

Five Year Plan 2011-2015

Carbondale Public Library

Carbondale Public Library

405 West Main Street

Carbondale, IL 62901

www.carbondale.lib.il.us

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Five Year Plan 2011 – 2015
Carbondale Public Library

Five-Year Plan Committee Members

1. Joyce Hayes, CPL Board of Trustees member
2. Julian Pei, CPL Board of Trustees member
8. Helen Repp, CPL Board of Trustees member
9. Diana Brawley Sussman, Director, CPL

Snapshot: 2011-2015 Goals and Objectives

Goal One: Improve Facilities

Objective A: Analyze options for remedying space and maintenance issues in both the main library building and Brush annex, and plan for the most viable option(s).

Objective B: Work to make the library as comfortable and usable as possible.

Objective C: Until and unless the library's land can be used for expansion, improve the grounds with an eye toward increasing usability while preserving aesthetic.

Goal Two: Improve Resources (Collections and Services)

Objective A: To ensure compliance with Illinois library law and standards, as well as enlightened, up-to-date, and practical library operations, the library Board will review all library policies and by-laws, making changes and additions as needed, considering input from staff, other stakeholders, examples from other libraries or other available resources.

Objective B: Continue to build the collection.

Objective C: Provide library programs and services in accordance with the library's mission to support the educational, informational, cultural, and recreational needs of its community.

Objective D: Use technology to meet the community's needs.

Goal Three: Improve Staffing

Objective A: Optimize customer service by enhancing staff training, communication and morale.

Goal Four: Improve Outreach and Public Relations

Objective A: Develop and implement a formal marketing plan.

Objective B: Use technology to promote the library's collections and services.

Objective C: Better communicate the library's mission, role, collections and services to the community.

Goal Five: Improve Financial Support

Objective A: Closely consider both short term and long term finances in all library planning and operations and proceed in accordance with realistic projections.

Objective B: Incorporate fundraising and grant seeking efforts into the library's routine in partnership with the Friends of the Carbondale Public Library.

About the Carbondale Public Library

Library Facilities:

The Carbondale Public Library (CPL) was established in 1921. In 1926, having spent its first five years in a church annex, the library moved to the corner of West Elm and University Avenue. In 1957, it moved to a new building at 304 West Walnut Street. Enjoying widespread community support for new facilities, the library relocated to its present building at 405 West Main Street in 1983.

CPL's 16,000 square foot building is a brick tri-level, designed so the circulation staff can view both levels of the collection. A meeting room, with an adjoining kitchenette, accommodates 40 people and is an integral part of the building. However, there is access to this meeting room without entering CPL proper. In February 2004, CPL acquired use of the Brush Annex. Currently this building is used largely for storage and by the Friends of the Library for its book sales. CPL has owned this facility, which is adjacent to the library parking lot, since 1984; however, it was occupied by the Carbondale Elementary School District administrative offices for 20 years. When this building was acquired by CPL from the elementary school district, the purchase arrangement included a 30-year lease agreement.

Library Mission:

Mission statement: "Carbondale Public Library provides resources and services to support the educational, informational, cultural, and recreational needs of its community."

The library provides free services to all residents living within the city boundaries. Residents within city boundaries are taxed for library service. Those living outside city boundaries are not automatically taxed, but can receive library service by paying an "out of resident" fee, which is equivalent to what they would have paid if they'd been automatically taxed. The fee is calculated based on their property tax bill or rental lease. CPL honors all valid Illinois public library cards, though some restrictions may apply.

CPL does not attempt to provide for the curriculum and research needs of university faculty or students in the community since Morris Library at Southern Illinois University Carbondale, a major research institution, serves this purpose.

Library Governance, Structure and Finance:

Carbondale Public Library is a city library in a home-rule city, and operates in accordance Illinois library laws and rules. The Library is governed by a nine-member Board of Trustees appointed by the Mayor and approved by the City Council.

The library is funded primarily through a tax levy extended by the City of Carbondale. Additional funding typically includes: State of Illinois Per Capita Grants and replacement tax; library fines, fees and miscellaneous revenue; other grants; gifts. In 1981 a Friends of CPL group was formed. Currently, this group has more than 100 members and raises funds to support and enhance library service.

Current climate—challenges and opportunities:

The Carbondale Public Library (CPL) is part of the Shawnee Library System, which is funded by the state legislature through the office of the Secretary of State. The Shawnee Library System currently serves public, academic, special and school libraries in a 32 county area. Materials from all of the libraries in the system are readily available to library cardholders. Although services vary, in general, systems provide member libraries with delivery of interlibrary loan materials, an automated shared catalog, continuing education, consultation and cooperative purchasing. Without such services, libraries would operate as stand-alone units unable to provide books from outside their own collections, with no outside support or cooperative purchasing power, and at greater expense to each community.

Due to state budget issues, in 2010 the nine multi-type library systems in Illinois began the process of merging into two systems. Given this transition, there is uncertainty about which system services will continue to be offered, how those services will change, and what the cost will be to individual libraries. Information about this situation can be found at the following websites:

Illustration of decreased system funding: <http://01612dd.netsolhost.com/pdf/systemfunds.pdf>
Statewide effort to request the release of overdue/unpaid funds from the state:

www.saveillinoislibraries.com

Information about the merger of the southern four systems (Shawnee, Rolling Prairie, Lewis and Clark, Lincoln Trail):

www.cooperationtoday.org/

Illinois Library Association's Future of Illinois Library Cooperation (FILC) statewide study and plan:

www.ila.org.

Due to this situation, certain expenses formerly covered by the system, such as those associated with computer maintenance, have been passed along to individual libraries. Other system-related expenses may increase in time as well. Area libraries have been told to expect an additional 10% increase at minimum in expenses associated with the shared online catalog because the southern four systems will eventually install a single shared catalog. An upgraded catalog is long overdue, so this will be a positive change for staff and patrons.

Meanwhile, the state of Illinois has been one year behind in the payment of per capita funds to CPL since 2009 (\$26,000-\$30,000 annually). That, along with other rising expenses and reduced revenue, resulted in an imbalance between budget expenditures and revenue in FY09 and FY10. The library Director retired, and a new Director was hired in late FY2010, just as this financial situation was becoming a recognizable pattern. Seeing this pattern in early FY11, the library created a reduced "working budget" for FY11 to project a realistic decline in revenue and reduce expenditures accordingly. The library reduced spending in several line items such as supplies, travel and materials. Operating hours were reduced by four hours per week. The library reduced the hours on multiple positions, did not fill vacated positions, implemented one furlough day for all employees, and saw a voluntary one month furlough of three positions: Head of Circulation; Reference Librarian; Library Director. The staff also amplified their fund raising and grant writing efforts. Throughout these challenges it has been the opinion of the Director and Board of Trustees that the CPL staff has acted as a cohesive, creative, enthusiastic and self sacrificing team.

CPL employs five MLS degressed librarians: Library Director (FT); Children's Librarian (FT); Reference Librarian (FT), Adult and Teen Services Librarian (FT); Administrative Assistant (PT). There are two positions in technical services, five in circulation (including an interlibrary loan clerk), one custodian, one accounting clerk, one volunteer coordinator, one programming coordinator and four shelvers. Of the 19 people employed, ten work full time.

Nearly 50% of Carbondale's population of 25,597(2000-census) are registered and have library cards.

Statistical Comparison:

The following comparisons were made using the most recent statistics (FY2008) from Bibliostat Connect to compare the 53 libraries in Illinois serving a comparable population of 20,000 to 30,000 people.

Statistical Summary: Among comparable libraries CPL has one of the smallest library buildings. Income and expenses are both very low, but the library collection is obviously a top priority in CPL's budget, and CPL houses a substantial collection, given its size. CPL has very few staff, and even fewer librarians as compared to other libraries. In spite of comparably low economic and staff resources, CPL ranks well in terms of the number of programs offered, even better in terms of circulation, and extremely high in terms of the number of hours the library is open.

Square footage of the library:

At 15,800 **square feet** (including the main building only; excluding Brush) CPL is number **48 out of 53**. Number one is Wilmette Public Library District with 65,654 square feet. Number 53 is East Moline Public Library with 9,552 square feet.

