

**Chattanooga Public Library  
Consultants' Report on Recommended FY17-FY19 Strategic Plan:  
Transformation for 2020**



**Chattanooga**

**Public**

**Library**

**“The Chattanooga Public Library is in the midst of a 21<sup>st</sup> Century transformation and receiving national acclaim for its efforts. This modern library is now a more modern public resource, acting as a community workshop, a hub filled with the tools of the knowledge economy.” – Chattanooga Forward, “Technology, Gig, and Entrepreneurship Task Force,” (March 19, 2014).**

**Final Report and Recommendations**

**Prepared by**

**Jeffrey H. Schwartz, Kela Associates; June Garcia, June Garcia LLC; Elan Sok and Mark Kidwell, GenZing – final**

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## EXECUTIVE SUMMARY

**Introduction:** This report and recommendations for the FY17-FY19 strategic plan for the Chattanooga Public Library was prepared January-June 2016 by Jeffrey H. Schwartz, President, Kela Associates; June Garcia; and Elan Sok and Mark Kidwell, the principals of GenZing. While we have consulted with the staff and members of the Strategic Planning Committee of the Chattanooga Public Library in developing this report, the findings and recommendations for the FY17-FY19 strategic plan reflect the views of the consultants and are our sole responsibility. We submit this report and recommendations for further consideration by the board and staff leadership of the Chattanooga Public Library.

**History and Context:** The Chattanooga Public Library (CPL or “the Library”) has made remarkable strides in the last seven years and is poised to take further transformational steps in its FY17-FY19 strategic plan. In 2009, a major independent assessment of the Library was undertaken. The report of that assessment was scathing. It found that “Hamilton County’s public libraries are ugly, irrelevant and mismanaged, according to an extensive assessment presented to library board and task force members.”<sup>i</sup>

In 2011 the city of Chattanooga let lapse its sales tax agreement with the County and under these circumstances Hamilton County declined to continue funding the Library system. So financing operations became the sole responsibility of the city. Governance of the Library was assigned to a city board with membership appointed by the Mayor.<sup>ii</sup> Ownership of the buildings, however, remained joint with the County. As discussed in the section of this report on renovation and repairs, this creates a significant challenge for building renovation and upgrades. *In our view, the problems associated with this continued joint ownership imperatively needs to be remedied.*

In 2012, the Library hired a new Executive Director, Corinne Hill. She and her new leadership team promptly inaugurated a cleanup and reorganization of the collection and a strategic planning process that paved the way for other significant transformational change.<sup>iii</sup> That plan listed four guiding pillars of the Library’s future strategy: 1) Spaces/Access; 2) Transformation; 3) Innovative Collections; and 4) Technology.

By 2013, the Times Free Press reported that the new leadership was guiding the library system “through a renaissance” by reorganizing the collection and reclaiming poorly used space.<sup>iv</sup> In early 2014, Corinne was named by the *Library Journal* as “Librarian of the Year” for transforming the Chattanooga Public Library “into the new and vibrant CPL. She has fostered a culture of change and innovation that has affected nearly every aspect of the library,” says an August report in the *Chattanooga Times/Free Press*.<sup>v</sup>

**Accomplishments and Challenges:** As the CPL prepares its strategic plan for the next three years (FY17-FY19), there are, therefore, many accomplishments to celebrate: the creation of the 4<sup>th</sup> Floor Maker Space and paving the way for City’s Innovation District; extending free library cards to every public school child in Hamilton County; the establishment of the 2d floor dedicated space for kids, tweens, and teens; technology upgrades; digital magazines, entertainment options, local history, and legal research resources; and becoming a hub for community meetings and a driver for conversations about important community connections.

However, serious challenges exist, which need to be addressed in the new strategic plan. These include:

- An aging Downtown library building, maintenance and repair of which have been deferred;
- An HVAC system at the Downtown building that could catastrophically fail at any time (in fact, the fourth floor component of the system failed during the later stage of preparing this report);
- Flaking asbestos which needs to be removed, lighting upgraded, and ceilings repaired at the Downtown building;
- An Eastgate facility with a soon to expire lease and underutilized collection (although the technology there is used by many students of the nearby for-profit colleges and universities);
- Some remaining physical-structural barriers to complete access for people with disabilities;
- Inadequate systems of performance evaluation, customer service orientation, and culture of accountability;
- Lack of a clear branding and external communications strategy to inform the public of all the ways the CPL can (and does) serve it; and
- Understandable constraints on operating and maintenance funds in an era of understandable public concern about tax increases.

**Why We Recommend This Plan:** The Chattanooga Public Library has made tremendous progress in recent years. Now it is poised for major new strides forward. **A key aspiration of the Library, underlying this new plan, is to become more and more valuable to its customers and the community. This is what master strategist Willie Pedersen would call the Winning Proposition.**<sup>vi</sup>

The Strategic Plan we recommend continues to build on the four pillars of the previous strategic plan – 1) Spaces/Access; 2) Transformation; 3) Innovative Collections; and 4) Technology. Our recommendations are built on the very substantial successes achieved over the last four years in improving the library system and its service to the public. We have also undertaken a review of new and emerging trends in the library field generally and the demographic, economic, educational, and other factors that are specific to Chattanooga.

**“A great library . . . is one nobody notices because it is always there, and always has what people need.”**  
 Vicki Myron, *Dewey: The Small-Town Library Cat Who Touched the World*

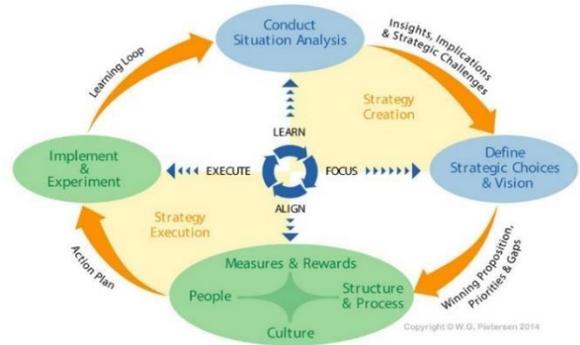
See Appendices A and B. We suggest clarification of the Library’s vision of success, core principles, and guiding values. We **also suggest also that the Library focus relentlessly on this question: What is the CPL uniquely positioned to accomplish to help bring about a new vision of success – an inspired, connected, and engaged Chattanooga?**

The recommendations for a new Strategic Plan to carry us to 2020, thus, are grounded on the following realizations and changing circumstances:

1. Chattanooga is a community that is re-inventing itself and becoming a leader in innovation and technology, and the Public Library strategy needs to demonstrate leadership in that effort.
2. In keeping with CPL’s commitment to transformation, we urge an even greater focus on the services, programs and resources that the community and the library’s customers want and need that CPL is uniquely positioned to provide.
3. Because the CPL is funded by the taxpayers of Chattanooga, these taxpayers deserve the best possible return on their investment (ROI). The CPL needs to hold itself accountable to meet the highest priority community wants and needs that it can in the most cost-effective way possible. It also needs to measure, and at least annually report on, the value (return on investment) created

for the community when tax moneys are invested in the Library’s operations, renovation, and capital needs. <sup>vii</sup>

This report recommends a strategic plan and a strategic learning process for the Library that are oriented to the ever changing needs of this community. It reflects what we see as CPL’s increasing commitment to best serve and connect the residents of Chattanooga in the environment that is coming, while remembering and honoring the Chattanooga that is past. The old plan, while very helpful, will not suffice. A new forward looking strategic plan – based on a continuous strategic learning process -- is needed. That is what we recommend here. As a catalyst of life-long learning for Chattanooga, the Public Library needs to model its role as a Learning Institution.



**Overview of Major Elements of the Recommended FY17-FY19 Strategic Plan**

The recommended strategic plan for FY17-FY19 begins with the premise that city resources will necessarily be constrained in an era of public desire for control of taxes and competing civic priorities. We anticipate that the city of Chattanooga will likely continue to provide day-to-day operating expenses during FY17-FY19 at roughly historic levels. No significant increase in city funding is expected. Any new program initiatives or supplemental services will thus probably have to be accomplished by reallocation of budgeted resources, novel revenue generating approaches, and/or innovative measures to reduce expenses. Some of the measures in the recommended plan, for example, will entail capital costs (such as improvements to lighting and replacing the HVAC system in the main library), but will also result in significant energy conservation and reduction of operating expenses.

Given the premise stated above, the consultants recommend the following key elements for the FY17-FY19 strategic plan (some of which are already in the CPL’s operating plans):

**1. Clarification of Mission, Vision, and Guiding Values:** The existing mission statement should be retained – ““Our mission is to be the community’s catalyst for lifelong learning.” <sup>viii</sup> The vision statement should be simplified as follows: “Our vision is an inspired, connected, and engaged Chattanooga.” Finally, we think it would be helpful to adopt and utilize the following statement of Guiding Principles and Values: “The CPL will strive in all aspects of its work to honor these three core principles: (1) Community and Customer Service, (2) Excellence in Everything We Do, and (3) Earning the Public's Trust. Under these core principles the CPL should be guided by the following values:

- **Accessibility, inclusivity, and diversity** – open, free, and equal
- **Community building** -- collaboration, connectivity, partnership, and engagement
- **Education and intellectual freedom** – lifelong learning and empowerment
- **Enhancement of the quality of life**
- **Innovation and responsiveness**
- **Trustworthiness** -- transparency, integrity, impartiality, confidentiality, and respect”

In keeping with these statements of mission, vision, and guiding principles and values, the following action initiatives are commended for inclusion in the FY17-FY19 CPL Strategic Plan.

