

Tillamook County Library
FUTURES
Plan **2015 - 2020**




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Thank You!

The “Library Futures Plan” has been a joint effort of the Tillamook County Library leadership: the Library Board, library management, and library staff. With the assistance of the Library Futures Committee, the library’s leadership has collaboratively developed a strategic framework for the Tillamook County Library in a digital age.

Library management is grateful to the community for its continuing support of the Library in myriad ways and to the Board of County Commissioners, the Library Board, the Library Futures Committee, the Branch Friends organizations and volunteers, and our Garibaldi and Bay City partners. We especially appreciate the extraordinary efforts of the Library Board and the Library Futures Committee:

Tillamook County Library Board

Shiela Zerngast, Chair
Chris Chiola, Vice-Chair
Betsy Chase
Bob Favret

Cheryl Hantke
Ruth LaFrance
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Tillamook County Library Futures Committee

Kay Stepp, Chair
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Phyllis Wustenberg
Bonnie Wynia

We wish to acknowledge all of the library staff for their participation in planning. Thanks to Michael Soots, Nick Hageman, and Chris Underwood of the County’s Information Services Department for their assistance with the market segmentation data collection and technical help with meeting set up and presentations.

Sara Charlton, Library Director
Sarah Beeler, Library Manager, Tillamook Library
Bill Landau, Library Manager, Extension Services
Susan Parker, Library Assistant

From the County Library Director

Since 1907 Tillamook County has had a library that has been enjoyed by the County's residents. The County Library has been an integral part of many lives and our communities for decades. That is one reason I wanted to move here, to be a part of something that transformed so many people in many different ways.

Following a 2013 assessment of the community's impressions of the library (see "Needs Assessment Report" and recommendations, 2014) the library leadership embarked on the *Library Futures* project for the purpose of defining the role of our Library in a digital age. We studied feedback obtained through the needs assessment. With the enthusiastic and capable assistance of the Library Board and the Library Futures Committee, we reflected on the needs of the community and the role of the library in the digital age. We studied our County to better understand its residents, demographically, anecdotally, and from a marketing perspective. We collectively developed a strategic framework for the Tillamook Library of the Future. This framework is grounded in what we learned together and a vision for our County, about which we are clear and excited.

The Library's purpose is to empower residents and to help build a better community through learning, knowledge, and inspiration. In the ever-changing digital age the library is a constant. It is a bridge for people of every age, from all walks of life and in all circumstances: to meet their basic needs, acquire new skills, learn throughout their lives, and enjoy the quality of life to which each aspires. In a technological age, the library plays an essential role in enabling everyone to successfully use technology. It provides a level playing field for everyone, amidst constant change, regardless of one's means.

Our planning has been inspired by the recognition that we are many communities yet we have in common as people a desire to have a good life. Our Library Future goals over the next five years focus on ensuring that all County residents know about and are able to enjoy the resources and opportunities the library affords. We will shape our services to meet the needs of our residents. We will shape our organization so that we can further leverage the resources of the library through collaboration and partnerships that serve our residents and our communities. We are committed to a continuous, collaborative co-creation of the library with our residents and communities. Together, we will continue to evolve the Library that will best serve everyone in our County in an ever-changing world.

Respectfully,

Sara Charlton

June 18, 2015

Introduction

This document presents the *Library Futures Plan*. The community representatives--the Library Board advised by the Library Futures Committee--developed the overarching framework for the Plan: grounded in its vision for the County, they developed the library mission, the strategic focuses of the Tillamook County Library, and the statement of library values. Guided by this framework, the Library leadership and staff will focus on the accomplishment of four high level goals over the next five years. These high level goals are presented here with strategies and objectives. In addition, staff has developed program level goals which are available for viewing on the library's website. Library management will measure results and report these regularly to the Library Board and to the community.

The Process

The above-referenced 2013 Needs Assessment found that as with many communities across the nation, the most important issue for the whole community about the library is its future in a digital age. Acting upon this major finding, in 2014 the Tillamook Board of County Commissioners (BCC) authorized the Library Board and the Library Director to undertake futures planning for the library.

With the assistance of Ruth Metz, Ruth Metz Associates, the Library Board and Library Director developed and directed the planning process. The process included the appointment of a 13-member citizen Library Futures Committee which represented a cross-section of expertise and perspectives. The role of the Library Futures Committee was to bring additional community perspective to the process and in this way, to advise the Library Board and library management.

