*Teach a child to read
and they hold the world
at their fingertips.*

Nancy Carol Roberts Memorial Library
Strategic Plan 2016-2026

learning • access • service • community • collaboration

City of
BRENHAM

The following individuals were instrumental in the development of the Nancy Carol Roberts Memorial Library Strategic Plan.

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INTRODUCTION

This document is the result of an extensive planning process involving elected officials, board members, staff, industry experts, and most importantly the residents of Brenham. The goals of this process are to (1) create a document which represents the vision for the Nancy Carol Roberts Memorial Library (NCRML) over the next ten years, (2) utilize industry standards to benchmark performance, and (3) define goals and objectives which meet the community's dynamic needs. This document is intended to guide the NCRML, but also incorporates flexibility in responding to unique opportunities as they arise.

1.1   History of the Library

The Fortnightly Club started the first public library in the Brenham. This club was organized by Mrs. H.C. McIntyre, Mrs. J.M. Key, and Mrs. R.E. Luhn on December 8, 1885. Fourteen ladies became the charter members of the Fortnightly Club of Brenham, meeting every two weeks, which was a fortnight.

The Texas Federation of Literary Clubs was established October 18, 1897, in Waco, and changed its name to the Texas Federation of Women's Clubs the following year. In 1899, the Fortnightly Club of Brenham was recommended for membership in the Texas Federation of Women's Clubs. All clubs were encouraged to establish libraries in their towns. The Fortnightly Club, consisting of twenty-eight members, began working on forming a public library.

One of the charter members met with Col. D.C. Giddings of Giddings & Giddings Bank to ask if he could provide space for the fortnightly activities. He replied, "yes, I have some rooms in the back of the bank. If you ladies are really in earnest, you may use them rent-free. But, I would like to ask that you look especially for books suitable for children. As long as there is a child in Brenham who wants to read good books, the rooms are at your disposal."

The club held a book reception on February 19, 1901. About 100 books were donated, and Col. Giddings added 300 volumes from his private collection. Local citizens also donated books, forming the 1,000 volume nucleus of the Library. In January 1910, the Library was moved to the second floor of city hall located at Vulcan and North Park Streets. By 1914, the Library had a total of 5,500 volumes.

In the autumn of 1933, funds from the Civil Works Administration paid for the labor to build a new Library at the corner of North Baylor and Vulcan Street. The city provided $3,310.58 for the materials and the Civil Works Administration paid $7,594.00 for construction workers. The total cost was $10,904.58. The building was completed on March 29, 1934, and measured 2,160 square feet.

In 1956, the northeast side of the front porch was enclosed and became the children's area. In 1961, the bookcases that separated the club room and the meeting room were moved to accommodate the growth of the Library.

In 1977, the Library received $33,000 from the sale of Coca Cola stocks donated by Mr. and Mrs. P.N. Roberts, Jr. in memory of their daughter, Nancy Carol Roberts. Nancy lost her life in a tragic accident in the fall of 1971. The Nancy Carol Roberts Memorial Library (NCRML) was completed and dedicated on September 8, 1974, and is located at 100 Martin Luther King, Jr. Parkway. At the time the Library opened, the building's capacity was projected to be adequate to house between 28,000-30,000 volumes.

Just ten years later in 1984, the Library had exceeded its original collection size by amassing a collection of nearly 40,000 volumes. It met or exceeded all but two of the contemporary standards set by the Texas State Library and the Texas Library Association. The Library, however, did not meet the standard for building size or staff size. The recommended size for its service population in 1984 was 13,000 square feet. The actual size was 6,200 square feet.

By 1988, the Library had become very crowded. The demand for services and the growth of the community during the 1980's resulted in an expansion project. Funds were raised by conducting a telethon which netted $30,000 to $40,000. Tom and Bonnie Whitehead made a generous donation toward the children's center which was named in memory of Tom and Edythe Whitehead. The Public Affairs Department of the Fortnightly Club raised more than $9,170 with a the Library Lizards Project. On November 4, 1990, the new addition and expansion was dedicated, adding

over 5,000 square feet to the existing facility. In February 1997, a Texas History and Genealogy Room was established when the Library received a generous donation from Leon and Mimi Toubin. With a generous gift from Mrs. LaVerna Stolz in 1998, the circulation desk was moved forward to enlarge the offices and work rooms. There have been many other generous gifts given to the Library over the years.

As NCRML welcomed the new millennium it began upgrading technology components while maintaining traditional library offerings. A significant investment in Radio Frequency Identification (RFID) technology was made in 2006 allowing patrons to use a self-check machine. The RFID technology used security tags placed in library materials which would be deactivated upon checkout and allowed for a streamlined check in and check out.