Income:

With an FY 2008 **income** of 852,225 CPL is number **46 out of 53**. Number one is Wilmette Public Library District with \$5,597,126. Number 53 is Macomb Public Library District with \$455,515.

Expenses:

With FY2008 **total operating expenses** of \$805,715 CPL is number **45 of 53**. Number one is Wilmette Public Library District with \$4,150,113. Number 53 is Macomb Public Library District with \$332,907.

With FY2008 **total collection expenditures** of \$151,490 CPL is number **35 of 53**. Number one is Elk Grove Village Public Library with \$837,679. Number 53 is Macomb Public Library District with \$44,021.

With FY2008 **total staff expenditures** of \$514,044 CPL is number **44 of 53**. Number one is Wilmette Public Library District with \$2,904,335. Number 53 is Macomb Public Library District with \$215,847.

Staff:

With 14.68 FTE **staff employed at CPL** in FY2008, CPL is number **43 of 53**. Number one is Lisle Library District with 53.57 FTE. Number 53 is Macomb Public Library District with 8.13 FTE.

With 3.75 **FTE librarians employed at CPL** in FY2008, CPL is number **46 of 53**. Number one is Geneva Public Library District with 24.31 FTE librarians. Number 53 is East Moline Public Library with 1 FTE librarian.

Collection, Circulation and Programs:

In FY2008 CPL's housed a total of 102,772 **items in the collection** (materials held), a rank of **34 out of 53**. Number one is Elk Grove Village Public Library with 332,655 items. Number 53 is Elmwood Park Public Library with 40,308 items.

With a **total circulation** of 240,804 items in FY2008 CPL ranks at number **22 out of 53**. Number one is Elk Grove Village Public Library at 795,154 items circulated. Number 53 is Harvey Public Library District with 44,897 items circulated.

With a total of 237 **library programs offered** by CPL in FY2008, CPL ranks at number **36 out of 53**. Number one is Bensenville Community Public Library with 1,065 programs. Number 53 is Charleston Carnegie Public Library with 22 programs.

Hours of operation:

Open 3,556 **hours per year** in FY2008, CPL ranks as number **14 out of 53**. Number one is Washington District Library, open 5,136 hours per year. Number 53 is Harvey Public Library District, open 2,704 hours per year.

Process for constructing the 2011-2015 Five-Year Plan

It was important to the Director and planning committee to ensure that the plan would be guided, not by our own perceptions and opinions, but by the perceptions and opinions of the entire community. The process began with a series of three brainstorming sessions. There were 32 total participants in the brainstorming sessions. The three groups included:

- 1) Library Trustees
- 2) Library staff
- 3) Friends of CPL, volunteers, and patrons

The groups used the five goals from the previous plan as the framework for their discussion:

GOAL ONE: TO IMPROVE FACILITIES

GOAL TWO: TO IMPROVE RESOURCES (Collections and Services)

GOAL THREE: TO IMPROVE STAFFING

GOAL FOUR: TO IMPROVE OUTREACH AND PUBLIC RELATIONS

GOAL FIVE: TO IMPROVE FINANCIAL SUPPORT

Each group was asked to answer the following questions as they relate to each of the five goals:

- What are we doing well (strengths)?
 - What are our problems (weaknesses)?
 - What are some realistic ideas we could pursue to solve our problems or build on our strengths?
 - What are some pie-in-the-sky ideas?
- The groups were also asked what the library should do with the Brush annex building.

The proposed ideas were then revisited, and each participant was asked to put a dot by each idea he/she felt was important, and to put a star by their four favorite ideas.

An online public survey was then created based upon ideas put forth in the brainstorming sessions. The survey was advertised in the library through bookmarks and posters, on the library's website, through email and Facebook. The survey was also advertised for one week in two weekly papers: The Nightlife; Carbondale Times. A prize drawing created incentive (2 coupons for \$10 off library fines; 1 donated \$25 gift certificate to a local restaurant, Thai Taste). The survey resulted in 205 responses. While the opinions of staff, Board members and other key stakeholders are very important, one goal of the survey was to also get feedback from general consumers, unbiased community members who are not library staff, board members, Friends or volunteers. Fortunately, 76.6% of respondents were from the "general consumer" category. Detailed survey results are included in the appendix. The goals, objectives and tasks listed in this plan are based upon results from the survey and brainstorming sessions.

All comments and responses from the survey and brainstorming sessions were considered in the development of the plan, and some are specifically quoted or referenced for illustrative

purposes. Specific tasks listed for each objective are intended to guide and propel achievement. Efforts to achieve each objective will not necessarily be limited to tasks specified in this plan.

Goal One: Improve Facilities

Progress from the 2006-2010 Five-Year Plan

Noise:

Noise in CPL was identified as a problem in the 2006-2010 plan, and was mentioned in the brainstorming sessions for the current plan. However, the survey for the current plan asked “If you don’t use the Carbondale Public Library, or you don’t use it often, why not? (mark all that apply).” The only response chosen by zero respondents was “The library is too noisy.” The noise is largely due to the openness of the floor plan. According to the 2008 review, there was some progress with patron cooperation on this issue. However, in the brainstorming sessions for the current plan there were 4 comments about noise being a problem. There were also 4 comments in the survey from patrons who felt uncomfortable because their children were shushed by staff, or because they had the sense that they could not fully relax and enjoy the library with their children because there is no separate children’s room. Therefore, noise does continue to be an issue, and unfortunately, soliciting patron cooperation may have alienated some parents of small children. In the current survey and brainstorm sessions there were 8 suggestions that the children’s area should be separated or soundproofed, and/or expanded. Unfortunately, without an addition to the building, this would require walling off the children’s section, which would reduce general seating, reduce accessibility, and possibly eliminate space for all programs that bring in more than 40 people.

Lighting:

Outside lighting has been added in the parking lot, and some interior lighting has been upgraded in accordance with the previous plan. Window coverings have not been purchased. The yard area to the east of the library and the Brush parking lot are not well-lighted. There were 2 comments in the brainstorming sessions that portions of the stacks are not well-lighted, and difficult, especially for people with low vision. The areas mentioned included exterior walls and lower shelves. Track lighting was suggested as a solution.

Space:

The previous plan called for the remodeling of the circulation area, which was completed with funds from the Friends of CPL. This greatly improved workflow and increased usable library space.

Collection weeding to make space for new materials is ongoing, but continues to be a challenge as the collection grows, and the space does not. This is particularly a problem in the children’s area. Unlike adult reference materials, most children’s materials do not become obsolete, and children’s books often retain their popularity. Therefore it is difficult to weed children’s books, and still meet demand for popular titles, subjects and authors. The demand on children’s non-fiction books can be extreme as well because several dozen children may come to the library in any given week seeking books on a single assigned subject.

The staff and Trustees continue to seek funds for the remediation and removal of asbestos and subsequent remodeling of the Brush annex into usable library space. A proposal was received from Freeman Environmental Services, Inc., dated 11/5/2009. Demolition of the kitchen area is quoted at \$18,500. Asbestos abatement of the remaining portion of the building is \$68,000. If handled simultaneously, the proposed total is \$85,000. This would leave the

building as a shell, which could then be renovated at additional expense. The Brush annex was directly addressed in the brainstorming sessions for the 2011-2015 plan.

Physical Improvements:

All staff desks have been updated or replaced in the past five years to accommodate workflow and technology. Some lounge chairs, reference shelving and signage have been replaced.

Painting and carpeting has been done around circulation, the meeting room, director's office and staff room, although the carpet in the meeting room is heavily stained. New paint is needed in the technical services office, upstairs and downstairs public areas and ramps. Carpet throughout most of the building is about 12 years old.

In the previous plan it was suggested that bin shelving may solve some space and access issues in the children's area. There is some bin shelving in that department; however, it is difficult to maintain and may not be the solution it was thought to be.

2011-2015 Objectives for Goal One: Improve Facilities

Objective A: Analyze options for remedying space and maintenance issues in both the main library building and Brush annex, and plan for the most viable option(s).

Task A: Collect information to compare the pros, cons, and costs of fully renovating the Brush annex versus expanding the main building.

Task B: Develop a plan and seek resources to pursue the most viable option(s).

Task C: In accordance with the library's "Going Green Plan" and 2011 Per Capita grant, incorporate the following into the library's plans for facilities and grounds:

1. Consider environmental impact in decisions regarding repairs, maintenance and improvements made to the buildings and grounds.
2. Seek funding for safe asbestos handling and/or removal in the annex building.

