

NEVADA COUNTY LIBRARY

STRATEGIC PLAN

2009 – 2014



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Mary Hallock
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A TOUCH
OF SUN &
OTHER
STORIES
MARY HALLOCK
FOOTE

The
Prose
Poets

IN GUN
AND ON
STORY

www.mynevadacounty.com/library

library@co.nevada.ca.us

Madelyn Helling Library
980 Helling Way
Nevada City, CA 95959
530-265-7050

Grass Valley Library-
Royce Branch
207 Mill St.
Grass Valley, CA 95945
530-273-4117

Truckee Branch
10031 Levon Ave.
Truckee, CA 96161
530-582-7846

Doris Foley Branch
211 N. Pine St.
Nevada City, CA 95959
530-265-4606

Penn Valley Station
11336 Pleasant Valley Rd.
Penn Valley, CA 95936
530-432-4764

Bear River Station
11130 Magnolia Rd.
Grass Valley, CA 95949
530-271-4147

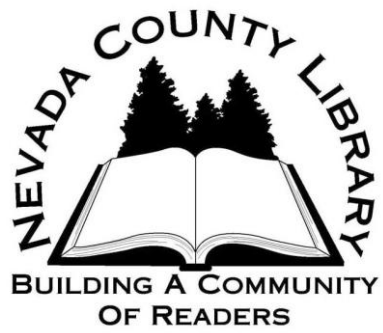


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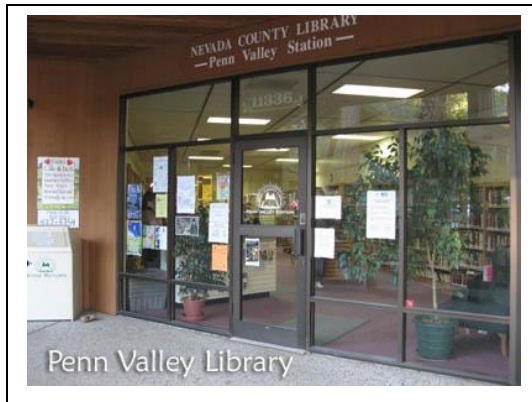
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Executive Summary

Introduction

The Nevada County Library System is composed of six public library locations including the Madelyn Helling Library in Nevada City, Grass Valley Library—Royce Branch, Doris Foley Library for Historical Research in downtown Nevada City, Penn Valley Library Station, Bear River Library Station in the Bear River High School Library and the Truckee Library located 53 miles away from

the main Madelyn Helling Library. Five of the six libraries circulate library materials to the public. The



Doris Foley Library for Historical Research is a research library providing historical materials relating to the rich gold mining heritage of Nevada County. **Read Up!** is a county-wide literacy program operating out of the Madelyn Helling and Truckee Libraries. Reading, writing, speaking and math skills are taught to individuals over 16 years of age not in high school. Volunteer tutors provide instruction in a one-on-one confidential setting in locations throughout the County.

The Library's vision and mission statements both recognize the fact that a variety of library services are important within a diverse community and lay the groundwork for strategic planning.

Nevada County Library Vision

To support, enhance and inspire a quality of life reflecting our community's rich geographical, cultural and social attributes.



Nevada County Library Mission

To encourage a community of readers and lifelong learners by providing access to information and materials that enrich, inform, entertain and empower our County's diverse population.

One hallmark of excellence in a free democratic society is a public library which plays a crucial role in providing educational and recreational opportunities freely to all community members.

The Nevada County Library (NCL) conveys all of the above with an eye to quality customer service. The desires of community members are uppermost in the minds of library staff and are balanced with the need to preserve local history and culture. Customer service is achieved by providing library materials and services in an efficient, respectful and gracious manner. Staff is trained in library practices on an ongoing basis addressing changes in the profession. Attention to professionalism is paramount in offering quality library service. NCL retains qualified Librarians, Branch Managers, Youth Services Librarians, a Literacy Coordinator and Technicians who are directly responsible for collection development, programming, reference and technical library services such as interlibrary loan, cataloging of materials and computer support. The majority of Library Assistants' work is directed toward front-line library operations while completing assigned off-desk projects that add to the smooth operation of library services.

Community partners are relied upon to enhance the mission of the library and create greater awareness of NCL in the community. A pool of dedicated library volunteers, the Citizens' Oversight Committee, Truckee Friends and the Friends of the Nevada County Libraries, the Nevada County Library Foundation and the Literacy Program's "**Read Up!**" Support Council" convey good news about the Library to friends and family above what library staff alone can do. These individuals support library services and activities on a regular basis.

In composing the five-year plan, the Strategic Planning Team discovered that common themes exist across all service areas and that excellence in public service is the key to delivering library services that are expected by library users. *The [Library Technology Plan](#), page A-1* (developed in 2006 and regularly referenced in the body of the "*Strategic Plan*") is a companion to the "*Strategic Plan*" putting front and center a goal to wisely consider and ultimately deliver technological innovations in an organized fashion. The Team intends that the "*Strategic Plan*" be a living document that will allow the Library to respond to changing user needs but will provide a guide for users and staff to chart a clear course into the future. The "*Plan*" will be monitored, adjusted and improved on a regular basis to ensure that goals are refined and customer service needs are met.

The Nevada County Library prides itself on successfully implementing the following:

1. Furthering the Nevada County Board of Supervisors' vision of dedication to outstanding public service by equipping staff with skills in library principles and practices while emphasizing customer service;



2. Providing access to a variety of materials which promote self-enrichment and lifelong learning, and advance society as a whole;
3. Delivering access to said materials within the framework of county government in a nonjudgmental manner and covering as wide a range of views as possible while protecting each patron's privacy of selection;
4. Providing excellence in library service to a local population that supports and demands quality in a rural but often sophisticated setting;
5. Supplying libraries with targeted collections, services and programs to all strata of society, and offering relevant books, audio, video, ephemera and digital materials;
6. Seeking out programs of community-wide interest while promoting learning and self-enrichment to all;
7. Providing a sense of place and enjoyment while acting as an agent in community building;
8. Promoting a cultural and historical awareness of Nevada County and its people;
9. Maintaining a repository of historical materials pertaining to the rich mining history of the county and state; and
10. Using funding from Measure C tax revenue, the County's General Fund, and state and federal contributions in a fiscally responsible manner.

Core Services

- Self-education, including attention to individuals needing improvement of literacy skills;
- Recreation/entertainment;
- Preservation of local history;
- Collaboration with the larger community;
- Forward thinking in supplying increasingly technological enhancements while providing avenues to address the closing of the "digital divide";
- Emphasis on programming for youth to equip them with necessary life skills to become responsible citizens; and
- Emphasis on providing materials, programs and services to the retiree population.

