



# **Strategic Plan for the Grand County Public Library 2018-2020**

- A. COMMUNITY PROFILE
- B. LIBRARY BACKGROUND
- C. LIBRARY MISSION STATEMENT AND ROLES
- D. GOALS, OBJECTIVES & PROJECTS
- E. TECHNOLOGY PLAN

## **A. COMMUNITY PROFILE**

### **Introduction**

Grand County is home to a small, rural community located in the heart of the southeastern Utah's picturesque canyon country. The area's residents form a tightly knit community. Many citizens are active in local government, supportive of non-profits, and engaged in volunteer opportunities. Grand County High School's athletic events regularly fill to capacity and local businesses go out of their way to support school fundraisers, youth activities, and community events.

Despite Grand County's geographically remote location, its unique landscape of canyons, mountains, and rivers attracts millions of tourists each year from across the nation and globe. The area's population centers serve as gateways to Arches and Canyonlands National Parks, the Colorado and Green Rivers, and the La Sal Mountains. Grand County is also gaining a reputation as an arts and music center, with numerous annual festivals and several galleries. The regular influx of visitors continues to drive a booming tourist industry – especially during the spring and fall months.

### **History**

Grand County was established in 1890 by the territorial legislature, and named for the Grand River (later called the Colorado River), which runs through it and forms its southwestern boundary. Small farms and orchards, livestock ranching, and potash mining have been the major economic activities during much of Grand County's history. The uranium mining boom in the 1950s brought the first real population expansion to the area. Arches National Monument, established in 1929 and upgraded to a National Park in 1971, has drawn an increasing and significant number of tourists since its inception, making tourism the county's most important economic resource today.

### **Population**

The United States Census Bureau estimates that Grand County's population was 9,579 in 2016 and there were about 2.5 persons per square mile in the county. The average household size was 2.44 people compared to a state average of 3.15. Most residents of the County live in the Moab area, with a few hundred in the communities of Castle Valley and Thompson Springs. Most residents are white, with ten percent Hispanic and five percent Native American, primarily Navajos and Utes.<sup>1</sup>

Ninety percent of residents 25 or older are high school graduates or higher and twenty-four percent have a bachelor's degree or higher.<sup>2</sup> Many college-educated adults have relocated to Moab from metropolitan areas. There are high expectations for cultural and educational causes, including library services.

### **Employment**

At the end of March 2017, the Utah Department of Workforce Services reported that trade and leisure/hospitality sectors accounted for approximately 56% of Grand County's employment,

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<sup>1</sup> Census Quick Facts <https://www.census.gov/quickfacts>

<sup>2</sup> Ibid.

while government accounted for 18%. Higher paying professional and technical services account for only 15% of local jobs.<sup>3</sup> The economy is heavily focused on tourism-related industries. Grand County School District is the largest employer in the county. The United States Government, Grand County, Moab City, Moab Regional Hospital, City Market, Moab Hampton Inn & Suites, and Red Cliffs Lodge are also among the major employers.<sup>4</sup>

Grand County's unemployment rate in July 2017 was 5.4%, substantially higher than the state rate of 3.5%.<sup>5</sup> A significant portion of the service sector is furloughed during the quiet winter months.

### **Challenges**

The average wage in Grand County is 30% less than the state-wide average. More specifically, the average monthly wage for Grand County's leisure and hospitality workers - the largest employment sector - is \$1,690.<sup>6</sup> A continuing tourism boom in Grand County has led to an affordable housing crisis and the current lack of public transit in the community does nothing to help low-income residents. The library is uniquely positioned to serve all community members with information, education, technology, and/or entertainment needs.

According to the Grand County School District, 53.6% of kids attending Grand County schools qualify for free or reduced school lunch in 2017. In 2016, Utah's expenditures per student were ranked second lowest in the nation at \$6,843 per student – much lower than the \$11,787 nationwide average.<sup>7</sup> The State of Utah reports that Grand County's teen birth rate in 2016 was 52% - the second highest in the state.<sup>8</sup> These statistics demonstrate a need for programs and services that support youth in the community.

## **B. LIBRARY BACKGROUND**

### **History**

On February 17, 1915 the Grand County Public Library, located in a corner of the county courthouse, opened to the public with 425 donated books. Over the past century, the library has transformed along with Grand County. The main library has moved locations three times due to building demolition, fire, and growth. It has expanded its collection, added new services, and kept pace with changing technologies. In response to local desires, the library has expanded in physical size, increased the hours of operation, added a branch in Castle Valley, and incorporated new ways for the public to use library services remotely. What has not changed over the last 100 years is the tremendous amount of support the library receives from the community.