Basis for Objective A:

The brainstorming sessions and survey revealed that lack of space consistently impedes improvement of facilities, collections and programs. The library lacks space for larger or simultaneous programs and meetings, quiet seating areas, computers, a separate teen area, a separate children's area, and an ever-expanding collection of books and other media. This prevents growth, but also decreases comfort for library patrons who site lack of comfortable seating, and lack of private areas for children. Thirty three survey comments speak to these needs, specifically requesting expansion and/or requesting changes that would require expansion. An additional 11 comments request expanded collections. The brainstorming sessions sited space as a weakness 9 times, specifying the following needs and dilemmas: More space for children's books and activities; more space for computers; aisles are sometimes crowded; the architectural design wastes space; staff desks take up floor space; not enough office space; not enough space for collections; more space for programs; never

enough space in general. Expanding the building was suggested as a solution 5 times during the brainstorming sessions. Eight people gave that solution a dot to indicate priority, and 3 people gave it a star to indicate top priority. Meanwhile, the Brush annex provides essential storage and book sale space, yet the building's maintenance issues are increasingly problematic.

Objective B: Work to make the library as comfortable and usable as possible.

Task A: Rearrange furniture to create more comfortable seating areas with increased access to electrical outlets.

Task B: Seek funding for new, more comfortable and usable furniture.

Task C: Seek solutions for ongoing maintenance issues.

Task D: Seek solutions to shelving issues to improve access to materials.

Basis for objective B:

Task A: Lack of access to electrical outlets is a known issue, which was specifically noted in 4 survey comments, as well as in the brainstorming sessions. In the brainstorming sessions the following solution was proposed twice: "Add more electrical service / more outlets or tables w/ outlets or power strips; find outlets behind books; outlet map." This solution received 9 dots and 4 stars, indicating that 9 people felt it was a very important issue, and 4 people would choose this as one of the top four projects the library should pursue.

Task B: When asked, "What services do you (or your family) use at the library?" 50% of respondents marked "as a nice place to sit, read, think." This response came in third, below checking out books and videos, but above checking out magazines. Obviously to serve this purpose, the library must provide comfortable seating. However, 14 survey respondents made comments specifically requesting more seating inside the library with more comfortable furniture (similar requests were made for the outdoor area as well). 11.4% of survey respondents marked that they do not use the library (or use it often) specifically because "the library furniture or space isn't comfortable."

Task C: Three survey respondents commented on maintenance issues: one mentioned leaking skylights; one mentioned dirty carpet, walls and bathrooms; one questioned the cleanliness of furniture. These issues were more apparent to brainstorming participants who sited cleanliness as a weakness 7 times. Carpet and general maintenance were the primary culprits. Other maintenance issues were cited as weaknesses 9 times, including: Heating and cooling system (listed 3 times); Cost of refurbishing or replacing the Brush annex (listed 3 times); flat roof; entry doors are not energy efficient; furniture does not serve its purpose. Ten people put a dot (indicating priority) by the solution: "Clean carpet more; look into tile floor or tile carpet." Eleven people put a dot, and five people put a star (top priority) by the solution "Cleaning: Training & a checklist."

Task D: Problems with shelving were pointed out during the brainstorming sessions. Some solutions were apparent, such as shelving all non-fiction videos together (instead of integrating them with non-fiction books) to increase video circulation. Other issues, such as "need better shelving" were non-specific, although solutions may be identified in time.

Objective C: Until and unless the library's land can be used for expansion, improve the grounds with an eye toward increasing usability while preserving aesthetic.

Task A: Seek funding and resources for the following:

- Improved planting and maintenance of landscaping
- Improved outdoor lighting
- Additional outdoor seating
- Educational gardening programs
- Sculpture garden

Basis for objective C:

When asked "What should the library do with its large outdoor area?" expanding the building and offering gardening programs were equally the most popular ideas among survey respondents. The issue of expansion is addressed in detail elsewhere in this plan. Meanwhile, gardening programs would serve the library's educational mission. One survey respondent pointed out that "Research has shown that children who spend time in natural settings outdoors are more resilient and less likely to show symptoms of ADHD."

Adding a sculpture garden was the third most popular idea. Eleven survey comments mentioned adding additional seating such as shaded benches, sunroom or gazebo. Several comments spoke to the need for green space and tranquility. While 4 comments suggested we leave the space as is and do nothing, 36 comments supported making some improvements and pursuing some of the suggested options. Although there was some support for a playground or dog park, there were 2 comments specifically against adding a playground, and 7 against a dog park, citing liability, noise, the busy road, and fear of dogs. It seems that educational gardening programs, sculpture, lighting and additional seating could work together to enhance the green space and encourage its use without compromising the space's serenity.

Goal Two: Improve Resources (Collections and Services) **Progress from the 2006-2010 Five-Year Plan**

Overview:

Financial resources are addressed under goal five. Goal two is intended to address acquisition and distribution of resources for the benefit of the community.

Collection:

CPL has a very good collection and normally devotes 15-20% of the budget to collection development. However, the library's limited space does hinder collection development.

There was a goal to establish and/or continue the "Adopt-a-Magazine" program and a music collection. Both are established and ongoing.

A cataloging backlog was identified as a problem in the last five year plan. The Shawnee Library System now allows libraries to do their own original cataloging with system training. However, the system still checks each original catalog record, so while there is some improvement, original items are still slow to process. There are items that were delivered to the system several years ago that have never been returned.

Technology:

The Carbondale Public Library provides public Internet access through public workstations and free wi-fi access. Connection speed is considered very good in comparison to other area libraries. Clearwave received a federal grant to run fiber Ethernet throughout southern Illinois, and the company will run Ethernet cable directly to several public libraries, including CPL, which will improve Internet speed and affordability. That project should be completed between 2013-2015.

CPL also took part in submitting a federal BTOP grant for the purchase of technology in conjunction with several Illinois libraries. The state will receive a portion of the requested funds for this grant, but the libraries to receive grant funds have not yet been named.

In 2010 the library received 13 free refurbished computers from John A. Logan College to support Project Next Generation and other technology-related library programs. A grant from the Bill and Melinda Gates Foundation provided technology funds through 2008. However, the library still has several aging computers that run slowly, do not support all applications, and need to be replaced. CPL's 2011-2013 Technology Plan addresses these issues.

2011-2015 Objectives for Goal Two: Improve Resources **(Collections and Services)**

Objective A: To ensure compliance with Illinois library law and standards, as well as enlightened, up-to-date, and practical library operations, the library Board will review all library policies and by-laws, making changes and additions as needed, considering input from staff, other stakeholders, examples from other libraries or other available resources.

Task A: Establish a policy review committee to schedule policies for review, analyze policies and suggest any changes or revisions to the Board.

Task B: In accordance with Illinois library law, schedule biennial review of the policy governing selection and use of library materials.

Task C: In accordance with CPL's 2011-2012 Technology Plan (GOAL D), review and revise policies and procedures to better accommodate and make use of technology. (see technology plan for tasks and deadlines).

Basis for objective A:

The library must ensure compliance with state and federal law and Illinois Public Library Standards. Policy review also helps the library to respond appropriately to changes in community needs, library resources, media and technology.

Objective B: Continue to build the collection.

Task A: Collection areas to build: Videos; audio books; downloadable audio books and e-books; non-fiction; art books (specifically mixed-media); large print and other areas as needs are identified.

Task B: Collection areas to update: History non-fiction; popular classics (missing some titles); drama; children's bin shelving (if possible, update which authors are stored in bins as popular authors change); other areas as needs are identified.

Basis for objective B:

When asked "What services do you (or your family) use at the library?" the most popular response 88.8% was "borrow books." Five survey comments asked for "More books!" and/or asked that we maintain the print collection as our top priority, while offering alternative media. Respondents clearly want plenty of new books. Specific collection areas to build or update were identified in survey comments and brainstorming sessions.

At 67.9%, "borrow videos" was the second most popular survey response when asked about services used. Five survey comments asked for more videos, and the need was identified in the brainstorming sessions as well. Allocating more money for children's videos received 1 star (top priority) and 2 dots (priority) in the brainstorming sessions.