A federal grant allowed the library to purchase 14 computers in 2011 and the Library began offering wifi. Wi-Fi is defined as a facility allowing computers, smartphones, or other devices to connect to the Internet or communicate with one another wirelessly within a particular area. The need for fast and comprehensive electronic resources, accessible both in the library and from home continued to grow, and in 2014 the library invested in a new circulation system. The implementation of the new software system called Apollo, simplified and improved the overall operations of the library and allowed patrons to customize and manage their account settings. Apollo allowed patrons to renew and request items, as well as browse the catalog and access electronic databases outside the library. That same year the library joined the Texas Central Digital Consortium and added digital e-books and digital audiobooks through Overdrive. The popularity of library materials in a digital format has continued to grow at a rapid pace and Overdrive is heavily utilized. More recently the library received the Edge grant and was able to invest in chromebooks, laptops, and e-readers that circulate inside the Library. New learning tablets and mp3 players are checked out frequently by children using the library. The expectations of today's public library patrons are much higher and more sophisticated than they

were a decade ago and the Library has made a commitment to meet those demands.

On February 19, 2016, the Library celebrated its 115th birthday. Much has changed since the ladies of the Fortnightly Club established a public library to serve the people of Washington County. The strength of that original commitment can be seen in the support of the present Library.

The City of Brenham provides the majority of operating costs including salaries, utilities, maintenance, and janitorial services. The Library receives additional funding from the Fortnightly Club as well as memorial contributions from the public and Associate Member dues. The Fortnightly Club contributes money raised during its annual Silver Coffee and Book Fair.

Today, with a collection comprised of both standard and digital materials, the Library serves an increasingly diverse and dynamic community. The challenge for the NCRML will be to meet the changing information needs of this expanding and multicultural population.

1.2   The Library Today

For generations, the NCRML has offered critical services to address the needs of all learners and the continued demand for services combined with the growth of the community which has resulted in a much needed facility expansion and modernization project. Work has begun on a new facility which will offer a welcoming environment responsive to the modern library patron's needs. Construction is slated to be complete by Fall of 2016.

According to the 2015 State of America's Libraries Report by the American Library Association (ALA), the perception of libraries is shifting in their communities and in society. "No longer just places for books, libraries of all types are viewed as anchors, centers for academic life and research and cherished spaces"-American Library Association, 2015. An investment in the new library facility is an investment in the community. The library is committed to providing access to information and technology, while developing digital literacy skills, and providing numerous support services. Technology will be the highlight of the new library;

each room and public area of the new facility will integrate carefully planned technology upgrades that will support the library's vision of learning through technology. All planned resources are the result of considering what the community needs to live, learn, thrive, and how the library can meet these goals. The new facility will allow us to fulfill our mission and realize our vision by encouraging a culture of community learning and equal opportunity where people can safely work, explore, innovate, and create. The planned resources will secure the library's place in the community as a forward thinking and technologically advanced organization that encourages digital learning through cutting edge technology offerings. As we look to the future, this strategic plan will guide the policy and decisions we make in a way that is responsive to the growing needs and expectations of the community we serve.

1.3   Vision, Mission, and Values

Vision: What We Aspire To Be
The Nancy Carol Roberts Memorial Library aspires to be:

- a welcoming place where reading, learning and imagination thrive;

- a place where users are empowered by the most appropriate resources, services, access, and information to expand their world; and

- a leading presence and respected voice in our community

Mission Statement
The purpose of the Nancy Carol Roberts Memorial Library is to serve all the residents of Brenham and Washington County by offering resources, services, and facilities which meet their informational, educational, and recreational needs.

Values

NCRML is committed to a set of core values. Adopting these values ensures a thriving Library for us, our children, and grandchildren.

Learning: promoting and nurturing the acquisition of knowledge and literacy in all forms;

Access: making abundant cultural and intellectual resources available to all users;

Service: serving patrons effectively by staying relevant to changing needs and interests. Investing in our staff, technology, and infrastructure to improve service;

Community: providing opportunities for people to meet, exchange ideas, and participate in the life of their community, while in turn strengthening that community; and

Collaboration: accomplishing more with partners working together toward a common goal.

1.4 General Demographic Characteristics

Public library programs and services should be designed to appeal to the entire population. In order to do any kind of analysis and planning, it is important to have current data on the community including population, age distribution, racial makeup and median household income.

Historic Population

As shown in Table 1 the population of Brenham has continued to steadily increase similar to that of the county as a whole. The 2010 Census shows an increase of approximately 16.3% since 2000 and almost a 31.5% increase since the 1990 census. The estimated population for 2013 shows a 2.4% increase in the previous two years.

