



CITY COUNCIL AGENDA ITEM

Date: December 11, 2012

To: Brian Kischnick, City Manager

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

Subject: Troy Public Library 2013-2015 Strategic Plan/Presentation

On May 7, 2012, the City Council awarded a contract with sole proprietor Erin Gong, for the preparation of a strategic plan for the Troy Public Library from 2013-2015. The contract includes the scope of services that are included within the Strategic Plan: to determine what the community wants from its Library, and how the Library can best provide these services over the next three years.

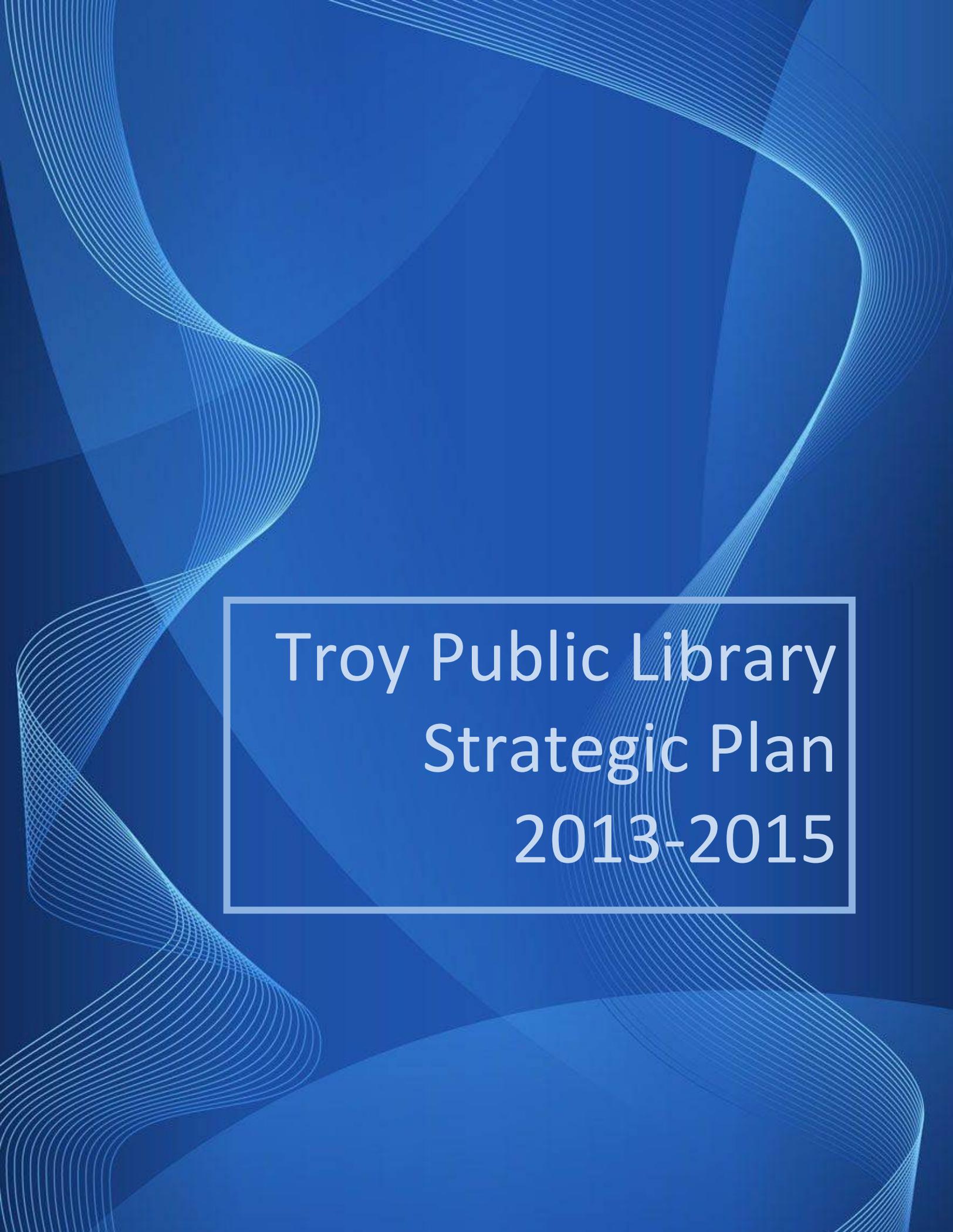
Since June 2012, Ms. Gong facilitated the Strategic Planning process with a committee that included City and Library staff, as well as residents and members of the business community. Some of the public input methods included a community survey and focus groups, as part of the scope of services.

While public tax dollars remains the primary funding source for all public libraries, including the Troy Public Library, of ongoing concern to all involved in the process was maintaining a sustainable level of service, as well as future funding for the Troy Public Library. Strategies to address those concerns are explored in depth in Goal 3, and specifically in Objective 3.7.

Partnerships, fundraising, and other revenues will be aggressively pursued, to maximize the community's investment in its Library, and to also supplement the level of Library service. However, in January 2014, it is recommended that City Management, Library Administration, and City Council analyze and determine the desired levels and types of services as identified by the community, which will then equate to the cost of Library services. This analysis will create a funding model for the Library for 2016 and beyond.

All of this information has been synthesized into the Strategic Plan report. As part of the scope of services, Ms. Gong will present the plan to City Council on Monday, December 17, 2012.

The Troy Public Library 2013-2015 Strategic Plan will be posted on the Library and the City's websites, and at the Troy Public Library.

The background is a deep blue color with several layers of abstract, wavy, light blue lines that create a sense of movement and depth. There are also some darker blue geometric shapes, possibly triangles or trapezoids, layered behind the lines. The overall effect is modern and dynamic.

Troy Public Library
Strategic Plan
2013-2015

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INTRODUCTION

In 2012, the Troy Public Library conducted strategic planning to determine a three-year plan for the future of the Library. The Library convened a strategic planning Task Force made up of Library staff members, staff from the City of Troy, and community and business stakeholders. It also engaged a strategic planning facilitator to guide the process and lead in data-gathering (i.e. surveys, focus groups).

The Task Force determined that the scope of the strategic plan would be three-fold.

1. Redefine the Library – articulate what the Troy Public Library is for its community.
2. Build communication – identify communication gaps and how to better communicate the redefined Library to stakeholders.
3. Explore business models – think creatively about how the redefined Library will be supported financially.

The strategic planning process was carried out in three phases.

Phase 1: “State of the Library”. This phase provided the Library with necessary background information from internal and external sources for the strategic planning process. The Task Force met to determine the scope of the strategic plan. The facilitator created a “State of the Library” report that included a community profile, assessment of the Library’s environment, and peer comparisons to other libraries.

Phase 2: Visioning. During this phase, the Task Force met again to determine the Vision, Mission, and Values of the Library, and to determine outcomes they felt were important for the Library to meet in order to achieve that vision and mission. The facilitator conducted a community-wide survey of Library users and non-users to understand people’s perceptions, attitudes, and use of the Library

Phase 3: Planning & Measurement. In this phase, the Task Force determined the “meat” of the strategic plan: the goals, objectives, and activities that would lead to key outcomes identified in Phase 2. This process was informed by the community survey as well as a series of focus groups that further explored Library opinions and communication. Additionally, a Finance Subcommittee met to determine viable funding strategies for the Library to explore. These pieces came together to form the final strategic plan, outlined in this document.

VISION, MISSION, VALUES

VISION:

TROY PUBLIC LIBRARY IS A PLACE WHERE PEOPLE ARE PARTNERS IN CREATING A VIBRANT AND PROSPEROUS COMMUNITY.

THIS VISION REQUIRES:

Acceptance, of people and of new ways of doing things
Engagement, in thoughtful decisions and purposeful action
Lifetime learning, available to everyone, at any stage of life

MISSION:

THE MISSION OF THE TROY PUBLIC LIBRARY IS TO BE THE COMMUNITY'S COLLECTION OF KNOWLEDGE AND ENTERTAINMENT, A PERSONAL RESOURCE FOR LIFELONG LEARNING, AND A VIBRANT SPACE FOR ALL.

WHAT THE MISSION MEANS IN PRACTICE

1. Community's collection of knowledge and entertainment

- The collection refers to books, music, movies at the Library, both digital and physical.
- The collection includes materials for information and knowledge as well as fun and entertainment.
- The collection must be built and maintained keeping community needs in mind.
- The collection must be responsive to changing community needs (both in content and format).

2. Personal resource for lifelong learning

- The Library provides resources not just through materials in the collection but also through librarians and Library staff – personal assistants for people's information needs.
- The Library can be the starting place for any question, on any topic, at any age.
- The Library provides classes and services to help people learn, as well as some programs geared towards educational or recreational outcomes.

3. A vibrant space for all

- The Library celebrates diversity and is capable of serving diverse populations.
- The Library is a welcoming place that has spaces suited for all ages.
- The Library is a hub for community events and programs – a gathering place.
- The physical space is an active, dynamic place where things happen.

VALUES:

WE COMMIT TO DOING THINGS WELL.

WE OFFER HIGH QUALITY PRODUCTS AND SERVICES. WHEN WE SEE A BETTER WAY, WE USE IT.

WE COMMIT TO BEING ADVENTUROUS.

INNOVATE TO LEARN. BE CREATIVE. RISK-TAKING IS ENCOURAGED.

WE COMMIT TO BUILDING RELATIONSHIPS.

WE ARE RESPONSIVE AND RELEVANT BECAUSE WE HAVE RELATIONSHIPS WITH THE PEOPLE WHO MAKE UP OUR COMMUNITY.

WE COMMIT TO SURPASSING EXPECTATIONS IN SERVICE.

WE SEE EVERY INTERACTION WITH OUR PATRONS AS AN OPPORTUNITY TO MAKE THEIR LIVES BETTER.

WE COMMIT TO LEARNING THROUGH A LIFETIME.

WE SEEK CONTINUOUS IMPROVEMENT FOR OUR STAFF, VOLUNTEERS, PATRONS AND COMMUNITY.

BACKGROUND RESEARCH

The strategic planning process began with a “State of the Library” report. This report brought together several information sources, including interviews with Library staff, usage statistics, the City of Troy Master Plan (2008) and City of Troy Community Survey (2011), and external reports on library trends and best practices. The report laid the groundwork for the whole strategic planning process, with background on the current state of the Library, the community, nationwide library trends, and current best practices from other libraries.

To inform the strategic planning process, independent Strategic Planning Facilitator Erin Gong conducted two community assessments.

- 1. Community Survey.** Conducted in October 2012, this online survey explored Library use, knowledge, and perceptions within the community. The primary sampling method was through an email sent to the City’s distribution list for Community Affairs (approximately 10,000). This method was supplemented with a press release to Troy news outlets (print and online) with a link to take the survey online. 907 people responded to the survey.
- 2. Focus Groups.** People who took the survey were also invited to participate in a focus group at the Library. We held four focus groups in November 2012, with a total of 39 participants. Because no non-users opted in to participating in the focus group, there were three focus groups of frequent Library users (visit every 2-3 weeks or more) and one focus group of less frequent Library users (visit once a month or less). Focus group discussions focused on rating different aspects of the Library, discussing how people stay informed about the Library, and describing a vision of the future of the Library.

Key findings from the two community assessments as well as the “State of the Library” report are highlighted in the next section and full reports are part of the appendix.

KEY FINDINGS

KEY FINDING 1: STRONG SUPPORT FOR LIBRARY, FROM A BROAD CROSS-SECTION OF THE TROY COMMUNITY

- 77% of survey respondents feel it is “extremely important” for Troy to have a public library. 89% feel it is either “extremely important” or “very important”.
- 78% of survey respondents feel the Library millage is a “good use of tax dollars”. Only 7% feel it is not a good use of tax dollars.
- Income is not strongly correlated with Library use. For each of four income brackets identified in the survey (\$0-50K, \$50-100K, \$100-200K, and \$200K+), between 60% and 69% of people in each bracket use the Library *at least* once a month.
- People from many races/ethnicities use the Library. Anecdotally, we see Library users from many different backgrounds. However, Troy Public Library does not only serve minority populations. Of those in the survey who identified as white non-Hispanics, 65% come to the Library at least once a month. Only 12% had never been to the Library.

KEY FINDING 2: LIBRARY OFFERINGS ARE GREAT, BUT COMMUNICATION IS KEY

- Many people don’t know about the Library’s services, particularly services that are not considered “traditional” Library offerings. For example, 39% did not know the Library offered assistance on how to use e-readers, and 26% did not know that you could download e-books from the Library. Said one respondent, “I never knew many of the things I learned about in this survey. I will check them out”.
- This communication gap exists for frequent users as well as infrequent users. On average, about 30% of people who didn’t know about a given program or service in the survey were people who use the Library at least 2-3 times each month.
- 53% of respondents say the Library “rarely or never” keeps them up-to-date on new movies. 39% say the same about new books and 27% say the same about new services.
- Focus group participants were consistently enthusiastic about the Library’s materials, resources, and services. Equally consistent was the desire for more communication from the Library about their offerings. From a focus group participant: “You need to communicate what you have. There’s a communication gap”.
- The Library’s best opportunity for increasing use from current users and non-users alike is to let people know what they can get from the Library, particularly beyond the “traditional library” mindset.

KEY FINDING 3: NEED FOR PARTNERSHIPS IN COMMUNITY

- The Library has recently had success in partnering with a few local businesses, for programs and fundraising. There is clearly room to grow this partnership model; however, in staff interviews (part of the “State of the Library” report) staff say they have barely enough (and sometimes not enough) time to meet day-to-day operational needs of the Library, making it extremely difficult to reach beyond the Library walls. Said one staff member, “At this point, we don’t have enough hours and enough personnel to get back up to our former level of programming.”
- Partnerships that support education and lifelong learning would resonate with people’s perceptions of the value of the Library: 95% of survey respondents strongly agree or agree that “a public library supports and enhances education in the community”.
- Focus group participants were very interested in the idea of the Library being a place to connect community members with community experts, on a wide range of topics. One focus group participant said: “There could be some extremely talented people in the community who could volunteer to come teach a class for the public.” Partnerships could enable this kind of robust offering.

KEY FINDING 4: TECHNOLOGY – MOVE FORWARD WITH 21ST CENTURY

- When survey respondents were asked what prevents them from using the Library, common open-ended responses were that they could get everything online, or the internet or e-readers make the Library unnecessary.
- This shift in technology is an opportunity for libraries to adapt services to a new model. The Library’s initial advances in technology have been well-received. Of those survey respondents who had heard of the Library’s e-book downloads, 28% have used the service “a few times” or “often.” 22% of respondents who had heard of the Library providing assistance with e-readers had taken advantage of that service.
- Focus group participants stressed the need for the Library to transition Library services to a 21st century technology model. They talked repeatedly of the benefits of the Library’s e-book and digital music downloads, as well as technology assistance services: “I use a lot of techno stuff. People are going to e-readers like the Kindle. We [need to] integrate it into the Library.”
- When asked about new services the Library could offer, respondents said the following:
 - 49% believed borrowing e-readers from the Library would “really” or “moderately” improve the Library.
 - 45% believed using debit/credit cards to pay Library fines **online** would “really” or “moderately” improve the Library.
 - 45% believed receiving books and DVDs through the mail would “really” or “moderately” improve the Library.
 - 36% believed using debit/credit cards to pay Library fines **at the Library** would “really” or “moderately” improve the Library.

KEY FINDING 5: RELATIONSHIPS WITH STAFF MAKE THE DIFFERENCE

- Focus group participants consistently cited staff interactions as critical to a good Library experience. Staff interactions were overwhelmingly positive, and made the difference between a good and great Library: “It’s critical for staff to interact with people who walk in the door.”
- 87% of survey respondents who had been to the Library before said Library staff are welcoming “always” or “most of the time”. 94% said the same of staff being knowledgeable.
- Perceptions of Library staff are critical to Library support. In the survey, people who strongly support the Library have higher opinions of Library staff.
- As with Key Finding 3 (Partnerships), staff needs time to build these crucial relationships with users and non-users alike, to improve their Library experience and connect them to the excellent resources available.