Two survey comments asked that we build the music collection, two asked for more audio books, and two asked for digital audio books. The need for digital books and audio books were both identified in the brainstorming sessions as well. 32% of survey respondents marked that they would download e-books to their own device if available, while 16.5% would like to download books to a device borrowed from the library.

Objective C: Provide library programs and services in accordance with the library's mission to support the educational, informational, cultural, and recreational needs of its community.

Task A: Seek resources to offer library programming in the following areas: Art openings and exhibits by local artists; author visits and book signings; coffee shop (if feasible); independent artistic or locally made films; gardening programs (see Goal A); other programs listed below; other programs as needs and opportunities arise.

Task B: In accordance with Illinois Public Library Standards, find strategies to reach those groups that do not use the library (such as downloadable books, expanded delivery to nursing home residents).

Task C: Solicit public feedback to ensure quality and convenience of programs offered.

Basis for objective C:

Task A: The survey asked, “If offered, which of the following programs and services would you or your family use at the Carbondale Public Library?” The top two responses (each at 51%) were “Art openings and exhibits by local artists” and “Author visits / books signings.” While one survey comment asked that we continue to loan art prints, the idea to “stop checking out art prints” was suggested in the brainstorming session and received 6 dots to indicate priority. Art prints have very low circulation, and both the survey and brainstorming sessions indicate that exhibiting local art would be a better use for the library’s wall space.

The third most popular response was to put in a coffee shop. The idea of a coffee shop was brought up 8 times in the brainstorming sessions, and received 11 dots to indicate priority, and 2 stars to indicate top priority. To offer this service the library would need to resolve some of the carpet, space and maintenance issues outlined in Goal A of this plan. At 46.9%, the fourth most popular service was “Independent films (artistic or locally made). Because 56.1% of survey respondents were adults with no children in their care, it is difficult to quantify the popularity of services proposed for children and teens. In general, several comments requested more programming in general, and more program specifically for children and teens. The following programs were suggested in the survey, and all received enough interest to justify pursuit, certainly enough to fill the library’s meeting room. Those programs include: Book store / gift shop; creative writing; arts and crafts classes; technology classes; gardening classes; music classes; grant writing classes; classes to help prepare a resume, start a business, or find a job; book clubs. Other topics were suggested in survey comments: Literacy tutors or classes for adults to improve reading skills or learning English; digital photo-editing; services to assist the homeless population; genealogy workshops; southern Illinois history.

Task B: By far, “time” amounts to the most common reason survey respondents do not use the library, or use it often—time to read, time to get to the library, getting “around to it,” etc. Downloadable books may address the needs of some of these users. Only 5.7% of survey respondents marked that they would use homebound delivery to people who don’t have a disability, while 14.9% marked that they (or their family) would use homebound delivery to people with a disability. We must consider the fact that not all survey respondents have a disabled person in their family, so 14.9% is actually a relatively high percentage, deserving of our attention, although historically our resources for providing homebound services have been somewhat limited.

Task C: Some survey comments requested programs at specific times of day, during specific seasons, and for specific age groups. These comments will be analyzed along with additional

public feedback in an attempt to satisfy as many patrons as possible with program offerings and scheduling.

Objective D: Use technology to meet the community's needs.

Task A: Strive for consistent upgrades to public access computers and replacement of older computers to ensure quality, functionality and compatibility with changing technology.

Task B: Seek resources to purchase and support maintenance of more public access computers.

Task C: Improve furniture and layout to increase accessibility for laptop users in accordance with Goal A.

Task D: Improve the functionality and aesthetics of the library's web page.

Task E: Employ technology and electronic media, such as e-books, social networking, video and podcasting to enhance library collections and programs.

Task F: Participate in a system-wide migration to an improved electronic catalog.

Basis for objective D:

Tasks A and B: These tasks address known issues identified in the brainstorming sessions and in the library's daily operations. The need for more, and better computers was identified 10 times in the brainstorming sessions. Corresponding suggestions received 24 dots to indicate priority and 11 stars to indicate top priority.

Task C addresses an issue explained extensively under Goal A.

Task D addresses an issue addressed in the brainstorming session, which received 2 dots and 3 stars from participants. One survey comment made specific suggestions for improvement. Currently the library uses a web page tool designed for small public libraries, which offers limited functionality. Other products will need to be explored.

Task E will be carried out in consultation with the library's technology plan. It is important for all public libraries to offer current media in keeping with the community's needs and expectations. One survey comment stated this succinctly: "Just make sure you keep up with the changing times and technology."

Task F was identified in the brainstorming sessions and has been a long-term goal for all libraries automated through the Shawnee Library System. While migration to a new catalog is out of our control as an individual library, it will be a welcome change which should improve functionality for both patrons and staff.

Goal Three: Improve Staffing **Progress from the 2006-2010 Five-Year Plan**

Salaries of Librarians:

A salary study completed with the last plan showed CPL to be lagging way behind public libraries in similar communities, especially in terms of professional salaries. As a result, salaries for professional librarians were gradually raised over a five year period to raise salaries to average entry levels.

Janitorial Assistance:

A janitorial assistant position was added briefly, but this did not fully resolve maintenance issues, and the position did not continue.

Hours:

In 2010 many staff hours had to be reduced due to budgetary constraints. Schedules were adjusted to accommodate these changes.

2011-2015 Objectives for Goal Three: Improve Staffing

Objective A: Optimize customer service by enhancing staff training, communication and morale.

Task A: Continue to provide continuing education opportunities to staff, and rotate conference participation among professional staff.

Task B: Increase the staff's understanding of the library's electronic resources, such as the Foundation Center database, through instructional programs as outlined in the 2011-2013 technology plan.

Task C: Use continuing education opportunities and other resources to improve customer service.

Task D: Use technology and other resources to increase communication among staff in order to provide better service to patrons and volunteers.

Task E: Use a checklist to analyze which maintenance issues are and are not being met, and address unmet maintenance needs through procedural, personnel or contractual changes.

Task F: Explore methods of sustaining staff morale.

Task G: Improve the Board orientation program, and schedule an annual Trustee tour of the facilities.

Basis for objective A:

Task A: In the past, most conferences were attended only by the Library Director. One brainstorming session identified the following solution: "Rotate ILA conference attendance among librarians (examine expense caps / per diem for travel)." The idea received 3 dots and 4 stars to indicate priority.

Task B: This task is indicated in the library's 2011-2013 Technology Plan. It is intended to improve reference service and promote use of the library's electronic resources, which have replaced some print resources.

Task C: This task addresses a concern expressed in survey comments. Survey respondents made 16 very positive comments about the staff, and 13 negative comments. These comments need to be shared with the staff so that we can work toward improving our communication with patrons and provide more consistently friendly and positive service.

Task D: This task addresses an issue expressed in the brainstorming sessions. Staff and volunteers are eager to find ways to improve internal communication.

Task E: This issue is discussed more extensively in Goal A.

Task F: As stated earlier, in the opinion of the Director and Board, the staff has displayed impressive morale in spite of budget cuts. This needs to be sustained. Happy people tend to provide friendly service, and everyone deserves to work in a welcoming and appreciative environment.

Task G: This task will ensure compliance with Illinois Public Library Standards. The Board has an in-depth understanding of library issues, but new Board members should be given a thorough orientation, and all Board members would benefit from a tour. They are consistently shown the Director's perspective, whereas a tour would provide some insight into the staff's perspective.

Goal Four: Improve Outreach and Public Relations **Progress from the 2006-2010 Five-Year Plan**

Library Cards:

A library card sign-up campaign increased CPL card holders from 11,000-12,000 to over 16,000.

Partnership with Schools:

Efforts have been ongoing. For example, Summer Reading Program information is distributed to the public schools in mass quantity. However, brainstorming sessions for the current plan indicate that there are still new methods to be tried.

Senior Citizens:

Volunteers currently deliver materials to individual residents in one assisted living facility.

Publicity:

Efforts are always ongoing in the media, on the CPL website, and in the CPL newsletter. Brainstorming sessions for the current plan indicated that CPL appears in the newspaper regularly. Television and radio stations often cover special library events, and all media outlets have been receptive to opportunities to report on the library. However, social networking needs to be better employed.

