

LIBRARY TRANSITION TEAM: RECOMMENDATIONS

BUILD AND ENGAGE COMMUNITIES

1. Engage in marketing and advocating for libraries sustainability, growth and change to meet the diverse needs of communities.
2. Utilize existing studies of the Return on Investment to demonstrate the economic value of libraries.
3. Build libraries in the Middletown, Odessa and Townsend, Routes 896 and 40, and other underserved areas.

FOCUS ON LIBRARIES AS CENTERS FOR LITERACY AND LIFE-LONG LEARNING

4. Expand partnerships and programs that focus on but are not limited to education, training, workforce development for youth, teens and adults.
5. Create new staffing models and job classifications to reflect the modern library as centers for literacy and innovation that focus on people and services not just materials.
6. Establish an overall staff training plan to support innovation and technology in libraries, as well as professional development.
7. Rewrite the mission and vision for libraries to better explain to the public their role and value and define metrics to measure outcomes to effectively evaluate progress.

SUSTAIN OPERATIONS AND INFRASTRUCTURE

8. Update and revise the NCC Library Master Plan 2010 to 2030. This document serves as a guideline for the growth and direction of the library tiered system and provides future budgetary planning information.
9. Decrease dependence on state and county funding by obtaining funds from non traditional sources including the private sector.
10. Reconfigure and 'rehab' existing libraries to provide spaces that better meet the present and future needs of the demographics and interests of their communities
11. Decrease dependence on state and county funding by obtaining funds from non traditional sources including the private sector.

SWOT ANALYSIS

Build, Serve, Sustain

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
<p>Governance Open, free and accessible to all residents</p> <p>Library Card holders= 40.1% of NCC population (222,337 cards)</p> <p>Library Master Plans built the NCC tiered library system; many goals remain relevant, & can serve to guide future service provision and libraries</p> <p>Legislative and community support</p> <p>Facilities, locations, hours of operation, support services</p> <p>Good Metrics: Library utilization, % cardholders; annual increase in computer usage; circulation; patron visits;</p> <p>Good value: spending for materials is @ \$2 per capita in DE , half the national average \$4.10¹</p> <p>Quick access to materials regardless of location, unified catalog; Courier system</p> <p>Public receptive to the idea of learning and need for libraries</p> <p>Core program objectives create continuity of service across the system</p> <p>Service to all from babies to seniors</p> <p>Diversity of Patrons and Programs</p> <p>Collections- strong core collections</p>	<p>Human Resources Rigid staff structure & classifications restrict what staff can do regardless of their expertise and talents. This stymies nimbler, flexible and innovative responses to public</p> <p>Lack of a staff training plan to support innovation and technology and professional development.</p> <p>75% of staff are part-time. Limited duties & responsibilities results in underutilization of talents and expertise.</p> <p>Grow full time staff. (76 FTE, 260 PTE working 10 to 25 hours per week)</p> <p>Limited training opportunities for staff especially part-time employees who cannot leave their work station</p> <p>High turn over of part time staff; challenge to maintain staffing levels</p> <p>Hiring processes takes too long</p> <p>Pecking order within libraries discriminates and inhibits staff opportunities</p> <p>Need more ethnically/racially diverse staff</p> <p>Funding Capital funds need to update facilities (Brandywine, Newark, Woodlawn, Middletown) and build new ones in underserved areas</p> <p>Planning Need to revise and update the Master Plan Data- who uses it for decision making?</p>

SWOT ANALYSIS *Build, Serve, Sustain*

¹ public library Survey-Institute of Museum/Library Services-www.ims.gov/sites/default/files/publications/documents/plsfy2013.pdf)

STRENGTHS	WEAKNESSES
<p>Customer Service Strong early learning and children’s programs up to 6th grade</p> <p>Help with finding a job- Employment assist programs- ‘Re-wire to Re-hire’</p> <p>Trusted resource for technology, innovation, training and education vs. “fake news”</p> <p>Good partnerships for programs like Money Club, Tax Assistance</p> <p>Strong adult programs- arts, cultural, job search, and skill building</p> <p>Available technology, computers for the public - High level of public computer use, which continues to grow; Broadband</p> <p>Role in civil discourse understanding ‘fake news’ environment</p> <p>Share issues and policies through cooperative inclusive methods getting stakeholder input</p> <p>Infrastructure/Operations Experienced staff; good skills in utilizing technology and different systems</p> <p>Collaborative teams working across the library system to develop best practices, core standards and vetting for quality programs, e</p> <p>Community partners and collaboration at branch level with community</p>	<p>Customer Services Too many rules and policies make libraries and staff appear rigid and inflexible</p> <p>The tradition of ‘<i>The Delaware Way</i>’ has resulted in a state of mind that has resisted change to design and rehab libraries to meet the present and future needs of patrons</p> <p>Libraries should compliment school programs, curriculums, and forge stronger partnerships with schools</p> <p>Need to improve the cleanliness of libraries especially bathrooms</p> <p>Customer service so staff treat patrons politely and courteously</p> <p>Collection needs to be improved for science, health, and business</p> <p>Marketing libraries programs and services</p> <p>Limited public computers</p> <p>Keeping up with technology</p> <p>Create self service centers for language, education and self directed learning within the library</p> <p>Market new library to broader public of what libraries can be</p>