KEY FINDING 6: NEED TO DETERMINE A STRONG BUSINESS MODEL FOR THE LIBRARY, WITHIN AN ENVIRONMENT OF TRUST

- Currently, the Troy Public Library is funded through a millage of .7 mills for five years. When the millage expires, the Library needs a strong business model to continue.
- Nationwide, libraries are experiencing funding challenges similar to the Troy Public Library. Troy Public Library can be a leader in the field, in proactively seeking input from the community about Library levels of service and then determining a viable business model to support that service. The business model can look at ways to complement public tax dollars with support through donations, grants, and partnerships.
- The near-closing of the Library in 2011, and the surrounding political climate, continues to cast a shadow of uncertainty. In the community survey, 89% of people feel the Library is extremely or very important, but only 65% think the Library will continue and even grow. People believe the Library is important but are uncertain about its future.
- Library staff members are very enthusiastic about their jobs and their role in serving the Troy community through the Library. However, they are worried about job security and discouraged by the fact that only six out of 72 staff at the Library is full-time. Without a strong commitment to staff from City leadership, the staff is hesitant to make a strong commitment themselves. Many must seek other part-time work, and talented, energetic staff members who are given the choice of full-time work at another Library take that opportunity.
- As the Library pursues new strategies for funding, it needs an environment that uplifts and encourages, rather than an environment of uncertainty and doubt.

STRATEGIC PLAN GOALS, OBJECTIVES, & ACTIVITIES

GOAL 1: EXCEL AT USER EXPERIENCE

OBJECTIVE 1.1 (PRIORITY)

IMPROVE THE “FIRST IMPRESSION” AT THE MAIN ENTRANCE OF THE LIBRARY, SO PEOPLE FEEL WELCOMED, KNOW WHERE TO GO, AND LEARN WHAT THE LIBRARY HAS FOR THEM.

ACTIVITIES:

JANUARY – JUNE 2013 (QUICK WIN): INFORMATION DESK

- Experiment with operating a daily, staffed information “desk” (not necessarily physical) which provides users a focal point for general Library questions and an orientation to physical space, services, and programs.
- Gather informal feedback from users and staff about the desk. Make sure to talk to new or infrequent users – not just the regulars.
- Make specific recommendations for a long-term information “desk”.

JULY – DECEMBER 2013: ENTRANCE AREA RENOVATIONS

- Find and retain a consultant specializing in way-finding (see also Objective 1.2) to assess users’ experience entering the Library and recommend options for small-scale renovations to the circulation desk areas, used book drop offs, etc.
- Price out renovation options and decide which, if any, are feasible.

JANUARY – JUNE 2014: INFORMATION DISPLAYS

- Explore options for how to display a changing list of Library events and programs, new services, new books or movies, in the main entrance space of the Library.
- Pilot test some options, and gather informal feedback from users.
- Make specific recommendations for a long-term front entrance information display.

JULY 2014 – AUGUST 2015: IMPROVEMENT PLAN

- Based on above options (information desk, renovations, display) create an overall “first impression” improvement plan for the Library that meets three criteria: feeling welcomed, knowing where to go, and informed on what the Library has (programs, services, resources).
- Implement improvement plan and evaluate/refine.

MEASUREMENT:

- Feedback from users and staff about information “desk” and information display.
- User attitudes about feeling welcoming and being assisted as needed.
- User knowledge of Library happenings.
- Attitudes from new or infrequent users about getting quickly oriented to the physical Library.

OBJECTIVE 1.2 (PRIORITY)

MAKE IT EASIER FOR USERS TO NAVIGATE THE LIBRARY – FINDING MATERIALS AND FINDING PLACES (COMPUTER AREA, YOUTH AREA, RESTROOMS, ETC.) – THROUGH EFFECTIVE SIGNAGE, LOW-COST REORGANIZATION, AND INCREASED STAFF INTERACTION.

ACTIVITIES:

JULY – DECEMBER 2013: ENTRANCE AREA RENOVATIONS AND STAFF INTERACTIONS

- Continue to use and continually improve the new roving reference model to increase staff interaction with users at the Library.
- Find and retain a consultant specializing in way-finding (see also Objective 1.1) to assess users’ Library navigation and staff interactions (in regards to way-finding). Develop recommendations on specific, low-cost improvements in signage, reorganization, and staff positioning and accessibility.
- As part of this process, consider how to “translate” the current Dewey system into a more intuitive system for users. This could simply mean more intuitive signage, or a new organizational system (e.g. bookstore model).

JANUARY 2014 – JUNE 2015: IMPROVEMENT PLAN

- Prioritize consultant recommendations and form an implementation plan.
- Implement recommendations according to plan.

MEASUREMENT:

- Staff observations of how many users look lost or confused.
- Positive comments from users about way-finding in Library.
- Increased interactions between staff and patrons.

OBJECTIVE 1.3 (PRIORITY)

PROVIDE NEW LIBRARY CARDHOLDERS WITH A WELCOME PACKAGE AND ONE-ON-ONE TOUR OF THE LIBRARY AND INTRODUCTION TO ITS RESOURCES.

ACTIVITIES:

JANUARY – JUNE 2013 (QUICK WIN): WELCOME PACKAGE

- Create a first version of the Library Welcome Package. Could include:
 - Tips on using the Library.
 - Tips about when the Library is busy or quiet.
 - Online services and features.
 - Specific librarians to talk to about different topics.
 - International language speaking librarians.
 - Rewards redemption (e.g. free feature DVD rental) in order to track use.
 - Coupons to other area businesses, possibly with a “kick-back” donation to Library for each redemption.
 - Coordinate with Friends of the Troy Public Library to introduce people to the Book Shop and Friends Shop.
- Distribute the Welcome Package.
 - Train staff members on the Welcome Package, so they can answer questions as needed.
 - Determine how to distribute Welcome Package (e.g. handed out along with new Library cards, or, librarian sits down for brief conversation with users about the Welcome Package and the Library).
 - Start distributing Welcome Package to new users.

JULY – DECEMBER 2013: VOLUNTEER LIBRARY TOURS

- Develop a new user Library tour.
- Train a group of volunteers to give the tour.
- Schedule volunteers so they can be at the Library when new users receive their Library cards, and can give the tours on-demand.

JANUARY – JULY 2014: WELCOME PACKAGE

- Re-work the Library Welcome Package to better reflect the Library’s brand (Objective 2.1).
- Finalize the promotional materials from the package into “fit and finished” products.

MEASUREMENT:

- # of rewards redeemed from Welcome Package.
- # of tours given.
- Increased knowledge of how to use the Library and Library offerings (services, programs, and resources) for new cardholders.

OBJECTIVE 1.4:

SHIFT THE LIBRARY'S FOCUS ON COLLECTION DEVELOPMENT TO A FOCUS ON COLLECTION PROMOTION

ACTIVITIES:

JANUARY – MARCH 2013 (QUICK WINS!): IDENTIFY THE KEY ISSUES

- For one month, have staff track how much time they spend on collection development, as a baseline measurement.
- Gather feedback from staff on what is most time-consuming about collection development, what might make the process more efficient, and what circulation data or reports would help them in collection management (weeding, budget allocations to different topics or formats, etc).

APRIL 2013 – SEPTEMBER 2013: ASSESS COLLECTION DEVELOPMENT AND PROMOTION NEEDS

- Analyze circulation stats to identify areas in the collection that should be promoted more (consider low-circulation materials that could be interesting to more people or a specific audience as well as high- circulation materials that could be made more accessible).
- Assess current displays and promotions of collection, both physical and web-based.
- Gather feedback from staff about how the collection can be promoted more. Coordinate with Marketing staff (Objective 2.1) and the work under Objective 1.1 (“first impression” experience) about promotion options.

OCTOBER 2013 – DECEMBER 2013: DEVELOP RECOMMENDATIONS BASED ON ASSESSMENT

- Develop recommendations for collection promotion. Consider the following:
 - Technology tools for the Library to acquire to track circulation (e.g. Polaris, collectionHQ).
 - Technology tools for the Library to acquire or use more efficiently to reduce staff time required for collection development.
 - Appropriate balance of staff time on collection development and collection promotion.
 - Areas of the collection to promote (topics as well as formats – DVDs, audiobooks, etc).
 - Specific ways to promote the collection, both at the Library and also online – through the website, Facebook page, etc. How can patrons promote the collection to each other to alleviate staff time?

JANUARY 2014 – DECEMBER 2014: DEVELOP AND FOLLOW AN IMPLEMENTATION PLAN

- Develop an implementation plan for a new collection promotion strategy. Consider the following:
 - When will technology tools be acquired? Who will use them? How will people be trained?
 - If new data about circulation is being tracked, who will analyze and report out on the data? To whom will they report? What essential questions is the data meant to answer?
 - How will staff reallocate their time for collection promotion? How will they report out on this change?
 - What strategies will staff use to actively promote the collection? Who will be responsible for carrying them out? How will you track the effectiveness of these strategies?
- Follow implementation plan, and review progress on a semi-annual or annual basis.

MEASUREMENT:

- Circulation stats of materials being actively promoted.
- Change in proportion of # staff hours spent on collection development and collection promotion.

OBJECTIVE 1.5

INSTALL A DRIVE-UP DROP-BOX AT THE LIBRARY.

ACTIVITIES:

SEPTEMBER – DECEMBER 2013: IDENTIFY FUNDING MECHANISM FOR DROP-BOX

- Explore funding options for drop-box and determine the most feasible to pursue.

JANUARY – JULY 2014 – FUNDING, PLANNING

- Secure funding for drop-box.
- Obtain plans and estimates for all construction work.
- Make logistical plan for servicing the drop-box.

AUGUST – NOVEMBER 2014 –INSTALL

- Install drop-box.
- Implement logistical plan and change as needed.

MEASUREMENT:

- # of items returned in drop-box compared to inside return.
- Patron feedback about drop-box.

OBJECTIVE 1.6:

IMPLEMENT A TWO-WAY CONTINUOUS IMPROVEMENT PLAN FOR STAFF THAT INCLUDES 1) ANNUAL AND MONTHLY TRAINING AND 2) REGULAR ATTENTION TO STAFF MORALE, SCHEDULES, AND WORKLOAD.

ACTIVITIES:

JANUARY – JUNE 2013 (QUICK WIN): INFORMAL ASSESSMENT OF STAFF NEEDS

- Hold regular conversations with staff to discuss staff morale, schedules, and workload. Identify key areas that need to be addressed.

JULY 2013 – DECEMBER 2013 AGENDA AND ACTION ITEMS

- Set a year-long agenda of what to address in training, with some flexibility for things that “crop up”. Coordinate with other strategic plan objectives that may require training.
- Address staff needs that come up in assessment with appropriate action from Director or Department Heads.
- Work with Department Heads to develop staff schedules that allow for adequate off-desk time for staff to accomplish their day-to-day work responsibilities that are not related to customer service.

JANUARY 2014 AND ONGOING: FEEDBACK AND IMPROVEMENT; TRAINING

- Retain a consultant to conduct a pay survey of the Library compared with other libraries. Include an assessment of proportion of full- and part-time employees, and implications for employee retention.
- Continue to gather feedback from staff about how well their schedules meet their needs for providing customer service and accomplishing their work, as well as other aspects of staff morale and workload.
- For annual in-service training:
 - Determine a time, place, and format for annual in-service.
 - Promote in-service to staff and build excitement.
 - Develop a customer service standard for the Library as the basis of training.
 - Bring in a customer service trainer to provide customer service training.
- Values training:
 - Address values (from Strategic Plan) one by one during different mini-trainings.
 - Before the mini-training, provide staff a way to give their anonymous feedback on each value (How does Library support? How doesn't it support?).
 - Change Library policies and procedures to address most compelling needs that come up in feedback.
 - Provide mini-training to help employees more fully embrace the Values.
- Cultural awareness training:
 - Set a cultural awareness standard to be the basis of training.
 - Assess cultural awareness needs among staff.
 - Conduct training in-house or bring in a cultural awareness trainer (possibly same as customer service trainer).
 - Integrate customer service, cultural awareness, and values standards into hiring and staff review process.
 - Provide cross-training to staff on different departmental jobs, as needed.

MEASUREMENT:

- # of staff attending in-service.
- Staff feedback from in-service.
- # of mini-trainings held.
- Staff feedback from Values surveys.
- Attitudes of staff about appropriate balance of schedule and workload. Overall staff morale.

GOAL 2: INCREASE AWARENESS OF LIBRARY VALUE AND VIBRANCY

OBJECTIVE 2.1 (PRIORITY)

DEVELOP A NEW BRAND FOR THE LIBRARY AND ADHERE TO BRAND DEVELOPMENT BEST PRACTICES.

ACTIVITIES:

JANUARY – JUNE 2014: DEVELOP BRAND

- Once Marketing and Development Coordinator begins (see Objective 3.1), determine what the Library's brand message should be.
- Develop a logo and tag line, color schemes, fonts, etc. as part of the brand.
- Consider variations on the brand for different audiences (e.g. youth, teen, adult).
- Determine a set of brand development best practices for the Library to follow.

MEASUREMENT:

- # of best practices consistently followed.
- # people in Troy who can identify the Library's tag line and logo.

OBJECTIVE 2.2 (PRIORITY)

DEVELOP A COMPREHENSIVE PROMOTIONAL PLAN FOR LIBRARY SERVICES, RESOURCES, AND PROGRAMS, WITH PARTICULAR FOCUS ON THE LIBRARY'S DIGITAL SERVICES THAT BRING THE LIBRARY TO PEOPLE.

ACTIVITIES:

SEPTEMBER – DECEMBER 2013 (QUICK WIN): ESTABLISH THE BASELINE

- Identify and informally assess the Library's current promotional approaches, including promotional activities started within this strategic plan.
- Present this assessment to the new Marketing and Development Coordinator (see Objective 3.1) to bring him/her up-to-speed on current Library promotional activities.

JANUARY – JUNE 2014: DEVELOP AUDIENCE-SPECIFIC PROMOTIONAL PLAN

- Identify key audiences to target for potential growth, including current and non-users. Start from the audience assessments done in this strategic planning process.
- Identify needs of those audiences that are within the Library's mission to meet. Focus particularly on the Library's digital services such as e-books and online databases that could be promoted as ways the Library comes to people.
- Match current the Library services, resources, and programs to the needs.
- Identify the best marketing channels to reach audiences.
- Develop a promotional plan to market to those audiences. Build off of work done in other promotional and partnership-related objectives within this plan.

JULY 2014 AND ONGOING: IMPLEMENT AND EVALUATE PROMOTIONAL PLAN

- Implement and evaluate overall promotional plan.
- Coordinate promotional plan with work done under Goal 1 of this strategic plan (excel at user experience).
- Consider the following areas for promotion:
 - Entertainment resources.
 - Technology assistance and resources, particularly things that bring the Library to people, rather than requiring that people come to the Library.
 - Teen space.
 - User-specific resources such as ESL (talk time, databases), homeschoolers, special needs.
 - Specific cultural or ethnic communities who derive value from the Library.
- Create a process/channel for staff to get their programs promoted. Ensure that all programs are promoted consistently and with the brand/message determined in Objective 2.1.
- Develop mechanisms for continuous feedback loops from users.

MEASUREMENT:

- # of audiences identified.
- # of marketing channels used to reach audiences.
- # of people attending programs, circulation stats, usage stats.
- # of staff-run programs promoted through appropriate channels.
- Increased community awareness of Library services, resources, and programs.
- Increased use of the Library.

OBJECTIVE 2.3 (PRIORITY):

DEVELOP ACTIVE COMMUNICATION CHANNELS THROUGH EMAIL AND SOCIAL MEDIA.

ACTIVITIES:

JANUARY – JUNE 2013 (QUICK WIN): START TRACKING E-NEWSLETTER USE THROUGH EMAIL MARKETING MANAGEMENT SYSTEM

- Set up an email marketing management system (e.g. Constant Contact, iContact, MailChimp). Use a system that allows you to:
 - Design your email templates, insert the Library logo, etc. with the system.
 - Create multiple emailing lists.
 - Track “opens” and “clicks” for emails.
 - Transfer current e-newsletter email database to the email marketing management system and use the management system to send out the e-newsletter and track response rates.
- Begin sending the Library e-newsletter through this system and track opens and click-through rates.