City	1990	2000	2010	2013 Est.
Brenham	11,952	13,507	15,716	16,101
Washington County	26,154	30,373	33,718	34,147

Table 1: Population

Age Distribution

Understanding age distribution helps to strategically target programs and services towards the needs of various age groups. The table below provides an overview of the age distribution of Brenham and Washington County.
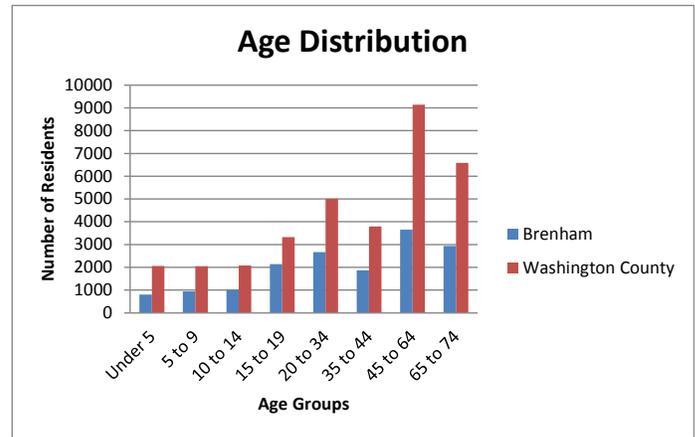

Table 2: Age Distribution

Ethnic Makeup

The ethnic makeup poses an interesting challenge when developing program and service offerings. Statistically the largest ethnic group is Caucasian. Brenham remains higher than the state percentage and lower than the national percentage. Washington County is higher than the state and national average. Although the Hispanic population in Brenham and Washington County is slightly lower than the national percentage, it is less than half the percentage in Texas. Conversely, the percentage of African American population is much higher than the state and national percentage in Brenham and the Washington County.

Race	Brenham 2010	Wash. Co. 2010	Texas 2010	National 2010
Indian	0.3%	0.3%	0.7%	0.9%
Asian	1.8%	1.3%	3.8%	4.8%
African American	23.7%	17.6%	11.8%	12.6%
Hispanic	15.3%	13.8%	37.6%	16.3%
Hawaiian	0%	0%	0.1%	0.2%
Caucasian	58.4%	66.4%	45.3%	63.7%

Table 3: Ethnicity

LIBRARY STANDARDS

2.1   Texas Public Library Standards

The Texas Library Association (TLA) Committee on Public Library Standards was created on an ad hoc basis by the TLA Executive Board in January 1998. It was formed and charged with the creation of qualitative and quantitative standards for public library service in Texas.

In 2003 the Texas State Library and Archives Committee (TSLAC) and the TLA established a Joint TSLAC/TLA Task Force to assess Public Library Standards (PLS) for their timeliness, comprehensiveness, and appropriateness and to recommend any changes, if needed. The Public Library Standards are reviewed every ten years with the most recent review in 2013.

2.2   Purpose

The purpose of these standards is to promote quality library services to all Texans, to raise the expectations of library clientele, and to provide an authoritative document to which library administrators and supporters may refer when justifying requests for funds. These standards are a way to measure and grow services. The standards also establish the minimum criteria requirements for public library accreditation.

2.3   Philosophy

The Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation has affirmed the following imperatives:

- Value all public libraries and their importance as community resources and as a reflection of a varied cultural heritage;

- Value the diversity and uniqueness of libraries across the state;

- Value the needs of our communities;

- Value intellectual freedom and access to information; and

- Value the skills, talents, and contributions of library staff.

Standards may be applied equally across the board or vary by population grouping and levels of service in order to make the standards relevant and meaningful for all libraries.

2.4   Levels of Service

The TSLAC sets the minimum standard for accreditation based on population served. The NCRML is accredited and therefore is eligible for services and grant funding from the Texas State Library. Having met the minimum standards for the basic level of service, NCRML strives to meet the exemplary level of service standards.

The Task Force elected to recognize two service levels: enhanced and exemplary. The enhanced level builds upon the minimum standards and the exemplary upon the enhanced. Libraries which achieve the enhanced or exemplary level will be those where improvement is proactive rather than a reactive process.

For a city, nonprofit corporation, and/or county-established library receiving public funding for public library service, the population served by a public library is the population in the most recent decennial census or official population estimate of the United States Department of Commerce, Bureau of the Census, if available.

The NCRML is funded and maintained by the City of Brenham. TLA defines the service population by the funding source which includes the residents of Brenham according to the 2013 census estimate, 16,101. Brenham is the county seat of Washington County and is the only public library located within the county. The county population is more than double the City of Brenham's population at 34,147.

2.5   Standards and Measurements

Using the 2014 Annual Report and the TSLAC website, we are able to access and compare measurable statistics for the NCRML according to average population 15,000 to 24,999 and statewide.

Library Visits Per Capita equal the total visits (65,506) divided by the population (16,101). Based on the 2014 Annual Report shown below the NCRML is above the average number of visits compared to other towns with a population between 15,000 to 24,999.

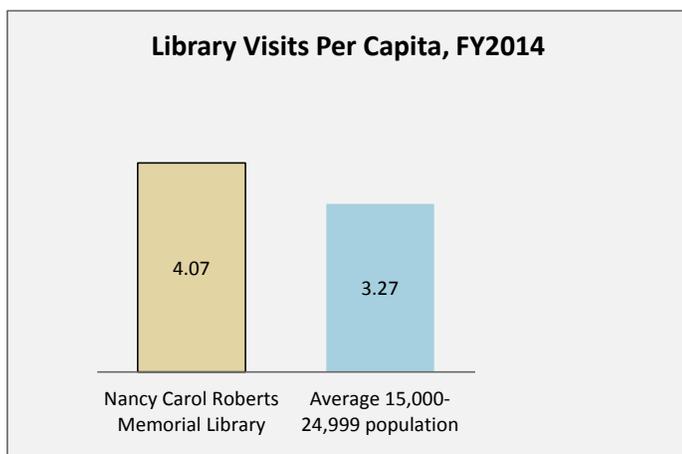A standard is not given for Library Visits Per Capita.