## 2. Facilities Improvements:

- *Downtown Library asbestos-removal, lighting replacement, and ceiling repairs/replacement:* To be completed in FY17. Estimated cost: \$1.6 million
- *Downtown Library HVAC:* The 40 year old HVAC system in the downtown library is in poor shape and will need replacement as soon as the asbestos removal-lighting replacement, and ceiling repair replacement project is completed. Estimated cost: \$900,000. Anticipated start date: as soon as possible for the 4<sup>th</sup> floor components of the system and likely Q1 or Q2 of FY18 for the remainder of the system. A contingency plan should be developed as soon as possible for how to manage in the event of an earlier building-wide HVAC failure.
- *Roof and windows replacement for the Downtown library:* This is next essential set of renovations. They should be budgeted for and implemented as soon the HVAC replacement can be completed – i.e. in the next three to five years.
- *Reduction in barriers, obstacles to access for people with disabilities:* A range of relatively less expensive, less disruptive measures should be taken in FY17 for all CPL facilities to increase access and remove or reduce barriers for people with disabilities. More expensive and more disruptive measures may have to be taken in FY18 or FY19 or in association with other facility renovations or upgrades. The Library Director should issue the required order and such exemptions as may be necessary for actions which would constitute undue or excessive financial and administrative burdens under the applicable guidance issued by the Department of Justice on implementation of the Americans with Disabilities Act (ADA).<sup>ix</sup> These steps should be taken in collaboration with the Mayor's office/task force on efforts to implement the Americans for Disabilities Act in city-owned facilities.
- *System Wide-Service Needs/Service Delivery Master Plan Study:* The current strategic planning process has clarified the need for a service needs/service delivery master plan study. Consultants recommend that the library board commission a longer range study as soon as possible to address the following questions: What are the most important existing uses of the various library branches? Where do the users of the various branches come from? How are emerging and anticipated development and transportation patterns in the city affecting access to needed services, programs, and facilities across the community? How can the Library system most cost-effectively optimize delivery of the services, programs, and resources needed and wanted by the community during the period of this plan and beyond and ensure adequate access? To what extent can and should such services be delivered virtually? How feasible and desirable would it be to co-locate branches or satellite units of the public library with or near other public use facilities (such as recreation centers, high schools, senior centers, children and youth centers, and/or neighborhood centers)? What steps might be taken to best serve currently under-served portions of the community? This master services plan study and report should be initiated expeditiously so that it can be completed by the end of calendar 2016 or Q1 of 2017.

- *The lease for the Eastgate Branch will expire on March 31, 2017.* It is recommended that the CPL leadership examine a possible one year extension of this lease. During the extension period the library board should consider the options and recommendations from the service needs and delivery master plan study and report recommended above.
- *Sustainability Policy and Best Practices:* Consultants recommend the adoption of a CPL sustainability policy to promote energy conservation and recycling to the extent feasible and consistent with best practices for public libraries. The policy should encourage collaboration with the Mayor's office of Sustainability and reasonable reporting on success in reducing energy use and increasing recycling. In the FY17 period the application of best practices may include a directive for CPL employees to turn out lights when a room is not in use and other behavior management practices to reduce energy use and/or waste generation and to promote energy conservation and recycling.
- *Co-ownership Challenge:* It should be noted that the Downtown Library and branches other than Eastgate are co-owned by the City and Hamilton County. This dual ownership situation makes facility renovation and improvements problematic when only one of the two facility owners has to pay the entire costs of facility upgrades. Consultants recommend that satisfactory resolution of this ambiguous and challenging situation becomes a high priority for the CPL board and staff in FY17.

**3. Create and Promote a Community History Sharing Platform/Portal Akin to the Singapore Memories and Vancouver Memories Projects<sup>x</sup>:** This new CPL-sponsored website would enable residents of Chattanooga to recall, preserve, and share photos, stories, videos, oral histories, programs, and other memorabilia from key moments in their individual, family and community lives. It might, for example, encourage collections of family recipes, memories of the first day of school or significant graduations, local festivals, and/or recollections honoring favorite teachers. The platform should highlight links to key CPL initiatives – for example, on food, nutrition, and health, and/or other 21<sup>st</sup> Century literacies and skills. See Initiative #5 and Appendix C for a list of key 21<sup>st</sup> Century skills, literacies, and themes that the CPL should consider featuring in its service and program plans for FY17-FY19. The main library's new sound studio could be used to help interested residents prepare their oral histories. Access to digitization equipment could make it easier for families to transform older films to digital formats for upload to the site.

**4. Public Education Support Pilot Project(s):** The effectiveness of public education (particularly for low-income students) is becoming a more serious and high priority focus of concern in Chattanooga. This set of recommended initiatives would help support and complement community efforts to encourage summer learning and to prevent slippage in summer reading scores among children in low-income families. It might include partnership with Hamilton Country Public School System (particularly collaborating with the new Literacy Coordinator) to assess the impact of such summer enrichment efforts, and joining efforts of Chattanooga 2.0 public school performance support and enhancement strategies.<sup>xi</sup> CPL could encourage family support for public education by creating a family computer lab on the second floor (with associated children's programs) to encourage families to read, learn, and study together. Pilot delivery of library books to targeted schools could be implemented (particularly for non-fiction reading and vocabulary building). More public school trips to the library could be encouraged, with special emphasis on schools which require greater performance improvement. The library card program should be continued. The Friends of the Library

may be able to help facilitate a book swap project at target schools. A pilot hotspot distribution project should be started to increase access to the internet.

**5. Beyond Reading 21<sup>st</sup> Century Literacy and Skills Initiatives:** The initiatives proposed here go beyond promotion of reading literacy. They include a range of other essential skills, literacies, and themes listed in the Institute of Museums and Libraries' publication on essential 21<sup>st</sup> Century skills and literacies (See Appendix C).<sup>xii</sup> The creation of a community learning kitchen coupled with programs, services, and new partnerships emphasizing food, nutrition, and health literacies is recommended. The other highest priority 21<sup>st</sup> Century literacies and skills high priority focus by the library on should include ICT (information, communication, and technology skills); civic, history, ethical, and social justice; economic and financial literacy; and critical thinking, creative problem solving, and analytical abilities. With some of these competencies, the library may play the role of referral agent to point the public toward available resources, whereas for other others the library will provide programs, services, and/or facilities to meet these needs.

**6. Creating/Leveraging Other Strategic Possible Partnerships/Alliances:** e.g. with EDGE (other urban library leaders) to use their technology assessment protocol and benchmark system; coordinate with Mayor's Sustainability Office and city-wide ADA accessibility initiatives; with Chattanooga State Technical Community College and with University of Tennessee at Chattanooga (UTC) in developing and populating the Chattanooga Memories portal; collaborate with the Children's Discovery Museum for joint library-museum collaboration strategy and grants; partnership with UTC Business School to assess ROI/value per tax dollar of library as per Lucas County [OH] evaluation, etc.<sup>xiii</sup>

**7. Strengthening CPLs Capacity to Deliver on Mission:** Among the measures needed are --

- Stronger customer service orientation, training, feedback, and commitment to continuous improvement
- Performance based position descriptions and measurement, including a more systematic approach to periodic benchmarking of performance - See Appendix D
- Ongoing evaluation of all program and service elements - (including development of key measures, measurement tools, and key performance indicators - KPIs)
- Regular employee performance evaluation and two way feedback
- Building the capacity of the Library's local history department and moving it into a more digital environment
- Branding and communications plan development and implementation – See Appendix E
- Supplemental revenue generation for the future – See Appendix F
- Providing support for supplemental revenue generating ideas that would help support novel services, programs, or other needs that cannot be adequately funded by traditional operating support budgets. Consultants specifically recommend that the library board form and ad hoc task force to explore how best to implement this recommendation.
- Active engagement of the Library staff in review, improvement, and implementation of the recommended FY17-FY19 strategic plan

Note: The process by which the recommended strategic plan has been developed in set forth in Appendix G.

## 1.0 Clarifying the Cultural Framework: Mission, Vision, and Core Values

The Chattanooga Public Library has made tremendous progress in recent years. Now it is poised for major new strides forward. A key step in making the new leap for Library is to clarify and strengthen its culture and the underpinnings of that culture.

Consultants recommend retention of the existing mission statement: “Our mission is to be the community’s catalyst for lifelong learning.” However, we recommend adoption of a more concise and to the point “vision” statement: “Our vision is an inspired, connected, and engaged Chattanooga.” We also recommend clarification of the CPL’s core principles and guiding values as follows: “The CPL will strive in all aspects of its work to honor these three core principles: (1) Community and Customer Service, (2) Excellence in Everything We Do, and (3) Earning the Public’s Trust. Under these core principles the CPL will be guided by the following values:

- **Accessibility, inclusivity, and diversity** – open, free, and equal
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- **Enhancement of the quality of life**
- **Innovation and responsiveness**
- **Trustworthiness** -- transparency, integrity, impartiality, confidentiality, and respect”

These are not mere paper statements. They must be the animating messages that define the culture of the CPL and shape the way we do business. Culture is critical. All aspects of the Library’s work must be motivated and illuminated by the mission, vision, core values and guiding principles.

These elements of the Library’s culture should be listed on its web site and included in new employee orientation materials. Customers and employees should be invited to provide feedback on the Library’s successes and shortcomings in living up to these core values and guiding principles.

The Library should create an annual report and measurement system. This measurement and reporting system should include explicit elements to assess and hold the Library accountable for concrete actions to honor and effectuate these core principles and guiding values in practice.

**“A strong culture flourishes with a clear set of values and norms that actively guide the way a company operates. Employees are actively and passionately engaged in the business, operating from a sense of confidence and empowerment . . . Performance oriented cultures possess statistically better financial growth, with high employee involvement, strong internal communication, and an acceptance of a healthy level of risk-taking in order to achieve new levels of innovation.”** – Parr, “Culture Eats Strategy for Lunch,” *Fast Company* (1- 25-12), <http://www.fastcompany.com/1810674/culture-eats-strategy-lunch>

## 2.0 Assessing Future Trends and Directions

This recommended plan is based partly on an assessment of key trends and innovation in library field and critical changes in Chattanooga. Appendix A includes a summary of the trends in the library field found most significant for the CPL, and Appendix B includes a summary of key trends in the city’s demographics, economy, public education, and other important aspects of the community’s life.