The Library Board and the Library Futures Committee work sessions were structured in four phases: (1) the needs of county residents, a vision for the County, roles of the library in the community; (2) the library, its services, funding, and library futures thinking; (3) the needs and characteristics of library users and County resident, and (4) synthesizing what we learned into a cohesive futures plan.

The process included monthly meetings of a Project Management Team and briefings of the Library Board, meetings of the branches' Friends of the Library, and several meetings and work sessions of library management and staff. The process included four market segment webinars and 2 day-long work sessions for staff, management, the Library Futures Committee and Library Board as well as Branch Friends, and city and County leaders.

The process also included research to better understand the characteristics of residents. Market segmentation research and analysis was provided by Marc Futterman, Civic Technologies. Market segmentation research looks at resident socio-economic and consumer data and characterizes “segments” that have or are perceived to have common needs, interests, and priorities. The planners studied the data and analysis in work sessions and webinars. The findings, conclusions, and recommendations (see the References and Additional Resources section of this Plan) helped the planners think about these characteristics across the county and by branch and bookmobile service area. The 2013 Needs Assessment together with the market segmentation analysis has helped the library leadership and staff better understand the community make-up. The goals and strategies in this plan reflect that understanding.

The need to better inform residents about the services and benefits of the library was another major finding of the 2013 Needs Assessment. Penny Hummel, Penny Hummel Consulting has provided the library with staff assistance to research and answer important questions raised in the community; implement a proactive internal and external communications plan; draft news releases and staff and community communiques; develop its new website, social media, develop a style guide for referring to the library; assess the library’s communications structure and methods; and develop a marketing and communications plan for the library.

About the County

Tillamook County was established in 1853 when the Territorial Legislature approved an act to create the new county out of an area previously included in Clatsop, Yamhill and Polk Counties. The city of Tillamook is the County seat. The major physical features of Tillamook County consist of the rocky and irregular coastline that forms the county's western boundary, stretches of coastal lowlands, and heavily timbered interior parts, which comprise the main span and several spurs of the Coast Range. The land mass is 1103 square miles, with 22 people per square mile. Most of the population is along the coastline, while inland areas are sparsely populated.

There are 7 incorporated cities and 33 unincorporated communities in Tillamook County. Principal industries are agriculture, lumber, fishing, and recreation. Dairy farms dominate the county's fertile valleys providing milk for the well-known Tillamook cheese. Logging and lumbering are becoming a significant economic force due to the reforestation of most of the "Tillamook Burn" area. With seventy-five miles of coastline, four bays, and nine rivers, recreational and tourist facilities are numerous.

Demographically, the County's 2014 population of 25,317 is largely white (85.5%) and the second largest population is Hispanic or Latino (9.8%). The County's population is older than Oregon's as a whole, with a higher percentage of residents age 65 and older (22.6%) compared to Oregon (15.5%). The percentage of children under 5 (5.4%) is about the same as Oregon (5.9%). Home ownership is higher in the County (69.9%) than in Oregon (62%). High school graduation or higher (88.4%) is on par with Oregon (89.4%), while attainment of a bachelor's degree is (20.7%) compared to statewide (29.7%). Median household income (\$43,676) is less than in Oregon (\$50,229). The percentage of persons below the poverty level is about the same in the County (16.2%) as statewide (16.1%).

According to market segment analysis, many residents of Tillamook County appear to have a great deal in common: industry and resourcefulness, family and pets, thrift, love of nature, enjoyment of the outdoors, environmental conscientiousness, home and pride of ownership, self-reliance and a do-it-yourself approach to living. They prefer life in a low density, pastoral, natural setting. They hike, fish, boat, garden, hunt mushrooms, and pursue inspiration and interests that are accessible and available in the natural world.

While ages, incomes, and lifestyles vary a great deal, the common challenges many residents are likely to be grappling with include child rearing, caring for grandchildren and/or aging parents, financial planning for their own or their children's education, for health care, and for retirement. Most residents are interested in economical ways to meet the challenges of daily living as well as to improve their lives and enjoy their surroundings.

Still, other residents struggle to meet their basic needs: food, clothing, and shelter. An estimated 4,100 residents have incomes below the poverty level. The unemployment rate is 5.9% (Dec. 2014)¹ about that of the national average. Though job growth is expected to improve over the next decade, job growth at present is a negative 1.99%. By some estimates, 40% of the population makes use of the Food Bank.

