

YAKIMA VALLEY LIBRARIES

In the Matter of:
Yakima Valley Libraries
Strategic Plan 2016-2018

RESOLUTION
16-003

WHEREAS, the Trustees of Yakima Valley Libraries review and establish policies as appropriate;

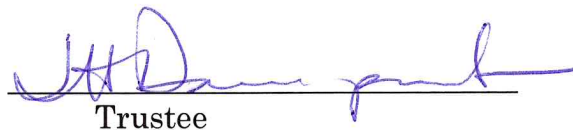
WHEREAS, there is a desire to establish a Strategic Planning document for 2016-2018 for Yakima Valley Libraries:

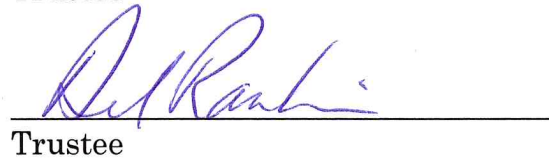
WHEREAS, the Board of Trustees have completed a first reading and second reading and review of the policy;

BE IT THEREFORE RESOLVED, that the Yakima Valley Libraries Strategic Plan for 2016-2018 be approved by the Board of Trustees.

ADOPTED BY THE BOARD OF TRUSTEES this 23rd day of May, 2016.

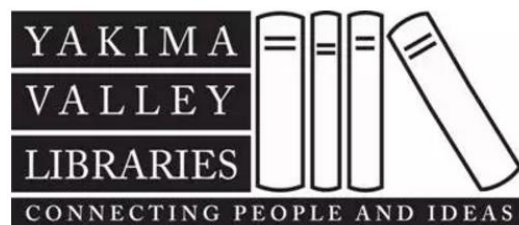
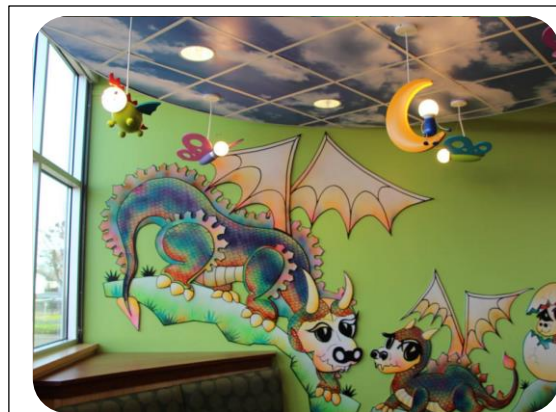

Trustee


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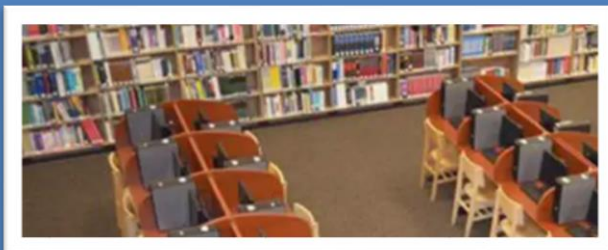

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STRATEGIC PLAN 2016-2018

Yakima Valley Libraries



Connecting People and Ideas

May 2016

Strategic Plan

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PREFACE

Message from the Library Director

Public libraries are in transition. Where they once were the repositories of print materials for information and reading for pleasure, public libraries are now more than buildings full of books and materials. Public libraries hold a unique role in American society as centers for learning and social interactions. Public libraries aid and educate people by helping them find relevant information. They support democracy by providing people with access and tools to become informed citizens. Public Libraries provide welcoming places where people can explore and discuss new and old ideas. They support efforts for early literacy building on the skills taught by public schools ensuring that children arrive at school ready to learn. Public Libraries are adaptable and responsive to the needs of their communities.

Access to information and how it is used continually evolves. The age of enlightenment meets the information age and moves on to the digital age. The ways in which people interact with each other, whether in person or via social media, bring opportunities for *showcasing the transformative nature of today's libraries and elevating the critical role libraries plan in the digital age* (ALA Libraries Transform initiative).

The unique flexibility that is inherent in the design of a public library allows anyone access to information that best meets their needs. Public libraries provide access to free and vital resources for their community. Public libraries must be well prepared to reflect the unique needs of their users including increasing changes in technologies and range of the diversity of its users.

The needs of our community must drive the structure of the public library ensuring all of the Yakima Valley Libraries' patrons have unfettered access to the world of ideas. This Strategic Plan is the result of a commitment by library management, the Board of Trustees, staff, and a series of customer surveys and conversations about the heart of Yakima Valley Libraries. The goal is to offer direction as the library navigates this period of collective and technological change.

