

**MARSHALL PUBLIC LIBRARY**

**2014-2019 STRATEGIC PLAN**



**APPROVED BY THE BOARD OF TRUSTEES**  
**NOVEMBER 19, 2013**

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## INTRODUCTION

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The 2014-2019 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 2014-2019 Strategic Plan was developed by the Strategic Planning Committee which was appointed by the Marshall Public Library Board of Trustees in May 2013. Beginning in June 2013, the committee met bi-monthly using the book *Strategic Planning for Results* by Sandra Nelson and applicable portions of *The Successful Library Trustee Handbook* (2<sup>nd</sup> ed.) by Mary Y. Moore as guides to the planning process. The 2014-2019 Strategic Plan 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".

One of the first phases of developing the strategic plan was to seek community input on how the library is and could be of benefit to the community through its services, resources, and programming. Through in-house library notices, social media, mailings, as well as newspaper and radio announcements, the committee solicited feedback from library patrons, local organizations, school districts, and colleges through use of a survey. Input was also received from the Marshall Public Library staff, Marshall Public Library Board of Trustees, and the Friends of the Marshall Public Library.

The committee compiled the data from the over 200 survey responses and additional one-on-one comments obtained through conversations with community members. Based on these responses, priorities emerged focusing on these areas: Collection, Facility, Marketing/Public Relations/Advocacy, Service, and Technology. These areas mirror those in the Texas Library Association's *Texas Public Library Standards* which provide libraries a qualitative and quantitative means to measure growth.

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

Goals and objectives for each priority area are outlined on the following pages: **Collection** (pg. 4), **Facility** (pg. 5), **Marketing/Public Relations/Advocacy** (pg. 6), **Service** (pg. 7), and **Technology** (pg. 8). During each annual review of the Strategic Plan, implementation priorities for the upcoming year will be established by the Board of Trustees in consultation with library staff. Annual implementation plans begin on page 14.

A vibrant and modern library is an essential element of any progressive community. With meaningful support, the Strategic Planning committee, Board of Trustees, and Marshall Public Library staff believe the 2014-2019 Strategic Plan will further accomplish the library's mission and vision for the citizens of Marshall and Harrison County.

## **MISSION**

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Enriching, empowering, and educating our community through exemplary services, exceptional resources, and engaging programs.

## **VISION**

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

For additional information or to make inquiries about the 2014-2019 Strategic Plan, please contact:

**Marshall Public Library**  
300 S. Alamo Blvd.  
Marshall, TX 75670  
(903) 935-4465  
*[www.marshallpubliclibrary.org](http://www.marshallpubliclibrary.org)*

## COLLECTION

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The Marshall Public Library provides a large, balanced, and stimulating collection of materials in a variety of formats which meet the needs of the community served, without exclusion. The Collection Development Policy guides the staff's 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.
- Increase collection size to the *Texas Public Library Standards'* Enhanced Level of 3.0 items per capita.
- Increase circulation of collection to the *Texas Public Library Standards'* Enhanced Level of 4.5 items per capita.

## FACILITY

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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. Because of the age of the building, it is necessary to assess the library in terms of its ability to maintain and grow library services in response to community needs.

**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.
- Install a drive-up book drop.
- Create a plan for physical expansion and/or redesign of the library building and infrastructure.
- Create a plan to reconfigure library layout to maximize use of existing space.
- 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 attempts 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 resources, services, and programs; 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 resources, services, and programs.
- 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 2014-2019.
- Provide a resource for city, community, and regional agencies to publicize information.

## SERVICE

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The Marshall Public Library seeks to initiate and provide services and programming which supports the library's mission. Free programming reflecting community's needs and interests as well as providing adequate access for public and staff to the library holdings, internet, and other electronic resources are guidelines stipulated by the *Standards*. Current, popular services include children's programming such as the summer reading program, interlibrary loan, and the ability for patrons to reserve a book.

**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.
- Install credit/debit machine.
- 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, recreational, and 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

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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. At present, the demand for computers outweighs their availability.

**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 (online payment/automated log-in/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.
- Enhance Wi-Fi access services and availability.
- Install in-house presentation console/services for meeting spaces.
- Conduct an annual audit of available technology services and resources.

# 2014-2019 STRATEGIC PLAN

## ADDENDUM



- **History of the Marshall Public Library** (pg. 10)
- **Accreditation Requirements** (pg. 11)
- **Community Demographics** (pg.12)
- **Community Survey of Library Service** (pg.12)
- **Survey Summary of Community Needs** (pg.13)
- **Annual Implementation Priorities** (pg.14)

## 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 19<sup>th</sup> 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 50% 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 current service population of 58,399 (assigned by TSLAC), the library must also have all of the following requirements in addition to those listed above:

- Have local expenditures amounting to at least \$8.00 per capita
- Have at least 1 item per capita or expend 25% 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 the 2010 Census, Harrison County's population is 65,631 while Marshall's is 23,523. Harrison County's population is composed of 63.9% white, 22.5% African American, and 11.8% Hispanic citizens. The City of Marshall contains 42.6% white, 38.3% African American, and 17% Hispanic citizens.