An election in February 2004 was successful in approving a bond for construction of the library's current facility. More than 71% yes votes reflected the community's overwhelming support of the library. Grand County opened its new library in June 2006. The facility

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<sup>3</sup> Utah Department of Workforce Services <https://jobs.utah.gov/wi/regions/county/grand.html>

<sup>4</sup> Utah Department of Workforce Services <https://jobs.utah.gov/wi/pubs/eprofile/index.html>

<sup>5</sup> Utah Department of Workforce Services <https://jobs.utah.gov/wi/regions/county/grand.html>

<sup>6</sup> Ibid.

<sup>7</sup> National Education Association <http://www.nea.org/home/70716.htm>

<sup>8</sup> Utah.gov <https://opendata.utah.gov/Health/Teen-Birth-Rates-By-Counties-In-Utah-2010-2016/fa7m-zedf>

provides 14,000 square feet of indoor space and a 2,400 square foot outdoor courtyard. The first full year of occupation in the building, 2007, the library recorded 139,589 visits. In 2016, the library hosted 148,356 visits.<sup>9</sup> The Grand County Public Library was named *Library Journal's* Best Small Library in America in 2007, Utah Outstanding Library in 2009, a *Library Journal* 3-Star Library in 2011 and 2013, and a *Library Journal* 4-Star Library in 2012 and 2014.

### **Facility**

The Library Director and Board are currently working to ensure that the upkeep and maintenance of the library property is excellent. Within the last three years, the floors have been resurfaced, the front exterior concrete has been re-stained, carpets have been professionally cleaned, sound dampening tiles have been added to the building, the courtyard space has been improved for event usability, and exterior benches have been refinished. The Library's Maintenance Worker is diligent in identifying and correcting issues before they become large problems.

### **Green Library**

The Grand County Public Library is a green building striving to reduce its impact on the environment. The building is heated and cooled by a geothermal system shared with the City Hall located next door. Recycled carpet tiles and sustainable woods were used whenever possible in the construction of the building. Library staff recycles all recyclable materials and purchases recycled materials when possible such as printer paper made with recycled paper. In 2012, the Library installed a roof mounted 12 KW solar project. Reducing the library's impact on the environment is an all-encompassing purpose when striving to meet the goals set out in the library's strategic plan.

### **Personnel**

During the last few years, the library worked closely with the County to review and revise all library staff job descriptions, conduct a salary survey comparing Grand County salaries to salaries of library workers in similar sized counties, and developed a pay for performance program to reward employees for meritorious work. As part of the pay for performance program the library developed descriptions of basic competencies which library staff will use when training and evaluating employees. All eligible employees create yearly Individual Development Plans that correlate with the Library's Strategic Plan.

### **Public Relations**

The Library Director publishes at least one "report to the community" annually and the Library Management team submits contributions to the local press in the form of newspaper articles and public service announcements every month. Library staff also maintains several social media accounts (Facebook, Instagram, and Twitter), sends out a monthly newsletter to interested patrons, and promotes library events and information via the [www.moablibrary.org](http://www.moablibrary.org) website.

### **Budget & Fundraising**

The Library Director and Board currently ensure that the library's budget reflects responsible spending and fundraising levels. The Director and Board regularly review library expenditures and fund balance levels and consider the cost-effectiveness of library purchases. The library prioritizes buying products locally and utilizing local service providers when it is feasible. The

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<sup>9</sup> Grand County Public Library 2016 Statistics

Library has maintained an approximate \$8.00 Return on Investment for the last five years. The Director and Board are monitoring loan repayment for the new library building to ensure future funding remains viable for expansion of the main library facility in the future (10-15 years).

## **C. LIBRARY MISSION STATEMENT AND LIBRARY ROLES**

In 2017, the Grand County Public Library Board conducted a strategic planning initiative to determine new priorities for the Grand County Public Library (GCPL). During the process, the Board conducted a community survey, examined Utah State Library (USL) and historical GCPL data, conducted a SWOT (strengths, weakness, opportunities, and threats) analysis, and worked with state and local library staff to brainstorm ideas. Based on the planning initiative activities, the Library Board has identified the following mission statement and library roles:

### **Mission Statement**

The Grand County Public Library is a freely accessible resource that connects people, information, and ideas to inspire, empower, and enrich all members of the community.

### **Library Roles**

The library collects and maintains materials that are popular, relevant and/or, current for patrons of all ages. The library extends services to all segments of the Grand County community.