In the "Tillamook County: 2020 Strategic Vision", family wage jobs, livable incomes, and affordable housing top the list of needs of the County.² The strategic vision for the County emphasizes managed growth and development; strengthening the economy; protection of the natural environment and the rural character; enhanced cultural, artistic,

¹ U.S. Bureau of Labor Statistics

https://www.google.com/search?biw=1280&bih=699&noj=1&site=webhp&q=tillamook+county+oregon+unemployment+rate&oq=tillamook+county+unemployment&gs_l=serp.1.1.0j0i7i30j0i30i2.52091249.52091983.0.52100654.3.3.0.0.0.714.714.6-1.1.0.msedr...0...1c.1.64.serp..2.1.714.VpFHFdd0TNM

² Tillamook County Futures Council, Tillamook County: 2020 Strategic Vision. 2009
<http://www.tillamookfutures.org/svision.htm>

and lifelong learning opportunities; the education and engagement of youth; and the health and well-being of residents.

Bill Hatton, Library Futures Committee member and Tillamook County Veterans Officer, estimates that veterans comprise 10% of the County population. Many have disabilities and accessibility limitations. Many are older era veterans of World War II, Korea, and Vietnam and need basic computer skills to make use of online resources of the Veterans Administration.

Vision for Tillamook County

People who live in Tillamook County want a good life, as each defines it. There is an expressed need for greater unity, a more unified approach to addressing the needs and leveraging the strengths of the County, and a unified identity knitting together north, central, and south. It is this compelling need that inspires our vision for the County.

Many communities, one County, and a good life for all!

About the Library

The library is that unique civic institution that County residents collectively fund for the good of the whole. It is a great value for residents and the communities of the County. For about 27 cents per resident a day, the library provides service through its six city-center locations, a bookmobile, and its 24/7 online virtual branch. The bookmobile serves farms, daycare centers, nursing homes, and schools and residents for whom travel to a branch is difficult or impossible.

Nearly 16,000 people have active library cards. There were over 702,000 public service transactions last year: visits to the library, books, e-books, and media checked out, public computer sessions, digital trainings, programs attended by children and families, teens, and adults, and assistance with finding information that helps people in their daily lives.

Through collaboration and partnerships, library funding has been leveraged to provide a great value for taxpayer dollars. One example of this is the funding structure of the Library. Friends of the Library organizations in Manzanita, Pacific City, and Rockaway share the cost of providing branches. In these locations, the Friends own and maintain

the facilities while the County Library operates the branches with staff, collections, services, and programs. Likewise, Bay City and the City of Garibaldi graciously provide rooms in their city halls for these branches. This is an exceptional and successful public-private partnership that enables the library system to operate more cost-effectively than other library systems.

Another example of collaboration and leveraging resources is Oceanbooks Network. The library has been a leader in developing and sustaining this model of regional cooperation amongst libraries. It provides one searchable online catalog of the participating libraries. It enables Tillamook County residents to check out and have delivered to their branch of choice items from the collections of Lincoln City and Newport libraries as well as from the Tillamook County Library.