This strategic plan is not only intended to provide vision and direction, but it is to be a dynamic living document that evolves as Yakima Valley Libraries adjusts thoughtfully, and adapts confidently to evolving opportunities and challenges for the benefit of our patrons. And, with those needs in mind, Yakima Valley Libraries will remain relevant and sustainable for future users.

Kim Hixson, MLIS
Director

SECTION 1

Introduction

1.1. Purpose of this Strategic Plan

To best meet the needs of the community and provide strategic direction to the library district, Yakima Valley Libraries proposed the development of a plan that reflects changes in the community thus keeping the library relevant and sustainable. The Strategic Plan is a systematic process of reflecting the community's desired future for Yakima Valley Libraries within the resources available. The Strategic Plan will guide the vision into broadly defined goals and objectives and a sequence of steps to achieve them.

1.2. Acknowledgements

Several groups and individuals contributed their experience, research, opinions and insight to the development of this plan. Yakima Valley Library patrons, library employees and Trustees shared their ideas about future priorities for the library, changes in how people use library resources, and suggestions for new or better ways to serve library customers. Throughout this planning process, the strategic planning committee met regularly to review inputs and consider the specifics of various topics including the impact of digital media, community outreach, partnerships and technology. Yakima Valley Libraries would like to acknowledge the support and contribution of the Library Board of Trustees to the end results of this process.

The Board of Trustees

The Library is governed by an independent Board of Library Trustees. Five people are appointed to the Board by the Yakima County Commissioners for staggered terms of five years each. The Board of Library Trustees employee a librarian as the Library Director who administers the operation of the Library within the policies, goals and objectives approved by the Board.

2016 Board of Trustees:

Pamela J. Perryman, President
H. E. Jerry Maggard, Vice-President
Glenn Rice, Secretary
Del Rankin, Trustee
Jim Davenport, Trustee

Strategic Planning Committee Members

Kim Hixson, MLIS - Library Director
Francisco M Garcia-Ortiz, PhD -Managing Librarian
Krystal Corbray, MLIS – Managing Librarian
Rondi Downs, MLS – Managing Librarian
Cathy Rathbone, MLS – Managing Librarian
Deb Stilson, MLS – Managing Librarian
LeNee Gatton, MLS – Collection Development Librarian
Charlotte Layman, Community Library Resources Manager

The members of the strategic planning steering committee would like to acknowledge and thank the many individual library staff members from all levels of the organization who, through their survey responses, emails, comments, conversations, and helpful advice, contributed to the development of this Strategic Plan.

SECTION 2

Yakima Valley Libraries and Community

2.1. Library Overview

Yakima Valley Libraries is located in the beautiful agricultural valley of Yakima County in South Central Washington State. Yakima County is 4,296 square miles and is the second largest county in Washington State. Yakima Valley Libraries serves the entire county with the exception of the City of Grandview. Yakima Valley Libraries is a junior taxing district providing library services to the public. The library district is primarily supported through local property taxes.

The rural county library district was formed in 1945 and is now comprised of a central library and 16 community libraries located throughout Yakima County. All towns or cities, with the exception of the City of Grandview, are either annexed to or contracted with Yakima Valley Libraries for library services. Annexed cities include Harrah, Moxee, Selah, Yakima (Yakima Central, Southeast, and West Valley Libraries), Sunnyside, Toppenish, Wapato, and Zillah. Contracting cities include Granger, Mabton, Naches, Union Gap, and Tieton. Rural county library locations include Buena, Terrace Heights, and White Swan. Yakima Valley Libraries currently serves over 240,000 people in Yakima County.

2.2. Yakima Valley Community

New Vision's description of the Yakima Valley best describes the composition of the community.

"The Yakima Valley is a thriving region that works together to advance our communities in Central Washington. Being established in the Yakima Valley region is easy and cost-effective whether you are relocating to the area, starting a business venture or scouting out locations for a Fortune 500 factory. The Yakima Valley has a diversified economy with well-established presences in logistics and distribution, food processing, industrial machinery and supplies, business and professional services, the health and medical industries, and aerospace.

Companies in the Yakima Valley gain competitive advantage from productive employees and lower business costs:

- Yakima's workers are highly skilled and trainable. Unionization rates and employee turnover are lower than average.
- With nearly 20,000 enrolled in the area's five regional colleges and universities - the community also enjoys a talent pipeline for the future.

- An attractive tax structure includes no local business and operation, personal income, or other add-on taxes or impact fees.
- People benefit from Yakima Valley's relatively low cost of living, amazing outdoor amenities and reputation for friendliness.