Libraries, communities and methods of retrieving information are improving and changing rapidly. The library maintains access to computers, technology, and internet access consistent with patron needs and requests.

The library provides programs, materials, and services related to emergent literacy, and the library collaborates with local agencies to promote best practices for creating lifelong readers in the community.

The library supports civic engagement by encouraging citizen participation, connecting community members, and promoting increased involvement in community problem solving and decision making.

The library creates physical and digital spaces that are comfortable, appealing, and easy to use. The library provides meeting room space for non-profit and community groups.

## **D. GOALS, OBJECTIVES & PROJECTS**

### **Goals**

**1. Stimulate Imaginations:** Provide a wide variety of programs, services, and materials for adults, teens, and children to engage their interests in reading, viewing, and listening for pleasure.

**2. Civic Engagement:** Serve as a community hub that enhances civic engagement and community participation at local, national, and global levels through program offerings, use of space, and access to materials and services.

**3. Family Literacy:** Provide programs, services, and materials to encourage and inspire families of all types to learn, read, and discover together.

**4. Lifelong Learning:** Offer patrons the resources and support they need to explore topics of personal interest and to continue learning throughout their lives.

**5. Connect to the Digital World:** Provide free access to public computers, high-speed internet, user-friendly interfaces, learning opportunities, and tech-savvy library staff so that residents and visitors to Grand County can take full advantage of digital content, electronic resources, and online services.

**6. Excellence in Service:** Deliver high quality, consistent service to all users in physical and online library spaces. Services are responsive to community needs and focused on continuous improvement.

### **Measures**

The Library tracks walk-in, item circulation, computer use, and program attendance numbers. These statistics highlight trends in library use and levels of interest in or engagement with library services. Library staff also monitors requests for services that the library currently does not provide to determine service gaps based on user expectations. Services are regularly adjusted to respond to patron expectations, technology updates, and opportunities to improve efficiency. Service-specific surveys – such as questionnaires focused on summer reading, technology training, or the library’s website – are also used to gauge user satisfaction levels and/or project outcomes.

Each goal detailed in this strategic plan document contains multiple objectives, which will be achieved through the completion of projects listed below. Projects are either ongoing, one-time, or set to occur a particular number of times. Library staff will assess the success of projects through methods including but not limited to: attendance, usage data, and user feedback – both formal and informal. The Library Director will provide a report to the Library Board at least once annually that details the progress of the strategic plan completion and any anticipated adjustments necessary to fulfill the library’s stated goals.

## **Goal 1: Stimulate Imaginations**

Provide a wide variety of programs, services, and materials for adults, teens, and children to engage their interests in reading, viewing, and listening for pleasure.

### **Objective 1.1: Collections**

Enhance readers' advisory efforts, collection visibility, and avenues to access materials.

#### **Projects:**

1. Provide readers' advisory services. (ongoing – maintained on a monthly basis)
  - a. Create and maintain a staff favorites shelf with readers' advisory bookmarks for each staff member.
  - b. Invite community groups/leaders to share favorite reads and share via readers' advisory bookmarks/flyers.
  - c. Create and maintain a monthly book display shelf to highlight various library collections on a rotating basis.
  - d. Improve readers' advisory through links to lists of new materials in newsletter and on library website.
  - e. Build a presence on GoodReads / Create lists of recommended reads for public view in the online catalog.
2. Advertise the option of purchase suggestions to patrons via newsletters, social media, website information, and other public relations opportunities. (ongoing – at least once a quarter)

### **Objective 1.2: Outreach**

Formally engage in community events to offer library services in innovative or non-traditional ways.

#### **Projects:**

1. Participate in the Art Walk. (2018)
2. Set up and staff booths at local events such as the Health Fair, Farmers' Market, Pride Festival, Kindergarten Round-up, Festival of Science, etc. to offer in-person library services (e.g. library card sign-up, reference assistance, tech help, etc.) at local community events. (ongoing – complete a minimum of three times annually)
3. Put together a library bike / mobile library: create a library book-bike to reach new users by delivering information, services, and materials outside the library building at community events. Track new library cards issued, reference questions answered, one-on-one tech help sessions, etc. offered at each event. (Project implementation in 2019, ongoing once launched – mobile library will deliver services at a minimum of 10 events per year.)

### **Objective 1.3: Programs**

Offer a broad spectrum of events on a regular basis to engage and delight patrons of all ages and interests.