Background

In the fall of 2005, the Nevada County Library began a strategic planning process. A public survey was disseminated in the libraries, through the newspaper, at public meetings and on the library website: www.mynevadacounty.com/library. At that time, the library had a patron database of around 61,000 patrons: perhaps the largest voluntary membership of any organization in the county. Responders to the survey represented about 2% of that number and a few responses were collected from non-library users.



Though the results provided may not be representative of the entire library service population, there is still valuable information that has been retrieved from this survey. In addition each public library in Nevada County held a public meeting at the close of 2005 where ideas for library service improvements were obtained from a cross-section of those who attended. These ideas have been folded into [Customer Survey Results](#), page B-1 and represent public comment, an important element of the planning process.

In the spring of 2008, members of the Library's Strategic Planning Team held meetings at each of the three larger libraries in the library system: the Madelyn Helling Library, the Grass Valley Library—Royce Branch and the Truckee Library. The purpose of these meetings was to seek ideas from staff to combine with community input. Staff in all libraries freely gave relevant ideas that helped further the process.

The resulting document is a vision for library services over the next five years that is a clear, articulate and compelling view of the core purpose, values and direction of the organization at this time. It is important to note that the selection of these service areas does not preclude availability of other services currently provided but rather indicates which areas will be emphasized for purposes of budget allocation and staff deployment. Surveys and other methods of measuring progress and success will be performed over the course of the Strategic Plan.



2 Library Service Areas

The service areas selected for the 2009-2014 *Strategic Plan* with accompanying goals are as follows:

General Information: A library that offers General Information helps meet the need for information and provides answers to questions on a broad array of topics related to work, school and personal life.

Lifelong Learning: A library that provides Lifelong Learning service helps address the desire for self-directed personal growth and development opportunities.

Local History and Genealogy: A library that offers Local History and Genealogy services addresses the desire of community residents to know and better understand personal and/or community heritage.



3 Goals and Objectives

General Information

A library that offers general information helps meet the need for information and answers to questions on a broad array of topics related to work, school and personal life.

Goal 1: Provide services (locations of libraries, hours of operation, materials in a variety of formats, programs) that meet the needs of the community.

1. Investigate funding streams that will provide more stable revenue for library operations (ongoing).
 - Work with county and state government, NCL Foundation, Citizens' Library Oversight Committee, Friends of the Library groups and the general community.
2. Evaluate library hours to best serve the public with the following objectives in mind (annually):
 - Open Penn Valley Station all day on Thursdays (June 2010).
 - Open Penn Valley Station on Mondays (June 2011).
 - Open GV, MH, TR libraries up to six days per week (June 2012) and up to seven days per week (June 2012) in multiple locations.
3. Investigate options for providing remote services to rural library users, such as a bookmobile or cooperative ventures with other community agencies (June 2010).
4. Improve patron access to library materials outside of the Nevada County Library system through interlibrary loan from other library systems (June 2010).
 - Increase number of Nevada County interlibrary loan requests filled by 5% over 2008 totals.
5. Improve Transaction Based Reimbursement rate for Nevada County Library through interlibrary loans sent out to other library jurisdictions from the Nevada County Library System (ongoing).
 - Increase volume of materials loaned to other library systems by 5% over June 2008 totals.
6. Research, evaluate and create a plan to provide materials in formats that both meet community needs and take advantage of technological advances (December 2010).



7. Provide quarterly adult programming for community enrichment in Western Nevada County and biannually at the Truckee Library (December 2010).
8. Provide quarterly programs for teens and elementary school age children (June 2010).

Goal 2: Increase access to library resources & services.

1. Evaluate different methods of electronic communication [[see Technology Plan.Goal 3.Objective 1](#), page A-8] (June 2010).
2. Evaluate alternative methods and modes of delivering library materials to library users [[see Technology Plan.Goal 3.Objective 1](#), Page A-8] (June 2010).
 - Provide adequate public access to web-based information (June 2011).
3. Explore ways to bring library services to geographically isolated areas of Nevada County (June 2010).
4. Increase self-sufficiency in patron library usage (December 2009).
5. Ensure that current local government documents and resources are available for optimal public access at Madelyn Helling, Grass Valley and Truckee Libraries (July 2009).
6. Evaluate, update and streamline library card policy (July 2009).
7. Explore options for floating collections to share between the branch libraries (June 2009).

Goal 3: Enhance community partnerships and increase collaboration with community groups.

1. Participate as a library in four community events (July 2009).
2. Develop a plan for the genealogy room at Doris Foley (July 2009).
3. Coordinate with the Nevada County Friends of the Library (FOL) to better organize shared space at Doris Foley Library (December 2009).
4. Initiate communication and collaboration with Sierra College Campus in Truckee and Grass Valley (December 2009).
 - Communicate regularly with Sierra College History Department staff to learn of their needs and update them on resources available through our libraries (December 2009).



5. Utilize community partners to enhance library programming (December 2010).
 - Partner with local art organizations to display artwork in branches [MH and GV] (July 2010).
6. Create outreach programming for local schools (December 2009).
 - Visit three school districts per year in Western Nevada County to give presentations on library services (December 2009).
7. Communicate with school representatives annually to support the curricular needs of teachers and support class projects (December 2009).
8. Host two community events at the Grass Valley Library (December 2009).
9. Develop a process to solicit donations for magazine subscriptions, media and books from patrons. Coordinate with FOL groups (December 2009).
10. Provide best practices to help patrons in forming book discussion groups (July 2010).
11. Increase networking with county-wide social service agencies, other community partners and city/ county officials (ongoing).
 - Identify three collaborative projects/services.
 - Provide links from the Library website to appropriate local community websites (July 2010).
12. Continue to have library staff attend all FOL meetings and further work with FOL groups to better serve library users (December 2010).
 - Identify four programs per calendar year.
13. Continue to develop “**Read Up**† Support Council” in their mission to recruit students and tutors, educate the community about literacy and its programs, and raise funds in support of literacy (June 2010).

Goal 4: Increase community awareness of library services and programming.

1. Participate in at least three national library-awareness campaigns [i.e. Banned Book Week, Teen Read Week, and National Library Week] (annually).
2. Foster closer connections with local media in order to publicize library services and programs. Submit six items per year to local news outlets (annually).
3. Produce two library-related Public Service Announcements to be shown on public access television stations or government channels (June 2010).
4. Develop three ideas per year to increase the visible presence of the library in the community (annually).
5. Communicate Summer Reading Program information to four home school cooperatives and six local school districts (June 2009).





6. Publicize wireless networks at Madelyn Helling Library, Grass Valley Library – Royce Branch, Truckee Library, and Doris Foley Library for Historical Research (June 2011).
7. Publicize availability of online catalog (December 2009).

Goal 5: Improve and inform the community about online services.