Appendix C notes the kinds of skills and literacies that are needed to succeed in aspects of life in the 21<sup>st</sup> Century. These are key parts of the analysis that helped form the basis for the FY17-FY19 strategic plan we recommend for the Chattanooga Public Library.

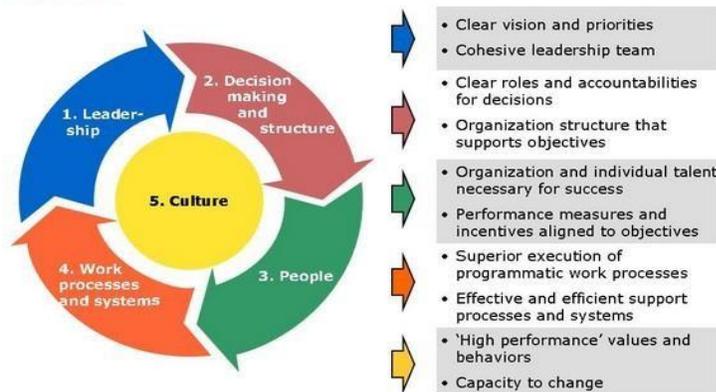
It is not enough, however, to get a clear and updated snapshot of emerging trends and directions.

**“Our key leadership challenge is to build adaptive organizations – those with an ingrained ability to make sense of the changing environment and then rapidly translate these insights into actions. . . . What has been missing has been a practical process to transform this idea into practice.”**  
 – Willie Pedersen, *Strategic Learning*, (2010).xiii

The Bridgespan Group offers one model for how to ensure strong organizations performing to meet community need in an adaptive fashion. They suggest building an adaptive culture founded on a Plan-Do-Check-Adjust cycle. It emphasizes the need to gather new data systematically to update organizational understandings of the larger environment, of customer preferences and reactions, of organizational needs and personnel development, and success in translating the aspired for culture into reality in practice.

Bridgespan also suggests that performance improvement depends on working across five main areas of

**Exhibit 1: Effective organizations demonstrate strength in five key areas**



Source: Framework developed by Bain & Company and adapted by Bridgespan

Organizational strength: Leadership, Decision Making and Structure, People, Work Processes and Systems, and Culture. <sup>xiv</sup>

These are important recommendations that the consultants preparing this report endorse. We urge the CPL board and staff leadership to ask more systematically the following five questions posed by the Bridgespan Group, to learn how even more quickly and appropriately to respond to what they learn, and adapt to changing circumstances:

**1. Are we clear on the strategic priorities that will enable our organization to achieve our desired impact over the next several years? Have we communicated our strategy clearly enough**

that everyone within the organization understands where we are going, why, and how we will get there? (See Appendix E on Branding and Communications)

2. Given the organization's priorities, what decisions are truly critical? Is it clear who is responsible (and who has the authority) to make those decisions?

3. Who in our organization must work closely together to achieve these priorities, and does our structure enable them to do so?

4. Do we have the right people and capabilities to achieve our priorities, and do our people feel that their goals and measures align with these priorities?

5. Have we defined the work processes and tools to enable our people to be effective as they address our top priorities?

### 3.0 Developing a Set of Benchmark Measures

To help CPL board and staff leadership assess the progress of the Library, consultants performed a preliminary benchmarking exercise. The design and results of that exercise are set forth in Appendix D.

Benchmarking is a process in which data points from one organization are compared to the same data points of other organizations. The comparisons permit the organization to evaluate its performance and make process and product improvements.

The consultants worked with library staff and members of the Strategic Planning Committee to determine which libraries should be used in this benchmarking effort. As a result, the data is presented in four sets.

1. Comparison of the CPL with the three largest public library systems in Tennessee: Knox County, Nashville, and Memphis.
2. Comparison of CPL with libraries located in the southeast United States
3. Comparison of CPL with the 5 Star Libraries identified by *Library Journal* (November 1, 2015 pages 24-34) with budgets in the same range as CPL.
4. Comparison of CPL with the 5 Star Libraries identified by *Library Journal* (November 1, 2015 pages 24-34) with populations similar to Chattanooga.

The data for comparison sets 1 and 2 above comes from the Public Library Data Service compiled by the Public Library Association, a division of the American Library Association. The data is for 2014 is available, by subscription, to the PLAmetrics Portal - <http://www.plametrics.org/>. It should be noted that Knox County did not contribute data to this source, so its data is from 2013 which is available at <http://sos.tn.gov/products/tsla/tennessee-public-library-statistics>

The data for the comparison with the 5 Star Libraries comes from the Library Journal (LJ) issue cited above. Note that LJ only includes 3 of the measures listed below

The following data points were chosen for comparison:

- Square footage of library space per capita
- Expenditures per capita
- Materials expenditures per capita
- Circulation per capita
- Holdings and holdings per capita
- Number of programs and program attendance per capita

See Appendix D for the results of these bench marking comparisons.

#### 4.0 Goals and Measurable Objectives for FY17-FY19

One of the shortcomings of the previous strategic plan for the CPL is that it did not contain a set of specific goals and measurable objectives that were to be accomplished during the period of the plan. In this plan, we recommend the establishment of a clear set of qualitative goals and measurable, time- bound objectives aligned with, and in furtherance of, the Library’s mission, vision, guiding values, and initiatives.

Here are those recommendations:

**A. Customers will have access to collections that are responsive to their current interests and support their desire to learn throughout their lives.**

A1. By June 30, 2019, the circulation of library materials will increase from 927,931 (FY15) to 1,000,000.

A2. By June 30, 2019, a minimum of 95% of customers surveyed will rate the library’s collections as very good or excellent.

A3. By June 30, 2019, a minimum of 95% of customers surveyed will indicate that they received the material they reserved in a timely manner.

A4. By June 30, 2019, a minimum of 95% of customers who requested staff assistance in locating materials or information will indicate that the service they received was very good or excellent.

**B. Customers will be able to attend programs and training sessions that stimulate their imaginations, satisfy their curiosity, and enhance their skills.**

B1. Annually, a minimum of 4,200 programs will be provided for children, tweens, teens, families, and adults. Annually, there will be a minimum of 225,000 interactions with age appropriate programming. (This measurement indicates the number of times customers interact with and participate in a library program that has been specifically designed for their age category. Our Children’s and Youth Services programs for children, tweens, and teens meets either Every Child Ready to Read, STEAM or Common Core standards.)



B2. By June 30, 2019, the number of children participating in the Summer Reading Challenge will increase from 2,002 (FY15) to 4,500.

B3. Annually, a minimum of 95% percent of program/training session attendees will indicate that the program/training session was very good or excellent.

**C. Customers will have attractive, safe, and welcoming places in Library facilities to meet and interact with others, work on projects or homework, and/or sit quietly and read.**

C1. Annually, a minimum of 500,000 people will visit a library facility.

C2. Annually, a minimum of 95% of customers surveyed will indicate that the library was an attractive, safe, and welcoming place.

C3. Annually, a minimum of 95% of customers surveyed will indicate that the library's technology is very good or excellent.

C4. Annually, library users will complete a minimum of 120,000 computer sessions.

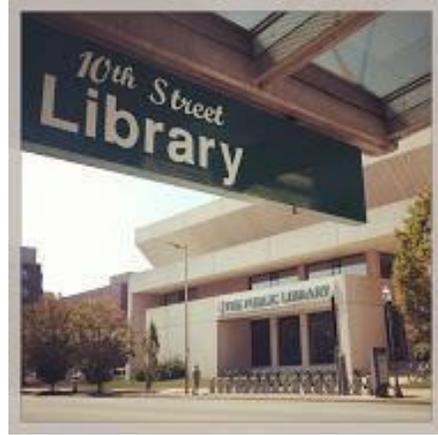
C5. Annually, a minimum of 95% of library customers surveyed will indicate that the technology support they received from library staff was very good or excellent.



**Measurement Systems:** Many of the measures described in these goals and objectives are already collected by the CPL. However, some new systems for capturing the requisite data will need to be established. It will be important in Q1 of FY17 for the staff to review existing data capture systems, identify any gaps or needs for improvement in order to effectively measure achievement of these goals and objectives, and take steps by the end of Q2 to implement any necessary additions or changes to existing data collection, management, and reporting systems.

**Increments of Progress:** Also while many of the objectives recommended here are to be accomplished by June 30, 2019, it will be useful for the Library staff to begin setting internal milestone increments of the progress for June 30, 2017 and June 30, 2018. See the earlier discussion of the PLAN-DO-CHECK-ADJUST cycle for strategic learning and continuous improvement.

## 5.0 Facilities Improvement



The key facilities improvements needed during FY17-FY19 are as follows:

Improvement Needed	Time Table	Comment
<i>Downtown Library: Asbestos Removal, Lighting Upgrades, Ceiling Repairs</i>	To be completed in FY17	Estimated cost: \$1.6 million
<i>Downtown Library: HVAC Replacement</i>	To be started FY18, Q1-Q2 after completion of Asbestos Removal/ Lighting Project	Estimated cost: \$900,000
<i>Downtown Library: Replacement of Roof and Windows</i>	After completion of above projects, perhaps in FY19- FY20	Costs to be determined. Estimates should be developed during FY18
<i>Facilities Master Plan Study for Branches, Satellite Facilities</i>	To be initiated in FY17 and completed within six months	Costs to be determined
<i>Downtown Library, Northgate, and South Chattanooga: ADA accessibility improvements</i>	Relatively low cost improvements to be made in FY 17	More costly improvements as resources become available or in conjunction with other renovations

<p><i>Eastgate Lease Extension:</i> Lease expires: 3/31/17. Explore possible one year extension.</p>	<p>Longer term: consider results of FY17 Service Needs/Service Delivery Master Plan Study</p>	
<p><i>Northgate:</i> Excessive energy use intensity (EUI) score [more than 10x what is expected] is being explored. Remediation of some sort may be necessary if preliminary data are correct.</p>	<p>To be determined</p>	

*System Wide-Service Needs/Service Delivery Master Plan Study:* The current strategic planning process has clarified the need for a service needs/service delivery master plan study. Consultants recommend that the library board commission a longer range study as soon as possible to address the following questions: What are the most important existing uses of the various library branches? Where do the users of the various branches come from? How are emerging and anticipated development and transportation patterns in the city affecting access to needed services, programs, and facilities across the community? How can the Library system most cost-effectively optimize delivery of the services, programs, and resources needed and wanted by the community during the period of this plan and beyond and ensure adequate access? To what extent can and should such services be delivered virtually? How feasible and desirable would it be to co-locate branches or satellite units of the public library with or near other public use facilities (such as recreation centers, high schools, senior centers, children and youth centers, and/or neighborhood centers)? What steps might be taken to best serve currently under-served portions of the community? This master services plan study and report should be initiated expeditiously so that it can be completed by the end of calendar 2016 or Q1 of 2017.

