

MARSHALL PUBLIC LIBRARY

2021-2025 STRATEGIC PLAN



APPROVED BY

**BOARD OF TRUSTEES & CITY COUNCIL
AUGUST 2021**

INTRODUCTION

According to the By-laws of the Marshall Public Library Board of Trustees, the Board “shall develop with the Library Director a written Long Term Plan for services by the Marshall Public Library with specific goals and objectives for the staff, library facilities, and library services, and will review and revise the plan annually.” The 2021-2025 Strategic Plan also fulfills an accreditation requirement set forth in the Texas Administrative Code 13, Rule §1.83 which states, in part, that a library “must have a long-range plan...that must be reviewed and updated at least every five years”.

The 2021-2025 Strategic Plan serves as a blueprint for Marshall Public Library in its efforts to continually provide meaningful, quality library services to the citizens of Marshall and Harrison County. The plan clarifies the library’s purpose, promotes accountability, establishes priorities, increases efficiency and responsiveness, provides a basis for measurement and expectations, and identifies opportunities.

The 2021-2025 Strategic Plan updates the 2014-2019 plan developed by the Strategic Planning Committee who applied *Strategic Planning for Results* by Sandra Nelson and applicable portions of *The Successful Library Trustee Handbook* (2nd ed.) by Mary Y. Moore as guides to the planning process. The plan maintains the framework of the prior strategic plan and focuses on Collection, Facility, Marketing/Public Relations/Advocacy, Service, and Technology. These areas mirror those outlined in the Texas Library Association’s *Texas Public Library Standards* which provide libraries a qualitative and quantitative means to measure growth.

In early spring 2020, input via online and in-house surveys was encouraged to determine how the library is and could be of benefit in the next five years through its programs, resources, and services. Respondents were asked how frequently they visit the library and access the programs, resources, and services. Additionally, questions about the value of existing programs, resources, services along with any suggestions for new programs, resources, and services, and input on improvements and/or changes were included. Approximately 100 surveys were received prior to the library being closed due to the pandemic.

Because library services are dynamic, particularly in the technology field, an annual review of the strategic plan offers the opportunity to evaluate the implementation of the objectives established for the previous year, identify objectives to be met in the coming year, and consider any needed updates in order to effectively meet the needs of the community in a timely manner.

A vibrant and modern library is an essential element of any progressive community. With meaningful support, the 2021-2025 Strategic Plan will further accomplish the library’s mission and vision for the citizens of Marshall and Harrison County.

MISSION

The Marshall Public Library educates, empowers, and enriches the community through exemplary programs, resources, and services.

VISION

The Marshall Public Library aspires to be a vibrant destination that ignites imagination, fosters lifelong learning, and inspires the community to greater achievement.



Marshall Public Library

300 S. Alamo Blvd.

Marshall, TX 75670

(903) 935-4465

www.marshallpubliclibrary.org

COLLECTION

The Marshall Public Library provides a large, balanced, and stimulating collection of materials in a variety of formats to meet the needs of the community served, without exclusion. The Collection Development Policy guides the selection of materials, acceptance of donations, and de-selection of items.

GOAL: Deliver current, high-demand materials in both physical and digital format to meet patrons' informational, educational, and recreational needs.

OBJECTIVES:

- Expand number of ebook fiction and non-fiction items in adult, youth, and children's collections to meet demand.
- Increase amount of audio-visual materials in a variety of formats.
- Build and maintain Spanish-language resources for all ages according to demand and demographics.
- Develop resources through collaboration with educators that support and enhance school curriculum.
- Conduct an annual analysis to determine strengths, weaknesses, and turnover rates of the collection.
- Perform on-going, system-wide weeding and inventory of the collection.
- Ensure maximum accessibility to library resources.
- Increase collection size to the *Texas Public Library Standards'* Enhanced Level of 3.0 items per capita.

FACILITY

Following groundbreaking in December 1972, the Marshall Public Library building was completed in October 1973 concluding a community effort among citizens, businesses, and civic organizations to build a municipally-operated library open to all. The building was donated debt-free by the Friends of a Public Library to the City of Marshall. Besides the public spaces, the 14,700 square foot library has a meeting room that accommodates up to 49 individuals, a board room, and a staff workroom. The library underwent renovation from October 2016-May 2017 to modernize the space.

GOAL: Provide a safe, welcoming, and secure environment for patrons and staff that is accessible, comfortable, well-maintained and which meets service needs.

OBJECTIVES:

- Provide space and opportunities for area agencies to meet and offer services and information to the community.
- Create a plan for physical expansion and/or construction of library building.
- Develop and maintain emergency operations manual and disaster plan.
- Display and showcase local citizens' educational, artistic, and cultural personal collections that promote literacy or share information.

MARKETING/PUBLIC RELATIONS/ADVOCACY _____

The Marshall Public Library aims to inform the community and other stakeholders of library news as well as community and regional events.

GOAL: Utilize appropriate forms of public communications to promote the library's availability of programs, resources, and services; to communicate a positive image of the library; to relay legislative action affecting the library; and to disseminate city, community and regional information.

