



Strategic Plan

2020-2025



Approved by the Bettendorf Public Library
Board of Trustees January 9, 2020



TABLE OF CONTENTS

Introduction.....	3
Library Mission and Vision Statements.....	3
Value Statement.....	4
Community Analysis.....	4
Community Summary.....	6
Library Services Overview.....	6
Planning Process.....	7
Selected ALA Trends and Categories.....	7
Planning Sessions.....	8
Primary Strategic Focus.....	9
Strategic Focus, Objectives and Activities.....	10
Plan Review and Revision.....	13
Participants.....	13
Closing.....	14
Sources.....	15



Introduction

As approved by the Bettendorf Public Library Information Center Board of Trustees, this strategic plan will serve as a written action plan designed to assist library staff in directing library services during 2020-2025. This plan combines the library's mission and perceived community needs with goals, objectives, and activities identified and defined within the planning process.

Within this process, library staff and trustees engaged in several planning sessions led by a facilitator from the State Library of Iowa to review and evaluate current library trends, existing community data, local service needs, and areas of potential growth and opportunity. Utilizing this information, a series of well-defined areas of "*strategic focus*" for library services were identified which may best serve the community during 2020-2025.

This action plan includes the following components:

- **Strategic Focus** (Goals) - Outcomes or benefits the community of Bettendorf, IA will receive as a result of programs and services designed to support the plan's primary service responses.
- **Objectives** - Methods used by the library to measure progress in achieving the plan's goals.
- **Activities** - Planned actions library staff will implement in achieving the plan's areas of strategic focus and objectives.

This written plan will provide library staff with information to be utilized in developing and implementing future programs, activities, and services for the local community within the next five (5) years.

Mission Statement

The Bettendorf Public Library Information Center is committed to providing access to ideas and information for all.

Vision Statement

"The Bettendorf Public Library Information Center will be a recognized free community resource, serving as a gateway to life-long learning which offers a diverse spectrum of innovative services, materials and programming in support of:

- *the pursuit of knowledge and information;*
- *the joy of reading and importance of literacy;*
- *social, educational, and cultural activities experienced within inviting gathering spaces; active engagement and collaboration with the City, schools and organizations."*



Values Statement

The Bettendorf Public Library Information Center Board of Trustees, staff and volunteers are committed to supporting the following values:

Access- We value free, full and equal access to information and a high quality collection of resources, library programs and services provided within welcoming and comfortable spaces.

Learning- We value literacy, the joy of reading and life-long learning for users of all ages.

Community- We value the library as a public forum and community meeting space encouraging open communication on a wide range of diverse ideas and information.

Engagement- We value active engagement and collaboration with residents and community groups, enhancing the quality of life for Bettendorf residents.

Service- We value high quality customer service, providing equal, respectful, accurate and friendly service to all.

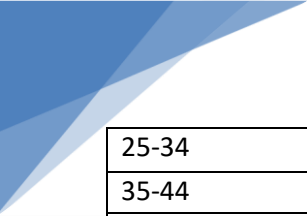
Intellectual Freedom- We value the privacy of library users to freely access library resources while keeping user transactions and personal information confidential.

Community and Library Overview

Community Analysis- Bettendorf, IA (U.S. Census- American Community Survey, 2013-2017)

<i>Subject</i>	<i>Bettendorf</i>	<i>Iowa</i>
Total Population Estimates (2018)	35,293	3,156,145
Percentage Population Change 2010-2018	+10%	+3.6%
Median Age (years)	40.7 yrs.	38 yrs.
Median Household Income	\$76,900	\$56,570
Median Home Value	\$197,000	\$137,200
Households with a Computer	90.7%	86.2%
Persons in Poverty	5.3%	11.2%

<i>Age</i>	<i>Total</i>	<i>Percent</i>
Under 5	2,143	6.1%
5-9	2,475	7.0%
10-14	2,981	8.4%
15-19	1,962	5.6%
*5-19	7,418	21.0%
20-24	1,452	4.1%