JULY – DECEMBER 2013: EXPERIMENT WITH ONE CUSTOMIZED EMAIL UPDATE

- Determine one kind of email update for users to sign up for (e.g. “Events”, “Library Tips & Tricks”, “New Releases in Adult Fiction”, “Books of the Month for Preschoolers”).
- Advertise the email update through the current e-news.
- Begin sending emails through this customized list.
- Track sign-ups and responses to determine success of customized list.

JULY 2014 AND ONGOING: AGGRESSIVE EMAIL AND SOCIAL MEDIA COMMUNICATION

- Based on promotional plan, develop a plan for email and social media communication with Library audiences.
- Consider ways to foster multi-directional communication (Library to users, users to Library, users to users).

MEASUREMENT:

- # of recipients on e-newsletter and customized email.
- % increase in # of recipients over time.
- % open emails, % click on emails.
- # of people communicated to through social media channels.

OBJECTIVE 2.4:

WORK WITH SENIOR CENTER AND SENIOR HOUSING MANAGERS TO INFORM SENIORS OF LIBRARY SERVICES.

ACTIVITIES:

JANUARY – JUNE 2013 (QUICK WIN): MAKE CONTACTS

- Contact Troy senior centers, assisted living and other senior housing managers to ask if they are interested in informing seniors of Library services.
- Create database for record keeping.

JULY 2013 AND ONGOING: INFORM AND STAY CONNECTED

- Schedule group tours for seniors through centers and housing managers.
- Develop Library tour and Welcome Packages specifically for seniors (coordinate with Objective 1.3).
- Conduct tours and provide Welcome Packages for seniors. Include a “next steps” or “who to talk to next” guide so seniors have a clear idea of what to do next to use their Library.

MEASUREMENT:

- # of seniors who tour the Library.
- # of Welcome Packages distributed.
- # of new Library cards from seniors who tour the Library.

OBJECTIVE 2.5:

INFORM PARENTS OF K-12 STUDENTS ABOUT LEARNING EXPRESS LIBRARY AND BRAINFUSE, AS WELL AS OTHER LIBRARY RESOURCES TO SUPPORT KIDS' LEARNING

ACTIVITIES:

JANUARY – MARCH 2013 (QUICK WIN): MAKE CONTACTS

- Contact Troy schools to ask if they are interested in a regular column from the Troy Public Library in their monthly parent newsletter.
- Coordinate with local school media librarians to find ways to support the school curriculum and enhance the school's Library services.
- Create a spreadsheet of schools, contacts at the school, and the school's interest/involvement for record-keeping.

APRIL 2013 AND ONGOING: INFORM AND STAY CONNECTED

- Find out preferred format and deadlines from all participating schools, and determine a format/schedule for monthly column based on that.
- Determine a clear focus and format for the column. For example, a “Rad Resources” column that primarily features different aspects of the Library’s educational databases, but can also highlight other resources offered by the Library that are of interest to parents.
- Write a monthly column for newsletters.
- Routinely gather feedback from informal conversations with Library parents, Troy Public Library librarians, and school librarians/teachers about what resources are of most interest. Write about those resources.

MEASUREMENT:

- Increase in usage stats of educational databases after promoting through newsletters.
- # of schools with column in newsletter.

GOAL 3: DEVELOP A ROBUST INFRASTRUCTURE FOR COMMUNITY SUPPORT AND PARTNERSHIP

OBJECTIVE 3.1 (PRIORITY)

FORM A DEVELOPMENT TEAM AT THE LIBRARY TO AGGRESSIVELY PURSUE INNOVATIVE PARTNERSHIPS AND SUPPORT OPPORTUNITIES WITH COMMUNITY MEMBERS, ORGANIZATIONS, AND BUSINESSES.

ACTIVITIES:

JANUARY 2013 – DECEMBER 2013: FORM DEVELOPMENT TEAM

- Make three critical hires to form a new Development Team for the Library:
 - Full-time Marketing and Development Coordinator to identify and pursue outside sources of funding to supplement Library millage, and to promote and market the Library.
 - Part-time assistant to the Library Director to help with development activities and day-to-day Library operations so the director is free to pursue community and business partnerships aggressively.
 - Part-time volunteer coordinator to manage a robust volunteer program that focuses on bringing in community experts who can serve as highly skilled volunteers and free staff time for Library operations.
- The Development Team is designed to aggressively explore and pursue partnership opportunities that can support a more sustainable and robust Library.
- Identify key stakeholders for the Library to engage in meaningful, win-win support opportunities. For example, schools, stay-at-home parents seeking to keep resumes active, businesses, expert volunteers, strong Library users and supporters who can volunteer to help accomplish Library initiatives
- Based on those identifications, pursue other objectives under this Goal.

MEASUREMENT:

- Appropriate staff hired within time frame.

OBJECTIVE 3.2 (PRIORITY)

EXPAND AND STRENGTHEN PARTNERSHIPS WITH TROY AND REGIONAL BUSINESSES.

ACTIVITIES:

JANUARY 2014 – JUNE 2014: SET THE PLAN

- Develop a database of current and prospective business partnerships to track relationships and activities with different businesses.
- Work with City of Troy Community Affairs and Troy Chamber of Commerce to identify potential business partnerships.
- Develop a pitch that the Library can give to businesses on win-win partnership opportunities.
- What kinds of partnerships have worked well in the past?
- How have partnerships benefited businesses? The Library?
- What are some additional ideas for events, cross-promotions, services, etc.?

JULY 2014, AND ONGOING: BUILD CONTACTS AND PARTNERSHIPS

- Identify 8-10 businesses to contact for partnerships. Identify the best method to contact each (e.g. third-party introduction, existing relationship).
- Contact businesses to see if they would like to partner with the Library.
- Cultivate partnerships through appropriate events, cross-promotions, shared services, etc.
- Follow up afterward with informal assessments of how things went, and projected next steps.
- Return to businesses on a regular basis for repeat events (e.g. turning an event into something that happens annually).
- Over time, develop a clear process for business partnership development, so it becomes easy for both the Library and businesses to engage in mutually beneficial partnerships.
- Create a Library “menu” of resources geared towards businesses to highlight what the Library has to offer businesses in Troy.

MEASUREMENT:

- # of business partnerships.
- # of businesses contacted.
- # of events, commitments (posted fliers, for example) made between the Library and businesses.
- Amount of revenue generated or donation/sponsorship through Friends of the Troy Public Library due to business partnerships.

OBJECTIVE 3.3 (PRIORITY)

WORK WITH THE FRIENDS OF THE TROY PUBLIC LIBRARY TO INCREASE MEMBERSHIP, REACH FUNDRAISING GOALS, AND PLAN SPECIFIC PROGRAMS

ACTIVITIES:***JANUARY – JUNE 2013 (QUICK WINS!): SET A DATE***

- Set a date in coordination with Friends of the Troy Public Library and Troy Chamber of Commerce for a business open house at the Library.
- Support the Friends of the Troy Public Library traveling bags (promotional materials at programs).
- Use Friends of the Troy Public Library brand standards when promoting them through programs.

JULY 2013 AND ONGOING: MEMBERSHIP, BUSINESS OPEN HOUSE AND COORDINATION

- Coordinate with Friends of the Troy Public Library on the annual date for Friends membership drive.
- Publicize Friends membership drive at the Library.
 - Consider target markets for membership (e.g. frequent Library users, young singles, empty-nesters, families with young children).
 - Create marketing campaigns designed for target market.
 - Coordinate the campaign with the Library's promotional plan.
- Assist in the coordination of a business open house at the Library, in partnership with Friends of the Troy Public Library and Troy Chamber of Commerce.
- Coordinate an annual program plan between the Friends of the Troy Public Library and Library staff in order to share resources and maximize programming to meet community needs.

MEASUREMENT:

- # of people attending business open house.
- # of new and renewing Friends members.

OBJECTIVE 3.4 (PRIORITY):

DEVELOP A ROBUST VOLUNTEER PROGRAM TO ENGAGE HIGHLY SKILLED VOLUNTEERS, LEVERAGING THE EXPERTISE OF THE TROY COMMUNITY.

ACTIVITIES:

JUNE – DECEMBER 2013: INITIAL OUTREACH AND PROJECTS

- Once volunteer coordinator has been hired, identify 2-3 high priority projects for the Library that expert volunteers could assist in.
- Seek out expert volunteers.
- Develop and use a process to assess volunteer capacity to align with project needs.
- Execute projects using expert volunteers.
- Assess feasibility and next steps.

JANUARY 2014 AND ONGOING: VOLUNTEER PROGRAM DEVELOPMENT

- Continue to develop the volunteer program.
- Consider channels to reach volunteers, and engaging a wide scope of volunteers.
- Develop public recognition opportunities and appreciation events for volunteers.
- Begin to manage the volunteer activities across the Library departments.
- Communicate volunteer successes with public and City Council.

MEASUREMENT:

- # of expert volunteers engaged.
- # of volunteer hours.
- Estimated \$ equivalence of volunteer time, particularly with expert volunteers.

OBJECTIVE 3.5:

COLLABORATE REGULARLY WITH CITY OF TROY DEPARTMENTS TO SHARE SERVICES AND ENHANCE PROGRAMS.

ACTIVITIES:

JANUARY – JUNE 2013 (QUICK WIN): INITIAL MEETINGS

- Hold 1-2 informal (e.g. over lunch) meetings with counterparts in other City departments to explore departmental needs – in community programming and also in internal information use (e.g. a City department may benefit from using Library databases they currently don't know about or don't know how to use).
- Identify “low-hanging fruit” collaborations – small-scale activities that would be mutually-beneficial to each department – and act on them. For example, including Library information in the new resident packets coordinated by Community Affairs Department.

JANUARY – JUNE 2014: TRANSITION TO DEVELOPMENT

- Transition relationships with City of Troy departments to Marketing and Development Coordinator (Objective 3.1).
- Continue to identify collaborative opportunities. These could include:
 - Opportunities to enhance efficiencies (share internal services, reduce duplication of effort).
 - Cross-promotion, referrals.
 - Cross-programming or complementary programming.
- Collaborate and informally evaluate with counterparts and determine how to continue collaboration.
- Depending on interest and level of success, possibly create a regular (month, quarterly) meeting time with City departments to talk about collaborative opportunities. This could be an informal lunch meeting, where people share perspectives, exciting happenings in their department, or pressing needs they are trying to address. Or this could be a formal meeting with agendas set ahead of time – an interdepartmental task force of sorts.
- Attend meetings between City and developers to get word out about the Library.
- Share collaborative outcomes with City Council and the public.

MEASUREMENT:

- # of collaborative ventures completed each year.
- # of departments in conversation with Library.
- Specific joint outcomes with other departments.

OBJECTIVE 3.6:

EXPERIMENT WITH CREATING A MODULAR PLATFORM FOR TAKING LIBRARY PROGRAMS AND SERVICES “ON THE ROAD”

ACTIVITIES:

JULY – DECEMBER 2013 (QUICK WIN): POSSIBLE GRANT FUNDING

- Look into options for grant funding to support this or a similar project.
- Contact potential funders and talk about the idea.
- Assess what pilot testing or partnerships need to be done in advance of applying for funding.

JANUARY 2014 – AUGUST 2014: APPLY FOR GRANT FUNDING

- Put together staff team to do grant application, and to be the project team upon grant award.
- Determine audience for the platform (e.g. elementary students, seniors, or preschools). Consider the following:
 - The Library needs a relationship with organizations or businesses that serve the audience, so the Library can set up a pilot test of the platform.
 - The audience should have a clear use for current Library services.
 - What content would be most useful or needed with the audience and event. Do they need to learn how to use the Library? Do they want to supplement a special program (birds of prey, anime, creative writing)?
- Get commitment from organizations that serve those audiences, to be participants in the project.
- Develop an overall project design and write grant applications. Seek outside grant-writing expertise if needed.

JANUARY 2015 – DECEMBER 2015: IMPLEMENT THE PROJECT

- Implement the project as outlined in the grant narrative.
- Pilot test the platform. Evaluate what worked well, what didn't, and what you would want to add or change for the next time.
- Repeat the process with different audiences or events. In refining the platform, work towards a “framework” that can stay the same every time, in which specific content is switched.

MEASUREMENT:

- Amount of grant funding applying for and received.
- # of platform presentations done.
- # of people served by platforms.
- Informal feedback on how useful people find platforms.

OBJECTIVE 3.7

WORK WITH CITY MANAGEMENT AND CITY COUNCIL TO SECURE STABLE FUNDING FOR THE LIBRARY

ACTIVITIES:

JANUARY 2014 – JUNE 2014: ANALYZE AND DETERMINE LEVELS OF SERVICE FOR THE LIBRARY

- Retain an audience development consultant to assess community needs and wants in terms of Library service.
 - Include levels of service (e.g. # days open a week, hours, etc).
 - Include types of service (ereaders, ebooks, website features, collection development, etc).
- Conduct assessment with a robust and representative sample of the community.
- Make recommendations for levels and types of services based on assessment.
- Discuss recommendations with City Management and City Council to determine desired levels and types of service for the Library in the future.

JULY 2014 – DECEMBER 2014: DEVELOP BUSINESS MODEL

- With City Council and City Management, determine options for funding different aspects of the budget (e.g. what can be supported through grants, donations, business partnerships, and what can be supported through a millage).
- City Council and City Management determine millage rate to support levels and types of service identified above.

JANUARY 2015 – DECEMBER 2015: SUPPORT AND PROMOTE MODEL

- City Council and City Management support and promote the Library millage referendum.
- The Library staff continues to seek out other funding options such as grants, donations, and partnerships, as outlined in Appendix 1: Current Funding Model and Options.

MEASUREMENT:

- Data on desired levels and types of services.
- Budget numbers to support level of service.

STRATEGIC OUTCOMES

The strategic goals, objectives, and activities are designed to achieve the following outcomes for Troy residents, businesses, Library users, and Library staff.

Goal #1: Excel at User Experience

Troy residents	<ul style="list-style-type: none"> • Believe the Library is a cornerstone for education in the community. • Believe the Library is a great resource for entertainment. • Are confident the Library will be open in the future. • Know what resources, services, and programs the Library offers. • Feel Library resources can help them in their everyday lives.
Business partners	<ul style="list-style-type: none"> • Know the depth and breadth of resources, services, and knowledge the Library can offer.
Troy residents and business partners	<ul style="list-style-type: none"> • See the Library as an active destination for the Troy community.
Staff	<ul style="list-style-type: none"> • Believe promotion, PR, and marketing is essential. • Actively promote the Library.

Goal #2: Increase Awareness of Library Value and Vibrancy

Users	<ul style="list-style-type: none"> • Can easily use online and digital services, even for the first time. • Know about upcoming Library events and programs. • Know about new Library materials and services. • Know how to “use” the Library (e.g. find materials, get librarian help). • Feel comfortable approaching staff for help.
Staff	<ul style="list-style-type: none"> • Provide consistent and excellent customer service. • Have cultural awareness. • Are easily approachable.

Goal #3: Build a Robust Infrastructure for Community Support and Partnership

Users	<ul style="list-style-type: none"> • Know about Friends of the Troy Public Library. • Support Friends of the Troy Public Library through donations and shopping.
Business partners	<ul style="list-style-type: none"> • Know how to team up with the Library. • Offer great skills and services to Troy through Library partnerships.
Staff	<ul style="list-style-type: none"> • Know how to reach out to businesses. • Develop relationships with potential new business partners.
City Council, City Management, and Library management	<ul style="list-style-type: none"> • Have a shared understanding of the levels and types of service the Library should provide to the community. • Have a shared understanding of how the Library can feasibly be funded.

IMPLEMENTATION

The Director of the Troy Public Library will be responsible for implementing the 2013-2015 Strategic Plan, with the help of Library staff and support of the City of Troy. Additionally, the strategic planning Task Force that was convened for the purposes of creating this plan will meet on a semi-annual basis to review progress on the plan, offer suggestions and assistance, and recommend course corrections or changes when needed.

The Troy Public Library millage expires in 2016, and many aspects of this strategic plan (particularly Goal #3) are meant to address how the Library can be funded in the future. Together, the Library, residents, City Management, and City Council need to determine desired levels and types of service for the Library to provide. Additionally, the Library needs to explore new funding options through its Development Team created within this strategic plan. Based on that, we can extrapolate the necessary millage rate to support the desired level of service, with support from other funding options.