OBJECTIVES:

- Use public relations and marketing tools to communicate and raise awareness of the library's programs, resources, and services.
- Develop and nurture community stakeholders and educate with the goal of being advocates.
- Inform community members and library supporters about legislation affecting libraries.
- Publish the library's Annual Report submitted to Texas State Library and Archives Commission.
- Make available and/or publish annual updates to progress on Marshall Public Library's Strategic Plan 2021-2025.
- Provide a resource for city, community, and regional agencies to publicize information.

SERVICE _____

The Marshall Public Library seeks to initiate and provide services and programming which supports the library's mission and meets community needs. Programs reflecting the community's interests as well as providing adequate access for public and staff to the library holdings, internet, and other digital resources are guidelines stipulated by the Texas Library Association's *Texas Public Library Standards*.

GOAL: Initiate and maintain services and programming that supports the library's mission and meets community needs.

OBJECTIVES:

- Provide service hours to meet the needs of the public.
- Notify patrons of library events, information about checked-out materials, and other news via the most appropriate form of notification.
- Partner with area agencies and schools to promote reading for pleasure and provide information to school-age children about available library resources.
- Present educational, cultural, and recreational programs that reflect diverse community needs and interests.
- Collaborate with other community organizations and educational institutions to promote library services and resources.
- Seek opportunities to provide library outreach services to the under-served and un-served.

TECHNOLOGY _____

The Marshall Public Library aims to provide easy accessibility to both in-house and remote users of the library's computer and other electronic resources.

GOAL: Provide the community with reliable, convenient access to information and services at any time from any locale.

OBJECTIVES:

- Offer classes on new technologies and trends as they happen.
- Expand technology access (hotspots/online payment/self check-out).
- Create and institute hardware and software replacement schedule for computers.
- Increase number of computers to *Texas Public Library Standards'* Enhanced Level of 1 computer for 2,000 service population.
- Install in-house presentation console/services for meeting spaces.
- Conduct an annual audit of available technology services and resources.

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ADDENDUM



- **History of the Marshall Public Library** (pg. 9)
- **Accreditation Requirements** (pg. 10)
- **Community Demographics** (pg. 11)
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- **Survey Summary of Community Needs** (pg. 12)

HISTORY OF THE MARSHALL PUBLIC LIBRARY

Marshall Public Library has its roots in a private lending library serving members of five women's clubs dating back to the end of the 19th century. The lending library serving these women's groups was organized into the "Marshall Library" in 1902. In 1904, as the Marshall Library Association, it obtained a 50-year state charter governing its operation. That private library served the white community for 69 years. During this period, the African American community was served by the Carnegie Library at Wiley College.

Marshall, in 1969, was the largest city in Texas without a public library. Recognizing the need for modern facilities, a group of concerned citizens through the Culture and Education Committee of the Marshall Chamber of Commerce initiated efforts to provide them. By August, the Friends of a Public Library was formed as the first step toward that goal.

The next step was taken by the City of Marshall. Encouraged by the Friends, the City Commission in December 1969 created, by ordinance, the Marshall Public Library as the newest department of city government. Ten thousand dollars was budgeted for operational expenses and a library Board of Trustees was appointed to aid in establishing and administering a public library.

On September 1, 1970, office space at 112 E. Austin became the library's first temporary accommodation, with Mrs. Frank Morrison, Jr., its appointed director. As more people sought out the services offered there, the Harrison County Commissioner's Court felt a responsibility to help support the library and budgeted funds toward its expenses. Donations of books, equipment and volunteered service came from citizens and businesses.

In the spring of 1971, directors of the Andrew Norman Foundation heard of the efforts being made to offer the area complete library service. After careful investigation, they offered to help the Friends secure a new home on a matching funds basis. The first advance of \$40,000 went to purchase the lot at 300 S. Alamo as part of the total \$150,000 to be matched within two years by local monies and pledges.

The challenge was met under the leadership of the Friends and the Board of Trustees, and on February 1, 1972, the Library Fund Drive began. Citizens, businesses and civic organizations responded enthusiastically with contributions and three-year pledges of donations. Additional grants came from the Hoblitzelle, Moody and Alcoa Foundations, as well as a bequest from the estate of Mrs. Emma Louise Walker. The Marshall Library Association donated its Women's Building, books, and property on W. Austin to the City of Marshall to be merged with the Marshall Public Library. The library moved into its second home there with increased patronage, resources, and staff.

As the drive progressed, the Building Committee conducted an investigation of libraries in other cities. After careful planning and designing, a \$500,000 facility was proposed. It qualified under the Library Services and Construction Act to receive a grant of \$75,000 toward construction costs. Later it was named as "Library Project of the Year" by the Texas State Library Association.

Within a year, the two-year challenge had been met and surpassed. On December 6, 1972, groundbreaking ceremonies were held and construction began. In less than five years from its inception, the Marshall Public Library opened its doors to the citizens of Marshall and Harrison County.

ACCREDITATION REQUIREMENTS FOR THE MARSHALL PUBLIC LIBRARY

The Marshall Public Library has successfully maintained its accreditation since 1971. Membership is applied for from the Texas State Library and Archives Commission (TSLAC) at the time the library sends its Annual Report to TSLAC in April. Membership is granted on the basis of criteria met in the Annual Report and becomes effective in the next state fiscal year beginning on September 1. TSLAC sends official notification letters in October of each year which remain on file at the library.