1. Encourage use of online capabilities [i.e. email notification options, patron account, etc] (ongoing).
 - Post website article, FOL newsletter article and create flyer.
2. Create a more attractive, user-friendly and up-to-date website (July 2010).
 - Post a list of new additions to our collections on the library website on a monthly basis (July 2009).
 - Post one new article per month on the library website (July 2009).
 - Investigate ability to offer a Spanish version of the library website (July 2009).
 - Compile current list of links to other authoritative websites, including book reviews and information on new books (July 2010).
3. Establish system of self-initiated interlibrary loan (June 2010).
4. Provide public computer access to online research materials at the reference desk (December 2009).

Goal 6: Improve the physical environment of all branches.

Improve lighting in dark areas of the Madelyn Helling Library, the Grass Valley Library – Royce Branch, Truckee Library and the Doris Foley Library to facilitate easier access to information and enhance customer service (June 2010).

Madelyn Helling Library

- a. Keep abreast of developments in key pad entry systems for the staff areas and the community room at the Madelyn Helling Library (June 2012).
 - Procure cost breakdown and document feasibility for FY2012/2013.
- b. Reorganize the staff area to enhance productivity and streamline critical cataloging and interlibrary loan processing (December 2009).
- c. Explore redesign of the circulation desk area and implement changes to provide optimal services to library patrons in an efficient manner (December 2010).
- d. Work with facilities staff to provide additional safety conscious parking space to accommodate Library as well as Community Room users (June 2012).
- e. Explore options to provide funding to expand the library offering private meeting/study rooms and café (December 2013).
- f. Develop a plan to enhance the patio area on the east side of the public reading room (June 2013).
- g. Improve parking lot safety (June 2009).



Grass Valley Library – Royce Branch

- a. Investigate and implement ways to improve circulation and reference areas of Grass Valley Library – Royce Branch (December 2009).
- b. Coordinate with Sierra College mural art class to paint decorative mural in children's room at Grass Valley (June 2009).
- c. Investigate the feasibility and affordability of rolling (mobile) display units for Grass Valley (December 2009).
- d. Explore possibility of instituting window displays at Grass Valley (June 2009).
- e. Approach local artistic community to paint murals upstairs in Grass Valley Library (December 2010).



- f. Work with facilities staff to replace upstairs driveway-side windows with insulated windows (December 2010).
- g. Work with facilities staff to replace existing ramp to accommodate disabled access (June 2009).
- h. Work with facilities staff to paint the exterior of Grass Valley Library (September 2010).

Truckee Library

- a. Improve book drop options at the Truckee Library to provide better customer service in return of library materials (December 2011).
- b. Continue to explore all location options in the Truckee area for a new, larger Truckee Library (ongoing).
- c. Work with facilities staff to improve ADA parking spaces.



Doris Foley Library for Historical Research

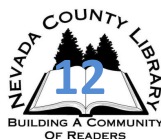
- a. Improve traffic flow and study space by rearranging equipment used by patrons and staff [i.e. microfilm readers, copier, and public computer] (December 2009).
- b. Work with facilities staff to increase ADA compliance throughout the building (December 2013).
- c. Work with facilities staff to replace windows with historically accurate, yet energy efficient windows (June 2012).
- d. Work with facilities staff to acquire humidity stabilization (June 2013).
- e. Coordinate with Nevada County Genealogy Society to improve layout and access to materials in the "Genealogy Room" (July 2010).



Goal 7: Work to provide outstanding public service, with an emphasis on training and communication. Develop and maintain a knowledgeable, visionary and enthusiastic library staff.



1. Train staff on use of library software and databases. Conduct hardware training for all staff (within 2 months of hiring and twice yearly reviews) and the public [[See Technology Plan.Goal 2.Objective 1](#), page A-7] (ongoing).
2. Improve methods of providing service to customers.
 - Provide additional help to library patrons by scheduling staff members to “rove” at all branches. (December 2011)
 - Identify opportunities to evaluate and streamline library operations, such as materials processing, time management, library accounting practices and new technologies (ongoing).
3. Enhance Collection Development Policy (December 2009).
4. Review library policies and procedures biannually and conduct staff training on policy and procedures annually (ongoing).
5. Inventory two collections and one section of nonfiction each year (ongoing).
6. Survey patrons on library services, customer satisfaction and patron needs (ongoing).
7. Provide library trainings and meetings to inform, train, communicate and develop a skilled staff in the areas of:
 - Customer service training
 - Reference training
 - Handling difficult patrons and situations (ongoing).
8. Professional staff attends at least one conference per year, as well as applicable cooperative library system meetings. All staff are encouraged to attend local conferences and County Leadership team meetings (ongoing).
9. Library supervisors attend all required County manager training sessions (June 2009).
10. Utilize virtual technology for staff trainings and meetings [[see Technology Plan Goal 2.Objective 2.Bulleted Action Item 2](#), page A-8] (June 2009).
11. Increase Spanish language skills of library staff (June 2011).
 - Seek recruitment of bilingual Spanish-speaking staff and volunteers (June 2013).
12. Improve telephone systems procedures at all libraries in order to enhance customer service (December 2010).



13. Improve staffing levels to adequately serve the Nevada County community (June 2011).

- Part-time regular Library Assistant to cover youth services in Truckee.
- Part-time regular Library Assistant for Literacy in Truckee.
- Full-time Youth Services Librarian for Grass Valley.
- Full-time Reference Librarian for Grass Valley/Madelyn Helling Library.
- Full-time Library Assistant, Literacy Program, Madelyn Helling Library.
- Part-time Library Technician, website/technical services, Madelyn Helling Library.
- Part-time Library Assistant dedicated to marketing library services.
- Upgrade Branch Manager position at Doris Foley from Technician to Librarian.
- One part-time and one full-time Library Assistant for Grass Valley to replace permanent positions lost during economic downturn of 2008.

Lifelong Learning

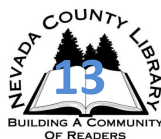
A library that provides *Lifelong Learning* service helps address the desire for self-directed personal growth and development opportunities.

Goal 1: Increase services to young community members and their families.

1. Improve and market children's programming at Penn Valley and Bear River Stations. Increase number of programs to one per week. Increase attendance at programs by 10% (December 2009).
2. Generate Young Adult programming at the Madelyn Helling and Grass Valley—Royce Branch Libraries. Research models, plan programs, market and implement. Produce two YA programs per year (June 2009).
3. Generate "After School Homework Help" programming. Research models, coordinate with educational agencies, plan programs, market and implement. Provide after-school programs in NC, GV, and TR Libraries online and in-library during the school year (June 2010).

Goal 2: Improve literacy skills of Nevada County community members.

1. Achieve accreditation for Library Literacy Program through Proliteracy America (December 2009).
2. Find space for literacy tutoring services in Grass Valley and Nevada City (July 2009).
3. Conduct annual fundraising events (ongoing).
4. Obtain **grant/donation funding** to purchase equipment and programs for literacy [i.e. portable DVDs, portable recorders, programs, CDs and tapes] (December 2009).