2011-2015 Objectives for Goal Four: Improve Outreach and Public Relations

Objective A: Develop and implement a formal marketing plan.

Task A: Establish a committee for plan development.

Task B: Review specific comments from brainstorming sessions and survey.

Task C: Explore partnerships with SIU's Marketing program or other individuals or organizations with marketing expertise.

Task D: Incorporate partnerships with area schools and organizations to promote and enhance library service.

Basis for objective A:

Tasks A and B: Several specific suggestions were made in the brainstorming sessions and the survey. These suggestions should be considered for incorporation into a marketing plan. It is clear from the brainstorming sessions that this plan should be developed and carried out by a team, including Board members, staff and volunteers. The following brainstorming ideas apply: "1 or 2 on staff who search for outreach opportunities, eg, marketing staff or outreach committee of Friends / staff / board" (7 priority dots; 1 top priority star); "Board spend time in library every week to be more oriented & to help w/ outreach / PR" (5 priority dots); "More people need to be involved on web site" (3 dots; 1 star); "PR Coordinator to do press releases, more news & articles to newspapers & on web & speeches & programs to groups in

community” (11 dots; 1 star). It should be noted that there are development positions established in some public libraries to oversee outreach and fundraising.

Task C and D: Given the nature of the public library as a community hub, the community should be involved at every opportunity. Several specific partnerships were suggested in survey and brainstorming comments.

Objective B: Use technology to promote the library’s collections and services.

Task A: Explore technology, such as podcasting and social networking, as a method of library promotion, particularly to teens.

Task B: Promote electronic resources, such as the Foundation Center database through instructional programs as outlined in the 2011-2013 technology plan.

Basis for Objective B:

Tasks A and B: Two survey respondents commented that they were not aware of the Foundation Center database, and one was not aware that the library offers free wifi access. Three comments requested electronic notification of upcoming library programs; two requested automated due-date reminders; two requested a more accessible method for suggesting book purchases. The brainstorming sessions generated several ideas for using technology to promote the library, such as “Improve library presence on web sites of city, chamber of commerce & other agencies” (7 priority dots). Once established, the library’s marketing committee should pursue these suggestions.

Objective C: Better communicate the library’s mission, role, collections and services to the community.

Task A: Pursue regular media placements, such as a newspaper column or radio appearances featuring the library.

Basis for Objective C:

The following ideas from brainstorming sessions address this: “Use SIU as a radio / TV / Outreach resource” (7 dots; 1 star); “Approach radio or TV to show regular library program / quick interviews w/ librarian; feature books, reviews, readings on WSIU / WDBX” (4 dots; 1 star); “Someone to write regular (monthly?) column for "Southern Plus" section of newspaper” (14 dots; 4 stars).

Two survey comments suggested that the library should not do programs, that the library is not “a recreation or education center.” While these comments represent less than ½ of 1 percent of the input received, they may illustrate a need to better communicate the library’s mission, which is to provide “resources and services to support the educational, informational, cultural, and recreational needs of its community.”

Goal Five: Improve Financial Support **Progress from the 2006-2010 Five-Year Plan**

District Library Status:

There has been ongoing discussion as well as legal consultation. At this time it may not be advantageous for the library to seek district status, although the library will continue to periodically research this possibility.

Donation Campaign:

Ongoing efforts include the Adopt a Magazine program, the "Give us your Lincolns" campaign and Nearly New book sales. Additional efforts will be employed in the 2011-2015 plan.

Endowments:

No specific initiatives were enacted under the previous plan; however, efforts are underway and will be employed in the 2011-2015 plan.

2011-2015 Objectives for Goal Five: Improve Financial Support

Objective A: Closely consider both short term and long term finances in all library planning and operations and proceed in accordance with realistic projections.

Task A: The library Director will analyze revenue and expenditures in comparison to previous years, current projections and other predictable factors to develop a realistic annual budget.

Task B: The library Director will analyze revenue and expenditures as each current fiscal year proceeds, and present periodic analysis to the Board, in addition to monthly financial reports, so that the Board may implement any necessary action.

Basis for Objective A:

Several fluctuating variables and unknowable factors can affect an annual budget. Careful planning and analysis of trends can help to mitigate these factors. In addition, analysis during the course of the fiscal year can allow the library to adjust spending on flexible line items to decrease the impact of any unforeseen expenditures or lags in revenue prior to the end of the fiscal year.

Objective B: Incorporate fundraising and grant seeking efforts into the library's routine in partnership with the Friends of the Carbondale Public Library.

Task A: Once established, the marketing committee, or a separate committee, will incorporate fundraising into the formal marketing plan, with consideration for specific ideas suggested in the brainstorming sessions and survey comments.

Task B: Develop materials and methods to seek donations, endowments, estate and memorial giving.

Task C: Pursue fundraising events and activities to meet specific needs.

Task D: Improve the donor recognition program.

Task E: Regularly pursue grants or other funding to sustain and enhance library collections, services, operations and facilities.

Task F: Enlist appropriate community partners in grant seeking efforts.

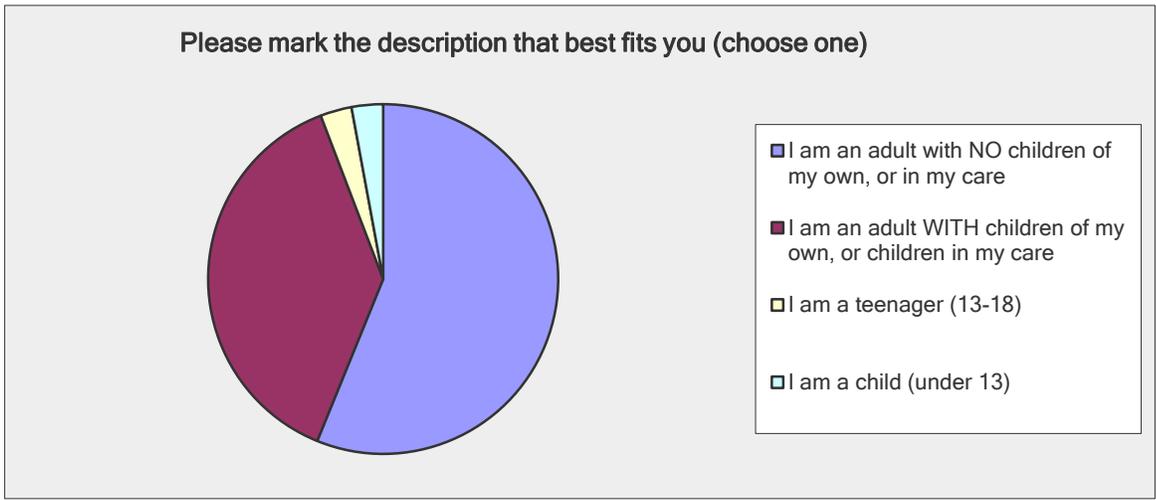
Basis for Objective B:

All tasks listed above were identified in the brainstorming sessions. Ongoing fundraising and grant seeking efforts will allow the library to sustain and enhance service, and work toward long term goals, while decreasing the impact of any unforeseen expenditures or lags in revenue. Cooperation with area organizations will meet outreach and financial objectives simultaneously.