The Service Needs/Service Delivery Master Plan study recommended above will likely reveal or clarify various other facility needs (as well as equipment needs, program needs, and personnel needs) not addressed in this recommended plan.



Additional information on facility-by-facility detailed assessments are available from the Library upon request.

## 6.0 Recommended Program and Partnership Innovations

The Chattanooga Public Library has become an innovator in programs and services geared to community need. A good example was the Maker Space created on Floor 4. For FY17-F19, we recommend the following new program, service, and partnership initiatives:

- A. Create and Promote a Community History Sharing Platform Akin to the Singapore Memories and Vancouver Memories Projects** <sup>xv</sup>: This new CPL-sponsored website would enable residents of Chattanooga to recall, preserve, and share photos, stories, videos, oral histories, programs, and other memorabilia from key moments in their individual, family and community lives. It might, for example, encourage collections of family recipes, memories of the first day of school or significant graduations, local festivals, and/or recollections honoring favorite teachers. The platform should highlight links to key CPL initiatives – for example, on food, nutrition, and health, and/or other 21<sup>st</sup> Century literacies and skills. See Initiative #5 and Appendix C for a list of key 21<sup>st</sup> Century skills, literacies, and themes that the CPL should consider featuring in its service and program plans for FY17-FY19. The main library's new sound studio could be used to help interested residents prepare their oral histories. Access to digitization equipment could make it easier for families to transform older films to digital formats for upload to the site.
  
- B. Public Education Support Pilot Projects**: The effectiveness of public education (particularly for low-income students) is becoming a more serious and high priority focus of concern in Chattanooga. This set of recommended initiatives would help support and complement community efforts to encourage summer learning and to prevent slippage in summer reading scores among children in low-income families. It might include partnership with Hamilton County Public School System (particularly collaborating with the new Literacy Coordinator) to assess the impact of such summer enrichment efforts, and joining efforts of Chattanooga 2.0 public school performance support and enhancement strategies. <sup>xvi</sup> CPL could encourage family support by creating a family computer lab on the second floor (with associated children's programs) to encourage families to read, learn, and study together. Pilot delivery of library books to targeted schools could be implemented (particularly for non-fiction reading and vocabulary building). More public school trips to the library could be encouraged, with special emphasis on schools which require greater performance improvement. The library card program should be continued. The Friends of the Library may be able to help facilitate a book swap project at target schools. A pilot hotspot distribution project should be started to increase access to the internet.

- C. Beyond Reading 21<sup>st</sup> Century Literacy and Skills Initiatives:** The initiatives proposed here go beyond promotion of reading literacy. They include a range of other essential skills, literacies, and themes listed in the Institute of Museums and Libraries' publication on essential 21<sup>st</sup> Century skills and literacies. (See Appendix C).<sup>xvii</sup> Creation of a community learning kitchen coupled with programs, services, and new partnerships emphasizing food, nutrition, and health literacies are recommended. The other highest priority 21<sup>st</sup> Century literacies and skills focus by the library should include ICT (information, communication, and technology skills); civic, history, ethical, and social justice; economic and financial literacy; and critical thinking, creative problem solving, and analytical abilities.



- D. Creating/Leveraging Other Strategic Partnerships:** e.g. with EDGE (other urban library leaders) to use their technology assessment protocol and benchmark system; coordinate with Mayor's Sustainability Office and city-wide ADA accessibility initiatives; with Chattanooga State Technical Community College and with University of Tennessee at Chattanooga (UTC) in developing and populating the Chattanooga Memories portal; collaborate with the Children's Discovery Museum for joint library-museum collaboration strategy and grants; partnership with UTC Business School to assess ROI/value per tax dollar of library as per Lucas County [OH] evaluation, etc.<sup>xviii</sup> Strategic partnership building may be particularly important in connection with any Supplemental Revenue Generation initiatives undertaken as discussed in Appendix F.

## 7.0 Strengthening CPL’s Capacity to Deliver on Mission

To fully execute on its mission, vision, and guiding values the Chattanooga Public Library will need to pursue several capacity building initiatives. The following capacity building steps are outlined in the following table along with proposed time frames for their development and/or implementation.



**Rob Markey, head of Bain & Company’s Global Customer Strategy and Marketing Practice . . . , believes that “the only way to have consistently really high levels of customer loyalty is to have a workforce that is so enthusiastic, creative, and energetic that you outperform competitors in service delivery, execution, and product design.” To do that, “you need to put employees in a position where they can be successful in creating high levels of customer loyalty and where they get the pride in knowing that they’ve made**

### Proposed Capacity Building Actions, Timetable, and Desired Results

Necessary Capacity Building Actions	Target Time Frame	Desired Results
A. Meet with all staff, share the recommendations in this draft report, get employee feedback, and adjust the recommended strategy as necessary	5/24-6/30/16	Enhanced employee engagement, internal team building, strengthen internal communications
B. Provide specialized customer services-oriented training for employees with clear linkage to the CPL guiding values	FY17 – Q3 and Q4	Enhanced levels of customer appreciation and customer satisfaction with CPL personnel, programs and services
C. Revise job descriptions to increase emphasis on customer service, customer orientation, and customer satisfaction	FY17	Enhanced employee awareness of and sensitivity to customer needs and satisfaction

<p>D. Initiate an employee performance evaluation system in accordance with city personnel guidelines, and providing for two-way feedback for organizational, supervisory, and employee performance enhancement</p>	<p>FY18</p>	<p>Employees better understand what is expected of them, obtain supervisors' help for improving performance, get more positive feedback, experience greater job satisfaction, and that translates into higher customer satisfaction</p>
<p>E. Clarify who will have lead responsibility to design and oversee the evaluation of all CPL personnel, programs, services, facilities, and performance under measurable objectives in section 4 of this report</p>	<p>FY17, Q3 for clarification of these responsibilities; Q4 for evaluation planning; and FY18 for implementation</p>	<p>A more systematic approach to evaluation of all CPL activities, personnel, and facilities, including improved performance data collection, analysis and reporting systems; work with all departments to identify relevant performance measures, tools, and key performance indicators</p>
<p>F. Develop Branding and Communications Plan, provide requisite training, and implement the plan, as suggested in Appendix E</p>	<p>FY17 – clarify/retain internal and external communications support and prepare plan; FY18 – train key staff and implement the plan</p>	<p>All CPL communications convey the brand messages and attributes. The public and employees better understand the valuable functions performed by the Library and opportunities to engage (e.g. as with Chattanooga Memories Project)</p>
<p>G. Develop partnership strategy (as a components of the program and service initiatives) in FY17 and Implement in FY18 and FY19</p>	<p>By end of FY19 CPL creates at least eight significant new community partnerships and/or major expansions of existing partnerships to initiate new programs, to strengthen capacity, and (in coordination with Friends of the Library) to reach or exceed supplemental revenue generation objectives.</p>	
<p>H. Form a Board Task Force on Supplemental revenue generation to determine needs and next steps. Consider starting modestly with an annual support campaign in FY17 (perhaps geared to 40<sup>th</sup> year anniversary of Library). Purpose to raise funds for specifically identified supplemental needs that cannot be met with taxpayer dollars.</p>	<p>Contributed supplemental funds to be payable to Friends of the Library (so tax deductible) perhaps held in special fund in Community Foundation to address needs or opportunities that that are for “special projects, extraordinary needs, program and service enhancements, and new initiatives.” e.g. the launch of the Chattanooga Memories Project, the family computer lab, or some of the special public education support initiatives. By end of FY19, Friends of the Library effectively raises supplemental funds total funds of at least \$250,000 (to be held in a separate account, perhaps at the Community Foundation) without reduction in city support, and sets the stage for even greater ability to raise supplemental funds in FY20 and beyond.</p>	

I. Build the capacity of the local history department of the Library and move toward a digital environment.	
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**In making the foregoing recommendations, we emphasize the importance of employee engagement in the final phase of development of the strategic plan and in its implementation.<sup>xix</sup>**

## APPENDIX A: Trends Affecting Libraries -- A Review

**Background:** In March and April 2016 Members of the Chattanooga Public Library board and staff were asked to review 23 trends identified by the American Library Association as potentially significant for public libraries and select the 3-5 trends most relevant and important for consideration in the CPL's 2016 strategic planning process. For a list of these trends, see ALA, Library of the Future, "Trends."<sup>1)</sup>

**Highest Priority Trends:** As a result of the feedback to this request and subsequent consultation with Corinne Hill, the following trends were identified as high priority considerations when developing the FY17- FY19 CPL Strategic Plan.