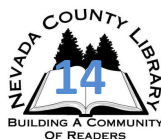
5. Increase number of learners in literacy program (currently 75).
 - Increase number of students 15% by December 2009;
 - Increase number of students 15% by December 2010; and
 - Increase number of students 15% by December 2011.
6. Improve retention of students (currently 20.5 months).
 - Increase retention of students 8% (December 2009);
 - Increase retention of students 8% (December 2010); and
 - Increase retention of students 8% (December 2011).
7. Improve retention of tutors (currently 21.5 months).
 - Increase retention of tutors 8% (December 2009);
 - Increase retention of tutors 8% (December 2010); and
 - Increase retention of tutors 8% (December 2011).
8. Establish marketing campaign for literacy program (July 2009).
9. Establish computer lab for literacy students (December 2009).
10. Recruit volunteers to operate computer lab (December 2009).

Goal 3: Enhance Library services to the retirees of Nevada County providing self-enriching programs and materials.

1. Increase participation of Book Buddy delivery program 20% (December 2009).
2. Devise and present annual program targeting “baby-boomer” generation (June 2010, then ongoing).
3. Increase the amount of materials in audio book format 20% (December 2010).
4. Increase the amount of materials in large print format by 15% (December 2010).

Goal 4: Increase usage of Library-sponsored databases.

1. Implement outreach to community via four demonstrations of databases to community organizations [i.e. Rotary Club] (June 2011).
2. Implement outreach to community via six demonstrations of databases to schools (June 2011).
3. Hold quarterly classes for the public in database usage and/or internet searching skills (June 2010).
4. Increase number of users accessing the databases by 15% (June 2011).



5. Provide two instructional videos on the library website to show the public how to use the databases (June 2011).
6. Evaluate a broad array of databases for public use (June, 2011).

Goal 5: Assess needs of the community in order to continue to provide effective library services.

1. Design needs assessment plans and tools (June 2011).
2. Implement and analyze results of needs assessment (June 2012).

Local History and Genealogy

A library that offers *Local History and Genealogy* service addresses the desire of the community residents to know and better understand personal or community heritage.

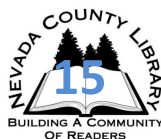
Goal 1: Clarify the mission and collection development policy of The Doris Foley Library for Historical Research (DF).

1. Develop mission statement for DF Library. Post on web page (October 2009).
2. Develop collection development policy for DF Library. Post DF collection development policy in DocuShare *Policies & Procedures* folder and on web page (December 2009).

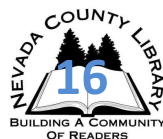
Goal 2: Appropriately preserve materials of historic value to the Nevada County community.

1. Ensure preservation of historic maps by encapsulating seven maps per month (ongoing until complete).
2. Create electronic back-up copies of unique printed indexes. Complete data entry from "Names" card catalog (June 2009).
3. Ensure proper storage of photos and slides (October 2009).
4. Learn appropriate preservation techniques for historic materials (December 2009).
5. Develop criteria for preservation activities (June 2010).
6. Prioritize DF collections for preservation (June 2010).
7. Evaluate collections stored in sub-basement and develop plan for relocating them (June 2010).

Goal 3: Improve access to historic materials at all branches for the Nevada County community and beyond.



1. Provide computer access to master index created in Goal 2, Item 2 above (December 2010).
2. Coordinate with staff to catalog historic materials (two collections annually until complete).
3. Inventory existing uncataloged collections and document each collection's role in meeting the mission of the Doris Foley Library for Historical Research (December 2011).
4. Identify additional access and retrieval mechanisms for historic information (i.e. using Horizon software for tracking data) and implement at least two methods (July 2012).



Appendix A: Library Technology Plan, condensed

Introduction

Technology planning is an important aspect of a modern library as more and more technology is being utilized to improve the access to information and usage of the library's offerings. Nevada County Library has invested a great deal of time and money installing a variety of different types of technology for staff, patrons, and other stakeholders, in 2007 this technology plan was developed. This is the first update of the 2007 plan. The Technology Plan will continue to provide the library with guidance in maintaining and improving the various types of technology utilized in the library. This document provides the reader with an overview of the library, the types of technology that are in use, areas that the library is lacking, and a recommended plan of action.

Nevada County Library Technology Plan Mission Statement

To encourage a community of readers and lifelong learners by providing unrestricted access to information and materials (the world) that enrich, inform and empower our community's diverse population. To build a library staff that is competent to function as liaison between the community and the library's collections and services.

Nevada County Library Technology Plan Vision Statement

We believe that through the use of technology, the library will be able to:

- Facilitate access to information and progress toward goal achievement for our patrons and staff while utilizing internet and library services.
- Make the library a primary source of information for our community.
- Enhance the ability of staff to provide quality service to the community.
- Improve communication throughout the organization and the community.
- Minimize frustration for staff and patrons in accessing and retrieving information both inside and outside of the library.
- Increase efficiency, accessibility, accuracy, and timeliness of information flowing between and among the branches.



- Provide staff and the public with new technology of proven success in other libraries and organizations.

Existing Technology

Technology at Nevada County Library has been slowly expanding from telephones and typewriters to computers, networks, printers, copiers, etc. The library moved to automation of basic library functions, circulation, cataloging, and public access catalogs (PACs) in 1987 with the installation of Dynix. For over ten years dumb terminals were utilized for the various library functions. With the replacement of the server around 1998 and improvements to the library network, the library began to move from dumb terminals to computers. In the fall of 2005 the library migrated to the Horizon software provided by SirsiDynix. The library utilizes the Searching, Circulation, Cataloging, Offline Circulation, Horizon Information Portal (HIP) online catalog software and Administrative features of this software. An additional server provides the library with Web Reporter, a statistical package designed to analyze library transactions for statistical purposes. The staff at each branch has local logins to the Horizon server that allow them to perform their library tasks. Librarians, catalogers, and administrators have logins reflecting tasks needing additional security functions.

Each branch provides computers for public use. The public computers are identified by the role of the computer: Internet, PAC (public access computer) and Gates (software from the Gates Foundation). The Bear River Station located at the local high school provides the largest number of internet computers for public use. Penn Valley Station lacks space for a PAC but does provide two internet computers. The Doris Foley Library provides one internet computer for the public, has no PAC, but currently provides a physical card catalog for users. Only the full service libraries, Madelyn Helling, Grass Valley, and Truckee provide the Gates computers, mainly located in the Children's Rooms.



There are three servers dedicated solely to library functions: Horizon application server, the HIP server and the Web Reporter server. These servers are housed in the Nevada County Information Services' server farm. Each county department has server space for storage of staff materials on a virtual network. Other server space provided to the library by the Information Systems Department (IGS) includes the library website, the DocuShare server (a Xerox product that provides content management for storing and retrieving materials that is available to staff and the public both inside the county and outside).