#### **Projects:**

1. Partner with local arts organizations to deliver cultural library programming for all ages: speakers, book groups, film screenings and discussions, writing programs, summer reading, contests, art programs, and Utah Humanities Book Festival events. (ongoing – complete at least once per month)
2. Host an annual Comic Con event. (ongoing – complete annually)
3. Offer passive programming, such as contests to engage patrons (e.g. create a caption for a picture, guess what’s happening in a picture, book in a jar, guess the number of things, pay with a poem, etc.). (ongoing – complete at least once per quarter)
4. Work with a library sponsored Teen Advisory Council to offer teen-specific events. (Create council in 2019 – work with teens to offer at least 3 events)
5. Develop and deliver Rainy Recess programming – impromptu programs (films, games, etc.) in large meeting room when the library building is suddenly full of people. (Create program plan in 2019 – implement on inclement weather/unusually busy days as needed)
6. Create and deliver a series of interactive programs (e.g. trivia night, community talent show, improv events, adult storytelling, check out a human book, guest storytellers). (2020)

### **Goal 2: Civic Engagement**

Serve as a community hub that enhances civic engagement and community participation at local, national, and global levels through program offerings, use of space, and access to materials and services.

#### **Objective 2.1: Access to Resources**

Offer Grand County residents and visitors access to civic resources through in-library activities and community partnerships.

#### **Projects:**

1. Use displays to highlight collections: create displays of books and materials to highlight current events and/or encourage community engagement. (ongoing – rotate monthly)
2. Improve access to grant writing resources. Partner with local community groups/non-profits to provide access to a Foundation Center collection supervisor and workshop opportunities. (2018)
3. Add images and information to the library’s website to promote the library space to community groups as a resource for local meetings, gatherings, or community conversations. (2018)
4. Develop Community Resource Guide(s) (Create in 2019 – maintain going forward)
  - a. Develop a Community Resource Guide similar to the guide at <http://hmcpl.org/community> and/or collaborate with Moab Free Health Clinic to expand/enhance their online resource directory.



- b. Create a formalized list of local experts willing to let the library share contact info with patrons looking for additional information (e.g. someone interested in beekeeping can ask the library whom to speak with locally).
- 5. Develop a collection of local self-published books to highlight local writers. (2020)
- 6. Create a webpage that directs citizens to regularly updated information related to local government agencies (e.g. meeting agendas, documents seeking public comment, etc.). (Create in 2020 – maintain going forward)

### **Objective 2.2: Programs**

Develop and promote events and opportunities to encourage civic engagement and awareness.

#### **Projects:**

1. Offer library volunteer opportunities – both on-going and event/project specific – for all ages. The library will work with at least 10 adult and 10 juvenile volunteers per year. (ongoing)
2. Bring culturally and socially relevant documentaries to the community and offer free screenings in Star Hall. (ongoing – at least once a quarter)
3. Participate in national intellectual freedom events: Banned Books Week, Choose Privacy Week. (ongoing – participate annually)
4. Offer TEDx talks and discussions/ offer “safe space” for dialogue on controversial issues in the community. (ongoing – at least three discussions per year)
5. Create and deliver a Book to Action program. (2020)

### **Objective 2.3: Outreach**

Participate in community meetings, distribute materials, and interact with local leaders to assist in community problem solving and decision making.

#### **Projects:**

1. Send a library staff representative to a gathering of local leaders (e.g. non-profit network events, community coalitions, etc.) to ensure the library is included in the community’s big picture thinking. (ongoing – at least once a quarter)
2. Present informational reports about the library to civic leaders in addition to the Grand County Council. (ongoing – at least once annually)
3. Develop and distribute materials throughout the community that address information literacy, provide tips to identify fake news, etc. (ongoing – maintain signs and handouts in public spaces)
4. Support library staff involvement in Utah state and/or national library organizations (e.g. Utah Library Association, Utah State Library, Association of Rural and Small Libraries, etc.). Involvement may include membership, round table participation, conference presentations, etc. (ongoing)

### **Goal 3: Family Literacy**

Provide programs, services, and materials to encourage and inspire families of all types to learn, read, and discover together.

#### **Objective 3.1: Collections**

Support literacy and encourage learning through access to engaging library materials and services.

##### **Projects:**

1. Change bulletin boards and displays on a regular basis. (ongoing – rotate monthly)
2. Offer a selection of early readers and chapter books that include books for beginning, intermediate, and advanced readers to support all ages of patrons that are new to reading. (ongoing)
3. Provide readers' advisory service to parents. Compile information that helps parents and caregivers find age appropriate library materials. (2018)
4. Provide materials for parents to continue story time or other activities at home. (2019)
5. Offer STEAM (science, technology, engineering, arts, math) discovery kits for check out. (2020)

#### **Objective 3.2: Outreach**

Partner with local education, health care, and child care facilities to support and encourage learning for families of all types.