The Yakima Valley's central location and excellent transportation options make it an attractive place to live and do business. Low commute times are the norm for residents. It is also easy to visit bigger cities like Seattle and Portland while still getting home the same day. For business, the Yakima Valley accesses all major transportation systems including an uncongested four-lane interstate freeway system, a rail link, and regional airport. It is an easy two-hour drive from Seattle and only three hours from Spokane. Major Northwest population centers can be easily serviced within one shift.

The Yakima Valley's best incentive is its welcoming, flexible, and rapid approach to helping people and businesses succeed. Businesses that invest in the Yakima Valley are recognized and well supported. Similarly, people find it easy to be rooted in our communities". (New Vision – Yakima County Development Association. 2015. <http://www.ycda.com/why-yakima/>)

The most recent *Yakima County Community Indicators Report for 2016* provides current demographic information about Yakima County. A few significant statistics that impact the community as well as library use and services include the following information.

- 30.1% of the population is under age 18
- The average family size is 3.57
- 48.6% of the population is married
- 16.9% of the population has less than a 9th grade education
- 75.5% of the population is a high school graduate or higher
- 15.0% of the population moved residences in past year
- 18.3% of population is foreign born
- 17.8% of population speak English less than very well
- \$157,900 is the median house value
- 63.8% of the population are home owners
- 70.5% of children ages 6 to 17 have working parents
- 55.7% of the population is in the labor force and employed
- \$22,428 is the median earning for workers.
- 32.0% of the children live below the federal poverty level

This is a brief overview of the people and diverse community served by Yakima Valley Libraries.

SECTION 3

Guiding Principles

2.1. Mission and Vision

Mission Statement

Yakima Valley Libraries supports lifelong learning and an informed citizenry by providing free, open, and full access to a vast array of ideas and information. *-Adopted: August 24, 1999.*

Yakima Valley Libraries – Connecting People and Ideas.

2.2. What We Value....

Values

- ✓ *ACCESS* - free and open access to education and information.
- ✓ *INNOVATION* - a culture that fosters creativity and innovation.
- ✓ *COLLABORATION* - teamwork and collaboration.
- ✓ *RESPONSIBILITY* - responsible stewardship of public funds.
- ✓ *CUSTOMER SERVICE* - friendly and accessible customer service
- ✓ *COMFORT* - a welcoming, open and comfortable facility in which the community can receive library services.
- ✓ *DIVERSITY* - of opinions, ideas and information.
- ✓ *PRIVACY* - safeguarding the customers' right to privacy.
- ✓ *COMMUNITY* - respect history, cultural values, and aesthetic appreciation within our community.
- ✓ *TEAMWORK* - employees by offering opportunities for growth and self-improvement.



SECTION 4

System Directions and Strategic Goals

4.1. Strategic Process

Strategic Assumptions

The Planning for Results process, as supported by the Public Library Association, is based on three key assumptions:

- Excellence must be defined locally. It results when public library services match community needs, interests, and priorities.
- Excellence is possible for all public libraries. It rests more on commitment than on unlimited resources.
- Excellence is a moving target. Even when achieved, excellence must be continually maintained and redefined.

These assumptions are the underlying premise in the Yakima Valley Libraries' strategic planning process.

Previewing the Process

The process:

- The Director presented concept to Trustees for approval of the process.
- The Director established an internal strategic planning committee.
- The process was reviewed with managers and frontline staff to implement changes that will come from the strategic plan.
- A study of the demographics and statistics was conducted by the Director and Managing Librarian staff.
- Surveys were conducted with public, staff, and Trustees.
- Service priorities were reviewed based on the Public Library Association Planning for Results process.
- Priorities were selected supported by goals and objectives.
- The plan was compiled and reviewed by managers, staff, and Trustees.

Major Outcomes of the Initial Work

Strategic Plan Process was designed by Director and Trustees, and approved by the Board of Trustees on April 6, 2011. The objective was to develop a planning document that would allow the District to identify and prioritize planning efforts to allow the District to best serve the changing community demographics. The object of the planning process was to evaluate strategies that best meet the needs of the District. Initially five areas were identified as areas of focus:

1. Internal Communications – to further identify and augment communications.
2. Training – to build a consistent training program.
3. Policies and Procedures – review current internal and external related policies.
4. Facilities – to conduct a comprehensive review of the district facilities.
5. Service Priorities – to identify library services relevant to the community.

The top three areas, items 1 to 3, were an area of management focus from 2011 through 2014. That process is identified in separate documents and processes. Item 4 will be a key component of the up and coming long range plan. Item 5 will be addressed as a main area of this Strategic Plan. The identification of the Service Priorities will be the groundwork for the Long Range Planning Process.