Each library has at least one telephone. Truckee, Grass Valley and Madelyn Helling libraries are served by networked phones or voice over IP (VOIP) phones. Each library maintains a fax

machine, which currently utilizes AT&T service. All branches have at least one phone that is served by an AT&T connection in case of network failure. Not all of the staff has telephones at their desks. Staff with specialized tasks such as reference, children's room, inter-library loans, system administrator, literacy, most branch managers and catalogers have been assigned their own phones. Those with VOIP have voicemail capability. Librarians have cell phones provided by the library for emergencies.

Each branch provides printers for the staff and for the public except Penn Valley Station, which currently does not have a networked printer for the public internets. The number of printers varies from branch to branch with most printers being networked. Madelyn Helling has a combination printer, copier, scanner, fax machine that also interfaces with another county software, Flowport (a Xerox product). Color printing is only available to staff through inkjet.

Coin-operated copiers are available at each branch for the public and are provided by an outside vendor. The vendors maintain the copiers and the library receives a small portion of the profits from the copier after expenses for the vendor are covered. Grass Valley Library has a small printer copier that staff has access to for small copying jobs. Madelyn Helling has a printer, copier, scanner, fax unit (Xerox Document Centre). Staff at the libraries not having a copier utilizes an override key when using the public copiers.

All library materials have barcodes to identify them and therefore barcode readers are found at all circulation desks and most of the staff workstations.

Most of the staff computers have 15 in. flat screen monitors with a few staff at Madelyn Helling having 19 in. due to the type of work they do; the public computers have 17 in. tube monitors.

Miscellaneous technology including videoconferencing equipment, televisions, videocassette recorders and DVD players, digital cameras, and repair equipment are found mostly at the full service libraries. Video conferencing equipment is available in the Madelyn Helling Branch and the Truckee Branch. Several of the branches have microfilm/fiche reader printers for use by the public. A couple of the branches have flat bed scanners for staff to use.



Purpose of Technology Plan

It has been almost five years since the last technology plan was written. The previous plan provided the library with guidance relevant to computer technology, but failed to look at the scope of technology in the library. As the previous plan was designed to provide direction for no more than five years the Nevada County Library County Librarian deemed it time to update and improve on the previous plan. This technology plan will serve to examine the current state of technology, assist in formulating a refresh cycle for technology, improve the communication between the library staff and IGS staff, and assist the library to improve its ability to communicate and provide services to the patrons and various stakeholders. Ultimately the technology plan will provide assistance in planning and budgeting for technology on a yearly basis. Finally, the technology plan will become an ongoing process in the library to ensure the currency and support of the library's technology.

Research Findings

In reviewing the current library technology situation, the following needs for basic issues were determined:

1. Provide technology that works consistently and provides effective access to information and knowledge. Computers and other technology are an important aspect of the ability to provide services to the public and staff.
2. Communication and training improve the library's ability to provide service to the public. Improvements in communication and training will improve the ability of the staff to provide better customer service.
3. Communication through various mediums increases accessibility to library materials and information about the library to the public, patrons, staff and other stakeholders. Improvements in communication to the public and training for the public will assist the in utilization of the technology provided by the library.
4. Continuous or periodic evaluation of technology in the library needs to be initiated. Coordination of library needs with IGS will lead to better services to the public, staff and other stakeholders. This coordination will reduce costs to the library due to unexpected technology purchases.



Recommendations

This technology plan was implemented in the fall of 2007. We have accomplished most of the first year objectives. Some of the objectives are part of an ongoing process and will continue to be a part of this plan. With a change in the economic picture for the library and the county as whole some of the dates for accomplishing objectives have been extended a year. As technology becomes more reliable it is possible to extend the life expectancy of some of the library computer, servers, printers and other electronic equipment. Communication continues to be a big issue whether it is between the library and its patrons; between the library and other county departments; or amongst library staff.

Updating and Review

The technology committee determined that it was necessary to have monthly meetings with the County's IGS Department to assist in updating the technology plan as well as to assist in current issues. This has proved to be an invaluable communication tool for getting our needs understood and problems resolved. The plan also needs to be reviewed in December and January of each year prior to the budget process for action items to be included in the following budget year. June and July meetings of the committee were determined necessary to review the actions taken or not taken for the new fiscal year (not accomplished). The objectives and action portions of this plan will be revised and inserted into the plan after review and updating each year.

The Nevada County Library Technology Plan is an important part of the Nevada County Library Strategic Plan. As part of providing access to the widest possible audience this document will be made available through DocuShare on the library website as well as other suitable formats and locations.



Plan of Action

Goal 1: Computers and Other Equipment

Provide technology that works consistently and provides effective access to information and knowledge.

Objective 1:

Create and maintain a refresh cycle for all technology.

Action items:

- Computers and to be replaced every 4-5 years. Replacement of computers to be approximately one quarter of total each year.
- Printers, monitors and barcode scanners replacement every ten years; budget for replacement of 3 printers and barcode scanners in coming budget year (2009-2010).
- Telephones to be replaced as needed.
- Replace library software servers every 5 years.
- Flat bed scanners to be replaced if additional funds found.

Objective 2:

Expand access to the public through use of technology.

Action items:

- Comcast Cable to provide wireless internet access at both Grass Valley Library and Madelyn Helling Branch (completed 2008).
- Provide microfilm/fiche reader printers with a computer attached for use by the public at the Doris Foley Library.

Objective 3:

Assist patrons to be self sufficient in use of the library facilities.

Action items:

- Self-checkout equipment installed at both Grass Valley and Madelyn Helling Branch (completed, March 2008).
- Patron initiated computer sign-up and print release stations at larger branches.



- Provide library patrons the ability to initiate their own inter-library loan requests for materials available through the Mountain Valley Library System.

Objective 4:

Assist patrons with physical limitations in utilizing public computers.

Action items:

- Investigate software and hardware costs to improve handicapped users access to the library's technology.
- Provide headphones for the public to check out to use with the public computers.

Objective 5:

Provide staff with tools that improve service to the public.

Action items:

- Install new versions of the Integrated Library Service (ILS) when upgrades are available (Aug 2008 upgraded to 7.4.1).
- Purchase and install receipt printers at all branches.
- Scan library applications into DocuShare and make them searchable for staff to access and use.
- Research the feasibility of using radio frequency identification tags (RFID) at all branches to reduce staff work at the circulation desk and to improve patron experience at self-check out machines.
- Provide a network-enabled camera in the children's room at Grass Valley (completed, Oct. 2008).

Goal 2: Communication and Training for Staff

Communication and training improve the library's ability to provide service to the public.

Objective 1:

Expand staff training on software, hardware and library functions.

Action items:

- Training on use of library databases.



- Customer service training, difficult patron training, use of the reference collection training and other trainings related to library functions.
- Hardware training on the various types of technology used in the library and other library functions.
- Review library software; provide refresher training of use with current and new policies and procedures.