- Aging Advances
- Connected Learning
- Data Everywhere
- Income Inequality

**Trend by Trend Review and Questions:** In the remainder of this section, each trend is summarized, its potential implications identified by the ALA are set forth, and a set of questions is presented for consideration by the CPL in the strategic planning process.<sup>2</sup>

### Trend: Aging Advances

"Since 1950, the United States population aged 65 and older has been increasing (as a percentage of the total population) from 8.1% in 1950 to 12.8% in 2009 – and could increase further to 20.2% by 2050. Not only would that result in 1 in 5 Americans being aged 65 or older, but the oldest old, those aged 80 and above, could be the most populous age group – 32.5 million persons or 7.4% of the entire US population.

"Life expectancy – a result of scientific advances, improved public health and sanitation, better access to health care, and increased education – has risen an average of three month with each passing year in the 20th Century, resulting in a current life expectancy of 79 years and a potential life expectancy of 88 years by 2050.

"As life expectancy increases, individuals are spending more time in retirement – the typical American now spends 22% of their life in retirement versus 17% in 1940. Increased time in retirement provides individuals with additional opportunities for leisure, volunteering, learning, or even secondary or alternative careers."

**Potential Implications:** "An increasing life expectancy will require adequate retirement income and access to health care for aging adults. Adults may continue to work past traditional retirement ages. For libraries, this could mean a change in the profile of their users.

<sup>1</sup> <http://www.ala.org/transforminglibraries/future/trends>

<sup>2</sup> The summaries come largely from the ALA web page cited above.

“As the population of older adults becomes a more dominant force, politics and elections could come to be dominated by the old, shaping the government to align with their interests and needs. . . . Increased time in retirement could result in demand for leisure activities to fill older adults’ time, deeper pools of volunteer talent, or need for new community and gathering spaces. Large populations of older adults may shape the direction of collections (leisure reading, large print), programs (Medicaid support, technology instruction), and services (book delivery, deposit collections).”

**Relevance for Chattanooga:** This trend could be particularly significant for Chattanooga, which has been identified by a number of publications as a great place to retire. (See Henderson, “Best Places to Retire: Chattanooga Blends Culture and the Outdoors,” *Wall Street Journal*, [Nov. 29, 2015], <http://www.wsj.com/articles/best-places-to-retire-chattanooga-blends-culture-and-the-outdoors1448852617>; and “Chattanooga named among best places to retire [by Money Magazine],” *Times Free Press*, [June 18, 2015], <http://www.timesfreepress.com/news/business/aroundregion/story/2015/jun/18/chattanoognamedamong-best-places-retire/310159>.)

In 2009, Chattanooga was reported to have over 15% of its residents age 65 and over.<sup>3</sup> Many of the needs and interests of an aging population identified in the course of the 2009 workshop correlated with themes and opportunities pertinent for the library system of Chattanooga – lifelong learning opportunities, developing computer competency and access for seniors, health literacy, access free of barriers for people with disabilities, access to employment opportunities, desire to volunteer, etc.<sup>4</sup>

### **Trend: Connected Learning**

“Social and digital media available via the internet connects students and young people to each other and to a host of formal and informal educators, providing limitless opportunities to seek and acquire new knowledge and skills. Connected learning is learning that is ‘highly social, interest-driven, and oriented toward educational, economic, or civic opportunity.’

“Connected learning takes advantage of the vast amount of digital and social media available on the internet and the connectedness of today’s culture. It capitalizes on research that has shown that students achieve higher-order learning outcomes when their work is focused on topics that are personally interesting and relevant to them. Connected learning also creates peer-supported learning environments, allowing students to learn together (and with experts) through interaction, sharing, and providing feedback.”

**Potential Implications:** “In order to succeed in the academic environment, connected learning seeks to provide activities and opportunities that are personally interesting and peer-supported and that connect to academic subjects. Advocates argue that traditional models of learning and activities in school may have been too limiting and may not prove productive in an age of lifelong learning. Connected learning happens across learning networks including school, home, libraries, and community centers. Connected learning also supports the idea that learners achieve best when learning is reinforced and supported in multiple settings, providing

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<sup>3</sup> King, “Building Partnership: Creating a Livable Chattanooga for All Ages,” Aging in Place Initiative (2009), [http://www.livable.org/storage/documents/reports/AIP/aip\\_chattanooga\\_report\\_final\\_june2009.pdf](http://www.livable.org/storage/documents/reports/AIP/aip_chattanooga_report_final_june2009.pdf)

<sup>4</sup> *Ibid*

opportunities for libraries to engage other institutions as partners in connected learning environments.”

**Relevance for Chattanooga:** The “Connected Learning” trend identified by the ALA is closely related to the Open Data movement, which has taken root in Chattanooga. See Code for America, “Chattanooga TN: Open Data,” <https://www.codeforamerica.org/projects/chattanooga-open-data>, which describes the Mayor’s office partnership with the CPL, Benwood Foundation and others to promote public access to governmental information in all sorts of locations. . .

**Questions for CPL:**

1. With which institutions in Chattanooga is it most important for CPL to establish new partnerships (or expand existing ones) to promote connected learning for their customers, employees, beneficiaries, or other key stakeholders?
2. For each of these institutions what are the most important ways that the CPL can promote connected learning and open data?
3. For each of these institutions what are the pertinent characteristics of the target populations for which CPL seeks to create new connected learning and open data opportunities?
4. For each of these institutions what the most important types of opportunities – educational, economic, civic, or otherwise-- that CPL wants to create for the target audiences?
5. What are the most important actions that CPL needs to take in the next 3 months, six months, year, and three years to create and/or these partnerships, serve the target audiences, and create the desired opportunities?

**Trend: Data Everywhere**

“Data collection and management is not a new trend, but new technologies have greatly improved the opportunities to collect, store, and analyze customer data and personal information. The explosion of mobile devices, internet-connected devices, and applications has drastically increased opportunities for data collection. As data is collected, companies and organizations can use the information to develop products and services, improve marketing and communications, or monetize information.

“As data is seen as more valuable, new business models may emerge. Across the board, data may be used to guide or suggest additional products and services. At one end of the spectrum, data may produce variable pricing models for goods or services based on knowledge of buying or use habits; at the other end of the spectrum, profits could be shared with personal data providers that helped develop products or services.”

**Potential Implications:** “Libraries, as organizations that collect data and that are interested in improving products and services, may find opportunities to use data for their own purposes or may be asked to share their data with businesses, governments, or other organizations. Both propositions could pose ethical challenges related to user privacy and intellectual freedom. In addition to the ethical challenge, the technical challenges of providing data that can be understood and processed by systems will require professionals with knowledge of good documentation suites, self-service tools, and software development kits (SDKs).

“As data sets become valuable information resources, libraries may be called upon to serve as repositories for data sets; to connect research data from across studies, initiatives and reports; to classify and archive data sets; or to make data accessible digitally.

“Data will be used to develop, create, and promote content. Companies will be able to combine user habits with geographic and cultural data to determine emerging preferences or to tailor specific content to specific audiences. The key to leveraging data for content creation, however, may lie in the sharing of information from multiple sources - creators, distributors, retailers, users, licensees, etc. – and libraries may play a role in either the sharing of information or in helping users compile information from multiple sources.”

#### **Questions for CPL:**

1. What existing data sets does CPL own, maintain, or have access to that could be valuable to a variety of stakeholders – in government, business, education, nonprofits, etc.?
2. How might this trend lead to creative partnerships with the emerging data systems design firms and/or marketing firms to create or discover valuable new proprietary systems for aggregating and processing multiple data sets, which could help make publicly available data more readily available/accessible in more valuable forms and for more valuable purposes?
3. With what types of entities should CPL consider entering into such partnerships? For what kinds of purposes?
4. How could the collection and/or creation of such valuable data sets and multiple data set analytic tools make the CPL a more valuable partner to other governmental agencies in Chattanooga? To other non-governmental stakeholders? How could the collection and/or creation of such data sets and analytic tools lead to opportunities for value added subscription revenues that could augment CPL budgets and resources?

#### **Trend: Income Inequality**

“In 2010, the richest 1% of the population had 34% of the accumulated wealth (the very top 0.1% had some 15%) – and during the most recent recession from 2009 to 2012, the top 1% captured 95% of income growth, if capital gains are included.

“Education, long viewed as key to securing high-paying jobs, is becoming even more important. According to a Georgetown University study, since the recession started in the U.S. in 2007, the number of jobs needing a college degree has risen by 2.2 million while the number of jobs for those with only a high-school education fell by 5.8 million. . . with one in three homes now college educated, half of the aggregate U.S. income goes to one third of the households, up from 37% in 1991. While this provides clearer indication of education’s value, it also points to a trend where only those who can afford and have access to quality education will be able to earn a decent income.

“At the same time that education is demonstrating its importance, technology is dominating the economy and income opportunities and, therefore, helping to shape the type of education that is most important.

“Technology is also driving new categories of work such as app-based platforms - Uber, AirBnB, and Taskrabbit – that provide new ways to connect independent workers to clients. But there is concern that these programs

may fail to provide cumulative income streams that generate enough to make a living, further increasing income inequality in a technologically-driven world.

“These factors and the weak economy have contributed to a growing number of people experiencing poverty, including over 12 million (in 2011) adults of working age with no children at home, of which over 5 million receive no assistance from any of the major federal welfare programs.

“The income and opportunity gap may be of particular concern as it widens along racial lines, with data showing that African American populations experience high rates of child poverty, declining rates of employment to population, and continuing high rates of single parenthood as well as indications that African Americans may have lost more wealth during the recession.”

**Potential Implications:** “As income inequality widens, so too does the “achievement gap” in education. A [Stanford University study](#) found that the achievement gap between rich and poor students on standardized tests is 30 to 40 percent wider than it was a quarter-century ago. In an economy where income potential is dependent on educational achievement, programs that combat the “achievement gap” – pre-school, tutors, summer camps, after-school activities – will be recognized as opportunities to also address income inequality.

“Income inequality limits the upward mobility of people, especially the ability of those at the bottom of the distribution to rise. The [“Great Gatsby Curve”](#) illustrates how inequality in parental incomes (and other means) result in greater inequality for children, as children’s opportunities are increasingly dependent on their parents’ means.