Internal Analysis and Survey Results

Internal Data:

- *Tool 1: SWOT Analyses by Zone Managing Librarians*
The Library District is divided into six zones. Each Managing Librarian conducted an analysis of the communities in those areas. The compiled information provided an overview of the Strengths, Weaknesses, Opportunities, and Threats of the Library District.
 - **Strengths (Internal)**
 - Welcoming and Polite Staff and Adequate Technology: Wi-Fi and Public Computers.
 - Outreach Services, Programming, Interlibrary Loans.
 - Continued collection growth in quantity and quality.
 - Financial stability to provide basics.
 - Long term employment – history carried forward.
 - **Weaknesses (Internal)**
 - Buildings (some old, non-library property, etc.)
 - Lack of clear expectations and goals district wide.
 - Lack of Masters level certified librarians in each library.
 - Lack of comprehensive training plan.
 - **Opportunities (External)**
 - Organizations willing to partner.
 - Community needs that libraries can assist with.
 - Marketing opportunities.
 - West Valley Building – model improved use of library services for community.
 - **Threats (External)**
 - Library space is insufficient (small branches) – non owned library buildings.
 - Under exposure of library resources
 - Alternative ways of accessing traditional library services.
 - Changing technology – staying current in an affordable format.

- *Tool 2: Online Survey (Library Patrons, Library Staff, and Trustees)*
The following is a recap of the survey ranked by weighted percentages.

Q1- YVL service priorities as you see them.

- Early Literacy 88%
- Public internet access 83%
- Reference and research 83%
- Community resources and services 69%
- Creating and sharing content 65%
- Lifelong learning 64%
- Teaching to read and write (adult, teen and family literacy) 64%
- Genealogy and local history 59%
- Informing citizens of local, national and world affairs 58%
- Having a comfortable space (in branches and online) 57%
- Cultural awareness 55%
- Stimulating imagination 54%
- Homework help 49%
- Business and nonprofit support 44%
- Job and career development 42%
- Information fluency (understanding how to find, evaluate and use information) 40%
- Services for new immigrants 34%
- Information on health, wealth and life choices 33%

Q2- What do you value in our library system?

- Collection 14.8%
- Customer Service 14.6%
- Staff/Peers 11.4%
- Information Access 11.2%
- Interlibrary Loan 9.0%
- Computers 8.0%
- Hours 7.5%
- Community Place 6.0%
- Web page resources 4.3%
- Programming 3.5%
- Outreach Services 3.2%
- Community Partnerships 2.2%
- Meeting Rooms 1.3%

Q3 - What do you see the needs of your community to be?

- Education 25%
- Employment 20 %
- Need for more resources 10%
- Safety 10%;
- Homelessness 10%
- Health/Wellness 10%
- Business Development 9%
- Downtown Development 7%
- Other 0%

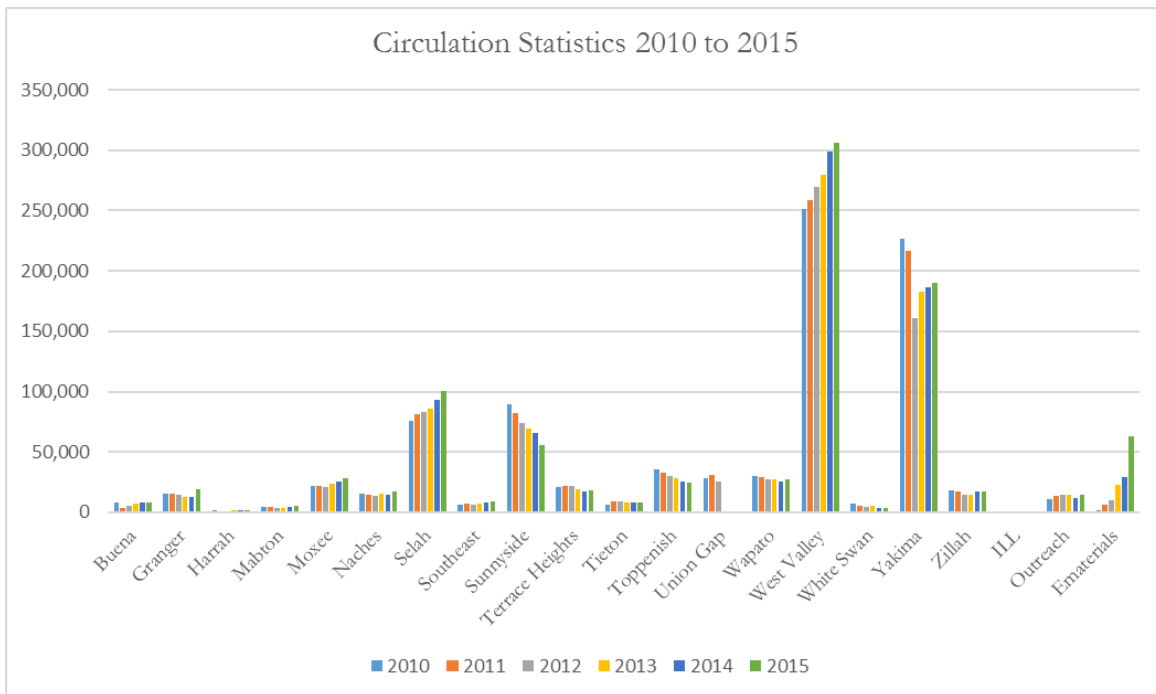
Q4 - How do you use Yakima Valley Libraries?