##### **Projects:**

1. Offer school-group field trips – Grand County students visit the library for an interactive tour. (ongoing – once annually for pre-school and elementary classes)
2. Reach out to new parents (e.g. local doctors prescribe a library card, provide Baby Bags). (2019)
3. Offer story times each month in various off site locations to encourage parents and caregivers to read to children every day. (2019)
4. Reach out to daycare facilities: (2020)
  - a. Encourage story times at community daycare.
  - b. Provide kits for story times.
  - c. Offer kindergarten readiness brochures, pamphlets, and handouts at remote activities.

#### **Objective 3.3: Programs**

Deliver programs that support multiple literacies (foundational, digital, etc.) and appeal to a broad spectrum of interests.

##### **Projects:**

1. Offer whole family programming (e.g. all ages coloring). (ongoing)
2. Present summer reading programs for children, teens, and adults. (ongoing – each summer annually)
3. Offer story times & after school programs: (ongoing)
  - a. Story hour for elementary age and teens.

- b. Offer weekly Toddler Time and Story Times to encourage emergent literacy and teach caregivers oral reading skills.
  - c. Host programs in cooperation with the BEACON afterschool program.
4. Implement family literacy focused program (e.g. Mother Read / Father Read, 1000 Books Before Kindergarten, etc.). (2020)

#### **Goal 4: Lifelong Learning**

Offer patrons the resources and support they need to explore topics of personal interest and to continue learning throughout their lives.

##### **Objective 4.1: Collections**

Encourage lifelong learning opportunities through access to engaging traditional and non-traditional library materials.

##### **Projects:**

1. Use in-library signage, and digital library spaces to encourage patron requests for items not found in the library collection. (ongoing)
2. Offer a broad selection of fiction and non-fiction materials to appeal to patron interests and support educational needs. Selection will be based on circulation statistics and patron requests in accordance with the collection development policy. (ongoing)
3. Inventory library collections to ensure the library catalog is an accurate reflection of holdings and cull in accordance with the collection development policy. (ongoing – once annually)
4. Improve tech lending opportunities – expand e-reader collection to offer at least six more “reader friendly” devices for check-out and book club use. (2019)
5. Integrate free digital library resources and/or collections (e.g. a selection of Project Gutenberg e-books) into the library catalog to expand discovery opportunities. (2020)

##### **Objective 4.2: Outreach**

Partner with local experts, education groups, and community-wide events to support and encourage learning opportunities for community members of all ages.

##### **Projects:**

1. Collaborate with local adult learning services to provide access to learning materials and help promote literacy in Grand County. (ongoing)
2. Create a book give-away program to attract and interest new users – tokens to exchange for books at Friends’ Book Sale. (2019)

##### **Objective 4.3: Programs**

Deliver programs for patrons of all ages to encourage skill building and spark interests in learning and growth.

##### **Projects:**

1. Present a series (at least three sessions) of “adulting” programs for new adults, 18 - mid 20s (e.g. how-to write a check, write a resume, etc.). (2019)

2. Partner with groups and/or individuals to provide engaging info sessions or lectures focused on community interests: (at least one event per quarter – 2019 and ongoing)
  - a. Invite local experts to present how-to sessions (e.g. how-to: fix your bike, change a car tire, basic home maintenance, etc.).
  - b. Partner with other local organizations or to offer free classes (e.g. CPR, fire safety, gardening, language learning, etc.).
  - c. Invite community members with expertise in various topics to deliver lectures as part of library programming.
3. Partner with local groups to offer support for writers: offer a how-to session on self-publishing; provide resources and/or instruction focused on writing/editing skills. (2020)

### **Goal 5: Connect to the Digital World**

Provide free access to public computers, high-speed internet, user-friendly interfaces, learning opportunities, and tech-savvy library staff so that residents and visitors to Grand County can take full advantage of digital content, electronic resources, and online services.

#### **Objective 5.1: Facilities**

Upgrade and maintain hardware, software, technology tools, and spaces to meet changing digital needs and provide efficient electronic services.

