we know everyone's time is scarce. Have a few meetings over the next few months, may have some small assignments between meetings in order to keep things moving along. My role is to make this as easy as possible for you, but without your investment, the strategic plan won't have traction.
- Cathy and I have talked about forming a smaller group from this task force to be more involved in the management, moving things along, making some of the decisions that the whole group doesn't necessarily need to be involved in but that we want to have input into. We will let you know where this goes.

Decision-making

- Want a lot of feedback. Want to hear ideas.
- At the end of the day, we turn to Cathy for the final decision.
- She wants to make decisions based on your input and your advice, but she has the perspective of the practical business of running the library that must be considered in our planning.

Communication

- Setting up meetings. Cathy will likely use something like Doodle in future. Schedule meetings as much in advance as possible (at least several weeks).
- Feel free to share ideas, resources, etc. with the group. Everyone should have all email addresses from emails Cathy has sent out.

--Erin Gong