25-34	3,794	10.8%
35-44	5,240	14.8%
45-54	4,810	13.6%
*35-54	10,050	28.4%
55-59	2,508	7.1%
60-64	2,422	6.9%
65-74	3,278	9.3%
*55-74	8,208	23.3%
75-84	1,646	4.7%
85 and older	582	1.6%
*Primary Service Populations		

<i>Race & Ethnicity</i>	<i>Total</i>	<i>Percent</i>
White	31,319	88.7%
Asian	1,676	4.7%
Hispanic or Latino	1,434	4.1%
Black or African-American	1,136	3.2%
American Indian or Alaska Native	124	0.4%
Other	372	1.1%

<i>Educational Attainment (25 and older)</i>	<i>Estimate</i>	<i>Percent</i>
Total	21,944	100%
Less than 9 th grade	171	0.8%
Some college, no degree	2,167	9.9%
Associate's degree	2,167	9.9%
Bachelor's degree	7,290	33.2%
Graduate degree or higher	4,757	21.7%

Read more: <https://www.census.gov/quickfacts>

<i>Most Common Occupations</i>	<i>2000</i>	<i>2013-2017</i>
Management, business, science	42.2%	48.2%
Sales and office occupations	27.9%	22.0%
Service occupations	12.2%	13.7%
Natural Resources, construction, and maintenance	6.2%	5.7%
Production, transportation, and material moving occupations	11.5%	10.4%

Read more: <https://www.iowadatacenter.org>



Community Summary

Primary Service Populations in Bettendorf greater than 20% of population

- 5-19 yrs. (21%)
- 35-54 yrs. (28.4%)
- 55-74 (23.3%)

*Median age (40.7 yrs.)

**10% increase in population (2010-2018)

Educational Attainment of Bettendorf residents aged 25 or older (+50% of residents have attained college degrees)

- Bachelor's degree (33.2%)
- Graduate degree or higher (21.7%)

Housing Values and Household Income in Bettendorf are greater than the state averages for Iowa, with nearly 91% of Bettendorf residents owning a personal computer. Poverty levels in Bettendorf are nearly 50% lower than the Iowa average.

Primary Occupations for approximately 70% of Bettendorf residents include the professions of *management, business, science, sales* or *office* occupations.

Library Services Overview- Bettendorf Public Library Information Center


In accordance with the Library's Mission, Vision, and Values statements, library services offered at the Bettendorf Public Library Information Center support literacy, lifelong learning and the pursuit of intellectual freedom; open communication of ideas within a welcoming and accessible facility; free and equitable access to a diverse collection of materials available in various formats; innovative and enriching library programs reflecting a wide array of opinions and viewpoints; delivery of outstanding customer service to the public.

Snapshot of Current Services

- **Library Facility** and grounds are clean, safe and accessible to all users. All areas of the library are open to the public during all hours of operation. The Library campus provides outstanding public service areas, community meeting spaces, and indoor and outdoor program areas.
- **Library Program** opportunities are abundant and developed to meet the interest levels of users across all age ranges, offered on and off campus through community partnership and outreach. Specifically, library staff serve as liaisons to the schools to foster partnership with local educators.

All library programs are offered to the public free of charge to reduce barriers to access. The Library provides innovative program opportunities to encourage expression and creativity through ongoing and standalone programs. *Creation Studio* and *Artists in Residence* programs focus on creativity and experience strong attendance. Program areas offer ease of access and audio amplification devices.

- **Library Resources** (materials) are selected in a wide variety of formats (print, audio and digital- in house and via remote access) to meet the reading and recreational needs of



the community in their pursuit of intellectual freedom and lifelong learning. This includes traditional, electronic and digital collections, as well as collections which focus on the development of early childhood literacy skills and special needs (i.e., dementia-friendly kits, braille kits and certification services for the Iowa Dept. of the Blind services).

Juvenile materials are fine-free to encourage use and eliminate access barriers to early literacy skill development. Library collections seek to promote equitable access to information, recreational reading, and lifelong learning.