##### **Projects:**

1. Upgrade or replace equipment as needed to ensure adequate hardware / Utilize a computer replacement schedule and ensure adequate funding to keep computers and software new and relevant. (ongoing)
2. Provide adequate bandwidth to ensure the library's internet connection can manage the traffic necessary to keep up with evolving technologies. (ongoing)
3. Evaluate user satisfaction with regard to equipment and software offerings using survey tools and/or user testing. Use feedback from users to change/update equipment and software offerings and library web presence. (2019)
4. Encourage "bring your own device" space in the library through the addition of a device charging station. (2020)

#### **Objective 5.2: Training**

Create a welcoming technology learning environment so that library users and staff are inspired and encouraged to obtain and continually improve the technology skills needed to effectively and comfortably navigate digital environments.

##### **Projects:**

1. Ensure all staff members are adequately trained to help patrons with internet navigation, connecting to the wireless internet, basic public computer and mobile device troubleshooting, and basic navigation of the library's e-resources. (ongoing)
2. Increase awareness of online resources and expand current usage. Use of library's e-resources will show an upward trend each year. (ongoing – individual sessions as needed and classroom events at least twice annually)

- a. Offer classes and/or one-on-one training for adults on how to use software programs available on the library's public access computers and devices.
  - b. Offer technology training sessions that focus on electronic resources available through the library's website and Utah's Online Library (e.g. how-to download e-books, e-audio, digital magazines).
  - c. Work with local schools to increase K-12 teacher awareness and use of the library's e-resources.
3. Offer a workshop series of how-to sessions for novice tech users (e.g. how-to setup and use email, organize digital photos, smart phone use, etc.). Partner with schools, senior center, teens to teach workshops. (2019)
  4. Offer a workshop series on online safety / information vetting / managing online privacy. (2020)
  5. Address local digital inclusion challenges through a wifi hotspot lending program. Offer least five wifi hotspots for checkout to patrons and/or community groups. (2020)

### **Objective 5.3: Web Presence**

Actively curate and present an online presence that is user friendly, engaging, and responsive to patron expectations.

#### **Projects:**

1. Boost social media presence and connect with people on their channels: post 2-3 times per week on social media platforms and offer patrons the option of SMS (texting) notifications. (ongoing)
2. Use the online public access catalog (OPAC) to show images of library activities and upcoming events. (2018)
3. Improve digital user experience: (2019)
  - a. Link the library's website to readers' advisory websites such as Library Reads, GoodReads, and Library Thing.
  - b. Restructure the library website to create a more intuitive online space.
  - c. Use website analytics information to examine how patrons are using the website and make improvements as needed to actively curate an engaging and user friendly online presence.
4. Work with Koha/ByWater to investigate the addition of linked data to item records in the library catalog. (2020)

### **Objective 5.4: 24/7 Library**

Develop and provide library e-resources to promote patron access to materials and services beyond the library's physical location and hours of operation.

#### **Projects:**

1. Participate in grant funding opportunities to continue efforts to digitize Moab's historic newspapers. (ongoing via partnerships and opportunities through the University of Utah)

2. Provide patrons with access to language learning (e.g. Mango) and other e-content (e.g. Zinio magazines, etc.) available from anywhere with an internet connection. (ongoing via annual contracts with providers)
3. Work with Utah State Library to comply with requirements to access Utah's Online Library. (ongoing – report to Utah State Library annually)
4. Create a GCPL YouTube channel and make tutorial videos about how to use the library's e-collections on various devices. Produce at least one how-to video for each e-collection. (2019)
5. Create and share a series of digital story times on the library's online channels (social media, website). (2020)

## **Goal 6: Excellence in Service**

Deliver high quality, consistent service to all users in physical and online library spaces. Services are responsive to community needs and focused on continuous improvement.

### **Objective 6.1: Customer Experience**

Promote positive customer interactions through the design and delivery of all library services and empower employees to create a culture of superior service and professional growth.

#### **Projects:**

1. Use local media outlets (print, online, radio, etc.) to promote services and events. (ongoing - monthly)
2. Use Koha's tools to streamline customer service in relation to the library's ILS (e.g. acquisitions features, holds process, SMS notifications, links, lists, online library card registration, automatic renewals, and interaction opportunities in the online catalog) (ongoing)
3. Take advantage of staff training opportunities through the Utah State Library and professional library organizations. Library staff will collectively log a total of 100 training hours (combined online and in-person) per year. Half of the training hours will be completed by non-management staff members. (ongoing)
4. Implement an afternoon snack program for school age children. (2018)
5. Feature new material monthly by topic, library collection, and/or by genre/audience in online (e.g. e-newsletter, OPAC, website) and physical spaces (e.g. displays). (2019)
6. Use gamification to develop a series of staff training modules. Staff members that complete the training modules will report an increased comfort level with assisting patrons in the use of Utah's Online Library and other library resources. (2019)
7. Add a teen librarian to the GCPL staff. (2020)
8. Welcome tourists to use our resources – add multilingual welcome signs to library spaces. (2020)

### **Objective 6.2: Facilities**

Improve and adjust library facilities to effectively use space, promote resource access, and encourage innovative programming.