Carbondale Public Library 5 Year Plan Survey

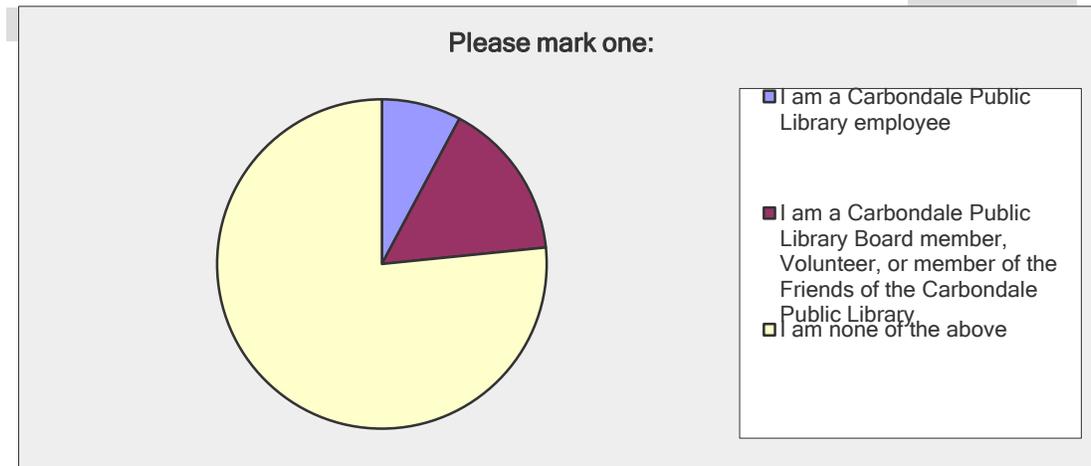
Please mark the description that best fits you (choose one)

Answer Options	Response Percent	Response Count
I am an adult with NO children of my own, or in my care	56.1%	115
I am an adult WITH children of my own, or children in my care	38.0%	78
I am a teenager (13-18)	2.9%	6
I am a child (under 13)	2.9%	6
answered question		205
skipped question		0



Please mark one:

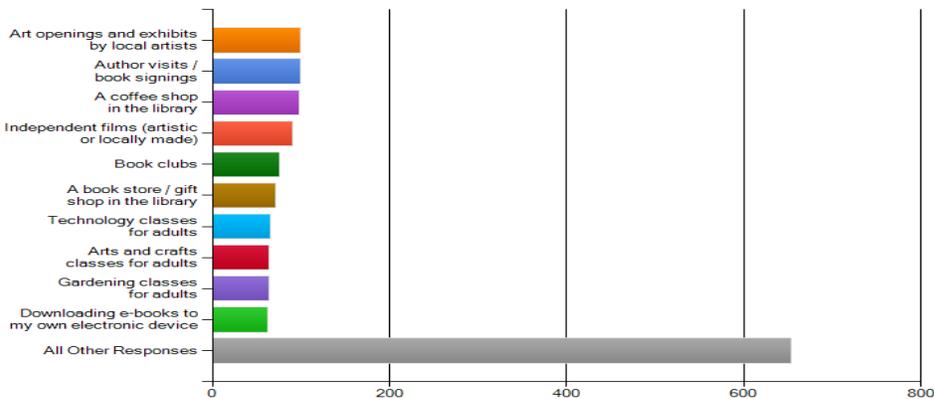
Answer Options	Response Percent	Response Count
I am a Carbondale Public Library employee	7.8%	16
I am a Carbondale Public Library Board member, Volunteer, or member of the Friends of the Carbondale Public Library	15.6%	32
I am none of the above	76.6%	157
answered question		205



If offered, which of the following programs and services would you or your family use at the Carbondale Public Library? (mark all that apply)

Answer Options	Response Percent	Response Count
A coffee shop in the library	50.5%	98
A book store / gift shop in the library	37.1%	72
Downloading e-books to my own electronic device	32.0%	62
Downloading e-books to a device I could borrow from the library	16.5%	32
Creative writing classes or workshops for adults	26.8%	52
Creative writing for teens	17.5%	34
Creative writing for kids	22.2%	43
Arts and crafts classes for adults	33.0%	64
Arts and crafts classes for teens	13.4%	26
Arts and crafts classes for kids	26.8%	52
Technology classes for adults	33.5%	65
Technology classes for teens	16.0%	31
Technology classes for kids	18.6%	36
Gardening classes for adults	33.0%	64
Gardening classes for teens	9.8%	19
Gardening classes for kids	14.4%	28
Music programs for adults	29.4%	57
Music programs for teens	14.9%	29
Music programs for kids	22.7%	44
Grant writing classes	25.3%	49
Classes to help prepare a resume, start a business, or find a job	27.3%	53
Art openings and exhibits by local artists	51.0%	99
Independent films (artistic or locally made)	46.9%	91
Home delivery to people with a disability	14.9%	29
Home delivery to people who DON'T have a disability	5.7%	11
Book clubs	39.2%	76
Author visits / book signings	51.0%	99
Other programs or services you'd like the library to offer (please specify)	14.4%	28
answered question		194
skipped question		11

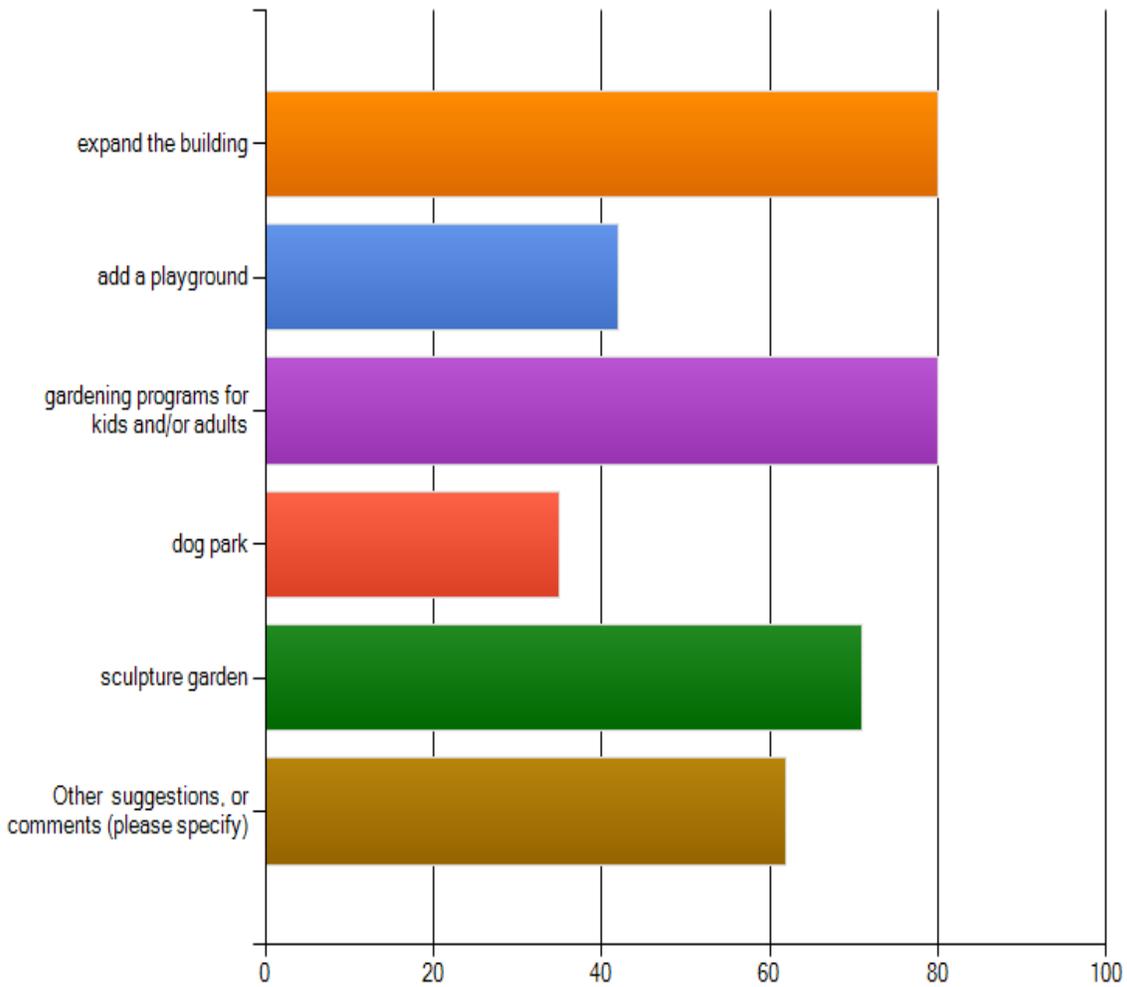
If offered, which of the following programs and services would you or your family use at the Carbondale Public Library? (mark all that apply)



What should the library do with its large outdoor area? (mark your favorite idea(s))

Answer Options	Response Percent	Response Count
expand the building	40.8%	80
add a playground	21.4%	42
gardening programs for kids and/or adults	40.8%	80
dog park	17.9%	35
sculpture garden	36.2%	71
Other suggestions, or comments (please specify)	31.6%	62
<i>answered question</i>		196
<i>skipped question</i>		9