Library Visits Per Capita, FY2014

4.07 — Nancy Carol Roberts Memorial Library

3.27 — Average 15,000-24,999 population

Table 4: Library Visits Per Capita

Collection Standards

The purpose of these standards is to ensure that Texas public libraries provide collections that meet the community needs. The size of the collection is a significant standard only in relation to its use by the community as reflected in circulation per capita and collection turnover rate.

Total Circulation Per Capita is the total circulation size (67,291) divided by population (16,101) which is equivalent to the average 15,000-24,999 population.

For a population ranging between 15,000 and 24,999 we exceed the Enhanced Level of 3.12, but do not meet the Exemplary Level of 5.25.

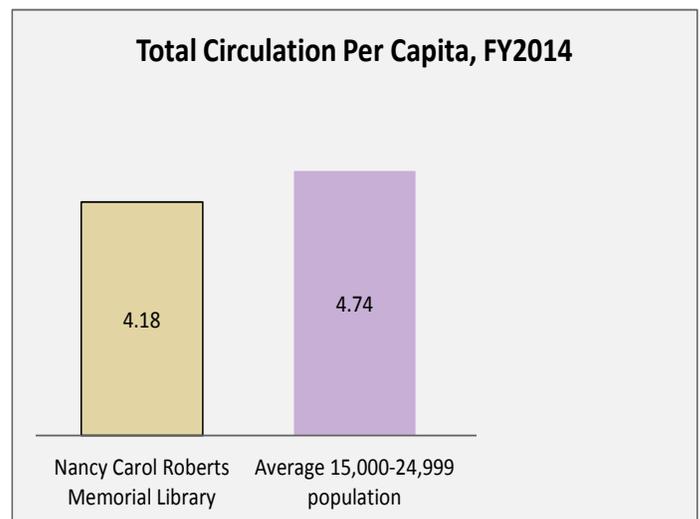*Brenham, NCRML - 4.18, Enhanced - 3.12, Exemplary - 5.25*

Total Circulation Per Capita, FY2014

4.18 — Nancy Carol Roberts Memorial Library

4.74 — Average 15,000-24,999 population

*Table 5: Total Circulation Per Capita*

When dividing the total circulation (67,291) by the county population (34,147) the circulation rate of 1.97 is well below the Enhance Level of 4.10 for a population between 25,000-49,999. The Exemplary rate is 6.73.

County, NCRML - 1.97, Enhanced - 4.10, Exemplary - 6.73

Collection Turnover Rate equals the total circulation (67,291) divided by the collection size of physical materials (32,402). The NCRML collection turnover rate is larger than the average 15,000-24,999 population.

The collection turnover rate is greater than both Enhanced (0.94) and Exemplary status (1.42).

Brenham - NCRML - 2.05, Enhanced - 0.94, Exemplary - 1.42

Collection Turnover Rate, FY2014

|	
2.05	1.52
Nancy Carol Roberts Memorial Library	Average 15,000-24,999 population
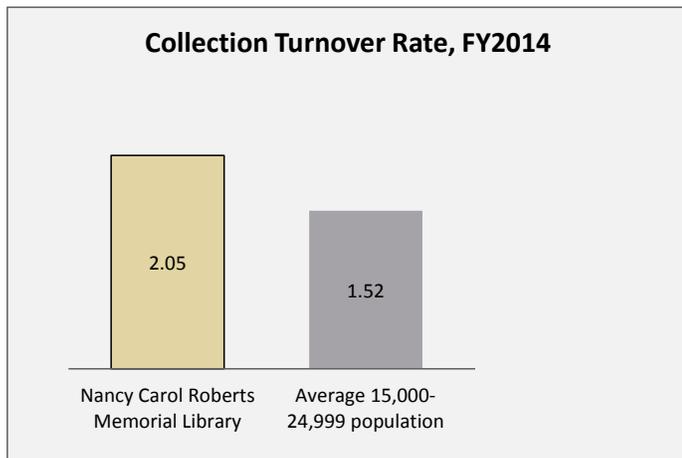
Table 6: Collection Turnover Rate

Compared to the county population range of 25,000-49,999 the NCRML meets the Enhanced Level of Collection turnover rate at 1.77, but does not meet Exemplary Level at 2.97.

County - NCRML - 2.05, Enhanced - 1.77, Exemplary - 2.97

Collection Total Items Per Capita is the collection size or physical materials (32,402) divided by the population size (16,101). NCRML is below the average 15,000-24,999 population.