Objective 2:

Improve communication channels with library staff.

Action items:

- Communicate through email, staff meetings, routed notes, etc. to notification of changes, updates to policies and procedures, and reminders.
- Create videoconferencing connections in the staff area at Truckee Library (completed, Oct. 2008).
- Establish computer conferencing for staff computers.
- Provide voice over IP for Penn Valley and Doris Foley if costs and feasibility are in line with return on investment.

Objective 3:

Improve staff capability to produce brochures, documents, etc. about library programs and functions.

Action item:

- Upgrade the production software (i.e. Photoshop, Pagemaker).

Goal 3: Communication and Training for the Public

Communication through various mediums increases accessibility to library materials and information about the library for the public, patrons, staff and other stakeholders.

Objective 1:

Improve the library website and online catalog to improve access to information and ease of locating library information.



Action items:

- Develop and implement a plan for improving, maintaining and updating the library website.
- Improve the online catalog usability through revising search functions and updates to the Horizon Information Portal software.
- Provide self-registration for library cards through the library website.
- Make Doris Foley Library for Historical Research a separate agency to eliminate the confusion of where the materials listed as History Branch reside (completed, Aug. 2007).
- Digitize historical materials to be made available through the library website.
- Investigate Web 2.0 formats (i.e. Second Life, blogs) and implement usage of appropriate technologies.

Objective 2:

Expand the usage of library offerings.

Action items:

- Increase the usage of databases by the public through publicity and staff encouragement.
- In conjunction with the collection development staff identify and evaluate the feasibility of providing e-books through the library website.
- Increase usage of email notification through publicity and reminders (completed, May 2008 and ongoing).
- Develop training methods and instructions to help the public use library technology. Consideration will be given to partnering with IGS in development of a plan.

Goal 4: Maintaining Technology

Continuous or periodic evaluation of technology in the library.

Objective 1:

Maintain and update the technology in the library.



Action items:

- Maintenance of technology database for the library; provide database and plan to IGS.
- Initiate monthly technology committee meetings with IGS to review current issues, discuss solutions, look at looming issues and possible solutions or recommend a course of action (completed).
- Request training for SPOCs (specific point of contact) at each library.
- Coordinate with IGS on improving the public computer profiles (in process).
- Guidelines for retirement of old or non-functioning technology.
- Provide guidelines for donated technology.
- Create staff position to maintain library website and assist with technology support in the library.

Objective 2:

Review of library Integrated Library System (ILS) software for replacement or upgrade.

Action item:

- Review documentation provided by SirsiDynix on new software, Symphony.
- Review information provided by listservs courtesy of the library's ILS company.
- Attend professional library meetings.

Objective 3:

Keeping the technology plan current.

Action items:

- Technology committee meetings held prior to budget time.
- Technology committee meetings held at the end of the fiscal year and at the beginning of the next.
- Revisions to the technology plan inserted into document semi-annually.



Summary of Timeline and Costs

Goal One: Computers and Other Equipment

Objective/Action Item	Completion Date	Estimated Cost
Objective 1: Create and maintain a refresh cycle for all technology		
Computers are to be replaced every 4-5 years	ongoing	\$30,000
Printers, monitors, barcode scanners replacement every ten years	ongoing	\$1,500
Telephones to be replaced as needed	ongoing	covered by network fees
Server replacement every 5 years	2010-2011	\$8,000
Flat bed scanners to be replaced if additional funds found	As possible	\$500
Objective 2: Expand access to the public through use of technology		
Wireless internet at Grass Valley and Madelyn Helling	Done (2008)	\$3,500
Microfiche/film reader w/computer at Doris Foley	2009-2010	grant funding
Objective 3: Assist the public in self-sufficiency		
Self-checkout units at Grass Valley and Madelyn Helling	Done (2007)	\$45,000
Self sign-in for public internets and print release station	2010-2011	Unknown costs
Patron initiated ILL	2008-2009	unknown additional costs



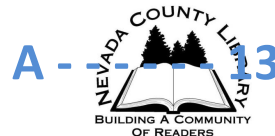
Objective/Action Item	Completion Date	Estimated Cost
Objective 4: Improve disabled patrons access with use of public internets		
Investigate equipment costs and feasibility	2008-2009	unknown costs
Provide headphones	2008-2009	\$200
Objective 5: Provide staff with tools to improve service		
Upgrade current versions of ILS	Done(2008)/ongoing	included in contract
Purchase and install receipt printers at all branches	2011-2012	\$5,000
Scan library applications into DocuShare	2010-2011	staffing costs
Examine costs and feasibility of RFID	2010-2011	unknown costs
Install network-enabled camera in Grass Valley children’s room	Done (2008)	unknown costs

Table 5: Summarized goal one for technology plan.

Goal Two: Communication and Training for Staff

Objective/Action Item	Completion Date	Estimated Cost
Objective 1: Expand staff training		
Training on use of databases	ongoing	staffing costs
Customer service training, etc.	ongoing	unknown, various sources
Hardware training	ongoing	staffing costs
Review & refresher training on library software	ongoing	staffing costs
Objective 2: Improve communication channels with library staff		
Utilize email, meetings, etc. to improve communication	ongoing	staffing costs
Add videoconferencing connections in Truckee staff area	Done (2008)	unknown costs
Establish computer conferencing for staff computers	2008-2009	\$2,000
Provide VOIP at Penn Valley and Doris Foley	2010-2011	unknown
Objective 3: Improve staff ability to create brochures, documents, etc.		
Upgrade software (i.e. Photoshop, Pagemaker)	2008-2009	\$1,000

Table 6: Summarized goal two for technology plan.



Goal Three: Communication and Training for the Public

Objective/Action Item	Completion Date	Estimated Cost
Objective 1: Improve library website and online catalog		
Develop plan for improving and maintaining website	2008-2009	staffing costs
Improving usability of online catalog	2008-2009	staffing costs
Self-registration for library cards online	2009-2010	unknown costs
Doris Foley to become separate agency	Done (2007)	staffing costs
Digitized materials available through library website	2008-2009	grant funding
Objective 2: Expand usage of library offerings		
Increase usage of databases	2009-2010	staffing costs
E-book consideration	2009-2010	unknown costs
Increase email notification	Done (2008)/ongoing	staffing costs
Create trainings and materials to assist public in use of various technologies utilized by the library	2008-2009	unknown costs

Table 7: Summarized goal three for technology plan.