To be an accredited library, Marshall Public Library must:

- Provide services on a free and equitable basis to the public in its tax-supported area.
- Be legally established as a department of the city or county government by charter, resolution, or ordinance; chartered as a non-profit organization; or, a contract may be drawn up under the intergovernmental cooperation act.
- Maintain local effort annually by maintaining or increasing local operating expenditures or per capita local operating expenditures.
- Have a non-discrimination statement on file with TSLAC.
- File an Annual Report with TSLAC.
- Have at least half of the annual local operating expenditures required to meet the minimum level of per capita support for accreditation from local tax sources.
- Have a telephone with a listed number.
- Have available a photocopier and computer with Internet access for use by the library staff and the general public.
- Offer to borrow and lend materials via the interlibrary loan resource sharing service.
- Have a library director who obtains a minimum of ten hours of continuing education credits annually.
- Have a catalog of its holdings available to the public that is searchable, either manually or electronically, at a minimum by author, title, and subject.
- Have a long-range plan that is approved by its governing board. This plan must be reviewed and updated at least every five years and include a collection development element.

Based on Marshall Public Library's service population as established by TSLAC, the library must also meet all of the following minimum standards for accreditation requirements:

- Have local expenditures amounting to at least \$8.48 per capita (FY2022-2024)
- Have at least 1 item per capita or expend 15% of local expenditures on library materials
- Be open for service not less than 48 hours per week
- Employ a library director for at least 40 hours per week
- Employ at least 2 full-time professional librarians who have master's degrees in library or information science from a program accredited by the American Library Association

COMMUNITY DEMOGRAPHICS

The City of Marshall was founded in 1841 as the county seat of Harrison County in the northeastern corner of Texas. Marshall has a rich cultural and historic heritage tracing back to the Civil War. According to 2019 data, Harrison County's population is 66,553 while Marshall's is 22,831. Harrison County's population is composed of 75% white, 21.1% African American, and 13.6% Hispanic citizens. The City of Marshall contains 57.8% white, 36.9% African American, and 18.2% Hispanic citizens.

In Harrison County, 85.3% of individuals have graduated high school and 19.1% have earned a bachelor's degree. 8.2% speak a language other than English at home, and there are 17.8% of people living in poverty. In Marshall, 84% of individuals have graduated high school and 16.7% have earned a bachelor's degree. 13.5% speak a language other than English at home, and there are 25.2% of people living in poverty. There are 57% of individuals 16 years and older who are in the labor force in Harrison County. In Marshall, there are 55.9%.

Source: www.census.gov/quickfacts

COMMUNITY SURVEY OF LIBRARY SERVICE

In early spring 2020, input via online and in-house surveys was encouraged in order to determine how the library is and could be of benefit through its programs, resources, and services. Survey respondents identified how often they visited the library and why; library programs and services that were valuable; and library programs and services they would like to see implemented in the upcoming years. Approximately 100 surveys were received prior to the library being closed due to the pandemic.

Aggregation of survey participants' feedback from the 2020 Program, Resources, and Services survey follows on the next page. Ongoing community needs and service opportunities on the 2014-2019 plan survey which carried over to the 2021-2025 strategic plan are shown as well.

Survey needs are organized into the following categories: Collection, Facility, Marketing/Public Relations/Advocacy, Service, and Technology. These mirror the Texas Library Association's *Texas Public Library Standards* which provide libraries a qualitative and quantitative means to measure growth.

SURVEY SUMMARY OF COMMUNITY NEEDS

KEY:

- 2014-2019 survey need
- ⌘ 2021-2025 survey need
- Bold:** 2014-2019 & 2021-2025 survey need

COLLECTION

- more ebooks
- music downloads
- update math, science, sci-fi areas
- add Spanish language materials
- **new movies**
- **more audio**
- ⌘ more Christian, African-American, manga, and local history books

FACILITY

- coffee/snack bar
- enclose porch
- display of archival things
- showcase local art
- emergency manual & disaster plan
- ⌘ keep up with renovations
- ⌘ add study room(s)
- ⌘ expand physical space

MARKETING/PR/ADVOCACY

- welcome packets for distribution
- spotlight current services
- marketing of services
- outreach to schools (PTA meetings, Open Houses, Teacher In-Services)
- **increased social media presence**

SERVICE

- book club discussion groups
- coordinate with teachers re: homework assignments
- co-op with other entities
- storytime @ Head Start and Boys & Girls Club
- Red Cross courses
- early literacy education—communal effort
- family literacy nights
- virtual reference services
- Wii/PlayStation
- **extended hours/more days**
- **book signings**
- ⌘ writing workshops
- ⌘ evening programs
- ⌘ older kids' programs during school year

TECHNOLOGY

- self-check-out
- loan book readers (Kindles, etc.)
- cashless printing/online payment
- group computers by usage
- laptops for in-house and check-out
- debit/credit card machine
- copy card
- **more computers**