- **Library Services** support community engagement and the pursuit of intellectual freedom through: free access to internet connections, library collections and reference services; online and social media communication; low cost community meeting spaces; library collections, programs and services supporting literacy development and lifelong personal enrichment.

Planning Process

The library board of trustees initiated the current strategic planning process in summer of 2019. Preliminary preparations for the planning process included gathering information about the community and library services through:

- ✚ *Community Assessment* identifying population and demographic statistics and census data for Bettendorf, IA and Scott County, IA and basic usage trends for library services.
- ✚ *Trends* currently identified by the American Library Association as primary areas of focus relevant to libraries and librarianship which complement ALA Core Values.
- ✚ *STEEPED method* of classification (Society, Technology, Education, Environment, Politics & Government, Economics, and Demographics) used to categorize current ALA Trends.
- ✚ *Mission, Vision and Values Statements* for the Bettendorf Public Library Information Center.

The Library engaged Becky Heil, Southeastern Area Library Consultant for the State Library of Iowa, to facilitate the planning process scheduled to take place during October-December, 2019. *Professional library planning consultation services are provided by the State Library of Iowa to Iowa public libraries, at no charge.

Selected Library Categories and Trends

SELECTED ALA TREND CATEGORIES



SELECTED ALA TRENDS



Planning Sessions

Session 1:

On October 10, 2019, the library board of trustees met with planning facilitator, library administration, and operations staff to review the following guidelines for the first phase of the planning process:

- ✓ Why Plan?
- ✓ ALA Libraries Transform- Key Messages
- ✓ Community Overview – Demographics and Census Data, State Library of Iowa Data Center
- ✓ ALA Core Values of Librarianship
- ✓ Current Trends in Services at Bettendorf Public Library Information Center
- ✓ Library Service Priorities for the Future
- ✓ Next Steps- Select ALA Trends; Write Goals, Objectives and Activities

During this meeting the trustees, library administration, and division heads would select four (4) trends from among five broader trend categories- *Society, Technology, Education, Demographics* (p. 8).

Areas of Strategic Focus as the plan's primary focus for services during 2020-25 include:

- ✚ Access
- ✚ Commons
- ✚ Literacy, Education, and Lifelong Learning
- ✚ Creativity and Expression



Additionally, participants were asked to consider the following points in their assessment:

- How can the Bettendorf Public Library Information Center best support the information needs of the local community?
- What public services will the Library offer over the next 5 years to meet perceived local need?
- What services will the Library expand and/or reduce?
- What is the best use of financial and staff resources?
- How can the Library keep pace with current library industry trends and standards?
- What is the Library's "mission" – will it change or remain the same as a result of this plan?

Session 2:


On November 19, 2019, library staff met with planning facilitator (Heil) during a 3 hr. planning session scheduled during the annual staff in-service. During this session, library staff across all divisions would obtain background on the planning process and brainstorm possible activities associated with a list of current ALA Trends. From a pre-selected list of 34 Trends, library staff identified a list of potential activities corresponding with 11 Trends. (p. 8) These trends and activities would be used by library administration and operations staff to develop the list of goals, objectives and activities forming the basis of the plan.

Session 3:


Based on information received from two prior planning sessions, administrative/operations staff identified primary trends and activities to be included as areas of strategic focus within the plan document and approved proposed objectives and activities.

Primary Strategic Focus

The Bettendorf Public Library Information Center Board of Trustees and library administrative/operations staff identified primary areas of focus (goals) as the basis for the library's strategic plan which will guide the development and provision of library services over the next five (5) years (2020-2025). The library director, operations team, and support staff collaborated to create the following objectives and activities to be used in implementing these plan goals:

-  **Access-** *We value free, full and equal access to information and a high quality collection of resources, library programs and services provided within welcoming and comfortable spaces.*

All information resources that are provided directly or indirectly by the library, regardless of technology, format, or methods of delivery, should be readily, equally, and equitably accessible to all library users.