The Strategic Plan is designed with a series of “Quick Win” activities that can be achieved quickly once the plan is underway. We hope this enables the Library to immediately implement portions of the plan while working towards long-term objectives that are broader in scope or more difficult to achieve immediately.

The Strategic Plan will be communicated with the community through the City of Troy website; Troy Public Library website and Facebook page; quarterly newsletter, Troy Today; and made available in paper copies at the Library. We will also communicate out to local media outlets about the plan. Additionally, as events, programs, services, etc. are accomplished as part of the objectives within the strategic plan, they can be highlighted as working towards the Library’s strategic plan, so community members see how the strategic plan is implemented throughout 2013-2015.

APPENDIX MATERIAL

APPENDIX 1: CURRENT FUNDING MODEL AND OPTIONS

HOW IS TROY PUBLIC LIBRARY CURRENTLY FUNDED?

TAX DOLLARS

- The primary mechanism for public library funding is public tax dollars, per the Constitution of the State of Michigan. The Troy Public Library is currently funded by a dedicated millage of 0.7 mills through June 30, 2016.

OTHER SOURCES OF FUNDING FROM THE STATE OF MICHIGAN

- State Aid (about \$25,000 per year. This is used to pay for the Library's membership in the Suburban Library Cooperative, which provides access to MelCat, interlibrary loans, delivery of materials, etc).
- Penal Fines (about \$100,000 per year).
- Personal Property Tax (approximately 10% of the Library's budget, or \$310,000).

OTHER SOURCES OF REVENUE

- Fines.
- Rental items (books, DVDs).
- Fees (exam proctoring, faxing, printing, copies).
- Selling Library cards to non-residents (\$200/year).
- Café vending machines.
- Donations.
- Art gallery exhibits and display case fees.

RAISING MONEY THROUGH THE LIBRARY

WAYS THE LIBRARY CAN RAISE MONEY

- Planned Gifts.
- Grants (available grants are used to fund special projects, NOT operating expenses).

WAYS THE LIBRARY CANNOT RAISE MONEY

- Solicitation of corporate sponsorships.
- Solicitation of donations for naming rights.
- Gifts and donations in exchange for cross promotions.
- Silent auctions, exchanging goods for money.

ALTERNATIVE STRUCTURES FOR THE LIBRARY

PUBLIC-PRIVATE PARTNERSHIPS OR MERGING WITH ANOTHER ORGANIZATION

- Small-scale partnerships between other organizations and the Library could expand Library offerings and provide some revenue streams, or at the very least cross-promotion.
- Large-scale partnerships have the potential to create a new entity that would be governed by representatives from both communities (e.g. City of Troy and the partnering organization). Caution should be used in large-scale partnerships because they have the potential to dilute the “public” aspect of the Library.

PUBLIC, BUT NOT CITY-AFFILIATED, LIBRARY

- The Library would be governed by a Board of Directors rather than the City of Troy, and would be funded, at least in a major degree, through a millage.
- Offers more flexibility and possible efficiencies in technology, HR, and building; loses close integration with City operations.
- Opens doors to fundraising and sponsorships that are not legal for the Library in its current structure.

THE FRIENDS OF THE TROY PUBLIC LIBRARY

- The Friends of the Troy Public Library are a non-profit, 501©3 organization.
- The Friends of the Troy Public Library is an independent organization, with its own Board of Directors.
- The Friends of the Troy Public Library is a volunteer-run, volunteer-led organization.
- The Troy Public Library Director does not have jurisdiction over the Friends of the Troy Public Library.

POTENTIAL OPTIONS TO EXPLORE AS PART OF THE LIBRARY’S BUSINESS MODEL

- The Library can pursue aggressive partnerships and sponsorships with Troy businesses. The Library would need to include the Friends of the Troy Public Library as the entity accepting donations to use towards the Library.
- The Library can use expert volunteerism by expanding the current volunteer program so experts can be sought after and vetted to perform high-level projects with the Library (e.g. examining possibilities for improved wayfinding, teaching classes, doing lecture and discussion groups).
- The Library can increase coordination with the Friends, to increase membership, support, and shopping at the Friends bookshop in the Library.
- The Library can seek for grant funds to fund special projects.

METHODOLOGY

In October 2012, the Troy Public Library conducted a community-wide, online survey about Library use, knowledge, and perceptions, in order to inform the strategic plan. Our primary sampling method was through an email sent to the City's distribution list for Community Affairs. The list has approximately 10,000 emails on it. The distribution list represents a broad cross-section of people who live and work in Troy. People who signed up to be on this list were interested in receiving information and communication from the City generally, and are not specifically aligned with the Library.

A press release was delivered to Troy news outlets (print and online) briefly describing the survey, with a link to take the survey online. This method was meant to reach additional Troy residents who may not directly connect themselves to the City via opting into a distribution list. Only 2.5% of responses came from this sample.

RESPONDENTS

- 97.5% of responses came from the primary sampling method of the community affairs and communications distribution list.
- 86% of respondents live in Troy. 9% of respondents work in Troy but do not live in Troy.
- Respondents represented a good cross-section of Library users, by frequency of use.
- Respondents represented a broad spectrum of income levels.
- White (not Hispanic) race/ethnicity is overrepresented in this survey. Asian is underrepresented and Black or African-American is slightly underrepresented. This can be determined by comparing the race/ethnicity percentages on the survey with data from the 2010 Census for Troy.

Graph 1: Frequency of Visits (Library and website)

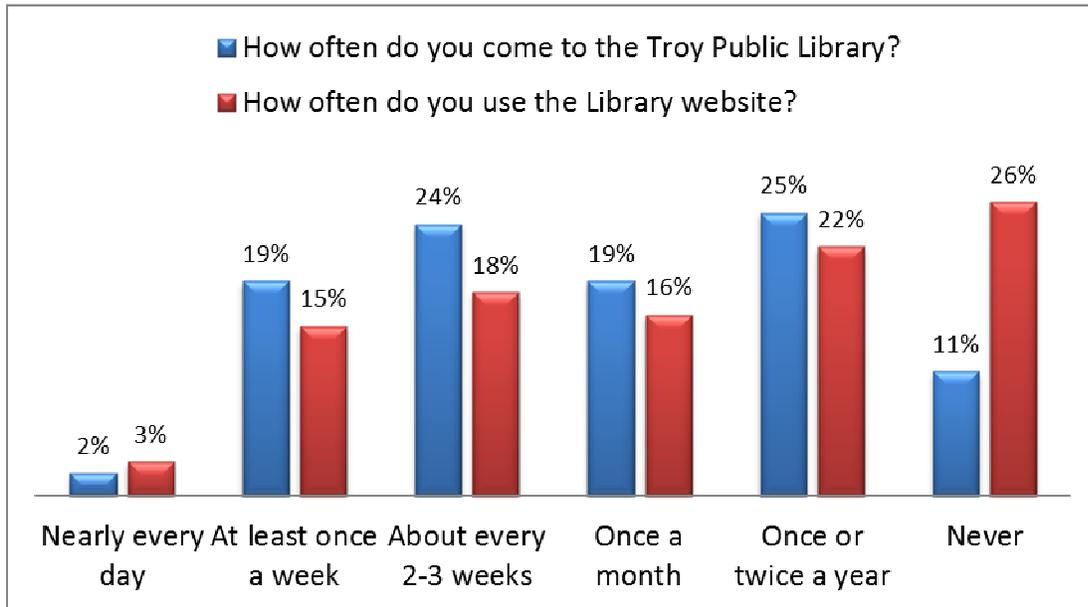


Table 1: Income

Income (family)	#	%
\$0-\$49,999	108	17%
\$50,000-\$99,999	248	38%
\$100,000-\$199,999	247	38%
\$200,000+	45	7%

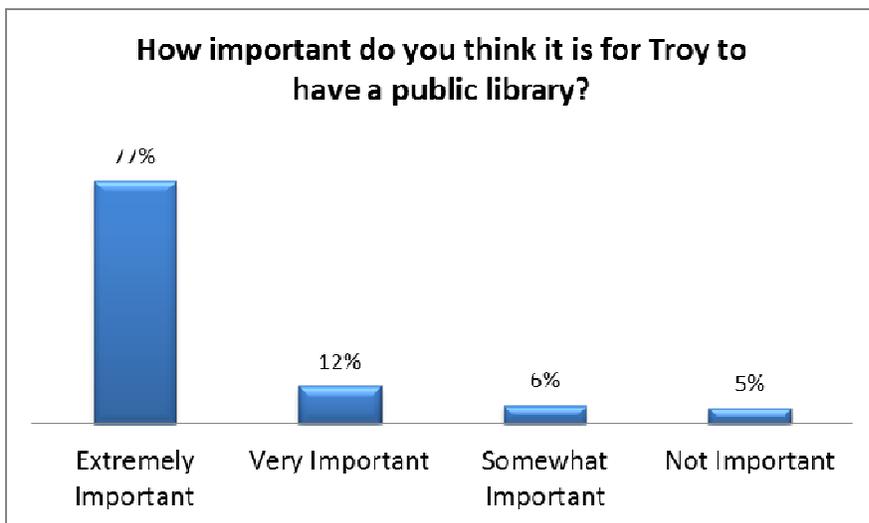
Table 2: Race/ethnicity

Race/ethnicity	#	%	2010 Census
White - Not Hispanic or Latino	646	87%	73.0%
Asian	50	7%	19.0%
White - Hispanic or Latino	23	3%	2.0%
Other	11	1%	
American Indian or Alaskan Native	8	1%	0.2%
Black or African-American	8	1%	4.0%
Native Hawaiian or Pacific Islander	0	0%	0.0%

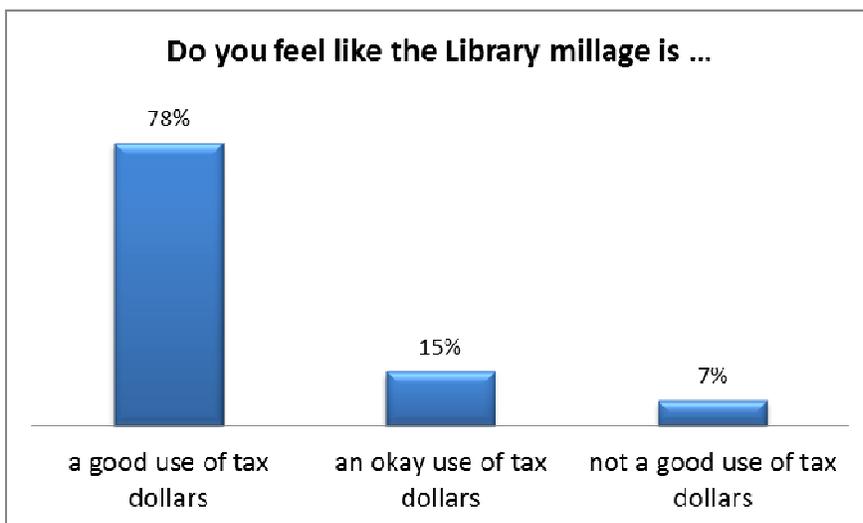
ATTITUDES ABOUT THE LIBRARY

Attitude about Library’s future (graph 4) is incongruent with attitudes toward value of Library (graph 2). That is, **89% of people feel the Library is extremely or very important, but only 65% think the Library will continue and even grow. It seems that people believe the Library is important but are somewhat uncertain about its future.**

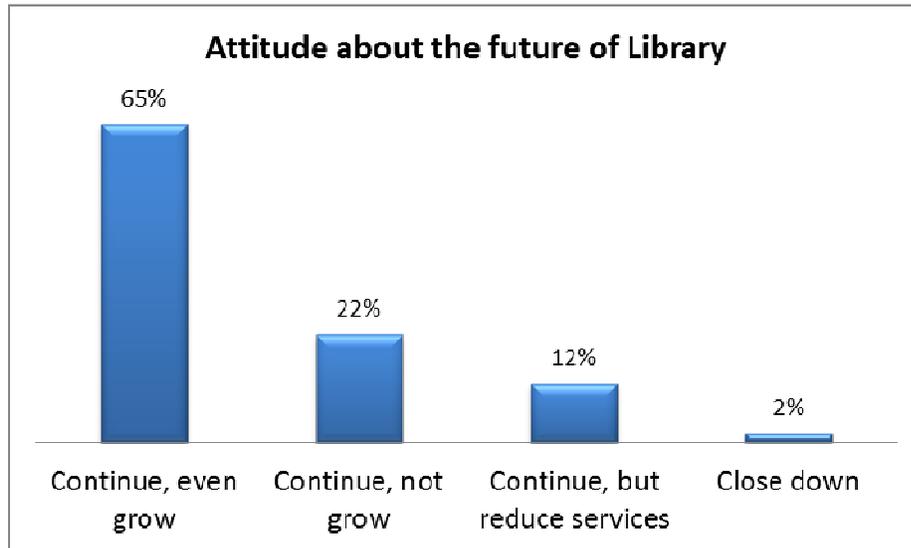
Graph 2: Importance of Library



Graph 3: Millage



Graph 4: Future of Library



From open-ended response, three main attitudes towards the Library emerged:

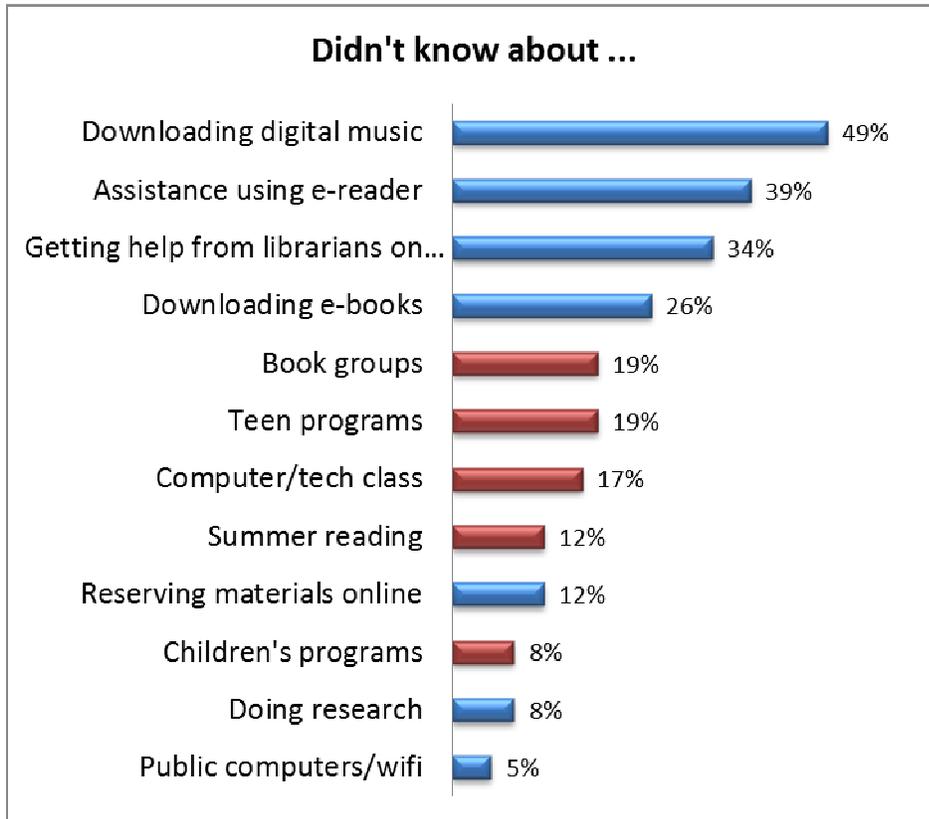
1. Users – use often, Library is a mainstay; support and want to help.
2. Supporters – Library is important to the community; many used to use but under different life circumstances (e.g. when kids young, when retired).
3. Unnecessary – Library is not a needed public good, often because of technology changes and greater availability of books and resources digitally.

KNOWLEDGE GAP

SERVICES AND PROGRAMS PEOPLE DON'T KNOW ABOUT

People don't know about many Library services (shown in blue, compared to programs shown in red), particularly in new technology. The Library's technology services are its best kept secret.