- Check out books: 28%
- Music and DVDs 14%
- Online databases 12%
- Interlibrary loans 10%
- Research Tools 7%
- E-Resources 8%
- Summer Reading Programs and Children's programs 7%
- Outreach Services 3%
- Small Business Resource Center 2%.

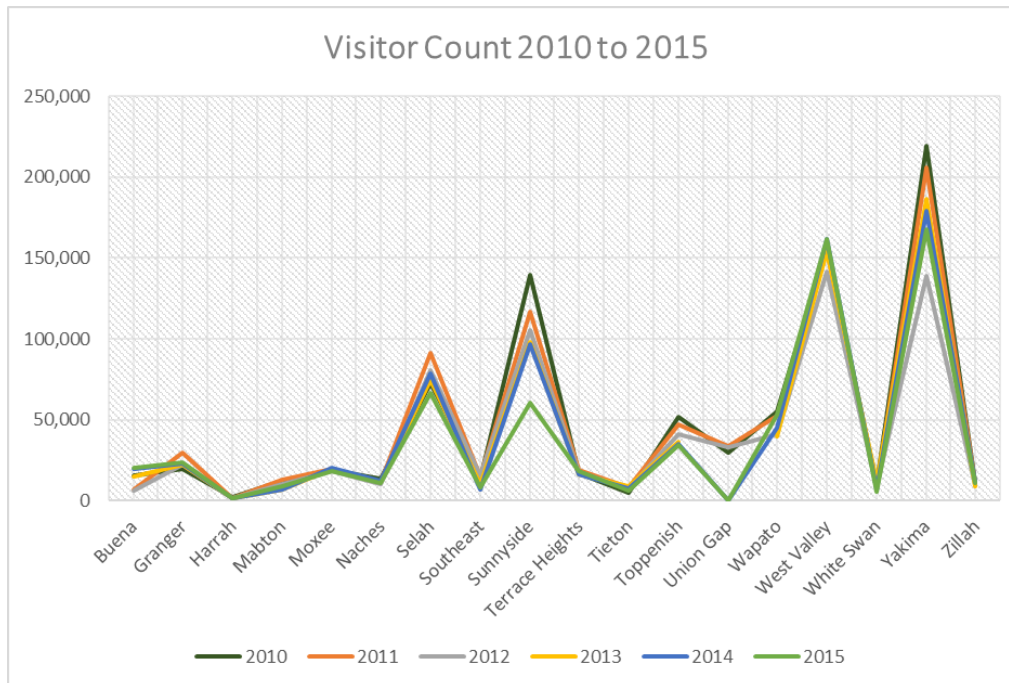
- *Tool 3: Library Statistics*

Statistical information collected by Yakima Valley Libraries on the use of its current services.