-  **Commons-** *We value the library as a public forum and community meeting space encouraging open communication on a wide range of diverse ideas and information.*

The Library serves as a free community space, equally accessible to all, offering residents of all backgrounds opportunities to connect, collaborate, and interact.

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- ✚ **Literacy, Education, and Lifelong Learning-** *We value literacy, the joy of reading and lifelong learning for users of all ages.*

The Library promotes literacy and the creation, maintenance, and enhancement of a learning society, providing access to resources in support of lifelong learning for all.

- ✚ **Creativity and Expression-** *We value creativity, innovation, and personal expression.*

The Library provides access to services which support innovation and expression through the creation of original print, video, audio, or visual content in a real-world or online environment.

Strategic Focus, Objectives and Activities

The Bettendorf Public Library Information Center Board of Trustees and library administrative/management staff identified the following areas of strategic focus (goals) as the basis for the library's strategic plan which will guide the development and provision of library services over the next five (5) years (2020-2025). The library director and operations staff drafted the following plan objectives, and the operations team and library support staff identified the following activities to be used in implementing plan goals in these selected areas of focus:

✚ **Access**

Strategic Focus 1- Users will view physical library spaces and remote access digital services as preferred community assets.

Strategic Focus 2- Residents will experience increased opportunity to engage in off-site library services.

Objective 1:

In FY 22, the library will engage a space planning assessment to determine optimum use of public service areas within the facility.

Objective 2:

Annually, the library will develop print and electronic services and collections with an average evaluation date no greater than 3 yrs.

Objective 3:

Annually, the library will conduct at least one (1) marketing campaign within the local community intended to promote public awareness of the library's digital resources collections.

Objective 4:

At the close of FY 22, the library will transition existing Outreach activities to increase community engagement in off-site activities and services.



Objective 5:

By FY 23, the library will investigate options for installation of remote access service kiosks in developing and underserved community locations.

Activities for Information and Youth Services Staff

- Youth Services staff will promote the library's digital resources of interest to youth and their families, at least once per year.
- Information and Youth Services staff will promote digital resources each month via online and print promotional materials.
- Information Services staff will develop plans to transition Outreach activities to increase user engagement in off-site services.
- Library Administration will conduct an assessment of the feasibility of acquiring automated off-site service kiosks.
- Library Administration will engage in a space needs assessment of the library's public service areas.

Commons

Strategic Focus 1- Residents will enjoy increased social and cultural opportunities at the library.

Strategic Focus 2- Residents will have access to information and materials connecting them with local community services they seek.

Objective 1:


By the close of FY 21, a selection of take-away print brochures and resources will be developed to serve as information "connectors" between residents and local social services and support agencies.

Objective 2:

Annually, 80% of users and/or program attendees, across all age ranges, will indicate a high degree of satisfaction in library programs and services.

Activities for Information and Youth Services Staff

- Program staff will develop programs and services embracing cultural diversity.
- Management staff will continue ongoing assessment and redesign of the *Discovery Fair* program.
- Management staff will redesign format of program/service assessment tools to include online evaluation options.
- Collection development staff will create ready - reference resources which connect users with local social services and support agencies.



Literacy, Education, and Lifelong Learning

Strategic Focus 1- Residents have readily available access to information resources in support of lifelong personal development.

Strategic Focus 2- Parents, children and caregivers will view the library as a vital resource in their path to developing a lifelong love of reading.

Strategic Focus 3- Patrons will enjoy timely and varied access to a broad array of popular titles.

Strategic Focus 4- Adults will find programs and resources useful in preparation for retirement interests.

Strategic Focus 5- Residents with memory concerns and their care partners will find programs and resources fostering social engagement, enjoyment, and cognitive stimulation.

Objective 1:

Annually, 80% of users and/or program attendees, across all age ranges, will indicate a high degree of satisfaction in library programs and services.

Objective 2:

By FY 25, completion rates for the library's Summer Reading Program for youth will reach 60%.