“Library service in support of skills development will likely become more important, especially for administrators and funders, but libraries will need to make sure the skills they seek to develop align with the types of skills needed in the economy, especially STEM skills.

“The library space - or any opportunities the library provides that bring different people together - could be especially important in combating income inequality. . . . Spaces and programs that bring people together may help improve the dialog across inequality and provide important economic opportunities for the community. . . . For libraries in larger cities, this inequality could change user populations, funding structures, or even workforce availability.

**Chattanooga Relevance:** The effectiveness of elementary, middle school, and high school public education in Hamilton County is an increasingly important subject of public attention.<sup>5</sup> The disparity that continues to exist between the students and schools that perform well and those that do not is a growing concern.<sup>6</sup> The implications for graduation and dropout rates, opportunities for college and junior college attendance versus and lower earning, higher unemployment rates, perhaps even crime and imprisonment are being

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5 Anderson, “Hamilton County’s TCAP scores fall below state averages,” Times Free Press, (July 30, 2015), <http://www.timesfreepress.com/news/local/story/2015/jul/30/tcap-scores-fall-below-state-averages/317217/>

6 Anderson, “Report: Progress at a standstill at Hamilton County’s low-performing schools; leadership to blame,” Times Free Press, (March 13, 2016), <http://www.timesfreepress.com/news/local/story/2016/mar/13/report-schools-progress-standstill-leadership/354998>

highlighted in public discussions.<sup>7</sup> It is becoming harder for local employers to find qualified local applicants.<sup>8</sup> These considerations emphasize the importance of narrowing the educational performance gap in Chattanooga and Hamilton County and improving the performance of Hamilton County public schools.

But what is the Library's proper role in attempting to improve educational results for public school students of Chattanooga, and particularly the low-income residents of the city and county? This is a topic for consideration in the FY17-FY19 CPL Strategic Plan.

**Questions for CPL:**

1. Should CPL attempt to address this challenge directly, indirectly, or not at all?
2. What aspect of this challenge is CPL particularly well situated to address – literacy, limited access to necessary technology for some segments of the population, the educational attainment gap referred to in the discussion above, the need for additional support for workforce development, limited community awareness and concern about this challenge and these trends, and/or something else?
3. What existing partnerships can CPL utilize for strengthening youth reading proficiency skills? What new partnerships could and should be formed for this purpose? Same questions for increasing access to technology (hardware, software, programs) and technology skills for young people in early education, charter schools and public education? What new partnerships could and should be created for this purpose? What populations should CPL seek to serve with such partnerships?
4. What existing programs could be expanded to help with these purposes? What new programs could be created to help with these purposes?

These are some of the trends and questions that should help the CPL shape the direction of its priorities for its FY17-FY19 Strategic Plan.

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<sup>7</sup> Brogdon, "Expert says: We're safer despite Tennessee's No. 1 crime ranking, but numbers are a call to action," *Times Free Press*, (Oct. 13, 2013), <http://www.timesfreepress.com/news/local/story/2013/oct/13/were-safer-despite-tennessees-no-1-crime/121213>; Sohn, "Opportunity knocks to improve our schools," *Times Free Press*, (March 27, 2016), <http://www.timesfreepress.com/news/opinion/times/story/2016/mar/27/sohn-opportunity-knocks-improve-our-schools/356974>

<sup>8</sup> Anderson, "As Chattanooga grows, businesses struggle to find qualified applicants," *Times Fee Press*, (Dec. 13, 2015), <http://www.timesfreepress.com/news/local/story/2015/dec/13/chattanooga-business-growth-local-applicants/340250>

## APPENDIX B: Chattanooga Trends – An Overview

### Demographic Trends

- **Population Growth:** “from the 2010 census to July 1, 2014, Chattanooga grew [by] . . . 6,104 people, up 3.6 percent. . .” This makes it the second fastest growing city in Tennessee. <http://www.timesfreepress.com/news/business/aroundregion/story/2015/may/22/city-2ndfastest-growing-among-states-big-cit/305685/>
- **Population by Age:** The greatest increases in population in Hamilton County between 2010 and 2015 were in the older parts of the population: 16.4% - ages 65- 74; 11% - 85 and over; 8% - 55- 64; and 2.9% - 75-84. Modest growth occurred in the younger and middle adult populations (age 20-54). Still smaller growth levels occurred for younger children (3.2% for under 5 years of age, and 5.8% increase for age 5-14). “Chattanooga TN: Community Profile,” <http://www.chattanoogachamber.com/media/commprofile-1.pdf>
- **Hispanic Population:** From 2000 to 2010, Hispanic population almost doubled (+194.6%) in the 5 mile area surrounding downtown Chattanooga. <http://www.chattanoogachamber.com/media/downtown.pdf> “While Tennessee’s Hispanic population is still small in absolute terms, Hispanic persons are an important part of growth in Tennessee. One in eight new migrants to Tennessee are Hispanic. . . One in ten births is to a Hispanic child. . . . In the next few years, one in ten children entering Kindergarten in Tennessee will be Hispanic. In twenty years, these children will be Tennessee’s labor force. . . . In 2010, Hamilton County had [almost 15,000] Hispanic” residents” or about 5.2% of the total population. . . <http://cber.bus.utk.edu/census/hisp/bfox288.pdf> The Hispanic population in the 5 mile area surrounding downtown Chattanooga is projected to grow by 11.1% in the period 2015-2020. <http://www.chattanoogachamber.com/media/downtown.pdf>
- **Asian/Native Hawaiian/Other Pacific Islander Population:** Between 2000 and 2010 this population in the five mile area surrounding downtown Chattanooga increased by more than half (53.3%). That same population is projected to increase by 14.9% from 2015-2020 in that same area, and by even higher percentages (18.1 – 21.0% in areas 10-25 miles from downtown). <http://www.chattanoogachamber.com/media/downtown.pdf>

### Educational Trends and Needs:

- **Education of Hispanic Children:** “Compared to other students, Hispanic children have special needs, particularly in regards to learning the English language and involving their parents in the education process. If these needs are ignored, Tennessee risks acquiring a second generation of Hispanic students with below average high school completion rates, with few job skills, and with low labor productivity. . . . [T]his report will emphasize early childhood education (ECE) since studies show that ECE programs are cost effective at educating Hispanic children and since Tennessee has already made ECE one of its education priorities.” <http://cber.bus.utk.edu/census/hisp/bfox288.pdf>

- **STEM School Development/STEM Learning Emphasis:** Chattanooga STEM School created in 2012 as part of Tennessee Stem Innovation Network. <http://thetsin.org/news/2013/stemschool-chattanooga-reflections-on-year-one/>; and <https://ts.madison.k12.wi.us/files/techsvc/Future%20Trends%20in%20K-12%20Education.pdf>
- **21<sup>st</sup> Century Skills Learning:** increasing emphasis on 21<sup>st</sup> Century skills learning – critical and cross- disciplinary thinking; communication and collaboration; innovation; information, technology, and communications literacy; creative problem solving/problem-based learning; visual literacy; media literacy; science, environmental, and numerical literacy; financial, business, and entrepreneurial literacy; civic literacy; and a variety of other life, career, social, and personal skills. <http://thetsin.org/news/2013/stem-school-chattanooga-reflections-on-year-one/> and <https://www.imls.gov/assets/1/AssetManager/21stCenturySkills.pdf>
- **Tennessee Promise:** ““a study of the jobs listed by local employers found that 83 percent require some type of certificate or degree. But only about a third of Hamilton County's students are getting that level of training within six years of graduating from high school. Without such training, many workers are simply not qualified for the higher-paying jobs that are opening in up Chattanooga. ‘The challenge for us at this point of the business cycle — and going on into the future — is finding the quality of workers that employers demand,’ said Dr. William Fox, director of the Center for Business and Economic Research at the University of Tennessee. ‘This is exactly what Tennessee Promise is designed to help address (with the offer of two years of free community college for any eligible high school graduate). For Tennessee to be able to continue to attract new businesses we have to develop our labor force.’”  
<http://www.timesfreepress.com/news/business/aroundregion/story/2015/dec/13/chattanooga-job-growth-expected-jump-four-fold-next-five-years/340269>

#### **Building Permits/Residential Growth Trends:**

- 2014-2015 residential building permits increased by about 25% from 1215 to 1522 permits issued. <http://www.chattanoogachamber.com/media/building.pdf>
- In August 2015, it was reported that downtown apartments numbered 1,271. The same article indicated that civic leaders are working on plans under which “downtown Chattanooga could go from 3,700 downtown residents to 12,000 in the next 10 years”. The same article lists a number of planned residential and mixed use projects in for development on the Southside, City Center, UTC/MLK area, Riverfront and North Shore. <http://nooga.com/170735/downtown-projects-bythe-numbers>
- The number of downtown apartments was projected by the Executive Director of River City Company to more than double [by 1,500] “over the next year and a half,” not including student housing. <http://www.chattanooga.com/2015/8/6/305697/River-City-Company-s-Kim-WhiteSays.aspx>
- More detailed for sale and rental residential opportunity estimates are provided on a neighborhood-by-neighborhood basis in the January 2014 “Downtown Chattanooga Study,” prepared for the River City Company,

<http://www.rivercitycompany.com/new/pdf/River%20City%20Company%20Downtown%20Chattanooga%20Study%20Report%20Only%20January%202014.pdf>, pp. 11-15.