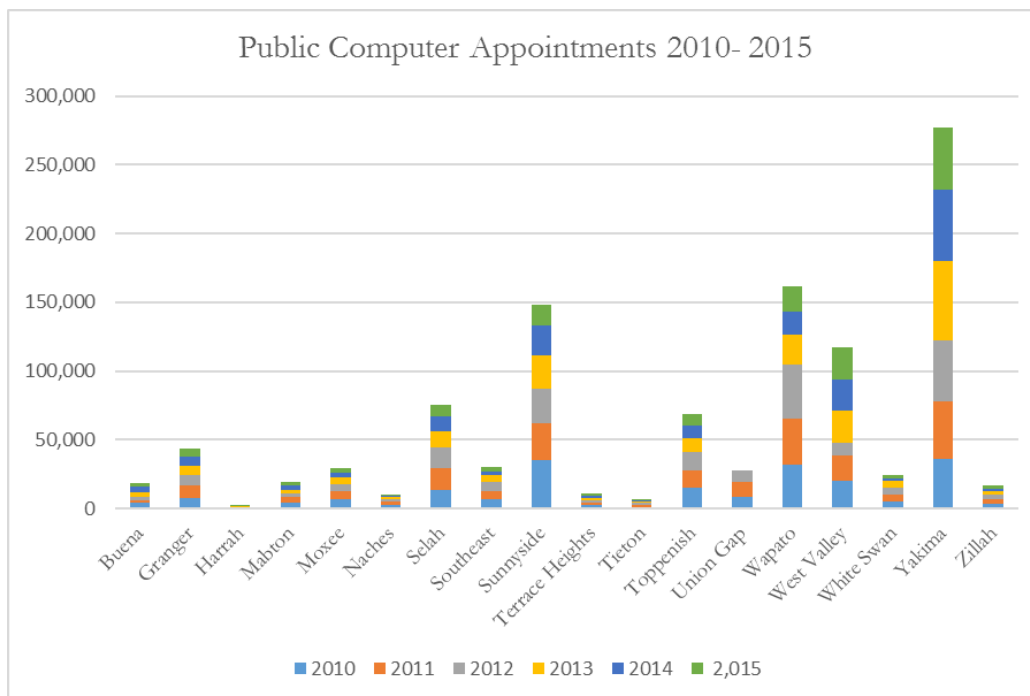
Yakima Valley Libraries maintains an ongoing tracking of statistics. In **2015**, YVL tracked the following information: the library district was open a total of **35,723** hours and served **678,924** combined visitors. We circulated over **856,818** items and hosted **143,579** computer appointments using the 240 Internet computers available to the public.



Districtwide circulation has increased 5 percent over the past five years. West Valley has a 22 percent increase circulating more than 305,000 items in 2015 or 36 percent of the total circulation. There is a significant increase in the use of e-materials. In 2010 there were 1,766 circs e-materials compared to over 63,356 in 2015.



Actual visitor account has decreased by 22 percent overall district wide. West Valley has a 4 percent increase in visitor count and Tieton and Buena have an increase of 23 percent and 32 percent respectively. This factored with the increase in circulation and specifically e-materials provides some insight into how library resources are being used.



Computer use remains a significant library service; however, many patrons now bring their personal devices to connect to the library's wireless access.

External Data:

- *Tool 4: Demographic Information*

The United States Census Bureau provides demographic breakouts by Yakima County as compared to Washington State and overall United State percentages.

People Quick Facts	Community Issue	Community Need	Yakima County	WA	USA
FOREIGN BORN: Foreign born persons, percent, 2010-2014	Integration, knowledge about the community	Immigration Help	18.3%	13.3%	13.1%
NON-ENGLISH: Language other than English spoken at home, pct. age 5+, 2010-2014	Non-Speaking English population	ESL Material and Programs	39.8%	18.8%	20.9%
EDUCATION: High school graduate or higher, percent of persons age 25+, 2010-2014	Population without the minimal educative requirements for skilled job search	GED Materials and Classes	71.5%	90.2%	86.3%
EDUCATION: Bachelor's degree or higher, percent of persons age 25+, 2010-2014	Population without the minimal educative requirements for professional job search	Adult Learning	15.9%	32.3%	29.3%
ETHNICS: American Indian and Alaska Native alone, percent, 7/1/2014	Civic participation	Diversity Celebration	6.0%	1.9%	1.2%
ETHNICS: Hispanic or Latino, percent, 7/1/2014	Civic participation	Diversity Celebration	47.7%	12.2%	17.4%
ECONOMY: Per capita money income in past 12 months (2012 dollars), 2010-2014	Low income families	Low Income Assistance	\$19,861	\$31,233	\$28,555
ECONOMY: Median household income, 2010-2014	Low income families	Low Income Assistance	\$43,956	\$60,294	\$53,482
ECONOMY: Persons below poverty level, percent, 2010-2014	Poverty	Poverty Eradication	20.5%	13.2%	14.8%
POPULATION: Persons under 5 years, percent, 7/1/2014	Preschool Age Children	Early Literacy	8.4%	6.3%	6.2%
POPULATION: Persons under 18 years, percent, 7/1/2014	Children and Young Adult Population	Special Attention	29.8%	22.7%	23.1%

United States Census Bureau. (2015). Quick Facts Yakima County, Washington. Retrieved from <http://www.census.gov/quickfacts/table/PST040214/53077>

4.2. Putting it all Together - Library Service Priorities

Using the tools, statistics, and surveys the following Service Priorities were determined to best represent the needs of the community. These five were selected from the 18 examples presented in *the PLA Planning for Results* manual by Sandra Nelson:

- **Reading for Pleasure:** Patrons who want materials to enhance their leisure time will find what they want, when and where they want them and will have the help they need to make choices from among the options.
- **Comfortable Places:** Patrons will have comfortable and welcoming physical places to interact with others or to sit quietly, and will have open and accessible virtual spaces that support networking.
- **Connect to the Online World:** Patrons will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
- **Early Literacy:** Creating young readers: Children from birth to third grade will have programs and services designed to support their entrance to school ready to read, write and listen.
- **Lifelong Learning:** Patrons will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

4.3. Strategic Goals and Objectives

1. Reading for Pleasure

Patrons who want materials to enhance their leisure time will find what they want, when and where they want them and will have the help they need to make choices from among the options.