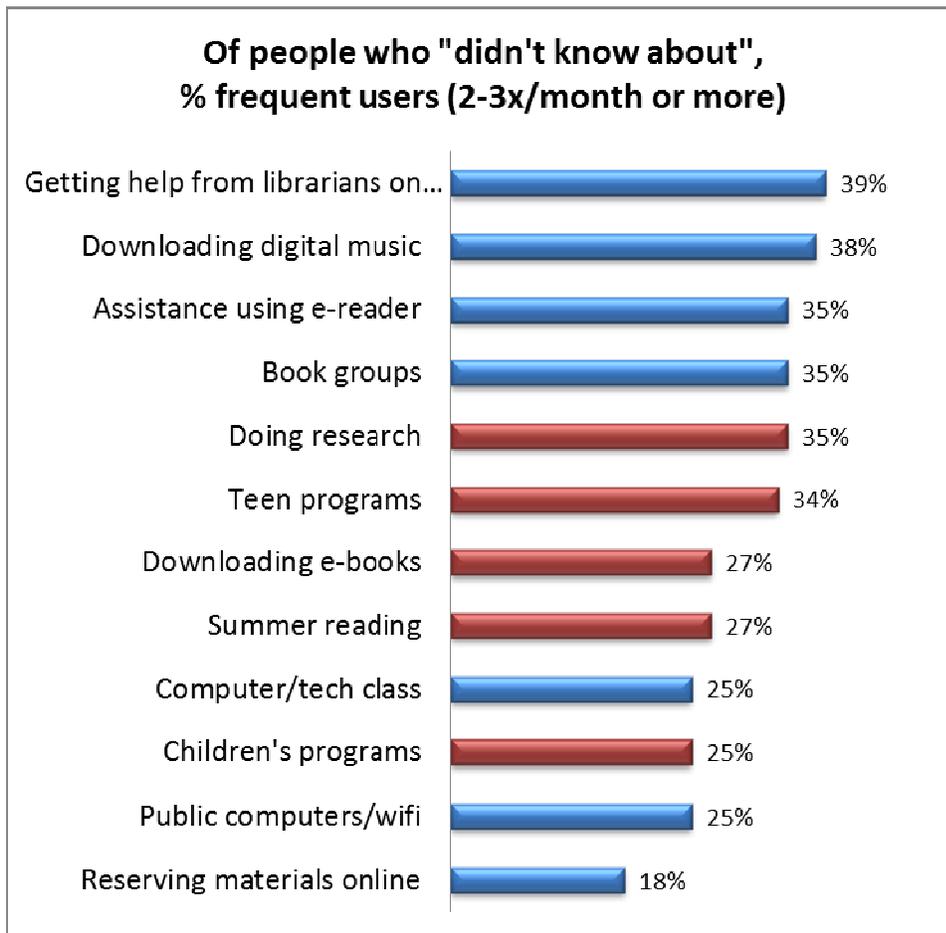
Graph 5: Services and programs people don't know about



FOR PEOPLE WHO DIDN'T KNOW ABOUT IT, WHAT % ARE FREQUENT USERS?

On average, about 30% of people who don't know about a given program or service are people who use the Library at least 2-3x/month.

Graph 6: Of those who "don't know" what percent are frequent users



COMMUNICATION

From open-ended comments on how people found out about or stay up-to-date on the Library:

- Respondents' general attitude is that they don't hear enough about the Library – they need more communication.
- Many recommended email lists for various announcements (new books, movies, programs, and events).

Table 3: How people become users

How people become users
Born using libraries
Seek it out for a specific reason and have good experience
Hear from others

Table 4: How people hear about the Library

How hear about Library
Friends and neighbors
Local papers
Check online
Troy Today
City emails (Library emails?)
Notices at the Library (hit and miss)
Facebook mentioned a few times

USAGE TRENDS

WHAT PEOPLE COME TO THE LIBRARY FOR

Table 5: Why people come to the Library (ordered by most to least important for driving visits).

When come to the Library, there to ...	Never	Rarely	Sometimes	Often
Pick up or drop off materials	3%	5%	21%	71%
Let my children use the library	46%	7%	15%	32%
Learn something new	20%	1%	36%	23%
Study, work, or read on my own	36%	20%	24%	19%
Get help on something	29%	29%	33%	8%
Attend a program	33%	30%	28%	9%
Socialize, interact with others	52%	24%	17%	6%

Additional reasons to visit (from “other” option)

- Volunteer.
- Using computers or internet.
- Shop for used books or donate books.
- Genealogy, databases.
- Attend meetings.

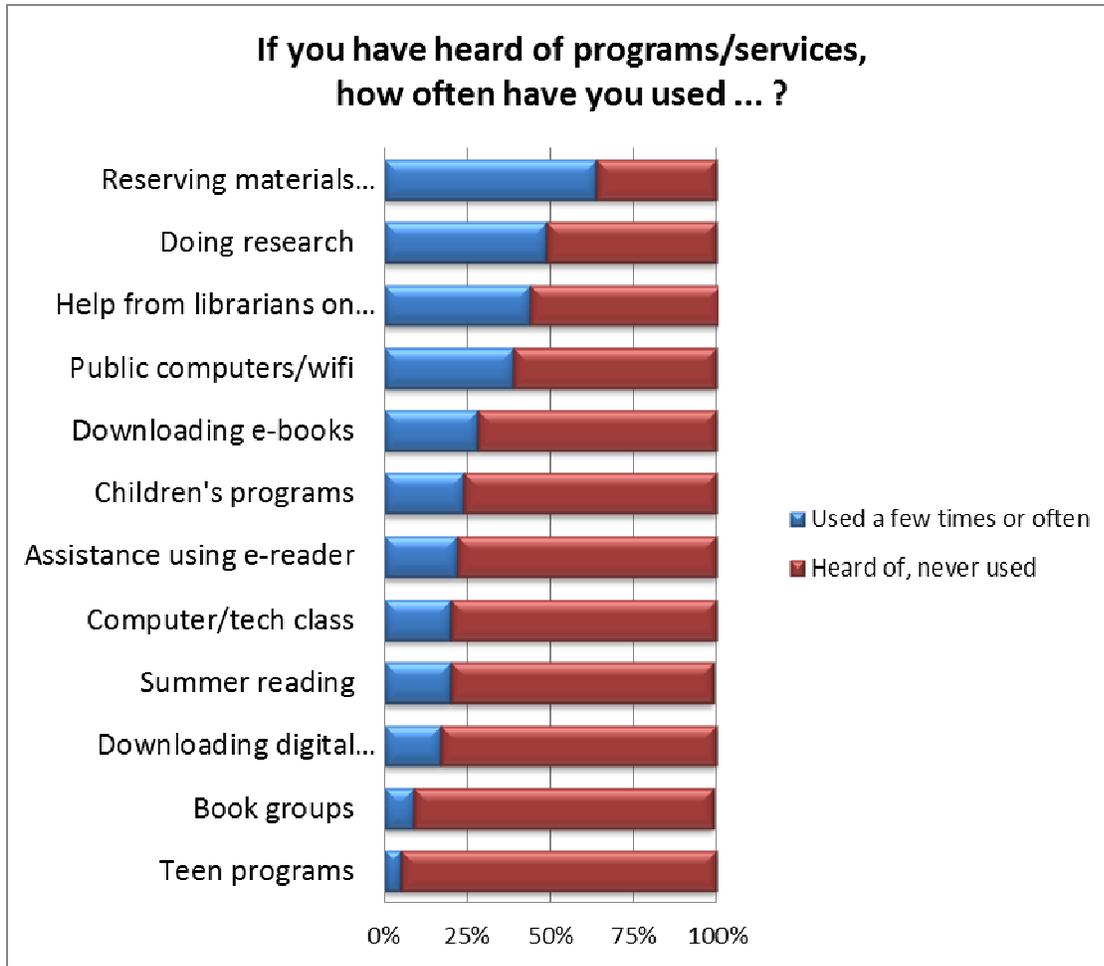
KNOW FRIENDS OF THE TROY PUBLIC LIBRARY

Table 6: Awareness of the Friends of the Troy Public Library

Do you know what Friends of the Troy Public Library is?	%
Yes	71%
No	16%
Not sure	12%

USE OF PROGRAMS, SERVICES

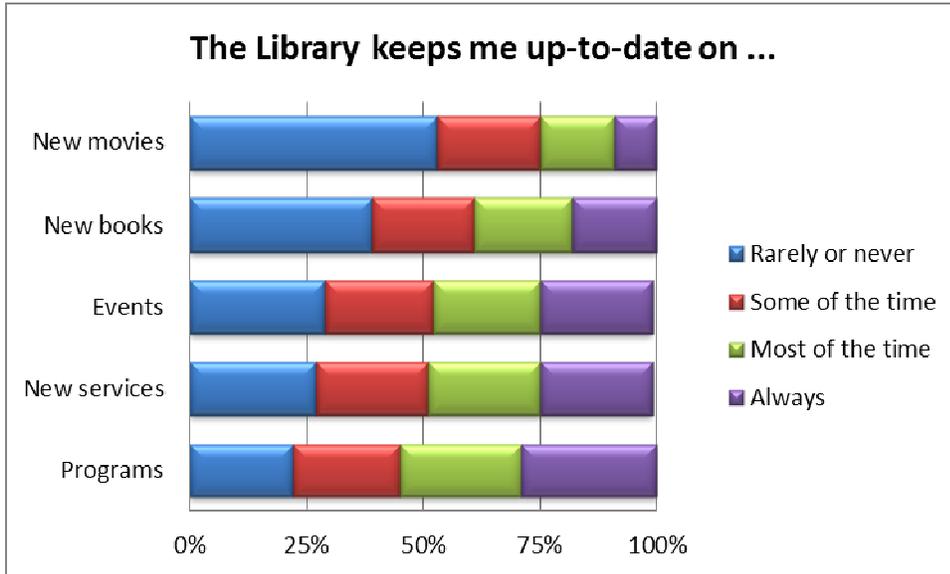
Graph 7: Use of programs and services



HOW IS THE LIBRARY DOING?

KEEPING PATRONS UP-TO-DATE

Graph 8: Staying up-to-date



STAFF

Graph 9: Opinions of staff



REASONS NOT TO COME

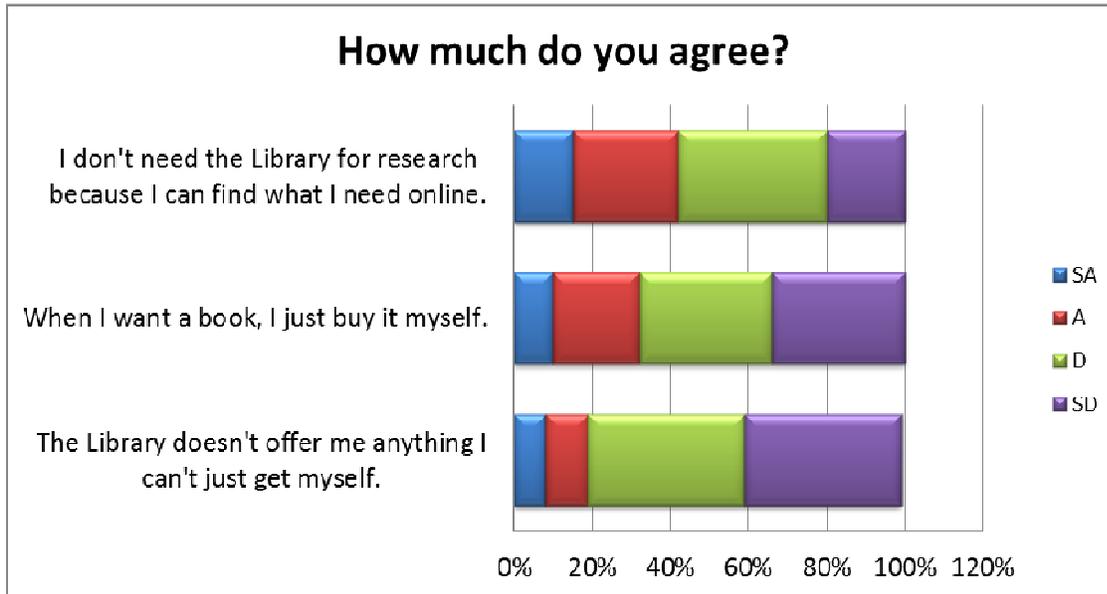
Table 7: Factors that prevent from using Library

What prevents you from using the Library?	%
I have to wait to get the books and movies I want.	10%
The Library's location is out of the way.	8%
The Library doesn't have book and movies I'm interested in.	7%
It is inconvenient.	6%
The system is too complicated. I want to have books and movies just "one click" away.	2%
Poor customer service from Library staff.	2%

Table 8: Additional factors, from "other" section

Factor	# times mentioned
Not applicable, use all the time, nothing prevents	89
Alternatives to Library	55
<i>Get everything online</i>	28
<i>Buy or rent own books, ebooks, movies, etc</i>	18
<i>Use ereader now, so don't use Library</i>	7
<i>Use another library</i>	2
Too busy	36
Don't have a need for Library	33
Hours problematic	32
Other	67
<i>e.g.: too lazy, Library disorganized, parking an issue, life circumstances prevent</i>	

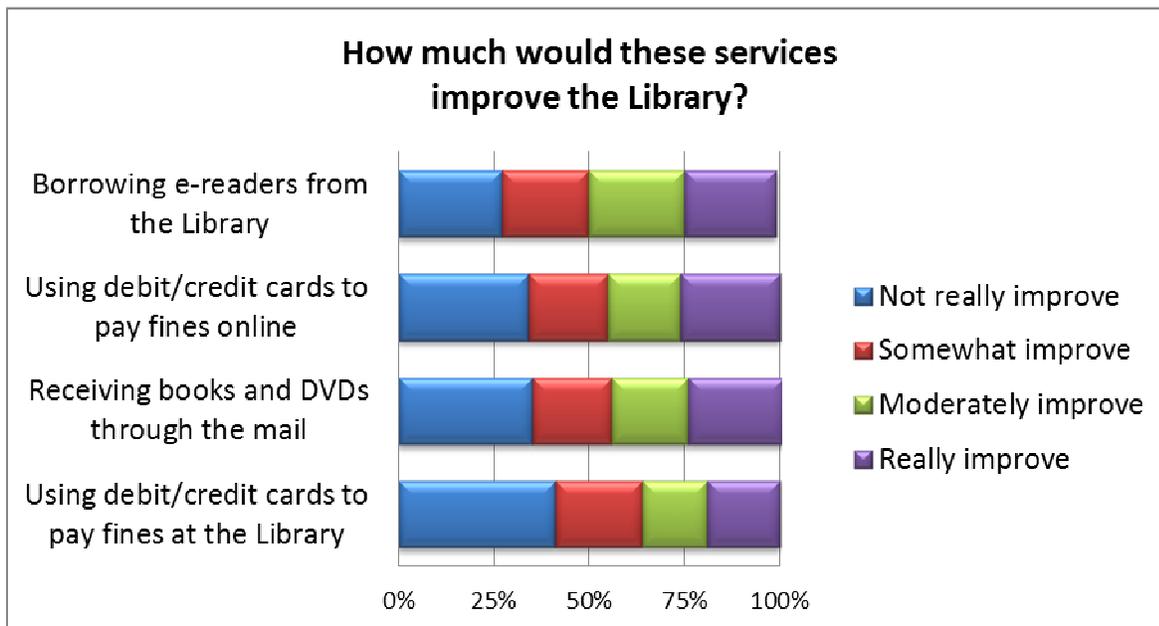
Graph 10: Alternatives to the Library



POTENTIAL SERVICES

POTENTIAL SERVICES TO IMPROVE THE LIBRARY

Graph 11: Potential services



SERVICES REQUESTED IN “OTHER” SECTION

Very common

Drive up drop-off box.

Rework hours.

- Open on Friday – find different day to close.
- Hope to expand hours.

Somewhat common

Lower overdue fines.

Concerns with mailing model and credit/debit cost – would this be good value for cost?