NCRML does not meet the Enhanced Level of 2.21 items per capita.

Brenham - NCRML - 2.01, Enhanced - 2.21, Exemplary - 3.13

Collection Total Items Per Capita, FY2014

|	
2.01	2.88
Nancy Carol Roberts Memorial Library	Average 15,000-24,999 population
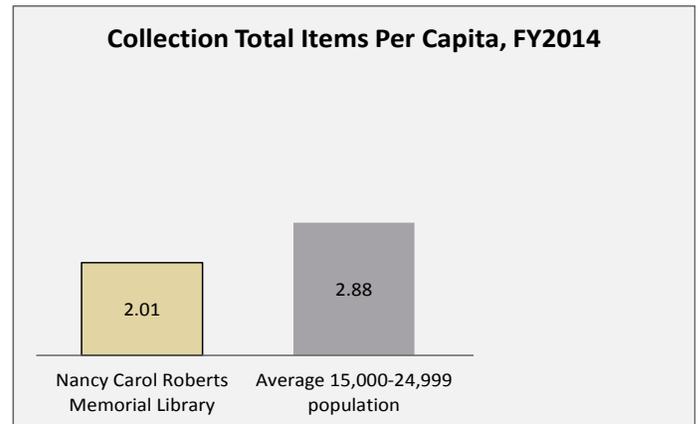
Table 7: Collection Total Items Per Capita

When dividing the collection size or physical materials (32,402) by the county population size (34,147) the collection total items per capita is 0.94. To meet the Enhanced Level for a population size between 25,000-49,999 the NCRML would need to be at 1.95 items per capita. Exemplary Level is 2.46 items per capita. The NCRML does not meet either standard.

County- NCRML - 0.94, Enhanced - 1.95, Exemplary - 2.46

Total Full-Time Equivalent Library Employees. The NCRML currently has 6.5 full-time equivalent (FTE) Library employees. This number is slightly above the average 15,000-24,999 population.

The Enhanced standard for FTE Library staff is one FTE staff per 3,500 residents. Compared to Brenham's popuation this is equivalent to 4.6 staff. The Exemplary standard equals one FTE staff per 2,500 residents which is 6.44 FTE staff. As shown below, NCRML exceeds the Enhanced Level and is just below meeting Exemplary status for serving a population ranging from 15,000-24,999.

Brenham - NCRML - 6.46, Enhanced - 4.6, Exemplary - 6.44

Total Full-Time Equivalent Library Employees, FY2014

6.43	6.11
Nancy Carol Roberts Memorial Library	Average 15,000-24,999 population
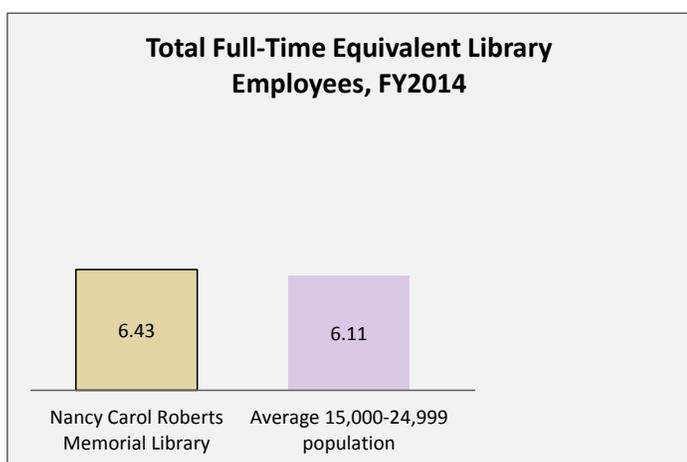
Table 8: Total Full Time Equivalent Library Employees

Based on the Enhanced and Exemplary standards listed above in comparison to the county population which the Library serves, the NCRML would need 9.75 full-time equivalent staff to meet the Enhanced Level standards and 13.6 full-time equivalent staff to meet Exemplary Level standard.

County - NCRML - 6.46, Enhanced - 9.75, Exemplary - 13.6

Accessibility
The NCRML exhibits Exemplary status for both city and county populations based on accessibility for a population 10,000-24,999 and 25,000-49,999. The Library meets and exceeds the following items:

- Library is open at least 55 hours per week;
- Library has a website;
- Library has social media presence;
- Library provides remote access to online catalog; and
- Library provides remote renewals for materials.

Computers for Public Use
According to the TLA standards for all populations, one working computer for public use per 2,000 population served meets the Enhanced Level standard and one working computer for public use per 1,500 population served meets Exemplary standard. Currently, the Library offers 12 computers for public use.

Using Brenham's population of 16,101 the NCRML exceeds both the Enhanced standard of 8.1 and Exemplary standard of 10.7. Using Washington County's population of 34,147, the Library will need 17.1 computers to meet the Enhanced standard and 22.7 computers to meet Exemplary standard.