#### **Projects:**

1. Improve the back patio/courtyard space to increase usability for events (seating, shade, etc.). Use the courtyard for at least five library events per year in Moab. (ongoing)
2. Obtain a portable amp and microphone to use for library events. (2018)
3. Research and/or experiment with a more user friendly classification system. (2020)
4. Mount a projector to the ceiling in the large meeting room to eliminate the need for a projector cart that blocks views during presentations in the space. (2020)

### **Objective 6.3: Limit Barriers to Access**

Create a welcoming and accessible environment for all community members to encourage personal discovery, learning, and development opportunities.

#### **Projects:**

1. Provide library services via mobile devices, home delivery, in-library innovation, etc. to accommodate patrons with visual, hearing, or other disabilities and support their use of library materials and services. (ongoing)
2. Eliminate or reduce barriers to access that are based on historical approaches to service: (2018)
  - a. Late fees
  - b. Interlibrary loan fees
  - c. ID and residency requirements
  - d. Create Grand County School District student library card
3. Collaborate with other public libraries in Eastern/Southern Utah to develop a consortium and broaden Grand County residents' access to resources. (2019)
4. Eliminate or reduce barriers to access that result from potential users' proximity to physical library spaces: (2020)
  - a. Offer delivery services
  - b. Provide fee-free library services to more San Juan Co. residents (especially La Sal residents).
  - c. Participate in community discussions and/or decision making to serve as a stakeholder in the development public transportation in Grand County.
5. Build trust with new families / users (2020)
  - a. Multi-lingual (especially Spanish) staff.
  - b. Partner with local organizations to connect with non-English speaking families (communicate our interest in fulfilling purchase requests, providing technology access, offering services, hosting free community events, etc.).

## **E. TECHNOLOGY PLAN 2018-2020**

### **Mission**

This Technology Plan supports the Library's mission to be a freely accessible resource that connects people, information, and ideas to inspire, empower, and enrich all members of our community. It supersedes the previous Technology Plan of 2015-2017.

### **Introduction**

The main library's current location in Moab, Utah opened in June of 2006, and is complemented by a small branch a half-hour's drive up the Colorado River Road in Castle Valley. The branch is situated in the town hall and opened in December of 2004.

The United States Census Bureau estimates that the year-round population of Grand County has grown to 9,579 persons as of July 2016. The population centers of Moab (circa 5,000) and Castle Valley (circa 350) are experiencing sprawl beyond their town boundaries, to the south of Moab up to and beyond the San Juan County line, and along the Colorado River in the vicinity of Castle Valley. Two million tourists per year visit Moab and the surrounding Arches and Canyonlands National Parks, impacting library services. Significant and growing numbers of "part-time" residents utilize the library and its technological offerings.

### **Existing Technology and Services**

Thanks in large part to generous LSTA and Gates Foundation grants, the Grand County Public Library has been successful in implementing prior Technology Plans. GCPL currently offers filtered internet access in compliance with state and federal requirements, featuring Deep Freeze security, Microsoft Office, and multiple web browsers; all public access computers have CD burners and card readers.

Technology offerings include:

- 16 adult computers
- 10 young adult computers
- 10 children's computers
- 4 toddler terminals without Internet access
- 2 media computers with expanded video editing and download capability
- 3 workstations equipped with scanners (flatbed, document, slide, and microfilm)
- 1 tutoring/testing computer for proctored exams and assistive technology
- 4 online public access catalog terminals
- 3 parent laptops allowing parents to attend to their children in the Children's Library
- 7 laptops for computer classes and an after school computer gaming club
- 16 staff computers encompassing three public service desks and workstations for 10 full-time-equivalent employees
- 12 iPads available for patron check-out
- 11 Kindle Fire HD 8.9 inch tablets available for patron check-out
- 3 patron self-checkout stations
- 1 server that provides shared access among all staff computers



- Sonicwall firewall protection
- 100MB Ethernet WAN Circuit Internet connection via Emery Telcom and the Utah Education Network
- Filtered wireless Internet connection via Emery Telcom
- Utah's Online Library reference/e-resource databases via the Utah State Library
- Online language learning via Mango Languages
- Access to digital magazines via Recorded Books' Zinio platform
- Color and black/white printing