People read because they enjoy learning, gaining knowledge, and discovering information. In their 2012 report, the PEW Center asked people why they read. Escaping reality, becoming immersed in another world, the drama of a good story, accessing a variety of topics and just enjoying some relaxing time were all answers people shared. In today's world, the Library must be adept at helping people locate and access to information in new ways. The unique composition of the Library helps people enhance their reading options by drawing on its collection, technology, and skilled librarians to provide varied reading experiences. (PewResearchCenter, Why People Read. April 5, 2012. <http://www.pewinternet.org/2012/04/05/why-people-like-to-read/>)

Goal 1 - Yakima Valley Libraries will develop a physical and digital collection to promote reading for pleasure.

- A. By December 31, 2017, a minimum of 55% of patrons surveyed will report that they are satisfied or very satisfied with the timeliness with which they obtain materials.
- B. By December 31, 2017, 90% or more of library users surveyed will indicate they found something to read, view, or listen to, that was very good or excellent.

- C. By December 31, 2017, 90% or more of library users surveyed will indicate they easily found materials they wanted at the library (physical or online).
- D. By December 31, 2018, the annual circulation of all materials will increase by at least 5%.
- E. By December 31, 2018, overall active patrons will increase 10%.

2. Comfortable Places

Patrons will have welcoming physical spaces.

Color, light, shapes, texture, and space impact our environment. Well-designed spaces can inspire and “encourage us to engage with our world and achieve our goals” (WebJunction. *Library Spaces that Keep Customers Coming Back*, January 2014. <https://www.webjunction.org/news/webjunction/library-spaces-that-keep-customers-coming-back.html>)

Yakima Valley Libraries has 17 locations throughout Yakima County. Of those locations, Yakima Central Library, West Valley Community Library, Selah Community Library, and Sunnyside Community Library are buildings owned by the Library District. The other 13 locations are spaces provided by Friends of the Library, Community Associations, or local cities. Their library spaces range from 398 square feet to 11,176 square feet. Whatever the size, it is the goal of the Library to provide welcoming and accessible spaces to its patrons.

Goal 1 - Yakima Valley Libraries patrons will have facilities that are clean, comfortable, and accessible.

- A. By Dec. 31, 2016, a facilities assessment will be completed for all community libraries of Yakima Valley Libraries.
- B. By Dec. 31, 2017, findings from the facilities assessment will determine what can be offered unique to each location.

Goal 2: YVL will explore the enhancement of library spaces to celebrate regional character in every community library.

- A. YVL will maintain a list of local artists and crafters.
- B. YVL will explore collaborations with local arts organizations.
- C. YVL will develop space to access special library collections.

3. Connection to the Online World

Patrons will have access to the digital world.

The demographics show that 20.5 percent of Yakima County’s citizens are below the poverty level. That means that these households may not have access to computers or modern technology. The gap between those who have ready access to computers and those who do not widens the digital divide leaving behind those who do not have access to computers and technology. The public library continues to build bridges allowing everyone essential access to current and emerging technologies.

Goal 1. Yakima Valley Libraries will be an innovative technology partner to library patrons by providing relevant technologies.

- A. By Dec. 31, 2017, a survey of library patrons will have 50 % of the respondents confirming that YVL offers relevant technology.

- B. By Dec. 31, 2018, YVL will develop a plan for adding and providing charging stations and outlets for mobile personal devices where the facility can support.
- C. By Dec. 31, 2018, the number of patrons utilizing technology-related activities and classes will increase 5%.

Goal 2. Patrons of all ages will have access to the Internet, and will be well-supported in their navigation of the online world, and emerging technologies.

- A. By Dec. 31, 2017, YVL will provide tools enabling easy discovery online.
- B. By Dec. 31, 2017, the public will have access to a library website that is updated, easy to navigate and accessible onsite, from home and via mobile devices.

4. Lifelong Learning

Patrons will have the resources to explore topics of personal interest and continue to learn throughout their lives.

“The public library, the local gateway to knowledge provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups” (Haggstrom, B. *The Role of Libraries in Lifelong Learning*. March 2004. P. 1.) Lifelong learning dissolves boundaries provides individuals the opportunity to effect change in their lives and ultimately their communities.

Goal 1. YVL will offer engaging programs for people of all ages that inspire curiosity and support individual growth.