COMMUNICATING VALUE

REACTIONS TO DIFFERENT VALUE STATEMENTS

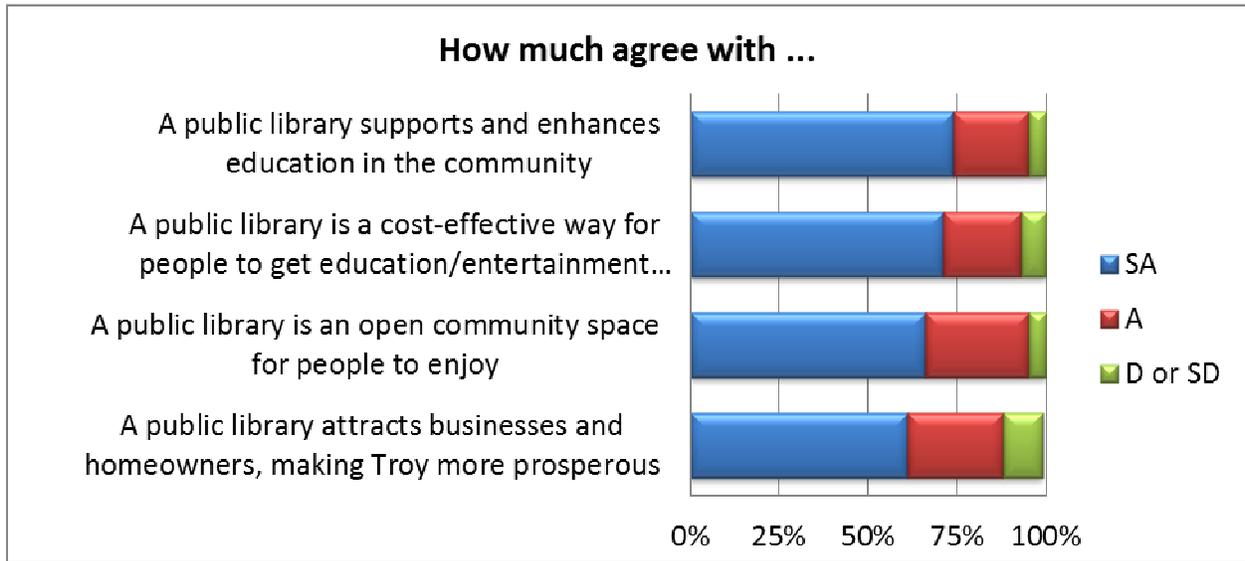
In an experimental design, in addition to being asked about each of these statements at the end of the survey, respondents were asked (at random) one of these 4 statements halfway through the survey. Immediately following they were asked how important the Library is. We were looking to see if different messages had “priming” effects – did the Library seem more important when they were primed to think about education, versus prosperity, versus space, etc.

In a variety of statistical tests, the effects of messaging were consistent, but small, and correlate with the simple “agree-disagree” graph on the right.

Most effective value statements, in order:

1. Education
2. Cost-effective OR Space
3. Prosperous

Graph 12: Attitudes about library value statements

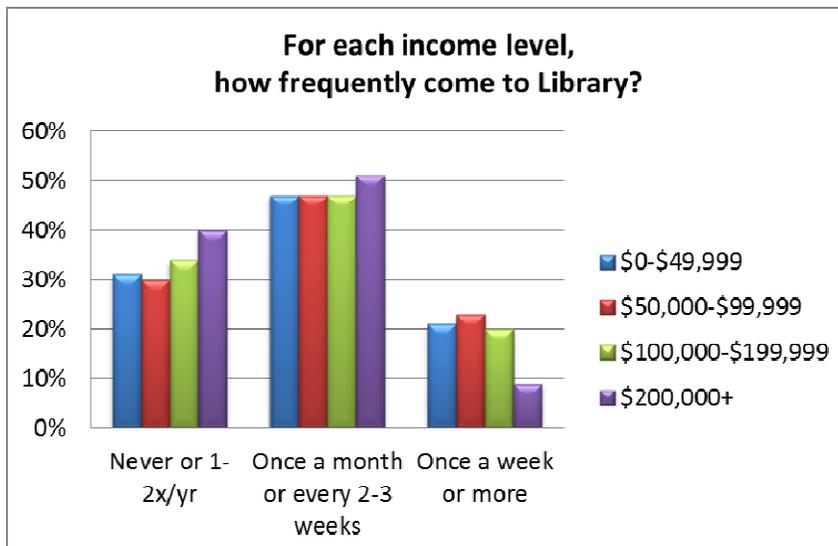


AUDIENCE SEGMENTS

DIFFERENCES BETWEEN USERS AND NON-USERS

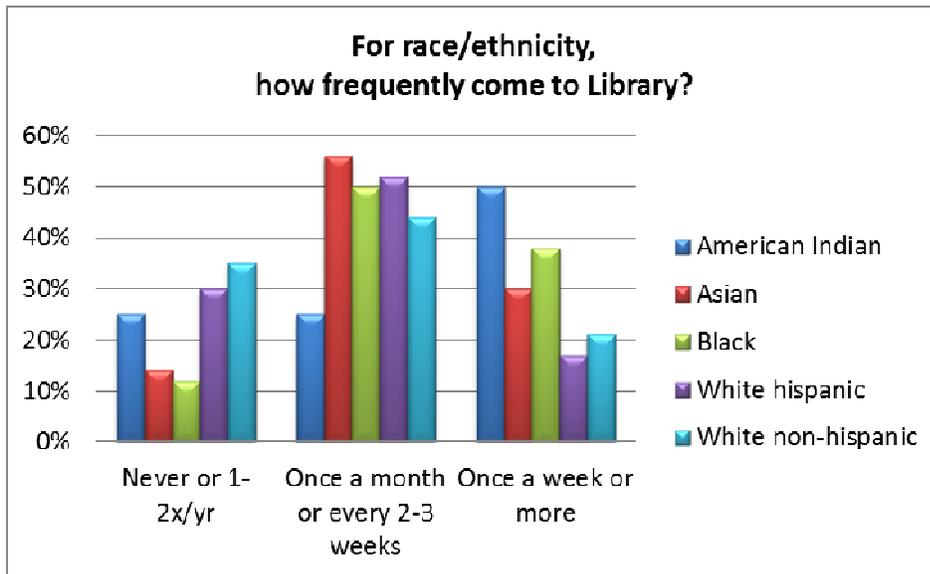
Income is surprisingly flat. Most incomes are well-represented at the Library. The only exception is the highest bracket (\$200,000+) which drops in attendance at “once a week or more”. Keep in mind the sample size at this bracket is small (45 people total).

Graph 13: Income and frequency

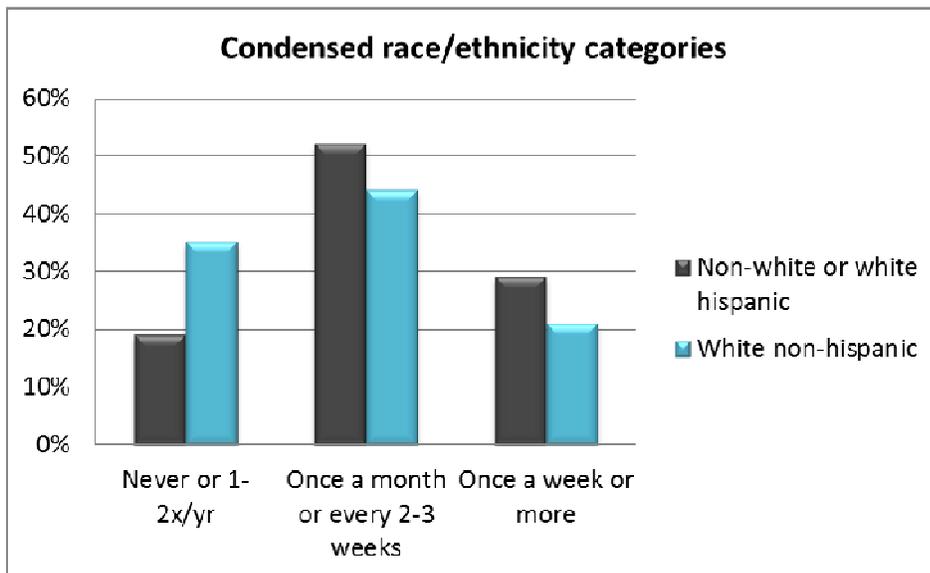


Again, race/ethnicity well-represented at the Library. It does seem that non-white races tend to have more representation at “once a week or more” than “never or 1-2x/hr”. This is shown more clearly in the condensed chart below.

Graph 14: Race/ethnicity and frequency



Graph 15: Race/ethnicity and frequency, condensed



Note: We anticipated running a cross-section with citizenship, voter registration, and voting behavior questions. However, few respondents answers these questions in anything but the positive, so there is not enough data to work with.

This page outlines data from the survey specific to non-users: those who reported never coming to the Library.

- 8% of survey respondents (74; removed people who don't live in Troy).
- Never come to Library.
- With a handful of exceptions, never come to website.
- Of those who know about Library services, resources, or programs, almost none have used them.
- 23% report that one thing that prevents them from using the Library is that it is inconvenient.
- Slightly higher income (more people in \$100-200K range than \$50-100K: 48% and 25% respectively, vs 38% and 38%).
- Almost exclusively white (61 out of 63 reporting race, indicated "white not Hispanic").

Communication:

- 54% never heard of many Library services and resources.
- 36% never heard of Library's programs .

Support:

- 54% think things like debit/credit cards at the Library, receiving materials through the mail, or borrowing e-readers would "Really improve the Library".
- 70% think these things would either "really improve the Library" or "moderately improve the Library".
- 22% believe the Library is extremely important to Troy.
- 29% believe the Library is not important to Troy.
- 33% believe the Library millage is a good use of tax dollars.
- 36% believe it is not a good use of tax dollars.

- 24% agree or strongly agree (same breakdown for each) that ...
 - The Library doesn't offer anything they can't just get themselves.
 - When they want a book, they buy it.
 - They don't need the Library for research, because they get what they need online.
- 76% agree or strongly agree that a public library is
 - An open community space for people to enjoy.
 - Supports and enhances education for the community.
 - Attracts businesses and homeowners, making Troy more prosperous.
 - Cost-effective way for people to get education and entertainment materials.

Library Lovers

Users/Supporters, 427

Criteria: Use once/mo +, Library is extremely important and millage good use of tax dollars.

Income: Similar to Advocates: middle to high ranges.

Race/ethnicity: More diverse (85% white, 6% Asian)

Use: Use everything more often than other groups (with exception of coming for children). More likely than Barebones users to have: reserved books, get help from librarians, do research, go to children's programs, and go to book groups.

Communication: Most updated of Library materials, programs, and services than any other group. Follow overall trends of being more updated on programs, events, services; less on books; even less on movies. More likely to know about assistance with e-readers than other groups.

Opinions: High opinions of staff.

Other potential services: Top-rated service is borrowing e-readers. One of least enthusiastic groups about mailing materials.

Barebones Users

Users/Non-Supporters, 96

Criteria: Use once/mo +, Library is very, somewhat, or not important OR millage okay or not good use of tax dollars.

Income: Split. Of all groups, has the highest proportion in "high" income (13% make \$200K+) but also has highest proportion in low-middle income (45% make \$50-\$100K).

Race/ethnicity: Highest proportion of Asian (18%, compared to 7% average for groups).

Use: Second highest reason to come is to bring their children to the Library, but not necessarily for programs (programs rank in 5th of 7 reasons).

Communication: More updated on movies than any other group. Slightly less informed on Library offerings than Library Lovers.

Opinions: Moderate to low opinions of staff.

Prevent from coming: Wait time for materials. See going online as alternative to using Library.

Other potential services: Top-rated service is mailing materials.

Advocates

Non-user supporters, 123

Criteria: Use 2x/year or less, Library is extremely important and millage good use of tax dollars.

Use: 21% (26) never visited Library; but 14% accessed the website 1/month or more.

Income: Similar to Library Lovers: middle to high ranges.

Race/Ethnicity: Similar to Critics. 92-93% white non-hispanic.

Use: More people from this group come to the Library to get help than any other group.

Communication: Similar pattern to Library Lovers, but lower % updated overall. Like Critics, don't know about e-books, digital music, or programs on using computers; but do know "classic" Library offerings like books, public computers, research, and children's programs.

Opinions: Highest opinions of staff.

Prevent from coming: Location and "other". See buying materials themselves and going online as alternatives to using Library.

Other potential services: Most positive towards everything; top-rated service is mailing materials.

Critics

Non-Users/Non-Supporters, 139

Criteria: Use 2x/year or less, Library is very, somewhat, or not important OR millage okay or not good use of tax dollars.

Use: 45% (62) never visited Library; but 9% accessed the website 1/month or more.

Income: Slightly higher overall.

Race/Ethnicity: Similar to Advocates. 92-93% white non-Hispanic.

Use: Same as Barbones Users – 2nd highest reason to come is to bring their children to the Library.

Communication: Similar pattern to Library Lovers, but very low % updated overall. Like Advocates, don't know about e-books, digital music, or programs on using computers; but do know "classic" Library offerings like books, public computers, research, and children's programs.

Opinions: Lowest opinions of staff.

Prevent from coming: Inconvenient. See many alternatives to the Library (buy themselves, go online).

Other potential services: Top-rated service is mailing materials.

APPENDIX 3: FOCUS GROUP REPORT

METHODOLOGY

We held four separate focus groups, with different participants, in November 2012 to discuss their opinions about the Library. Discussions focused on rating different aspects of the Library, discussing how people stay informed about the Library, and describing a vision of the future of the Library. Specifically, participants were taken through the following exercises:

1. Rate whether you agree or disagree with the following statements about the Library. Then discuss as a group whether it was an easy decision to agree or disagree, or if it was hard to decide, and why.
 - The Library is easy for people to use.
 - The Library is a welcoming place for everyone.
 - It's easy to find things at the Library.
 - The Library website is really useful.
 - I usually know what programs and events are going on at the Library.
 - I usually know when new books or DVDs hit the shelves.
 - I usually know about the Library's newest technology service.
2. Given a list of Library materials, programs/events, and resources/services, identify which are the "highlight" of the Library.
3. What would you like to see the Library start doing? Stop doing? Continue doing?
4. How do you find out about what's going on at the Library?

<i>Check the appropriate column for each.</i>	Often	Sometimes	Rarely or Never
Talking to Library staff			
Fliers or posters at the Library			
Library e-newsletters			
Facebook			
Library website			
Reading about the Library in the news			
Word of mouth (friends, family, coworkers)			

PARTICIPANTS

Respondents from the community survey (Appendix 2) were asked if they would like to participate in a focus group at the Library. 168 people indicated interest. We emailed those people to sign up for one of four different time slots. We ended up with 45 people signed up for four different focus groups.

We had a total of 39 participants show up for the focus groups. Because no non-users opted in to participating in the focus group, we had three focus groups of frequent Library users (come every 2-3 weeks or more) and one focus group of less frequent Library users (come once a month or less). Each focus group had between 8 and 12 people in it.

FINDINGS

ATTITUDES ABOUT THE LIBRARY

- *The Library is easy for people to use.* Yes, but only if you've used it before and know what you're doing. New people may have a hard time using the Library. Staff is very helpful and often offers assistance. If someone doesn't know what to do but is able to talk to a staff member, they will likely have a very good experience.
- *The Library is a welcoming place for everyone.* Yes.
- *It's easy to find things at the Library.* Yes, if you have experience. It's not intuitive. Librarians and staff are very helpful.
- *The Library website is really useful.* Yes, for using the catalog to find books, and to renew books. Other than that, the website is confusing – it's unclear where to access things and the electronic resources are not highlighted well. Also, several people cited problems with using MelCat. It is not well-integrated on the Library's website.
- *I usually know what programs and events are going on at the Library.* If they know they're interested in a type of program, they can figure out when and where it is. But overall feeling that communication about programs and events is passive – the Library is not actively reaching out to them to let them know what's happening.
- *I usually know when new books or DVDs hit the shelves.* No. Again, it's something they have to look up. Many do not know that they can use a search filter to find new books and DVDs in the catalog – this is not intuitive.
- *I usually know about the Library's newest technology service.* Yes and No. Feel it is easier to keep up on new technology services than on other things, but again they feel they seek out the information rather than the Library giving it to them.