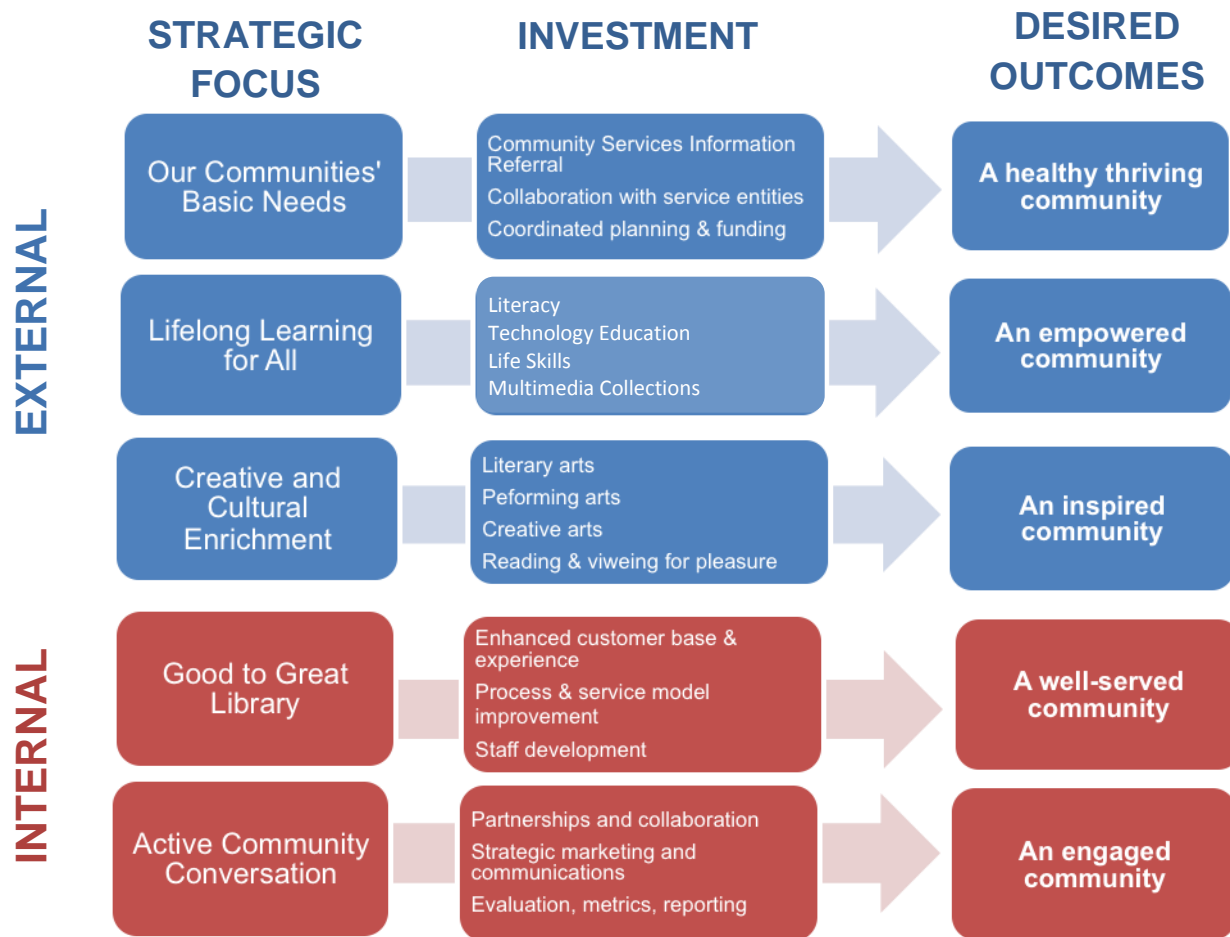
Library Values

As previously noted, the Library Futures Plan has been a joint effort of the Tillamook County Library leadership: the Library Board, library management, and library staff. The public library is the backbone of a democratic society because an educated, informed citizenry is the underpinning of democratic governance. This fundamental principle and the following essential concepts are key to the provision of library services in Tillamook County.

- Intellectual freedom and the right to know is a fundamental right of every person.
- The Library is dedicated to knowledge creation and the betterment of our communities.
- Including everyone enriches the whole County community.
- The continuous improvement and evolution of the Library in collaboration with our communities is our responsibility.
- The financial viability of the Library ensures we are able to meet our community's expectations.

Strategic Framework

This snapshot shows the strategic focus of the Library, both external and internal. By external, we mean what will be provided to residents and communities. By internal, we mean what will be emphasized in the organization. These external and internal focuses are an interdependent whole. The "investment" column is illustrative of the programs the Library will provide. The desired outcomes express the potential impact of the Library in the County.



Library Mission

Empower residents and build a better community through learning, knowledge, and inspiration.

The library will actively address the needs of our residents and communities by focusing on basic needs of residents, life-long learning for all ages, and creative and cultural enrichment. Over the next five years about 80% of our resources--staff, facilities, technology, and collections--will be invested in programs and services that directly support these roles. Focusing our resources in this way will be an investment in empowering residents and building a better community.

High Level Goals

1. All residents are aware of and utilize the library.

Objectives

A. Grow and sustain our resident customer base by 5% annually.

Strategies

- 1.1 Develop and sustain our organizational capacity to know the needs and preferences of our resident base.
- 1.2 Align our services and programs according to our growing knowledge of our resident base.
- 1.3 Target our service and program publicity according to our growing knowledge of our resident base and provide customer incentives and rewards.
- 1.4 Reach more of the resident base through library advocate partnerships focused on high new customer potential.