In addition, the library offers the following services:

- A large meeting room equipped with computer projector and screen
- A small meeting room that may also be used for computer instruction using the laptop lab.
- One-on-one sessions that offer instruction in using email, the web, digital photos, Microsoft Office, Utah's Online Library, mobile devices, and more
- A web-based library catalog which enables patrons to place holds, renew overdue materials, and suggest purchases from anywhere with an internet connection
- Patron session management via Envisionware's PC Reservation
- Digitized access to Moab's historic newspapers from 1896 to 1978
- Two gaming systems for after-school programs

### **Goals and Timeline**

The primary technological goal of the Grand County Public Library is to provide high-quality computer access at the library, sufficient to serve the needs of patrons and visitors. In 2016, there were 89,107 patron computer sessions and 163,113 wireless computer sessions at the Library. This is approximately 864 sessions per open day. To this end, the Library has established the following objectives, to be implemented in the three years of this plan:

#### **Year One: 2018 Objectives**

- 1) Offer technology training sessions to patrons that advertise and focus on electronic resources available through the library.
- 2) Develop a plan to use website analytics to improve patron user experience on the library's website.
- 3) Offer library notices via short message service (SMS) to patrons.
- 4) Create and implement new procedures to use RFID technology for collection management (inventory, shelving accuracy, pulling holds, etc.).
- 5) Circulate a library collection of mobile devices to individuals seeking general access and to local organizations seeking the technology for specific events.
- 6) Continue efforts to digitize Moab's historic newspapers
- 7) Ensure all staff are adequately trained to help patrons with navigating the internet, logging on to the wireless internet, basic troubleshooting on the public access computers and mobile devices
- 8) Evaluate user satisfaction with regard to equipment and software offerings via digital and in-person data collection.
- 9) Upgrade or replace equipment as needed

### **Year Two: 2019 Objectives**

- 1) Expand offerings and/or update library tablet/laptop computers for instructional, parent, or community use.
- 2) Restructure the library website to create a more intuitive online space based on website analytics and user testing.
- 3) Continue efforts to digitize Moab's historic newspapers.
- 4) Offer technology training sessions to patrons that advertise and focus on electronic resources available through the library.
- 5) Circulate a library collection of mobile tablets to individuals seeking general access and to local organizations seeking the technology for specific events.
- 6) Ensure all staff are adequately trained to help patrons with navigating the internet, logging on to the wireless internet, basic troubleshooting on the public access computers and portable storage devices.
- 10) Evaluate user satisfaction with regard to equipment and software offerings via digital and in-person data collection.
- 7) Upgrade or replace equipment as needed.

### **Year Three: 2020 Objectives**

- 1) Update Library's Technology Plan.
- 2) Circulate wifi hotspots to community members and groups to expand local access points to digital opportunities.
- 3) Encourage "bring your own device" space in the library through the addition of a device charging station.
- 4) Continue efforts to digitize Moab's historic newspapers.
- 5) Circulate a library collection of mobile devices to individuals seeking general access and to local organizations seeking the technology for specific events.
- 6) Ensure all staff are adequately trained to help patrons with navigating the internet, logging on to the wireless internet, basic troubleshooting on the public access computers and portable storage devices.
- 7) Evaluate user satisfaction with regard to equipment and software offerings via digital and in-person data collection.
- 8) Upgrade or replace equipment as needed.

### **Budget**

The Library seeks to fund the essential elements of this Technology Plan with federal and state grant monies, local tax revenues, other available grants, and local donations. The County government's county-wide IT plans may impact the Library's future IT solutions. The Library's E-Rate discounts are imperative for our level of service.

### **Training for Staff and Community**

As previously noted, our objectives include staff training opportunities, as well as evaluation and updates of our public instructional offerings. The Utah State Library Division has provided several workshops and will continue to do so. The Head of Adult Services and the Head of Children/Teen Services have attended the Technology component of UPLIFT. In 2017, the

Head of Adult Services obtained a graduate certificate in Digital Content Management. Every year library staff are encouraged to attend the Utah Library Association conference and any technology workshops held at the conference.

The availability of online technology trainings continues to expand with more Utah's Online Library database trainings, advanced Microsoft Office, additional email, browser, and digital photo workshops. Volunteers will be recruited to increase the number of, and topics of, public classes.

### **Evaluation**

The library seeks to evaluate progress toward these ends and plans for updates to the Technology Plan. Staff and patrons have a constant dialog about problems, solutions, and pitfalls regarding our technology, and ways to better serve our patrons.