LIBRARY HIGHLIGHTS

In general, the following items were mentioned frequently by focus group participants:

- Books.
- Ebooks.
- Movies and audiobooks.
- Children’s program.
- Online research and resources (e.g. databases). *But people generally didn’t know much about these. They sounded interesting and useful to them.*

START, STOP, CONTINUE

Start

- More communication.
- Getting more info to users about online databases and resources.
- Expert talks and forums from community members; more chances to interact.
- Drop box.

Stop

- Being closed on Fridays.

Continue

- Ebooks and technology services – grow this!
- Great programs.
- Great collection.

HOW THEY FIND OUT ABOUT WHAT’S GOING ON

The TOP of the table are the MOST COMMON ways to hear about the Library.

How often (1 is high) do you hear about the Library	Through what channel
1.5	Library website
1.86	Reading about it in the news
1.94	Enewsletter
2.03	Fliers or posters at the Library
2.05	Talking to librarians
2.25	Word of mouth (friends, family)
2.71	Facebook

SUMMARY

Overall, we learned from the focus groups that communication from the Library is critical. People enjoy what the Library has to offer, but they only know the “tip of the iceberg” in terms of the services and resources available to them. People typically learn about the Library by actively seeking out information. There is great opportunity for the Library to build a robust communication network with users and non-users alike, to increase awareness and use of the Library.

Additionally, the focus groups told us that people are excited about integrating technology into the Library. They want to see a Library that embraces e-books and mobile websites and digital downloads. To focus group participants, the Library has a strong role to play in the community, for years to come.

APPENDIX 4: COMPARISON OF TROY PUBLIC LIBRARY TO PEER LIBRARIES

Statistical Comparison of Area Libraries (2011-2012)

Library Population Served	Annual Budget	Circulation Statistics	Annual Visits	# of hrs open/ week	# of Days open Day(s) closed	Staff			Director Salary
						FT	PT	Sub	
Birmingham 31,481	\$3,176,112	721,380	325,976	67	7	14	31	14	\$86,800
Bloomfield Twp 41,070	\$5,419,132	894,241	433,033	68.5	7	*19	*32		\$115,000
Brighton *39,594 (YR 2000)	\$1,605,265	526,805	286,412	51	Win: 6 (Thur) Sum: 5 (Thur/Sun)	*7	*18		\$65,650
Canton 90,173	\$4,969,210	1,951,445	594,492	72	7	16 18	61		\$92,000
Clawson 11,825	\$476,250	85,530	74,938	40	5 Win: Fri/Sun Sum: Sat/Sun	1	12		\$64,595
Madison Heights 29,694	\$530,065	114,789	109,074	56	6 Sunday	3	10	4	\$89,388
Novi 55,264	\$2,683,487	759,021	371,274	62 Win 58 Sum	Win: 7 Sum: 6 (Sunday)	18	52		\$73,300-\$102,600
Plymouth 36,656	\$3,476,000	1,032,560	398,000	67	7	14 5/6	56		\$105,500
Rochester Hills *100,269 (YR 2000)	\$4,227,000	1,861,311	1,500- 2,000 per day	71	7	*20	*37		\$130,915

Library Population Served	Annual Budget	Circulation Statistics	Annual Visits	# of hrs open/ week	# of Days open Day(s) closed	Staff			Director Salary
						FT	PT	Sub	
Royal Oak 57,236	\$2,335,440	300,674	381,849	60	6 (Sunday)	10	27/28		\$77,000
Southfield 82,532	\$7,926,061	650,000	625,000	67 Win 63 Sum	Win: 7 Sum: 6 (Sunday)	28	89		\$90,000
Sterling Heights 129,699	\$2,565,210	614,905	484,259	57.5	6 (Sunday)	16	29	2	\$115,175
Troy 81,000	\$3,008,495	1,300,000		55	6 (Friday)	6	62	4	\$94,860
Warren 134,056	Exp: \$3,325,443 Rev: \$5,800,658	478,255	326,386	Main (WCV): Win: 58 Sum: 54 Branches Avg: 46.3	Win: 7 Sum: 6 (Sunday) Branches: 6 (Sunday)	*11	*22		\$91,911
Westland *87,000(YR 2000)	\$1,797,593	479,386	*221,543	69	7	*8	*24		\$78,000
West Bloomfield (incl Westacres) 89,656	\$4,860,773	2,785,702	2,500 per day	65	7	*20	*31		n/a
Royal Oak 57,236	\$2,335,440	300,674	381,849	60	6 (Sunday)	10	27/28		\$77,000
Southfield 82,532	\$7,926,061	650,000	625,000	67 Win 63 Sum	Win: 7 Sum: 6 (Sunday)	28	89		\$90,000

APPENDIX 5: STATE OF THE LIBRARY REPORT

In consideration of space and formatting, in the Microsoft Word version of this Strategic Plan, the State of the Library report is included as a separate PDF. In the printed version of this Strategic Plan, the State of the Library report begins on the following page.

**Inside the
Library**

**The
Community**

**Broader
Perspectives**

Case Studies

**Troy Public Library
State of the Library Report
Prepared by Erin Gong, July 2012**

Background

This “State of the Library” report is part of the Troy Public Library’s 2012 strategic planning process. The findings of this report will be used as the groundwork for a “Visioning” session with the Strategic Planning Task Force, to determine the library’s mission, vision, and values. The report is organized into 4 sections:

1. Inside the Library. An-depth look into the current state of the library.
2. The Community. An overview of Troy as a city, community, and place to live and work.
3. Broader Perspectives. Nationwide trends in libraries, and frameworks for the future of libraries.
4. Case Studies. A collection of best practices and ideas from other libraries facing challenges similar to the Troy Public Library.

This report was compiled using several information sources:

- Interviews with Library Staff, 2012. I conducted interviews with 10 library staff (full and part time, in varying departments) during June-July 2012. The “Inside the Library” section of this report is informed by the patterns that emerged from the interviews, and supported by quotes and some quantitative information.
- Usage statistics, 2008-2012. The “Inside the Library” section is informed by usage statistics from TPL for several years of operation, as well as data collected annually from the Michigan Public Library Annual Report/State Aid Application (publicly accessible). This data set includes most Michigan public libraries.
- Library Space Needs Assessment, 2008. This is a report on a space needs assessment and facility study conducted for TPL in 2007-2008. The study included a facility assessment and sizing forecast as well as community input through interviews. The study informs “Inside the Library” and “The Community”.
- City of Troy Master Plan, 2008. The Master Plan was prepared through the Planning Commission of the City of Troy, to guide city goals, policies, and decision-making. This plan informs “The Community”.
- *Rise and renewal: SEMCOG’s 2040 Forecast*, Semscope, Spring 2012. Quarterly publication of SEMCOG, Southeast Michigan Council of Governments. This report informs “The Community”.
- *City of Troy Community Survey*, 2011. This is a report of research conducted by Ed Sarpolus, Target-Insyght. It is based on a survey of 400 registered voters city-wide, and it was commissioned by the Troy City Council to ascertain acceptable level of service in core city services and determine what services citizens are willing to pay for. This report informs “Inside the Library” and “The Community”.
- *Ersi Tapestry Segmentation*. This is an online tool for market segmentation analysis. The tool provides segment analysis of communities based on zipcode and census information. This report informs “The Community”.
- Various reports on library trends and best practices, cited within this document. These inform “Broader Perspectives” and “Case Studies”.

Note: At a later point in the Strategic Planning process, we will be asking library users and non-users about their perceptions and attitudes regarding the library. The initial “State of the Library” report is informed through existing reports and recent interviews with library staff. This will help us focus in on the most relevant metrics to collect from users and non-users, to make that an efficient, effective, and representative data gathering process.

Section 1: Inside the Library

The future is bright

Key Points:

- Attendance is trending back to 2008 levels.
- Re-starting or creating programs, re-energizing the collection.
- Youth audience leading the recovery.
- Staff love the library, their jobs, and their co-workers.

1,229,216 materials in circulation for FY 2011-2012.

270 programs offered in FY 2011-2012.

31% increase in number of new library cards in FY 2011-2012, compared with FY 2010-2011.

"This library environment is optimistic and outgoing; a lot of energy coming from staff and patrons."

"When we open the door in the morning, there are at least 20 people waiting to get in."

"This is the most cohesive staff I've ever worked with. They genuinely like each other and support each other."

Library staff

The future is unclear

"At this point, we don't have enough hours and enough personnel to get back up to our former level of programming."

"Even with good change, it's not always a comfortable feeling."

"A major concern at this point about my job is being able to keep it."

Library staff

Key Points:

- Sustain 2008 usage with 2012 resources. *How to do more with less?*
- Traditional tax-based revenue model called into question by economic and political forces. *What's our sustainable funding model?*
- Along with public libraries everywhere, TPL faces a shifting landscape and must re-define itself. *What are we? Where are we going?*
- Staff feels uncomfortable in a time of change. Heavy reliance on part-time staff hurts retention. *Will I have a job in the future? Is this a dead-end for my career?*

33% budget cut in June 2010, from \$3.6 million to \$2.4 million.

30% reduction in staff in June 2010, from 13 full-time and 87 part-time employees to 6 full-time and 64 part-time employees.

July 1, 2011 library scheduled to close; saved in 3rd millage election.

Section 1: Inside the Library

Moving into the 21st century

Key Points:

- TPL embraces technology in collections and services.
- Audience-driven, not just content-driven.
- TPL is starting social media marketing and strategic business partnerships.
- TPL desires innovation and transformation, ready for change.

3,000+ e-book circulation for May 2012, the 4th largest in the Midwest Collaborative for Library Services.

3 self-check-out machines newly installed.

In the 2012 library staff interviews, staff were asked to rate 5 dimensions of the library. Technology was the **highest** rated dimension (other dimensions were collections, space, programs, and marketing).

"Everything we do is based on our patrons' wants."

"The circulation staff knows the patrons intimately."

"If you look at our history, you see a library that came from nothing and we're in this archaic building, yet we're still trying to bring innovative programs, have new ideas on how to get people in, and how to better ourselves."

Library Staff

But with some enduring challenges

Key Points:

- Honor and burden of holding one of the most extensive public library collections in Michigan. Library resources must be used to store, handle, and maintain this collection, limiting flexibility to start or expand other programs and services.
- Outdated building presents a worn out image; lack of space limits opportunities and growth. The issue of limited space was strongly confirmed by Troy residents in Space Needs Assessment.
- Innovation and "rapid prototyping" slowed by staff feeling overburdened and the inherent structure of city approval processes.

315,222 total items in TPL's collection, 20th largest collection out of 382 Michigan libraries reporting in the '10-'11 public library annual report.

Lowest rated dimension of the library in the 2012 library staff interviews was Space.

"Our displays are on top of each other. Our stacks are on top of patrons."

"We don't have any private rooms. Patrons complain it's the noisiest library they've been in."

"There's not always enough staff to cover what's going on. There's a really high demand."

Library Staff

Section 1: Inside the Library

Diverse and dedicated patrons

Key Points:

- Diverse patrons, in terms of ethnicity and age.
- Diverse ways of using the library: want spaces of community and spaces of quiet (for all areas - Adult, Youth, and Teen).
- Large group of core library users and supporters.
- Public opinion generally in the library's favor.

72% of Troy residents want to increase funding or keep the same levels of funding for the library in 2011 City of Troy Community Survey.

Vast majority of people interviewed for the Space Needs Assessment love the library. *"It was difficult for them to talk about issues they would like to see changed."* (from the report)

"We have ethnicities from everywhere. All walks of life."

"Children, high school students, business professionals, retired auto workers, people who need internet."

"There's a core group of dedicated users, checking out 100s of things. A loyal bunch."

Library Staff

"The whole closure was such a conundrum and there's still a residual image problem because of the last-minute save."

"We have to get away from the last couple of years and market ourselves as a strong force in the community."

Library Staff

Unknown non-users, outspoken nay-sayers

Key Points:

- There are people who could be using and loving the library, but aren't. *Who are they? Why don't they come? How do we reach them?*
- Some have called into question the need/value of the library. *How does TPL stay relevant?*
- As marketing becomes more important to libraries, TPL faces big questions. *How do we communicate our value? How do we transform divisiveness around the library to connectedness?*

3 elections needed before dedicated library millage passes.

50,880 cardholders in a population of 80,980.

Section 1: Deep Dive Staff Interviews

Describing the Library

In library staff interviews, respondents were asked to give 3 words that described the Troy Public Library. The word cloud at the right shows all the words used by respondents, with bigger words indicating that the word or idea expressed by the word was mentioned multiple times.



Dimensions of the Library

In library staff interviews, respondents were asked to rate 5 dimensions of the library from 1 to 7. The dimensions were Collections, Technology, Space, Programs, and Marketing. On the scale, 1 was low and 7 was high.

	Collections	Technology	Space	Programs	Marketing
Average rating	5.20	5.65	3.30	4.35	3.95
Interpretation	Strongly rated. Staff noted that TPL has a historically strong collection that saw a dip during the near-closure. Now the library is filling in those gaps in the collection.	Highest rated. Across the board, staff felt the library excelled in providing technology in services (computers, internet, classes) and in the collection (e-books, AV). Staff commended the tech staff for their know-how and service to patrons.	Lowest rated. Space presents a major challenge to meeting patron needs. Lack of space in staff areas hinders efficiency in core library tasks.	Moderately rated. Ratings were highly varied, with some staff giving Programs a 1 and others giving them a 7. Programs traditionally were strong, but are just barely getting back since the near-closure. Staff indicated that they would like to see more variety and risk-taking in innovative, need-driven programs.	Lowly rated. Ratings were highly varied here as well. High ratings came from staff who felt recent marketing strategies were going well. Lower ratings came from staff who felt the library was just beginning to think in terms of marketing. Some staff were unsure what was going on at the library in terms of marketing.

Section 1: Deep Dive – Library Rankings

The following tables rank 13 comparable Southeast Michigan libraries on major Inputs and Outputs for TPL's FY 2009-2010. TPL's rank is highlighted in black. *Looking at the tables from a distance, you can see how TPL compared to other libraries, before the budget and staff cuts and near-closure.* The cells highlighted in orange show where TPL would rank in this listing if we used its 2010-2011 statistics. *The orange highlighting shows how TPL's funding crisis affected the library in comparison with their previous ranking.* (Note: The data in the orange cells is not TPL's data – the orange highlighting simply demonstrates where TPL would have been ranked with its 2010-2011 numbers).