NEEDS ASSESSMENT

A needs assessment and identification was completed using a demand-based approach. To start, we conducted an analysis of current program offerings. Following the initial step, data was collected from city administrators and staff, the Library Advisory Board, and a community interest survey. Details about each of these data collection processes are reported below along with key results.

3.1 Analysis of Current Offerings

We completed an analysis of the types of programs and services currently provided by NCRML. This information is taken from a report that is prepared by staff on an annual basis. Participation in 2014 is shown below:

- Number of Library visits was 65,506
- Children's program attendance was 17,803
- Young adult programs, none offered
- Adult program attendance, none offered

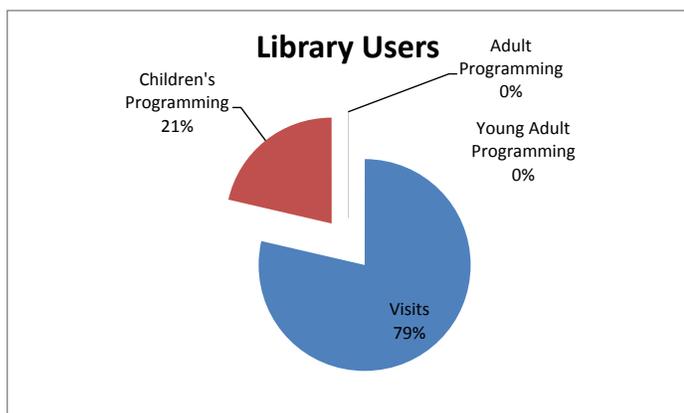All of the above combine for a total of 83,309 library users.

Table 9: Library Users

3.2 Strategic Planning Survey

The first priority was to gather information from those individuals already active in planning for library services in Brenham including city staff and Library Advisory Board members. Many of these individuals have been involved with library services for many years and it was important to capture this community knowledge. Six of ten surveys were completed and returned. Key results are shown below.

Please list two or three things which you think the library does the best.

- children's programming;
- provides computer services to the public;
- customer service; and
- provide reading material that would otherwise be costly for residents

Do you see any areas for potential improvement and/or expansion of programs and services?

- teen programming;
- adult reading groups;
- partner with schools to offer after school technology and related training to reinforce what is used in the classroom;
- offer Google Drive class;
- educate residents about the library and its offerings;
- events such as author presentations; and
- provide loaner electronic readers to library users

What community organizations or groups of people should the library work with to serve its patrons?

- Brenham ISD and Burton ISD;
- Volunteer opportunities for Fortnightly;
- Opportunity to earn badges for Girl Scouts and Boy Scouts;
- Faith Mission;
- Boys and Girls Club of Washington County;
- Private Schools;
- Brenham and Washington County Rotary;
- Senior Activity Center;
- Brenham Heritage Museum; and
- Genealogy Club

3.3   Community Interest Survey

A survey was developed in-house and distributed electronically and in hard copy form at the Library. A number of questions were asked regarding quality of programs and services, preferred forms of communication, and future programming offerings.

A total of 553 responses were collected. The majority of respondents have a 77833 zip code (76.85%). Of those respondents, 69.93% were female and 64.95% were in the 36-69 age group. While income level was well distributed, the majority (83.83%), were Caucasian which is not representative of the city demographics.

Table 11: Annual Household Income

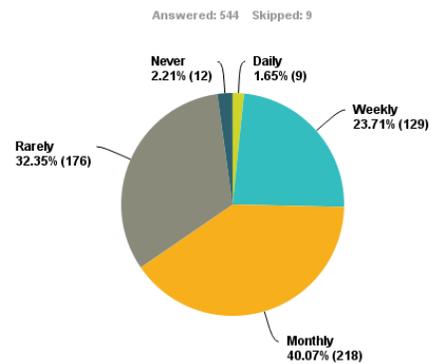Based on survey results a majority of patrons (40.07%) use the Library on a monthly basis.
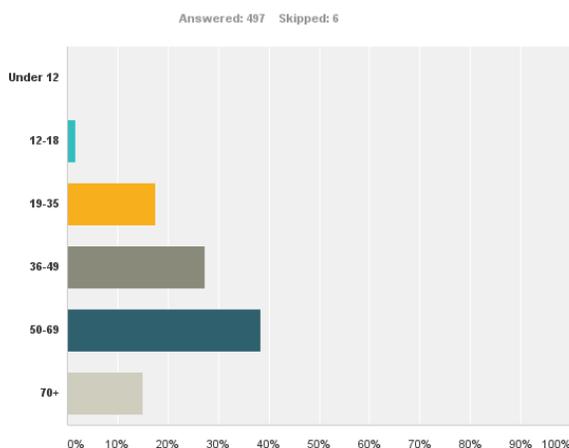

Table 12: How often do you use the Library

Table 10: Age

The Library's book collection was the number one response when asked, "What do you love most about the Library." Other responses include staff, available computers, and children's story time.