Objective 3:

By FY 22, Memory Café activities focusing on resources for patrons with memory concerns will occur quarterly.

Objective 4:

In FY 21, the Library will develop an ongoing series of programs of interest to those preparing for and entering retirement.

Activities for Information and Youth Services Staff

- Investigate feasibility of increasing additional all-ages program(s) during winter months.
- Continue development of *Creation Studio* programs with emphasis on *STEM* and *STEAM* activities.
- Conduct annual user surveys to assess patron satisfaction with the library's programs.
- Expand adult program opportunities of interest to emerging/early retirees.
- Obtain staff training for dementia-friendly services.
- Monitor patron reserves and purchase additional copies of titles with five (5) or more reserves.
- Develop and facilitate programs and services for patrons with memory concerns and their caregivers.



Creativity and Expression

Strategic Focus 1- School-age youth will have access to programs and services which support and encourage creativity and expression.

Strategic Focus 2- Potential Do-it-Yourself (DIY) enthusiasts of various ages will view the library as a valued resource for gaining experience in creative pursuits and innovative technologies.

Objective 1:

By the end of FY 20, the library will provide local teens with engaging and enriching after school program opportunities.

Objective 2:

By FY 21, a series of programs will be developed as an alternative to technology-based activities.

Objective 3:

By FY 23, Creation Studio programs will expand to include a digital lab emphasis.

Activities for Information and Youth Services Staff

- Develop a Technical “Petting Zoo.”
- Develop opportunities for “unplugged” programs which provide participants with alternatives to technology-based activities.
- Continue development of *Creation Studio* programs with emphasis on *STEM* and *STEAM* activities.
- Conduct routine assessment of patron satisfaction with the library’s programs.
- Incorporate “*badging*” enhancements to existing program activities.
- Develop an active Teen Advisory Board (TAB).

Plan Review and Revision

The Bettendorf Public Library Information Center Board of Trustees will review the library’s progress in meeting this plan’s goals, objectives and activities. An annual review process will evaluate plan progress and assess the need for revision, as necessary.

Planning Participants

Trustees

John Rabine	President and Resident
Cindy Lewis	Secretary and Resident
Kathy Brandtner	Trustee and Resident
Patty Herzberg	Trustee and Resident



Darrin Lindquist Trustee and Resident

Archana Wagle Trustee and Resident

Administration

Susan Mannix Library Director and Resident

Karly Lyle Information/Technical Services Manager

Heather Gibbs Circulation Services Supervisor and Resident

Paul Odell Youth Services Manager and Resident

Staff

Lucas Berns	Hayleigh Covella	Christine Garrow	Shar Hedin- Campbell	Chris Little	Carina Mulcrone	John Resch
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Cherri Billingsly	Carol Crane	John Gillette	Amy Hubbell	Abbigail McWilliams	Shannon Murcia	Mary Ann Stanger
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Amanda Blanche	April Crowder	Sally Haugen	Crystal Kehoe	Tina Medina	Cody Noble
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Ashley Buck	Haley Dzuik	Joleen Hayden	Cyndi Kennedy	Andy Miller	David Otten
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Mary Burkhead	Susan DeGeeter	Jill Hayes	Maria Levetzow	Courtney Mongiat	Jesse Plumb
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Closing

The Bettendorf Public Library Information Center Board of Trustees, Library Director, Management, Operations Team, and Support Staff extend sincere thanks to all who contributed to this plan and process.

Library Board of Trustees:

John Rabine, President
David Pratt, Vice-President
Cindy Lewis, Secretary
Kathy Brandtner
Patty Herzberg
Darrin Lindquist
Archana Wagle

Library Administration:

Sue Mannix, Director
Hayleigh Covella, Administrative Assistant

Library Division Heads:

Heather Gibbs, Circulation Services Supervisor
Karly Lyle, Information Services Manager
Paul Odell, Youth Services Manager



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Susan Mannix- Director
Bettendorf Public Library Information Center
Approved by Bettendorf Public Library Board of Trustees January 9, 2020