Goal Four: Maintaining Technology

Objective/Action Item	Completion Date	Estimated Cost
Objective 1: Continuous or periodic evaluation of technology		
Maintenance of technology database	ongoing	staffing costs
Monthly meetings w/IGS staff	ongoing	staffing costs
Specific point of contact (SPOC) training	2008-2009	staffing costs
Coordinate w/IGS on public computer software	2008-2009	staffing costs
Guidelines developed for donated technology	2008-2009	staffing costs
Guidelines developed for retirement of technology	2008-2009	staffing costs
Create staff position for website and other technology support	2009-2010	\$12,000
Objective 2: Review of library's ILS		
Review documentation provided by SirsiDynix	ongoing	staffing costs
Review Horizon_L	ongoing	staffing costs
Attend professional meetings	ongoing	unknown costs

Objective/Action Item	Completion Date	Estimated Cost
Objective 3: Keeping the technology plan current		
Technology committee meetings held prior to budget time	ongoing	staffing costs
Technology committee meetings held at the end of the fiscal year and at the beginning of the next	ongoing	staffing costs
Revisions to the technology plan inserted into document semi-annually	ongoing	staffing costs

Table 8: Summarized goal four for technology plan.

Appendix B:

Customer Survey Results:

2005

Strategic Plan Survey Data

In 2005 the Nevada County Library began a strategic plan process. As part of this process a survey was provided to the public through several venues; in the library, through the newspaper and at public meetings. This data was collected with the thought it would give the library an understanding of how the public perceived the libraries in the county, what types of services or materials the library should be providing, and what were issues that needed to be addressed. In reviewing the data provided from this survey please note that the library has a patron database of about 61,000 cardholders and the number of responders to this survey represents about 2% of this population. A few of the responders were non-library users; their responses are included in the following data. Though the results provided may not be representative of the library service population there is still valuable information to be retrieved from this survey. It is with this cautionary statement that this data should be reviewed.

1. How often do you use the services of NC libraries? Total responses = 947.

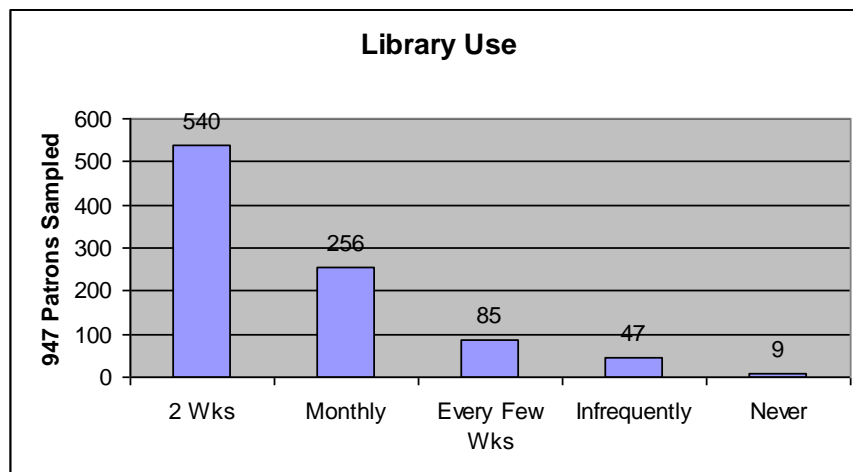
57% of the respondents use the library every two weeks or more frequently

27% of the respondents use the library on a monthly basis

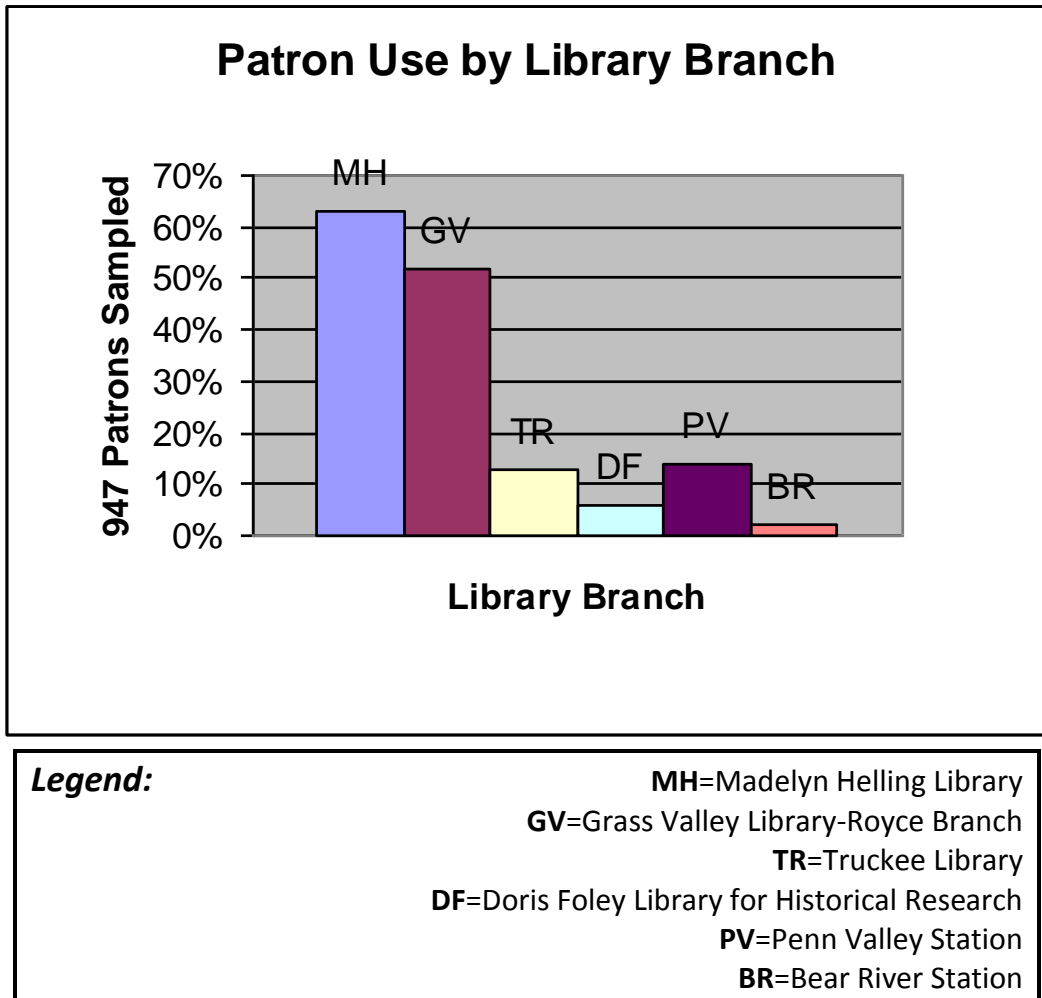
9% of the respondents report using the library every few months

5% of the respondents report using the library infrequently

1% of the respondents never use the library



2. Which libraries do you use? (multiple choices) Of the 947 responders the following percentages reflect the frequency that each branch was marked as a location visited. Sixty-three percent of the responders utilize the Madelyn Helling Branch with Grass Valley Library following closely behind at 52%.