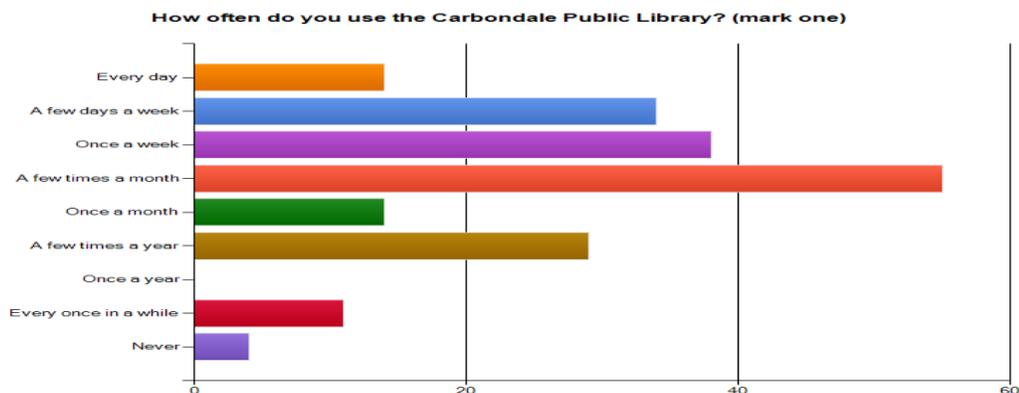
What should the library do with its large outdoor area? (mark your favorite idea(s))



How often do you use the Carbondale Public Library? (mark one)

Answer Options	Response Percent	Response Count
Every day	7.0%	14
A few days a week	17.1%	34
Once a week	19.1%	38

A few times a month	27.6%	55
Once a month	7.0%	14
A few times a year	14.6%	29
Once a year	0.0%	0
Every once in a while	5.5%	11
Never	2.0%	4
answered question		199
skipped question		6



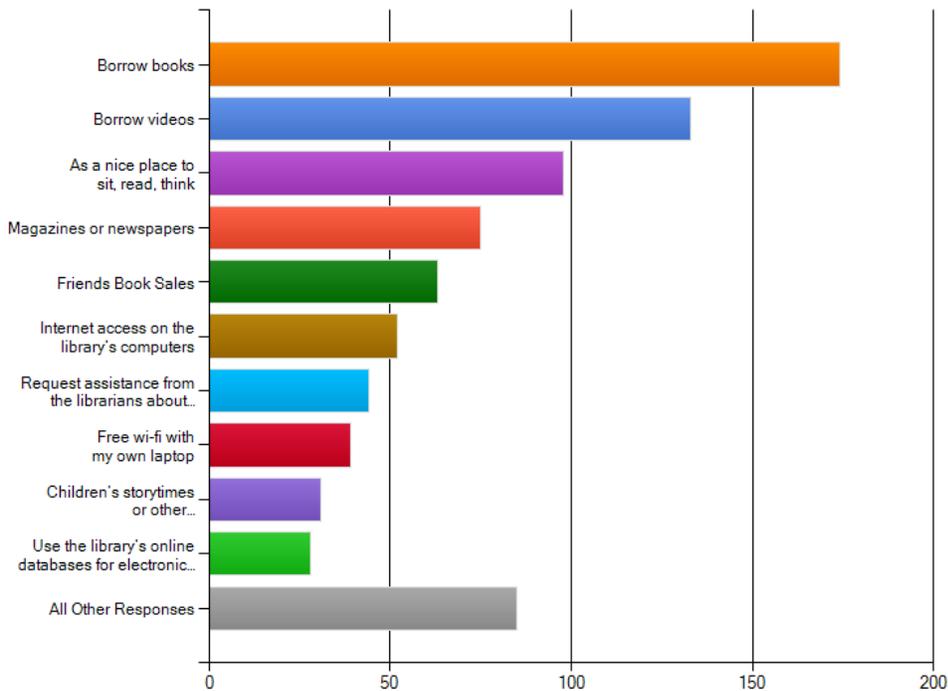
If you don't use the Carbondale Public Library, or you don't use it often, why not? (mark all that apply)

Answer Options	Response Percent	Response Count
I'm afraid of overdue fines	12.5%	11
I never have time to finish a book before it's due	13.6%	12
I just like to own my own books	9.1%	8
It's just not my thing	3.4%	3
The hours are inconvenient	3.4%	3
The location is inconvenient	2.3%	2
I just never get around to it	18.2%	16
I don't have time to go to the library	12.5%	11
I don't have time to read	11.4%	10
I assume the library doesn't have the books I'm looking for	5.7%	5
I know the library doesn't have the books I'm looking for	3.4%	3
I assume the library doesn't offer programs that interest me	6.8%	6
I know the library doesn't offer programs that interest me	3.4%	3
The library doesn't have enough computers for the public to use	9.1%	8
The library is too noisy	0.0%	0
The library furniture or space isn't comfortable	11.4%	10
I use a different library	18.2%	16
I don't live within Carbondale City limits (FYI: The library taxes you would pay in person are exactly what you would pay if you lived within the city limits. Bring your property tax bill or lease, and a photo ID if you'd like to pay for a card in person.)	15.9%	14
Other reasons, or comments (please specify)	30.7%	27
answered question		88
skipped question		117

What services do you (or your family) use at the library? (mark all that apply)

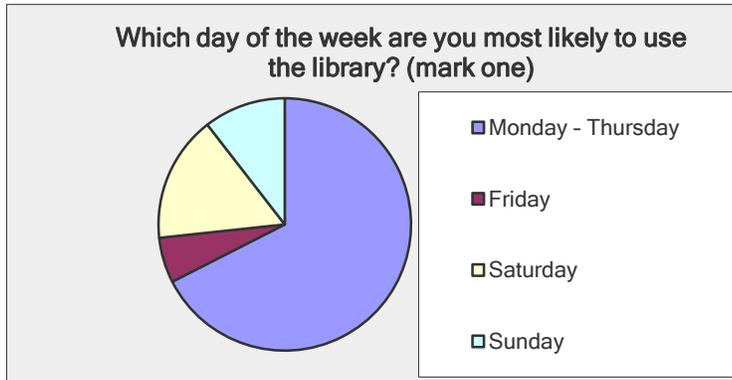
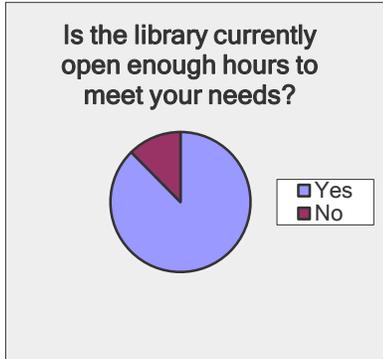
Answer Options	Response Percent	Response Count
Borrow books	88.8%	174
Borrow videos	67.9%	133
Magazines or newspapers	38.3%	75
Use the library's online databases for electronic access to journals and magazines	14.3%	28
The online Foundation Center grant database to find grant funding	3.1%	6
Request assistance from the librarians about how to find information	22.4%	44
Ask the staff for suggestions about what books or authors I might want to try	12.8%	25
Computer classes or tutoring	4.6%	9
Children's storytimes or other children's programs	15.8%	31
Teen reading contests, video gaming or other teen programs	7.1%	14
Programs or classes for adults	8.7%	17
I volunteer at the library	3.6%	7
My organization has rented meeting room space at the library	3.6%	7
Friends Book Sales	32.1%	63
Free wi-fi with my own laptop	19.9%	39
Internet access on the library's computers	26.5%	52
As a nice place to sit, read, think	50.0%	98
Other services you use, or comments (please specify)		23
<i>answered question</i>		196
<i>skipped question</i>		9

What services do you (or your family) use at the library? (mark all that apply)



Is the library currently open enough hours to meet your needs?