- “In 2005 Multi Family, or rental housing accounted for just over 17 percent of all housing starts; in 2013 it accounted for 33 percent. Why? The 25-34 year old age group is focused on living near their peers. They want to be socially engaged and live close to where they work. They want to walk or cycle to work. All of these things aim at high density, urban style living.”  
<http://www.chattanooga.com/2015/8/6/305697/River-City-Company-s-Kim-White-Says.aspx>

### Regional Economic Trends:

- “Economic conditions began to improve in the Chattanooga HMA in 2010, after 2 years of job losses. During the 12 months ending October 2014, nonfarm payrolls averaged 240,200 jobs, up 2,100 jobs, or 0.9 percent, from a year earlier, but remain 6,300 jobs less than the prerecession peak of 246,500 jobs in 2007. During the next 3 years, nonfarm payrolls are expected to increase by 3,275 jobs, or 1.4 percent, annually. Employment in the manufacturing sector has been declining in the HMA since 2000, but it is expected to contribute to job gains with 2,000 new jobs at the Volkswagen of America, Inc. manufacturing plant in the city of Chattanooga during the next 3 years.” [Nov. 2014-2017]  
[https://www.huduser.gov/publications/pdf/ChattanoogaTN\\_comp.pdf](https://www.huduser.gov/publications/pdf/ChattanoogaTN_comp.pdf)
- The bulk of new job growth in the region during the period 2000-2014 has come from the following sectors: education and health services, leisure and hospitality, professional and business services, and government. [https://www.huduser.gov/publications/pdf/ChattanoogaTN\\_comp.pdf](https://www.huduser.gov/publications/pdf/ChattanoogaTN_comp.pdf), p. 3.
- As of March 2015, the economies of Tennessee and Georgia were reported to be “adding jobs at the fastest rate in more than a decade.”  
<http://www.timesfreepress.com/news/business/aroundregion/story/2015/mar/20/job-growthfastest-more-decade-despite-higher/294295/>
- “The Chattanooga area has yet to regain all of the jobs it lost during the Great Recession that began nearly eight years ago. But an influx of automotive suppliers and the growth in tech startups and existing businesses should push employment in metropolitan Chattanooga to a record high in 2016. A new study [Commissioned by the Chattanooga Chamber of Commerce] suggests that job growth in Hamilton County — already the second highest among Tennessee's counties in the past five years — will grow nearly four times faster in the next five years. The analysis of local job listings and business announcements estimates that Hamilton County will add 13,500 jobs from 2015 to 2020, up from the 3,573 jobs added in the county during the previous five years.”  
<http://www.timesfreepress.com/news/business/aroundregion/story/2015/dec/13/chattanooga-job-growth-expected-jump-four-fold-next-five-years/340269/>
- In January 2016, Volkswagen’s CEO reaffirmed the plans for a “\$900 million investment in the new midsize SUV, a car that will create another 2,000 jobs.”  
<http://www.chattanooga.com/2016/1/14/316027/Mueller-Speech-To-VW-FactoryWorkers.aspx>. This speech was given after the announcement of VW’s emission control problems with the

Environmental Protection Agency and the Department of Justice. These problems resulted in a loss of \$6.2 billion for the company in 2015, and has required the creation of an \$18 billion reserve to cover anticipated legal fees, fines, and other related expenses. The company's stock price fell 18.6% in the period from mid-September 2015- April 2016.

<http://www.nytimes.com/2016/04/23/business/international/volkswagen-loss-emissions-scandal.html> \_

#### **Technology Trends:**

- In October 2015, Chattanooga began offering 10-Gig internet service to “all 170,000 households and businesses in our service area. . . . That’s 10 times the speeds Google has been offering through its Google Fiber ultra-high-speed service, and light years ahead of traditional Internet service providers.” This is likely to be a magnet for businesses dependent on very fast internet service.

## APPENDIX C: 21<sup>st</sup> Century Skills and Literacies<sup>9</sup>

- Skills
  - ❖ Learning and Innovation Skills
    - ✓ Critical Thinking and Problem Solving: Reason Effectively; Use System Thinking; Make Judgments and Decisions; Solve Problems;
    - ✓ Creativity and Innovation: Think Creatively; Work Creatively with Others; Implement Innovations;
    - ✓ Communication and Collaboration: Communicate Clearly; Collaborate with Others
    - ✓ Visual Literacy
    - ✓ Scientific and Numerical Literacy
    - ✓ Cross-Disciplinary Thinking
    - ✓ Basic Literacy
  - ❖ Information, Media, and Technology Skills
    - ✓ Information Literacy: Access and Evaluate Information; Use and Manage Information
    - ✓ Media Literacy: Analyze Media: Create Media Products
    - ✓ ICT (information, Communications, and Technology) Literacy: Apply Technology Effectively
- 21<sup>st</sup> Century Themes
  - ❖ Global Awareness
  - ❖ Financial, Economic, Business, and Entrepreneurial Literacy
  - ❖ Civic Literacy
  - ❖ Health Literacy
  - ❖ Environmental Literacy
- Life and Career Skills
  - ❖ Flexibility and Adaptability
  - ❖ Initiative and Self-Direction
  - ❖ Social and Cross-Cultural Skills
  - ❖ Productivity and Accountability
  - ❖ Leadership and Responsibility

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<sup>9</sup>“Museums, Libraries and 21<sup>st</sup> Century Skills,” Institute of Museum and Library Services, <https://www.ims.gov/assets/1/AssetManager/21stCenturySkills.pdf>, pp. 23-26

## APPENDIX D: Benchmarking

Benchmarking is a process in which data points from one organization are compared to the same data points of other organizations. The comparisons permit the organization to evaluate its performance and make process and product improvements. While it is understood that it difficult to make exact comparisons from one library system to another, it is important to understand how one library system, the Chattanooga Public Library (CPL), stands in relationship to its peers both for purposes of performance and assessment of its financial resources.

The consultants worked with library staff and members of the Strategic Planning Committee to determine which libraries should be used in this benchmarking effort. As a result, the data is presented in four sets.

1. Comparison of the CPL with the three largest public library systems in Tennessee: Knox County, Nashville, and Memphis.
2. Comparison of CPL with libraries located in the southeast United States
3. Comparison of CPL with the 5 Star Libraries identified by *Library Journal* (November 1, 2015 pages 24-34) with budgets in the same range as CPL.
4. Comparison of CPL with the 5 Star Libraries identified by *Library Journal* (November 1, 2015 pages 24-34) with populations similar to Chattanooga.

The data for comparison sets 1 and 2 above comes from the Public Library Data Service compiled by the Public Library Association, a division of the American Library Association. The data is for 2014 is available, by subscription, to the PLAmetrics Portal - <http://www.plametrics.org/>. It should be noted that Knox County did not contribute data to this source, so its data is from 2013 which is available at <http://sos.tn.gov/products/tsla/tennessee-public-library-statistics>

The data for the comparison with the 5 Star Libraries comes from the Library Journal (LJ) issue cited above. Note that LJ only includes 3 of the measures listed below

The following data points were chosen for comparison:

- Square footage of library space per capita
- Expenditures per capita
- Materials expenditures per capita
- Circulation per capita
- Holdings and holdings per capita
- Number of programs and program attendance per capita

### Square Footage of Library Space per Capita

These charts detail the population served, the square footage (SF) of the central library and the total square footage of the branch libraries for each library in the benchmark sets. For comparative purposes, we have calculated the square footage per capital for each library system. This data point shows the amount of library space for each person in the population served by the library.

Residents of Chattanooga, have access to more space per capita than residents of Memphis but a little less space per capita than residents of Nashville.

Tennessee Metropolitan Libraries	Population	Central Library (SF)	Branch Libraries (SF)	Total SF	SF per capita
Chattanooga Public Library	173,366	111,448	20,184	131,632	0.76
Knox County Public Library	435,725	NA	NA	NA	NA
Memphis Public Library and Information Center	829,986	330,000	223,218	553,218	0.67
Nashville Public Library	658,602	300,000	220,263	520,263	0.79

It should also be noted that the average size of a branch in Chattanooga is much smaller than the average branch size in Memphis and Nashville.

Tennessee Metropolitan Libraries	Number of Branches	Branch Libraries (SF)	Average Branch Size
Chattanooga Public Library	3	20,184	6,728
Knox County Public Library	18	NA	NA
Memphis Public Library and Information Center	17	223,218	13,130
Nashville Public Library	20	220,263	11,013

The square footage of library space per capita in Chattanooga (0.76 SF) compares favorably to the square footage in the benchmark cities. Only three library systems, Birmingham Public Library (1.73 SF), Central Arkansas Library System (0.97), and Richland County Public Library (0.88) have more square footage of library space than the Chattanooga Public Library.

<b>Southeast U.S. Public Libraries</b>	<b>Population</b>	<b>Central Library (SF)</b>	<b>Branch Libraries (SF)</b>	<b>Total SF</b>	<b>SF per capita</b>
Birmingham Public Library (AL)	212,237	213,233	154,754	367,987	1.73
Buncombe County Public Libraries (Asheville, NC)	245,228	NA	118,803	NA	NA
Central Arkansas Library System (Little Rock, AR)	335,554	156,948	168,050	324,998	0.97
Chattahoochee Valley Libraries (Columbus, GA)	225,186	100,000	NA	NA	NA
Chattanooga Public Library	173,366	111,448	20,184	131,632	0.76
Cobb County Public Library System (Marietta, GA)	743,357	64,000	130,326	194,326	0.26
Forsyth County Public Library (Winston-Salem, NC)	357,475	85,000	99,600	184,600	0.52
Greensboro Public Library (NC)	512,119	98,500	79,488	177,988	0.35
Huntsville-Madison County Public Library (AL)	343,080	123,000	51,058	174,058	0.51
Lexington Public Library (KY)	308,428	110,400	94,762	205,162	0.67
Mobile Public Library (AL)	371,257	49,258	127,883	177,141	0.48
Richland County Public Library (SC)	384,504	242,000	96,500	338,500	0.88

## Expenditures Per Capita

These charts present each library's operating budget for fiscal year 2014 (except for Knox County which is for FY2013) and the expenditures per capita for the same time period. Chattanooga invests less per capita on library service than Nashville, but more than Knox County or Memphis.