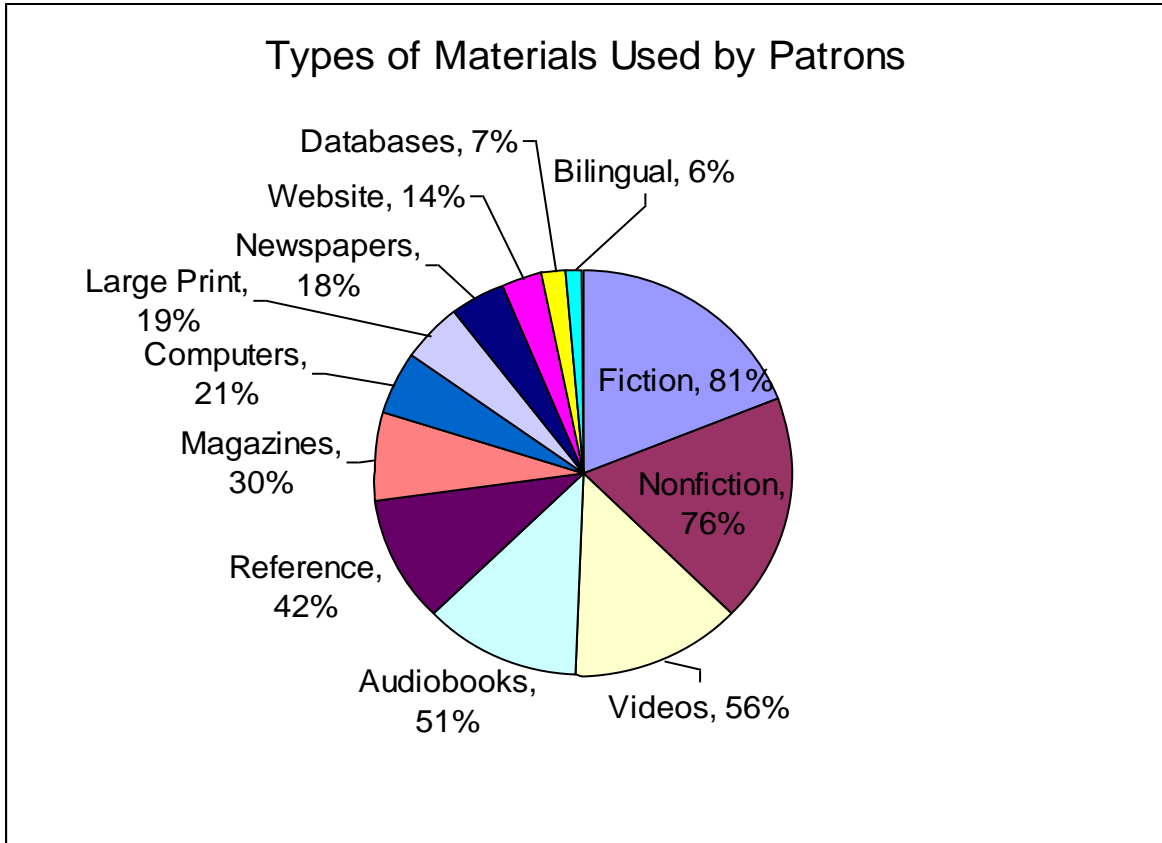


3. What are your reasons for using the library? (multiple choices)

Entertainment was the predominant reason for using the library with 75% of the respondents selecting this response. The next most popular response was the **educational** responses. Since the total data is not available and multiple responses were allowed for this question, it isn't possible to derive a percentage value. It is apparent that library users view the library as an educational resource. Sixteen percent of the respondents said that the **computers** were one of the reasons for using the library. Fifteen percent mentioned **programs** and 5% mentioned **cultural hub**. There were 5% who gave other responses not listed in the multiple choices provided.

4. What materials have you used? (multiple choices)





5. Respondent ages:

60+	40-59	20-39	13-19	12 & under
46%	37%	8%	3%	3%

6. Would you say that Nevada County Library is (rate the quality of the library):

The responders give high marks to the library in general: 64% indicate the library is excellent; 29% say it is good; 3% rate the library as not so good, poor or unsure; and 3% did not provide an answer to this question.

7. If you have not used Nevada County Library, why?

There were 80 responses to this question and more than one response was allowed. The most frequently selected response was the difficulty finding parking (n=23) and hours not fitting schedule being the second (n=14). There were 25 other responses, but they varied widely.



8. What three things do you appreciate about the Library?

Services	Collection	Physical
ILL was given the most responses with General Resources being second. This was a multiple possible answer section and the number of total answers was very low (n=157).	New books and books in general was the overwhelming most popular choice, but again the response was very low (n=78).	Convenience was the most common choice and the overall number of responses was low (n=82).

9. How can the library be made more welcoming? Total responses to this section was extremely low (n=131) spread over the three categories.

Services	Collection	Physical
Most common response was snack bar/coffee bar (n=8).	More DVDs (n=7) and more nonfiction (n=6) being the most common.	None needed was the most common response (n=33).

10. What existing services would you like the library to expand? Again very low number of responses and multiple responses were allowed (n=160).

Services	Collection	Physical
Most common response was more hours (n=8) and email for holds (n=5).	Most common response was more nonfiction (n=17) and more DVD/videos (n=14).	None needed was the most common response (n=33).

11. What services would you like to see the library change in the next 5 years? The following is a list of ideas from 288 of the respondents:

- Increase the number of books, more bestsellers, and on the shelf faster.
- Tool lending library.
- Downloadable resources, i.e. e-books (both audio & print), scanned materials accessible through library website.
- Provide old/rare book section.
- Increase the numbers of public computers.
- Provide more programs (i.e. educational, youth and young adult-oriented).



- Improve parking at Grass Valley Library, improve parking during library events (all locations).
- Consider mini-branch at Sierra College, Alta Sierra and with other community partners.
- Shuttle bus for seniors.
- Provide a homebound service for homebound and busy adults with a mail option.
- Longer hours for stations & branches; consider Sunday hours, make hours consistent across all branches.
- More space for patrons and materials.
- Post lists of publishers' new books with a link for book requests; facilitate patron request for new materials (i.e. DVDs, videos, audios, books).
- List new items in the library with a link to place holds.
- New branches in Truckee & Grass Valley.
- Improve library website.
- Allow circulation of Doris Foley materials.
- Mobile library; internet-capable for care facilities, apartment complexes, and outlying communities.
- Make libraries quiet; more quiet comfortable places to study.
- Better microfilm/fiche readers at Doris Foley.
- Increase children's library materials and activities; include programs for infants to young adults; provide programs for home-schooled children.
- More community-use rooms.
- Increase the number of holds permitted.
- Easier and quicker interlibrary loans.
- Larger lettering on spine labels.

Late fee waivers or extension of time for patrons living 15 miles away or further; increase checkout time.