INPUTS

	Population served	Square feet	Hours open	Employees	Operating Expenditure	Programs	Collection	Public Computers
1	138247 WPL	124000 SPL	8964 WPL	142 RH	6436196 SPL	1418 WBT	337983 BH	195 SPL
2	124471 SH	124000 BH	7328 WBT	128 SPL	5885275 CPL	1140 TPL	315222 TPL	174 WBT
3	92363 RH	76000 WBT	4992 RH	100 TPL	5876219 BH	943 CPL	307524 CPL	152 CPL
4	82532 SPL	70160 RH	3600 CPL	95 CPL	4643193 WBT	900 NPL	307494 WBT	117 NPL
5	80959 TPL	62769 WPL	3462 BH	93 BH	4150075 RH	793 RH	278555 RH	116 PDL
6	76366 CPL	59314 NPL	3333 PDL	93 WBT	3662530 TPL	650 BH	278003 SPL	108 RH
7	71579 WBT	53000 CPL	3233 TPL	73 PDL	3394977 PDL	554 BDL	275937 WPL	98 WPL
8	60062 RO	52000 PDL	3109 BDL	62 BDL	3119731 WPL	538 PDL	242556 SH	83 BH
9	52424 NPL	50000 TPL	2983 RO	58 NPL	2724935 SH	523 RO	227516 PDL	80 TPL
10	43023 BH	42556 SH	2930 SPL	48 WPL	2576299 NPL	453 SH	176205 RO	57 RO
11	39594 BDL	42000 RO	2859 MH	47 SH	2328555 RO	411 SPL	151751 NPL	42 SH
12	36820 PDL	23100 BDL	2845 SH	38 RO	1779484 BDL	346 WPL	131849 MH	34 BDL
13	31101 MH	16885 MH	2623 NPL	15 MH	554168 MH	177 MH	112058 BDL	17 MH

OUTPUTS

	Registered Borrowers	Visits/capita	Ref trans/visit	Program attendance	Circ/capita	ILL Loaned	Users of Pub Computers	Program attendance/program
1	90324 CPL	13.93 WBT	0.65 NPL	65564 WBT	37.45 WBT	143169 TPL	469821 WBT	71.90 SH
2	71322 WBT	11.06 PDL	0.35 SPL	32570 SH	29.17 PDL	105692 SH	436331 WPL	46.24 WBT
3	58986 RH	11.00 RO	0.33 WBT	31422 CPL	26.39 CPL	76629 WPL	420000 PDL	39.54 SPL
4	56913 TPL	10.07 BH	0.28 RH	29060 RH	20.94 RH	35951 BDL	189178 RH	36.65 RH
5	53114 SH	9.71 SPL	0.23 SH	27570 TPL	20.79 BH	31528 NPL	126256 BH	33.32 CPL
6	51507 WPL	9.05 RH	0.22 BH	25945 NPL	16.80 TPL	23549 CPL	99961 TPL	31.83 RO
7	46000 SPL	8.45 CPL	0.20 WPL	17099 BH	14.28 BDL	18138 RH	89430 NPL	28.83 NPL
8	45648 PDL	8.08 TPL	0.14 TPL	16647 RO	10.62 NPL	16694 BH	86197 SH	26.55 WPL
9	43439 BH	7.23 BDL	0.13 CPL	16249 SPL	8.63 SPL	16179 RO	72573 BDL	26.31 BH
10	31446 BDL	5.01 NPL	0.13 PDL	14118 BDL	7.06 RO	13650 SPL	65858 RO	25.48 BDL
11	30700 RO	4.50 SH	0.12 BDL	12929 PDL	5.04 SH	11794 WBT	35515 MH	24.18 TPL
12	27025 NPL	3.32 MH	0.08 MH	9186 WPL	4.11 WPL	10195 PDL	0 CPL	24.03 PDL
13	9300 MH	2.58 WPL	0.06 RO	4146 MH	3.64 MH	9193 MH	0 SPL	23.42 MH

TPL Rank Position in 2009-2010

Where TPL would rank with its 2010-2011 numbers (if different from 09-10)

BDL	Brighton District Library	RO	Royal Oak Public Library
BH	Bloomfield Township Public Library	SH	Sterling Heights Public Library
CPL	Canton Public Library	SPL	Southfield Public Library
MH	Madison Heights Public Library	TPL	Troy Public Library
NPL	Novi Public Library	WBT	West Bloomfield Township Public Library
PDL	Plymouth District Library	WPL	Warren Public Library
RH	Rochester Hills Public Library		



Section 1: Deep Dive – Library Comparisons

Takeaways from Comparison Tables

- INPUTS

- In 2009-2010, TPL was ranked highly in employees, programs and collections; about average in population served, hours open, and operating expenditures; and somewhat low in space and number of public computers.
- In 2010-2011, TPL had major drops in all non-fixed inputs (hours, employees, programs, and collection – not space or public computers).
- ***This resulted in TPL having low inputs across the board, since inputs not immediately affected by budget cuts (space and public computers) were already lower to begin with.***

- OUTPUTS

- In 2009-2010, TPL had a solid number of cardholders and their collection was a strong resource for InterLibrary Loan. TPL had average program attendance, circulation, and computer use. Visitation and reference transactions were also average, but on the lower end. Program attendance per program was low.
- In 2010-2011, TPL had a significant dip in program attendance, InterLibrary Loan use and computer use. TPL has a smaller dip in cardholders, visits, and program attendance per program. Reference transactions per visit went slightly up and circulation remained the same.
- ***The budget cuts and near-closure had the greatest immediate effect on use of library services such as programs, InterLibrary Loan, and public computers.***

Section 1: Deep Dive TPL 3-year Usage

A Story of Recovery

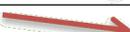
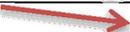
The good news is that as we compare TPL's statistics over the last 3 years, we see signs of recovery. The tables below show trends in library Inputs and Outputs. Circulation and program attendance are leading the recovery. Visitation, web hits and computer use is declining, but that seems to be tapering off. While total number of cardholders is declining, new cardholders is increasing. TPL's challenge lies in the Inputs – some inputs (budget, collections, programs) are recovering. But inputs such as employees, volunteers, and hours, have dipped and hold steady (or decline). As Outputs recover and Inputs stay the same, TPL must learn how to do more with less.

Recovering  Steady  Decline 

Inputs

Category	FY 2009-10	FY 2010-11	FY 2011-12	
Population served	80,959	80,980	80,980	
Employees	100	70	72	
Volunteers	409	205	98	
Budget	\$ 4,570,670	\$ 2,684,670	\$ 3,008,495	
Hours open (annual)	3,233	2,860	2,860	
Square feet	50,000	50,000	50,000	
# public computers	80	80	64	
Collection	315,222	274,001	295,080	
Items added	28,616	22,925	24,254	
Programs (total)	1,140	145	270	
Adult Programs	480	64	66	
Teen Programs	49	0	15	
Child Programs	611	81	189	

Outputs

Category	FY 2009-10	FY 2010-11	FY 2011-12	
Total Circulation	1,360,367	1,212,904	1,239,276	
circ/capita	16.80	14.98	15.30	
circ/visit	2.08	2.60	2.76	
Total # cardholders	56,913	51,213	50,880	
# new library cards	8,791	3,611	4,729	
Total # patron visits	654,258	466,353	448,782	
visits/capita	8.08	5.76	5.54	
Total # Web page hits	571,434	450,406	402,130	
Total # Computer users	99,961	68,644	56,316	
# of holds placed/filled	76,992	82,918	83,282	
Items loaned to ILL	43,169	7,554	8,124	
Total attendance	25,290	2,372	5,506	
Adult Attendance	9,969	863	1,230	
Teen Attendance	607	-	164	
Child Attendance	14,714	1,509	4,112	
Summer reading	1,857	1,582	939	

Section 2: The Community

Business Culture & Knowledge Economy

Key Points:

- Home to international corporations and individual businesses with emphasis in banking and finance institutions.
- Destination city for daytime work force.
- Regionally acclaimed shopping and entertainment.

6,000 individual businesses in Troy.

136,000 daytime population, almost 55,000 more than reside in Troy.

100,000+ people commute into Troy for work.

\$32,603 retail sales per capita, compared to \$10,855 in Michigan overall.

Looking Ahead

Key Points:

- Transitioning from manufacturing to a knowledge economy, where knowledge (information and expertise) is a product itself, not just a tool. Troy has a head start in the transition, compared to surrounding areas, based on its business culture and educated workforce.
- Potential to be an international gateway, particularly to Asia.
- Potential to be a regional leader within Oakland County and southeast Michigan, in transit, environment, civic infrastructure.

Section 2: The Community

People of Troy

Key Points:

- Diverse, educated, affluent.
- More specifics in “The Community Deep Dive” (3 pages below).

80,980 population of Troy.

\$87,269 median household income compared to \$48,432 in Michigan.

73% White, 19% Asian, 4% African American, 2% Hispanic or Latino.

23% foreign-born residents, double the Oakland County average.

62% of foreign-born residents are Asian.

74% of Troy residents have some college education.

Looking Ahead

Key Points:

- Engage international population in civic, business affairs.
- Age 65+ expected to increase in Troy from 10% to 22% by 2030. This, combined with fewer young people coming to SE Michigan, makes aging a significant trend.
- 6,000 people each year, net, projected to leave Southeast Michigan. Mostly because of low in-migration numbers.

Section 2: The Community

Quality of Life

Key Points:

- Formal and informal education is important for Troy residents: exemplary school systems and strong tradition of higher education, but also seeking lifetime learning experiences.
- Strong interest in cultural opportunities.
- “City without a heart” – no conventional city center or downtown. Lack of unprogrammed open spaces for cultural life.
- Troy is better known as a place to work than a place to live.

56% of Troy residents have an advanced degree.

8,000 of Troy’s 120,000 workforce actually reside in Troy.

Looking Ahead

Key Points:

- Knowledge-based businesses and workforce are attracted to places with reputation for educated workforce and high quality of life.
- Momentum for developing lifetime learning opportunities in Troy.
- “Villaging”: creating vibrant activity nodes throughout the city.
- Think: energetic, memorable places to experience new points of view, witness personal expression, enjoy activities with others.

Section 2: The Community

Recession, Recovery, Government

Key Points:

- Decade-long recession with longer, slower recovery than in past.
- High-wage industries lead the way to recovery.
- Immigrants, particularly from Asia, bring higher education and prepare the region for the knowledge economy.
- Big budget cuts in city services due to huge revenue shortfalls.
- Distrust and cynicism with city government.
- High concern for fiscal responsibility.

2.5% increase in employment in Michigan in 3rd quarter 2011 compared to same time 2009, compared to 1% nationally.

4.2% increase in high-wage jobs in Michigan in 3rd quarter 2011 compared to 1.1% and 3.8% increases in middle- and low-wage industries, respectively.

85% of immigrants from India have a bachelor's degree or higher.

68% Troy residents felt the City of Troy was pretty seriously off on the wrong track in 2011 City of Troy Community Survey.

70% of Troy residents gave a negative rating of Troy City Council in serving citizens of Troy in 2011 City of Troy Community Survey.

"The consistent message [from the community] was – 'whatever is done, do it right, but do not be extravagant.' "

TPL Space Needs Assessment

Looking Ahead

Key Points:

- Balanced optimism of economic recovery.
- Continued job growth expected.

Section 3: Broader Perspectives

Library Trends

Key Points:

- Use pattern changing: more people coming to library but using less exclusively for book check-outs and more for computers, internet, and programs.
- Current funding models are not sustaining libraries.

19% increase in per capita use of library, 1997 to 2007.

5% decline in circulations per 1000 visits, 1997 to 2007.

8% increase in program attendance per 1000 visits, 1997 to 2007.

Double use of public library by computer from 2006 to 2009.

60% of libraries reporting flat or decreased operating budget for 2011.

3 Frameworks for the Future of Libraries

Confronting the Future: Strategic Visions for the 21st Century Public Library, Roger E.

Levien, ALA Office of Information Technology Policy,
http://www.ala.org/offices/sites/ala.org.offices/files/content/oitp/publications/policybriefs/confronting_the_futu.pdf

21st Century Skills Report, IMLS,

<http://www.imls.gov/assets/1/AssetManager/21stCenturySkills.pdf>

The Future of Museums and Libraries, IMLS,

<http://www.imls.gov/assets/1/AssetManager/DiscussionGuide.pdf>

Section 3: Broader Perspectives

Confronting the Future

Physical <ul style="list-style-type: none"> Physical library with web presence Some virtual media held jointly with other libraries 	Virtual <ul style="list-style-type: none"> Facilities and media all virtual Media, Q&A, meetings accessed through library's web presence
Individual <ul style="list-style-type: none"> Focused only on individual Satisfy needs one by one Furniture, equipment for individual, quiet use Staff answers questions, tailors recommendations based on each user Offer technology unavailable to individuals (e.g. book printers, very large displays) 	Community <ul style="list-style-type: none"> Work and meeting space for groups Events of community interests Archives of local records and artifacts Local displays, exhibits. Offer advanced tech for group and community
Collection <ul style="list-style-type: none"> Place to get information and knowledge, be entertained Ready and free access to collections and information resources. 	Creation <ul style="list-style-type: none"> Extended role as place where media is created Specialized equipment to help authors, performers prepare works Users build on rich base of library materials
Portal <ul style="list-style-type: none"> Library is a "window" through which patrons can access media and information resources owned and hosted by other organizations Library itself possesses few physical or virtual media of its own 	Archive <ul style="list-style-type: none"> Library collection in full range of genres, media Rare books or local materials relevant to community Go-to resource for other libraries and patrons.

"To meet the challenges they face, [libraries] must make strategic choices in four distinct dimensions, each consisting of a continuum of choices lying between two extremes. Collectively, the choices a library makes along the four dimensions create a vision ... to best serve its patrons and its community."

from the report

Section 3: Broader Perspectives

21st Century Skills Report

20 th Century Library/Museum	21 st Century Library/Museum
Content-driven	Audience- and content-driven
Tangible objects (art, books)	Tangible and digital objects
One-way information (institution presents information to audiences)	Multi-directional (co-created experiences involving institution, audiences, and others)
Focus on presentation and display	Focus on audience engagement and experiences
Enhancing knowledge	Enhancing knowledge and 21 st century skills
Independent	Collaborative
Located in community (operates independently)	Embedded in community (aligned with and acts as a leader on community needs/issues)
Learning outcomes assumed, implied	Learning outcomes purposeful, designed for
Institution leads content development (content tightly edited and controlled)	Content co-created among diverse partners and audiences; accessible in multiple ways

“How should libraries and museums evolve as institutions of learning in the 21st century? In light of 21st century demands, libraries and museums should build on current strengths and embrace new approaches....The 21st century has changed how, when, and where we all learn.”

from the report

Section 3: Broader Perspectives

The Future of Museums and Libraries

1: Changing Definitions & Roles of Museums and Libraries

Societal changes (demographics, infrastructure, technology, economics, sources of energy) alter how people live in and view the world. These changes will also alter the definition and role of libraries as they adapt their services to meet changing community needs.

2: Shifts in Power & Authority

Rather than act as gatekeepers to knowledge, museums and libraries can be facilitators and teachers, providing the context, content, and tools that empower people to question, search, inform.

3: Museums & Libraries as the “Third Place”

Libraries embody the “Third Place” as gathering spaces for social interaction and engagement. Identify what “Third Place” looks like and how to be forces for civic engagement and social cohesion.

4: Technology & Policy Development

Rapid advances in technology will have a profound effect on how people access and use information. Museums and libraries will need to determine their role in policy developments for intellectual property, digitization, preservation, and content access.

5: 21st-Century Learning & Information Use

Developments in technology and information access combined with changes in methods of formal and alternative education will impact how museums and libraries deliver educational services.

6: New Models & Structures for Collaboration

The boundary between museum and library will likely be less distinct. Institutional goals can be expanded and enhanced through collaborations that combine resources, knowledge, and experience.

7: Planning for a Sustainable Future

True sustainability for museums and libraries lies in being relevant to the community. Ask: what makes us unique, what makes us matter, and who cares about what we do?

8: Metrics for Evaluating Service & Impact

Develop appropriate metrics to articulate the value of museums and libraries and ensure future success.

9: The 21st-Century Museum & Library Workforce

Library professionals will have a new set of skills and roles adapted to technological and information needs. Leadership need not be confined to a top-down system of change but can emerge from all levels by encouraging risk and visionary thinking and empowering staff members to actively shape the future of their organizations.

“Take a proactive and positive stance in facing the challenges and opportunities of the 21st century. This is an opportunity to work with your communities in defining your relationships and charting a course for success.”

from the report

Section 4: Case Studies

5 Examples from the Field

1. Miami-Dade Public Library. Community service and customer service. From the IMLS 21st Century Skills Report.
<http://www.imls.gov/assets/1/AssetManager/21stCenturySkills.pdf>
2. Skokie Public Library, Embedded in a diverse community. From the IMLS 21st Century Skills Report.
<http://www.imls.gov/assets/1/AssetManager/21stCenturySkills.pdf>
3. Five Ways to Reinvent Libraries. From Time Magazine, June 2012.
<http://newsfeed.time.com/2012/06/22/how-libraries-are-reinventing-themselves-for-the-future/?slide=e-books-yes-but-also-cake-pans-toys-and-other-non-traditional-offerings#how-libraries-are-reinventing-themselves-for-the-future>
4. The Engaged Library: Chicago Stories of Community Building. From Urban Libraries Council report.
<http://urbanlibraries.org/associations/9851/files/Engaged%20Library%20Full%20Report.pdf>
5. Santa Cruz Museum of Art & History. Doing more with less.
<http://museumtwo.blogspot.com/2012/07/how-we-doubled-attendance-in-year-one.html> and <http://museumtwo.blogspot.com/2012/05/year-one-as-museum-director-survived.html>