Answer Choices	Responses
Book Collection	40.67%
Staff	14.55%
Avalibility of Computer Use	11.94%
Children's Story Times	10.82%
Audiobooks	7.84%
Digital Collection	3.73%
Video Collection	2.80%
Other	7.65%

Table 13: What do you love most about the Library

"I love the audio books at NCRML, they are awesome. They are convenient and make it easy for me to listen to books when I can't physically read, like when I'm driving my car. Everyone that works at NCRML is extremely helpful and have taught me how to do some much on the computer. They are always willing to lend a helping hand. "

A patron of the NCRML

When asked, "What would you like for the Library to improve," responses were distributed fairly equally among answer choices.

Answer Choices	Responses
Hours of Operation	29.48%
Other	29.48%
Events Library hosts such as book discussions and story time	28.60%
Number of books to check out	28.17%
Number of computers available	16.16%

Table 14: What would you like for the Library to improve

We live in a digital age with an Internet economy that is growing exponentially; however, access to the Internet remains a problem in rural communities and low-income households. Of the patrons completeing the survey 90.63% own a home computer and almost 20% either use their phone to access the Internet or do not have access to Internet at home. This is not reflective of our patron base.

Q6 What connection does your computer at home have

Answered: 538   Skipped: 15

Dial Up 1.30% (7)
Other 23.61% (127)
I do not have Internet access at home 5.20% (28)
I use my phone to access the internet 14.13% (76)
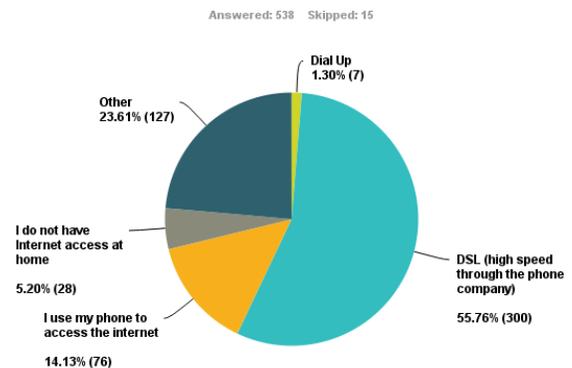DSL (high speed through the phone company) 55.76% (300)

Table 15: What connection does your computer at home have

A Public Library Teacher Survey was emailed to 610 K-12 grade teachers of Brenham ISD and Burton ISD. Approximately 15% responded to the survey with their students in mind. When asked, "In developing homework and tutorial help at the public library, what would you find most beneficial for your students," 28.24% responded with Internet access; 46.58% of respondents said that they would like for us to improve on the number of computers available.

Respondents predict that an average of 50.4% of their students do not have internet access outside of school which is needed to complete homework assignments. This percentage is reflective of what we see from our patrons.
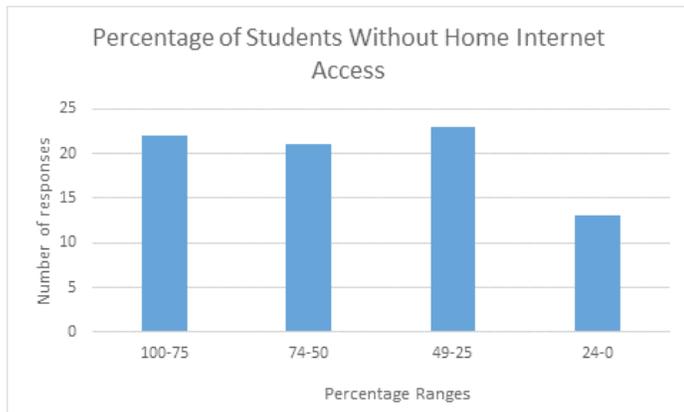

Table 16: Percentage of Students without Home Internet Access

Twelve programming ideas were listed as possible offerings to the community. According to respondents, the top five programs are computer or software classes, books clubs, local history and architecture, arts and crafts, and musical performances.
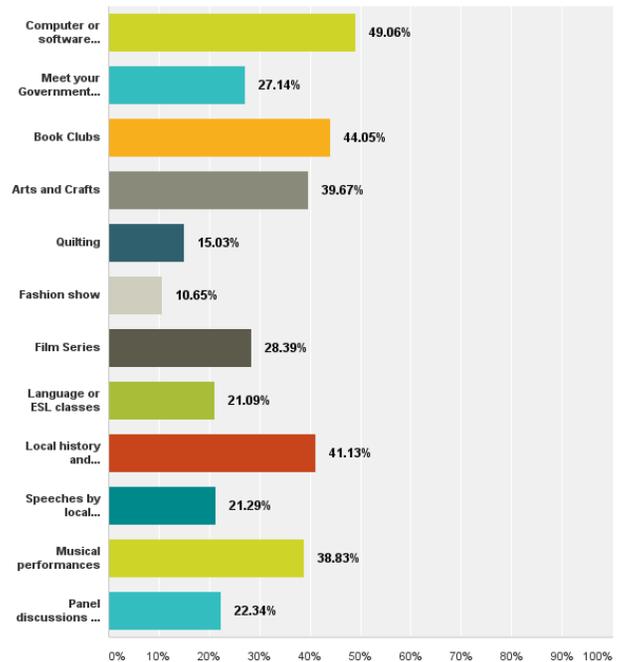

Table 17: Program Ideas

When asked "Is there anything stopping you from using the Library," the following responses were received:

- weekday hours of operation
- limited book selection
- current location is too noisy

It is clear that our patrons' needs are changing and the goals and objectives defined in the following chapter will guide staff moving forward.