1.5 Provide programs and services that enable people to get personal value from their use of technology.

1.6 Train and coach staff in developing "investment" program goals, strategies, and measures for target population segments and build their skills in initiating and facilitating the appropriate collaborations and partnerships.

2. Residents experience a library that is convenient, easy to use, and rewarding.

Objectives

A. 80% of the customers rate the library good or excellent in convenience, ease of use, and satisfying.

Strategies

2.1. Eliminate or mitigate unnecessary policy and procedural barriers and provide customer service training to staff (including "setting limits").

2.2. Evolve the virtual library for our customer base employing best practices.

2.3. Assess the sufficiency of open hours at all branches and the bookmobile.

2.4. Use customer-focused service models such as greeters, assist to find, and roving, as well as self service technology (self-check, RFID, etc.)

2.5. Structure and administer a responsive customer input and feedback system that continually informs customer service decisions.

2.6. Support continuous improvement in public access technology services.

3. Residents recognize that they get good value for the dollar.

Objectives:

A. Key metrics show net gain in value for the dollar. (e.g. unit cost of services per user reduces over time as volume of use increases.)

B. All publicity about the library includes "value for the dollar" information, such as peer group comparative data showing relative performance of the Library and net gain in value for the dollar.

- C. Annual survey shows approval rating from residents of 80% or higher for "value for the dollar."

Strategies

- 3.1. Allocate and manage resources to achieve the library's goals.
 - 3.2. Establish a database of key metrics and regularly assess performance and value of the library.
 - 3.3. Align staff and management portfolios with the Library Futures Plan goals and strategies.
 - 3.4. Automate routine processes to make the most effective and efficient use of the library's financial resources (such as RFID technology).
 - 3.5. Examine alternative models for operations for efficiency, effectiveness, and to optimize the effectiveness of staff.
4. Residents and communities know the library is a valuable resource and active partner in helping improve the quality of life in Tillamook County.

Objectives

- A. "Results" metrics increase relative to "support" metrics.
- B. Annual "Library Value Survey" shows increasing awareness of library as life enhancing resource. Administered to residents and to partners. This could be in the same issue of newsletter yearly. People could be asked to fill it out online. Same with partners.
- C. Ask new card holders what made them decide to get a library card (including the communication vehicle). This is entered or logged at time of card registration. This is not an objective but a metric to be collected.

Strategies

- 4.1. Support with personnel and resources the Infrastructure of advocacy and collaboration in the Friends Groups, Library Futures Committee, community organizations, and other current and future partners.

- 4.2. Establish, support, and use a structure and knowledge base for decision making and for gauging Plan progress including key library metrics, market segmentation data, and customer and partner input and feedback.
- 4.3. Provide effective, targeted public information and messaging to our community about the services, benefits, and value of the library.
- 4.4. Initiate strategic partnerships that enable the library to better become a valuable community resource.
- 4.5. Schedule strategically for the library's presence at community events.

Funding the Plan

A 5-year serial levy of \$0.65 per thousand dollars of assessed valuation funds the County Library along with private funds, and public and private donations. The estimated revenue over the next five years is adequate to fund this Plan. The Library will be able to align resources and improve communication to increase the number of resident customers and to enhance the customer experience. The Library staff will update service models and processes that make using the library easy, convenient, rewarding, and a good value.

Evaluation and Continuation

This Library Futures Plan is a map for the start of a journey. Library management will track progress through the review of a set of measures designed for this purpose. The Library Board will review progress and measures as well. The Library Futures Plan and reviewing progress will be the basis for agenda setting.

There are three levels that will be tracked: the Overview Level tracks the desired outcomes of the Strategic Framework. The High Level tracks the objectives of the High Level Goals. The Program Level tracks the objectives of the Program Level goals.

References and Additional Resources

1. "Tillamook County Libraries Needs Assessment Final Report", January 2014
2. Market Segmentation Work Shop Briefing Book, Civic Technologies, March 3, 2015
3. Market Segmentation Analysis: Findings and Recommendations. April 10, 2015
4. Tillamook County Library Serial Levy Budget Estimate 2015-2020
5. Tillamook County Futures Council
<http://www.tillamookfutures.org/vitalindicators.htm>
6. Tillamook County: 2020 Strategic Vision
<http://www.tillamookfutures.org/svision.htm>