SWOT ANALYSIS
Build, Serve, Sustain

2/3/2017

OPPORTUNITIES	THREATS
<p>Funding Libraries are seen as core services for NCC</p> <p>Expand partnerships with groups that have similar mission and interest</p> <p>Increase advocacy; Expand Friends groups and utilize expertise and skill sets of Library Advisory Review Board and Friends groups</p> <p>Greater and better use of volunteers with expertise to assist in program support, patron support, technology, etc.</p> <p>Planning Define regions for library service- create regional library south of canal</p> <p>Identify new standards for size and contents given the changing needs, technology, patrons and the public' needs'</p> <p>Take a comprehensive look at what we provide, how well we are doing it and with whom</p> <p>Use demographics at community level to determine needs and how to meet those needs</p> <p>Transfer functionality of RT 9 reconfigure space in other libraries;</p> <p>Create listening rooms</p> <p>Connect parents especially from low income households on the value of libraries and how to access information to help students</p>	<p>Funding Potential loss of funding- state deficit</p> <p>Dependence on state for technology and funding for collections and programs</p> <p>NCC ability to support increased services at new facilities- operational expenses</p> <p>Dependence on state for technology and funding for collections and programs</p> <p>Identify skillsets in Friends Groups i.e. grant writers and make better use of skilled researchers to assist staff and patrons</p> <p>Lack of marketing strategies for libraries & programs</p> <p>Members of public and elected officials who do not value libraries</p> <p>Planning Underserved areas of MOT, Glasgow, Pike Creek, Governor Printz, eastside of Wilm.</p> <p>Safety and security issues when designing</p> <p>Public perception of libraries and what it does- not just the place to 'get a book'</p> <p>Governance Establish the economic value NCC libraries and Friends groups through an ROI (return on investment) study that communicates this value to raise awareness of and the need for sustainability and growth</p> <p>Role to play in the accuracy of consumer information and the veracity of sources</p>

**SWOT ANALYSIS
BUILD, SERVE, SUSTAIN**

<i>OPPORTUNITIES</i>	<i>THREATS</i>
<p><i>Customer Service</i> Reach eastside of Wilmington residents, take programs to them</p> <p>Better use of our buildings to provide more opportunities for communities to use space to its full potential</p> <p>Bring STEM and STEAM to local communities (i.e. coding, robotic)</p> <p>Embrace libraries as coaches for entrepreneurship, learning, literacy and technology- using green screen tech; creating courses for e publishing, etc.</p> <p>Develop interactive website for integrated service delivery</p> <p>Build stronger community partnerships with day cares, nursing facilities etc.</p> <p>Build on libraries as democratic institutions- all have access and all are welcome. Libraries serve as an anchor for the community and building social capital- sense of belonging.</p> <p>Establish libraries as centers for literacy especially for ESL patrons</p> <p>Establish libraries as centers for life long learning starting at birth by forging strong partnerships with organizations, institutions and the business community</p> <p>Build partnerships with educational institutions, homeschools and public schools since they have lost librarians</p>	<p><i>Customer Service</i> Obtain feedback from larger community- conduct forums for community engagement</p> <p>Expand and strengthen workforce development for job seekers and teen/young adults and education programs for life long learning and for pre school populations</p> <p>Communicate services and programs to the public/patrons as to all that is available at the library- improve internal and external marketing</p> <p>Need to improve connections with orgs. Literacy, ESL; GED classes, test preparation, job and skill training</p> <p>On demand media; instant access mentality, don't need to leave the house</p> <p>Waiting list for e-books,</p> <p>Challenge to remain relevant to the community where library is located</p> <p>Lack of civil discourse, confrontational behavior, safety and security of patrons and staff, increased drug activity</p> <p>Limited resources and time of library staff to write grants for their libraries for enhanced programs and services</p> <p>Lack of point of contact for orgs. and partners who offer programs in libraries</p> <p>Need to treat partners and orgs. as a library program and not an agency using the library</p> <p>North Wilm. Branch too small,</p>

LIBRARY TRANSITION TEAM MEMBERS:

2/3/2017

Anne M. Farley, Ph.D., Co-Chair
Greta White, Co-Chair

Kay Bowes
Diana Brown
Anne Hampton
Lee Jarmon
Julie McIndoe
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Judy Taggart
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APPENDICES MATERIALS

Public Comments from 1/25/2017 Library Transition Team Public Meeting

Summary of the economic Value of the Free library in Philadelphia (Fels institute of Government, University of Pennsylvania)

<https://libwww.freelibrary.org/about/fels-study/>

“Adding Classes and content, Resurgent Libraries turn a whisper into a Roar”, article from the N.Y. Times dated 7/4/ 2016

https://www.nytimes.com/2016/07/05/nyregion/resurgent-new-york-city-libraries.html?hp&action=click&pgtype=Homepage&clickSource=story-heading&module=nygeo-promo-region®ion=nygeo-promo-region&WT.nav=nygeo-promo-region&_r=0

Delaware Libraries survey results, March 30, 2015

http://libraries.delaware.gov/planning/pdfs/DE_comprehensive_2015_03_31.pdf

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“Adding Classes and content, Resurgent Libraries turn a whisper into a Roar”, article from the N.Y. Times dated 7/4/ 2016

Delaware Libraries survey results, March 30, 2015

NCC Master Plan for Libraries, November 17, 2011

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