- A. By Dec. 31, 2016, YVL will survey patrons about what programs they are interested in, at what time of day, and what location.
- B. By Dec. 31, 2018, 90% of patrons surveyed will indicate the program was very good or excellent.

Goal 2. Patrons will enjoy a variety of collections, online resources, and services for their personal enrichment and growth.

- A. By Dec. 31, 2016, 90% of patrons surveyed who were looking for information or resources on a topic of personal interest will indicate the library’s resources were very good or excellent.
- B. By Dec. 31, 2016, 90% or more of library patrons surveyed will indicate they easily obtained the information or resources they wanted on a topic of personal interest.
- C. By Dec. 31, 2016, 90% or more of library patrons surveyed will indicate the assistance they received from library staff in finding information was very good or excellent.

5. Early Literacy

YVL will provide children, from birth to 3rd grade, with programs, services and resources that support school readiness, literacy skills, and continued educational development.

It is critical for young children to be ready to read by the time they enter school. It is proven that children who have been read to at home come to school with important basic early learning skills. “As babies and toddlers develop,

they first become aware of and then start to make sense of their world. The years from birth through 3rd grade lay the foundation for a child's future learning. This is the time to maximize each child's learning potential"

(Washington State Early Learning and Development Guidelines. Birth through 3rd Grade. 2012.

<http://www.del.wa.gov/publications/development/docs/guidelines.pdf>. Public libraries can play an integral role in early learning and early literacy through the provision of books and materials, development of structured story times supporting early reading skills, and informational assistance to families and caregivers.

Goal 1. Designated library staff will have ongoing training in early literacy trends and techniques.

- A. By Dec. 31, 2016, YVL will adopt a research-based early learning and literacy approach to be used throughout the library district.
- B. By Dec. 31, 2017, designated staff who plan and present early literacy programs will receive up to date training.
- C. By Dec. 31, 2017, YVL will explore ways to foster sharing of ideas and materials among staff who present early literacy programs.
- D. By Dec. 31, 2017, YVL will perform ongoing assessments of story times and children's programming through peer review of program summaries.
- E. By Dec. 31, 2017, all staff directly serving the public, will receive basic training to gain an understanding of YVL's early literacy direction, and ways to promote early literacy in interactions with patrons at the public service desks.
 - 1. Early literacy training will be presented at Staff Enrichment Day.
 - 2. Early literacy talking points will be available for staff on J Drive.

Goal 2. YVL will reach out to the community with information and tools that promote and support early literacy

- A. By Dec. 31, 2016, YVL will develop a plan to engage with community organizations, child care providers and school districts in order to gather information on ways they believe the library could help with early literacy.
- B. By Dec. 31, 2017, YVL will provide parents and caregivers with at least three relevant and up to date resources on early learning, including information on YVL programs and resources.

Goal 3. Children from birth to 3rd grade will have programs, services and resources designed to **support** literacy and a love of learning.

- A. By Dec. 31, 2016, YVL will explore effective means of reaching children, their families and caregivers with needed resources, such as outreach, different hours, collaboration and online connections.
- B. By Dec. 31, 2017, the use of children's books, print and digital, will increase 5 %.

4.4. Moving Forward

The adoption of the Strategic Plan outlining the district wide service priorities will allow Yakima Valley Libraries to move forward to the implementation component of the plan. Individual community libraries and departments will now be tasked with developing service and program proposals that align with the system's strategic goals and address the needs of their unique communities. This plan is intended to be flexible. It sets in place a consistent system structure to plan and support the vision of the Library District. Ideally, each community library will create, design, and plan library services that better match Yakima Valley Libraries' resources to the needs of their respective communities within the parameters of the Strategic Plan.

Ongoing review of the Strategic Plan with Managing Librarians, Community Library Supervisors with the Director will allow reflective evaluation of the services created, designed, and implemented. Tracking statistics, feedback from staff and input from patrons will provide relevant information and timely evaluation of the Strategic Plan. The target time from this strategic plan will be January 1, 2016 through December 31, 2018. Based on the ongoing evaluation of the plan, a revised plan will be presented for 2019-2021.

Fostering a culture of innovation and creativity is critical to our strategy for relevance. Libraries are changing and we must change as well by redefining what libraries do. The direction we take is up to us and it begins with fostering innovation and creativity and the quest for excellence in what we do. Yakima Valley Libraries looks forward to crafting a library system that reflects the heart and souls of the community bringing exceptional library services to our Valley. The guidance of a strategic plan will allow all stakeholders: Trustees, staff, patrons, and our community to identify with and support the goals and services provided by Yakima Valley Libraries thus creating sustainability and relevance for future generations to come.