GOALS & OBJECTIVES

The following goals and objectives are based on an analysis of existing library conditions and community input. These goals and objectives are intended to serve as guidelines for City projects and programs that will address the needs identified in the planning process.

Goal 1: Support Educational & Learning Opportunities
Strengthen the Library's contribution to the education of the community's youth.

- Develop resources that support school curriculums through collaborative relationships with educators;
- Provide a physical and virtual space dedicated to teens and offer resources that foster positive intellectual, emotional and social development;
- Offer programs that include Science, Technology, Engineering, Art and Math (STEAM); and
- Develop and support a teen advisory board and volunteer program.

Integrate learning into daily life.

- Transform the Library into a learning lab where anyone can experiment with new technologies;
- Expand adult programming opportunities to meet the changing needs by offering diverse programs; and
- Establish a volunteer program for adults.

Support parents, families, and caregivers in their early learning efforts by increasing staff expertise and knowledge of Early Learning.

- Expand offered story times to include evening hours; and
- Train staff on Early Learning programming.

Goal 2: Foster Community Connections
Create alliances and partnerships with local groups to benefit community.

- Collaborate with partners to provide high-demand public services; and
- Become the first choice location for neighborhood meetings.

Strengthen partnership with local school district.

- Coordinate after school homework assistance with schools; and
- Participate in school programs such as Science, Technology, Engineering, and Math (STEM) day and open house to promote library resources.

Goal 3: Empower community by creating awareness of library resources

Communicate the roles of Libraries to the community.

- Develop a library brand and standard marketing plan;
- Promote programs and resources effectively; and
- Improve the website so the public can view Library offerings.

Continue to strengthen the library's outreach to all members of the community.

- Develop senior outreach; and
- Develop programming and services for people with disabilities.

Goal 4: Support Workforce & Economic Prosperity

Educate for digital literacy and basic workplace skills.

- Develop curriculum and provide resources for staff to teach and assist library users; and
- Develop computer competencies for library patrons and teach digital literacy and basic workplace skills.

Enhance resources in all areas of literacy.

- Develop financial literacy resources and related programs; and
- Develop health literacy resources and related programs.

Develop and promote jobs and small business services.

- Provide space for working and collaboration, including meeting and networking space; and
- Facilitate access to supporting series including mentorship and workshops.

> I worked for Blue Bell for 33 years but was forced to find a new job recently. The library helped me with my cover letter, resume, job applications, scanning and faxing and now I have a new job. I don't have a computer or internet at home and I always come to the library for help with whatever I need.
>
> A patron of the NCRML

Goal 5: Expand Access to Information, Ideas, & Stories

Preserve and further develop genealogy collection.

- Analyze the current collection and determine preservation needs and collection gaps;
- Improve access to collection through digitalization and indexing as needed;
- Ensure that the local diverse communities are represented in the present and future records collecting; and
- Promote collection and raise public awareness of the importance of historical records and materials.

Develop relevant and inspiring collections that meet the community's evolving needs and expectations.

- Find new and better ways to assess what the public wants in the collection;
- Provide library collections that introduce ideas, build skills, support lifelong learning, and spark creativity;
- Substantially increase the number of e-resources provided by the Library to continue to engage a broad range of interest and languages and reduce wait times for materials; and
- Continue to explore the collection of materials in new formats.

Improve information access and delivery while offering cutting-edge technology.

- Explore innovative services for resource delivery;
- Provide access to relevant and new technology tailored to meet patrons' needs;
- Explore electronic resources such as digital magazines, streaming video, music and audiobooks, and online homework help;
- Give patrons access to new technology such as 3D design and printing, programmable robots, and new tablets/e-readers; and
- Make technology offerings more accessible and easier to use. For example: mobile printing, streamlined computer login process, and checkout of Chrome books or laptops.

Goal 6: Foster an Organizational Culture of Innovation

Build Library staff and institutional capacity to innovate.

- Actively experiment to better serve patrons, implementing successful pilot projects more widely over time;

- Train all staff to be effective promoters of Library resources and services; and

- Create a tech-savvy environment where all staff keeps pace with advances in the world of information services.

Manage change with flexibility.

- Adapt or pioneer service models that revolutionize the way the Library serves its patrons;

- Encourage networking with other successful professionals; and

- Add a bilingual staff position to eliminate the language barrier of a growing Spanish population.

Communicate and celebrate progress.

- Provide regular updates of progress in implementing this plan to the Library board, civic leaders and the public; and

- Celebrate accomplishments with staff and community members.