In Harrison County, 84.7% of individuals have graduated high school and 12.4% have earned a bachelor's degree. 9.4% speak a language other than English at home, and there are 14.5% of people living below poverty level. In Marshall, 80.3% of individuals have graduated high school and 14.1% have earned a bachelor's degree. 16.4% speak a language other than English at home, and there are 23% of people living below the poverty level. There are 61% of individuals 16 years and older who are in the labor force in Harrison County. In Marshall, there are 59.8%.

## COMMUNITY SURVEY OF LIBRARY SERVICE

Over 200 individuals, local organizations, school districts, and colleges participated in the library's service survey which was distributed through in-house library notices, social media, mailings, newspaper, and radio announcements. Input was also received from the Marshall Public Library staff, Marshall Public Library Board of Trustees, and the Friends of the Marshall Public Library. Participants 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.

Based on these responses, priorities emerged focusing on these areas: Collection, Facility, Marketing/Public Relations/Advocacy, Service, and Technology. These areas mirror those in the Texas Library Association's *Texas Public Library Standards* which provide libraries a qualitative and quantitative means to measure growth. Aggregation of survey participants' feedback follows on the next page.

## SURVEY SUMMARY OF COMMUNITY NEEDS

### COLLECTION

- ebooks
- new movies
- more audio
- music downloads
- update math, science, sci-fi areas
- add Spanish language materials
- more African-American books
- longer rental times
- duplicate copies of popular authors

### FACILITY

- coffee/snack bar
- physical expansion and/or redesign
- furniture, comfortable seating
- carpet
- changing table in bathrooms
- enclose porch
- drive-up book drop
- display of archival things
- showcase local art
- emergency manual & disaster plan
- floor jacks for laptops
- more exciting/inviting children's area
- place for puzzles and blocks

### MARKETING/PR/ADVOCACY

- welcome packets for distribution
- publish Annual Report
- spotlighting current services
- annual report of Strategic Planning goals/objectives met
- social media
- marketing of services
- outreach to schools (PTA meetings; Open Houses, Teacher In-Services)

### SERVICE

- extended hours/more days
- adult/young adult/children programming
- book club discussion groups
- coordinate with teachers re: homework assignments
- reserve items
- co-op with other entities
- storytime @ Head Start and BGC
- Red Cross courses
- early literacy education—communal effort
- family literacy nights
- book signings
- virtual reference services
- Wii/PlayStation

### TECHNOLOGY

- more computers
- email notifications (overdue, news)
- fax machine
- self-check-out
- loan book readers (Kindles, etc.)
- children's computers
- print capability from iPads
- cashless printing/online payment
- group computers by usage
- laptops for in-house and check-out
- debit/credit card machine
- automated log-in
- RFID
- copy card

## 2014 IMPLEMENTATION PRIORITIES

### COLLECTION

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- **Expand number of adult, youth, and children's ebook fiction and non-fiction.**  
*(10% of collection; Circulation Reports; 4<sup>th</sup> quarter)*
- **Increase amount of audio-visual materials in a variety of formats.**  
*(20% of collection; Circulation Reports; 4<sup>th</sup> quarter)*
- **Conduct an annual analysis to determine strengths, weaknesses, and turnover rates of collection.**  
*(Circulation reports; 2<sup>nd</sup> quarter)*
- **Perform an ongoing, system-wide weeding and inventory of the collection.**  
*(Circulation reports; 4<sup>th</sup> quarter)*

### FACILITY

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- **Install a drive-up book drop.** *(Installation; 1<sup>st</sup> quarter)*
- **Create a plan for physical expansion and/or redesign of the library building and infrastructure.**  
*(Submission of plan to Board and City Management; 2<sup>nd</sup> quarter)*
- **Create a plan to reconfigure library layout to maximize use of existing space.**  
*(Submission of plan to Board; 2<sup>nd</sup> quarter)*

### MARKETING/PUBLIC RELATIONS/ADVOCACY

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- **Use public relations and marketing tools to communicate and raise awareness of the library's resources, services, and programs.** *(Website, social and other media, printed documents; 1<sup>st</sup> quarter)*
- **Publish the library's Annual Report as submitted to the Texas State Library and Archives Commission.** *(Website, social and other media, printed documents; 3<sup>rd</sup> quarter)*
- **Make available and/or publish annual updates to progress on Marshall Public Library's 2014-2019 Strategic Plan.** *(Website, social and other media, printed documents; 4<sup>th</sup> quarter)*

### SERVICE

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- **Provide service hours to meet the demands of the public.**  
*(Open at 9:30 instead of 10:00; 1<sup>st</sup> quarter)*
- **Notify patrons of library events, information about checked-out materials, and other news via the most appropriate form of notification.**  
*(Circulation Reports; 4<sup>th</sup> quarter)*
- **Install credit/debit machine.** *(Installation; 3<sup>rd</sup> quarter)*

### TECHNOLOGY

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- **Expand technology access.** *(Installation of self-checkout & automated print capabilities; 3<sup>rd</sup> quarter)*
- **Create and institute hardware and software replacement schedule for computers.**  
*(Documentation of schedule; 2<sup>nd</sup> quarter)*
- **Increase number of computers to Texas Public Library Standards' Enhanced Level of 1 computer per 2,000 served.** *(Add 6 computers to have 20 of 29 needed; 3<sup>rd</sup> quarter)*
- **Enhance Wi-Fi access services and accessibility.**  
*(Add access points in meeting spaces; 1<sup>st</sup> quarter)*