Answer Options	Response Percent	Response Count
Yes	87.6%	169
No	12.4%	24
answered question		193
skipped question		12

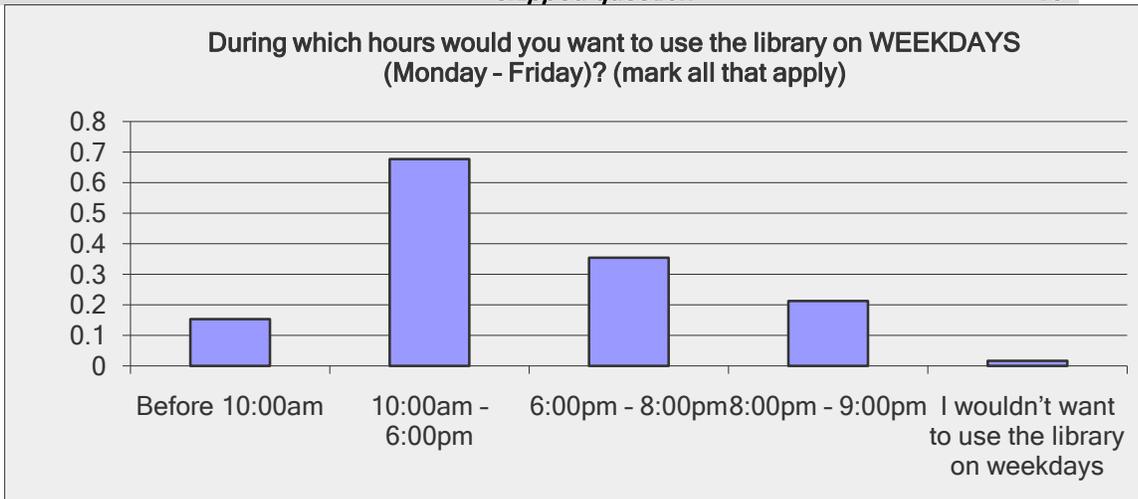


Which day of the week are you most likely to use the library? (mark one)

Answer Options	Response Percent	Response Count
Monday - Thursday	67.5%	129
Friday	5.8%	11
Saturday	16.2%	31
Sunday	10.5%	20
answered question		191
skipped question		14

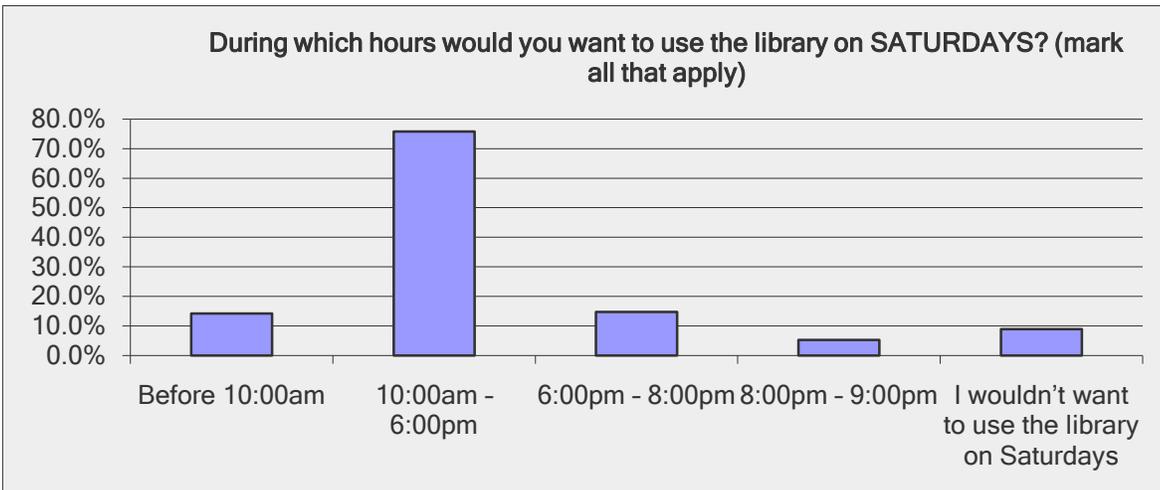
During which hours would you want to use the library on WEEKDAYS (Monday - Friday)? (mark all that apply)

Answer Options	Response Percent	Response Count
Before 10:00am	15.3%	29
10:00am - 6:00pm	67.7%	128
6:00pm - 8:00pm	35.4%	67
8:00pm - 9:00pm	21.2%	40
I wouldn't want to use the library on weekdays	1.6%	3
answered question		189
skipped question		16



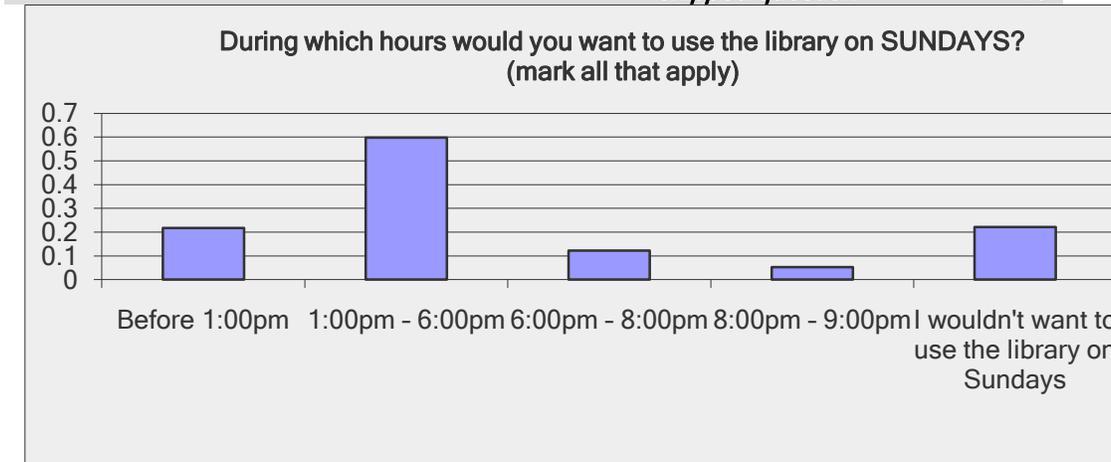
During which hours would you want to use the library on SATURDAYS? (mark all that apply)

Answer Options	Response Percent	Response Count
Before 10:00am	14.2%	27
10:00am - 6:00pm	75.8%	144
6:00pm - 8:00pm	14.7%	28
8:00pm - 9:00pm	5.3%	10
I wouldn't want to use the library on Saturdays	8.9%	17
answered question		190
skipped question		15



During which hours would you want to use the library on SUNDAYS? (mark all that apply)

Answer Options	Response Percent	Response Count
Before 1:00pm	21.7%	41
1:00pm - 6:00pm	59.8%	113
6:00pm - 8:00pm	12.2%	23
8:00pm - 9:00pm	5.3%	10
I wouldn't want to use the library on Sundays	22.2%	42
answered question		189
skipped question		16



A Selection of Positive Comments about the Library

"Every time I move to a new area, the library is one the first resources I seek out as libraries provide an invaluable service to any community."

"Great place! Many thanks for all you do!"

"I was fortunate to grow up in a family of readers - my parents and all of my siblings. Carbondale Library has been an integral part of my family for more than 40 years. I marvel when someone says they don't have a library card as reading is one of my greatest pleasures. This library has always provided a welcoming, safe, warm or cool respite from the "outside world." Borrowing books/videos/dvds have allowed me to travel the world and then some. For that I say "Thanks a million!!!"

"My kids love the children's books!!"

"I retire in February 2011 and am looking forward to getting to the library a LOT more often!"

"It's a great quite place where I can do a great variety of activities with great concentration."

"I love the library programs and participate with my two small children when I can."

"I AM A NEW LIBRARY CARD HOLDER AND I AM APPRECIATING THIS COMMUNITY RESOURCE. THANK YOU"

"Great place! Many thanks for all you do!"

"I love the library! Great new director!"

"I really enjoy visiting with the staff. You have some wonderful people that I have formed acquaintances with over the 40 + years that I look forward to seeing their smiling faces when I drop by. It's very pleasant. I took both of my children to many programs over the years and we always loved looking for new books."

"It is always a pleasure to go to the library and the staff is a delight."

"I'm so positive about the library building and its staff. Such warm, friendly people and a welcoming setting, and despite the fact that I have many seemingly obscure curiosities, in most cases I'm able to locate a book about them through the Shawnee system if it isn't already on your shelves. I've seen the growth in children's, teens, and adult services in the last decade, plus I love the jigsaw puzzle table (although so far I haven't sat down there to participate myself, but I may start doing it before long!!) and the new location of the magazines."

"Thanks for all you do. Your library is wonderful to visit."

"I love it"

"Thank you - you are a wonderful resource!"