<b>Tennessee Metropolitan Libraries</b>	<b>Population</b>	<b>Total Operating Expenditures</b>	<b>Expenditures per capita</b>
Chattanooga Public Library	173,366	\$6,057,477	\$34.94
Knox County Public Library	435,725	\$11,479,627	\$26.35
Memphis Public Library and Information Center	829,986	\$15,393,031	\$18.55
Nashville Public Library	658,602	\$25,009,690	\$37.97

<b>Southeast U.S. Public Libraries</b>	<b>Population</b>	<b>Total Operating Expenditures</b>	<b>Expenditures per capita</b>
Birmingham Public Library (AL)	212,237	\$14,808,867	\$69.78
Buncombe County Public Libraries (Asheville, NC)	245,228	\$5,029,246	\$20.51
Central Arkansas Library System (Little Rock, AR)	335,554	\$17,621,744	\$52.52
Chattahoochee Valley Libraries (Columbus, GA)	225,186	\$6,505,339	\$28.89
Chattanooga Public Library	173,366	\$6,057,477	\$34.94
Cobb County Public Library System (Marietta, GA)	743,357	\$11,708,557	\$15.75
Forsyth County Public Library (Winston- Salem, NC)	357,475	\$7,850,958	\$21.96

Greensboro Public Library (NC)	512,119	\$7,322,926	\$14.30
Huntsville-Madison County Public Library (AL)	343,080	\$5,771,622	\$16.82
Lexington Public Library (KY)	308,428	\$14,238,006	\$46.16
Mobile Public Library (AL)	371,257	\$9,609,314	\$25.88
Richland County Public Library (SC)	384,504	\$19,904,333	\$51.77

The per capita expenditures of the benchmark libraries vary widely, from a low of \$14.30 per capita for Greensboro Public Library to a high of \$69.68 for the Birmingham Public Library. Chattanooga, with a per capita expenditure of \$34.94 is in the mid-range.

The wide variations in expenditures per capita might mean that some communities invest a lot more per capita on their libraries than other communities. However, variations in how library budgets are allocated can also account for some of the differences. For examples, some local governments allocate funds centrally for services such as human resources, payroll, accounting, and building maintenance, while other local governments allocate the actual or estimated costs of these services to each department or governmental unit. It is not possible from the available data alone to know what causes the wide variation in per capita expenditures.

### Materials Expenditures per Capita

The materials expenditures charts indicate how much, per person in the library's legal service area, is invested on library materials (books, DVDs, magazines, e-books, digital media, electronic databases, etc.)

Nashville invests more than twice as much per capita on materials as Chattanooga does, \$7.01 per capita compared to Chattanooga's \$3.40 per capita. Of the Tennessee metropolitan libraries, only Memphis invests less per capita than Chattanooga.

<b>Tennessee Metropolitan Libraries</b>	<b>Population</b>	<b>Total Materials Expenditures</b>	<b>Materials Expenditures per capita</b>
Chattanooga Public Library	173,366	\$589,538	\$3.40
Knox County Public Library	435,725	\$2,326,584	\$5.34
Memphis Public Library and Information Center	829,986	\$1,457,551	\$1.76
Nashville Public Library	658,602	\$4,616,723	\$7.01

Compared to the other benchmark libraries, Richland County Public Library invests the most, per capita, on library materials. Their expenditure of \$9.88 is almost three times what Chattanooga invests. Four of this set of libraries invest more per capita than Chattanooga does, while the rest invest less.

<b>Southeast U.S. Public Libraries</b>	<b>Population</b>	<b>Total Materials Expenditures</b>	<b>Materials Expenditures per capita</b>
Birmingham Public Library (AL)	212,237	\$787,403	\$3.71
Buncombe County Public Libraries (Asheville, NC)	245,228	\$667,336	\$2.72
Central Arkansas Library System (Little Rock, AR)	335,554	\$1,802,396	\$5.37
Chattahoochee Valley Libraries (Columbus, GA)	225,186	\$711,174	\$3.16
Chattanooga Public Library	173,366	\$589,538	\$3.40
Cobb County Public Library System (Marietta, GA)	743,357	\$2,086,340	\$2.81
Forsyth County Public Library (Winston- Salem, NC)	357,475	\$971,395	\$2.72
Greensboro Public Library (NC)	512,119	\$1,046,703	\$2.04
Huntsville-Madison County Public Library (AL)	343,080	\$768,706	\$2.24
Lexington Public Library (KY)	308,428	\$1,725,579	\$5.59
Mobile Public Library (AL)	371,257	\$1,240,790	\$3.34
Richland County Public Library (SC)	384,504	\$3,800,546	\$9.88

However, when one compares Chattanooga to the 5 Star Libraries with an annual budget of \$5,000,000 - \$10,000,000, a different picture emerges. Worthington Public Library invests \$27.67 per capita on materials; more than 8 times what Chattanooga invests. Even Westerville Public Library, the library with the lowest materials expenditures per capita in this category, invests 3 times more per capita on library materials. It is worth noting that these libraries serve smaller populations than Chattanooga.

<b>2015 5 Star Libraries Expenditures \$5-10 million</b>	<b>Population</b>	<b>Total Materials Expenditures</b>	<b>Materials Expenditures per capita</b>
Redwood City Public (CA)	79,074	NA	NA
Westerville Public Library (OH)	90,764	\$980,565	\$10.80
Upper Arlington Public Library (OH)	34,150	\$760,143	\$22.26
Worthington Public Library (OH)	59,689	\$1,651,298	\$27.67
Westport Public Library (CT)	27,068	\$317,871	\$11.74
Cleveland Heights-University Heights Public Library (OH)	57,867	\$1,131,586	\$19.55
Plainview-Old Bethpage Public Library (NY)	28,676	NA	NA
Washington-Centerville Pub. Lib. (OH)	56,628	\$1,042,864	\$18.42
Greenwich Library (CT)	62,256	\$1,292,521	\$20.76
Ela Area Pub. Lib. Dist., Lake Zurich (IL)	34,462	NA	NA

But, when Chattanooga is compared to 5 Star libraries with a comparable population, the result is similar. Chattanooga invests less per capita on materials than libraries of excellence spend in their communities.

<b>2015 5 Star Libraries with comparable populations</b>	<b>Population</b>	<b>Total Materials Expenditures</b>	<b>Materials Expenditures per capita</b>
Ann Arbor District Library (MI)	163,590	\$1,726,812	\$10.56
Salt Lake City Public Library (UT)	189,314	\$1,870,500	\$9.88
Mercer County Library (NJ)	160,057	NA	NA
Naperville Public Library (IL)	141,853	\$2,380,498	\$16.78
Schaumburg Township District Library (IL)	126,849	NA	NA

### **Circulation and Circulation per Capita**

Circulation is the measure of how many library items (books, e-books, DVDs, CDs, etc.) are checked out by library users. The circulation per capita measure indicates how many items are checked out per person in the legal service area. This is a measure of how much the collection is used.

Nashville Public Library has the highest circulation per capita of the Tennessee metropolitan libraries (7.08) and Memphis has the lowest (1.76). Chattanooga circulates 4.79 items per capita, which is much higher than the 2.50 items per capita when a similar study was done in 2009.

<b>Tennessee Metropolitan Libraries</b>	<b>Population</b>	<b>Total Circulation</b>	<b>Circulation per Capita</b>
Chattanooga Public Library	173,366	830,165	4.79
Knox County Public Library	435,725	2,860,306	6.56
Memphis Public Library and Information Center	829,986	1,458,864	1.76
Nashville Public Library	658,602	4,663,347	7.08

Compared to the benchmark cities, Chattanooga is towards the middle, six libraries have higher per capita circulation and five have lower per capita circulation

<b>Southeast U.S. Public Libraries</b>	<b>Population</b>	<b>Total Circulation</b>	<b>Circulation per Capita</b>
Birmingham Public Library (AL)	212,237	1,012,776	4.77
Buncombe County Public Libraries (Asheville, NC)	245,228	1,608,748	6.56
Central Arkansas Library System (Little Rock, AR)	335,554	2,756,226	8.21
Chattahoochee Valley Libraries (Columbus, GA)	225,186	923,117	4.10
Chattanooga Public Library	173,366	830,165	4.79
Cobb County Public Library System (Marietta, GA)	743,357	3,064,507	4.12
Forsyth County Public Library (Winston- Salem, NC)	357,475	1,819,410	5.09
Greensboro Public Library (NC)	512,119	1,734,673	3.39
Huntsville-Madison County Public Library (AL)	343,080	2,334,464	6.80
Lexington Public Library (KY)	308,428	3,021,331	9.80
Mobile Public Library (AL)	371,257	1,702,092	4.58
Richland County Public Library (SC)	384,504	4,628,487	12.04

Circulation per capita in the 5 Star Libraries with operating budgets between \$5,000,000 and \$10,000,000 had per capita circulations ranging from a low of 17.2 to a high of 46.2, while Chattanooga's was 4.79 items per capita.

<b>2015 5 Star Libraries Expenditures \$5-10 million</b>	<b>Population</b>		<b>Circulation per Capita</b>
Redwood City Public (CA)	79,074		20.6
Westerville Public Library (OH)	90,764		24.3
Upper Arlington Public Library (OH)	34,150		56.9
Worthington Public Library (OH)	59,689		46.2
Westport Public Library (CT)	27,068		29.9
Cleveland Heights-University Heights Public Library (OH)	57,867		31.0
Plainview-Old Bethpage Public Library (NY)	28,676		17.2
Washington-Centerville Public Library (OH)	56,628		40.9
Greenwich Library (CT)	62,256		22.5
Ela Area Public Library District, Lake Zurich (IL)	34,462		29.6

Circulation per capita in the 5 Star libraries with populations comparable to Chattanooga’s ranged from a low of 12.4 to a high of 54.3, while Chattanooga’s was 4.79 items per capita.

<b>2015 5 Star Libraries with comparable populations</b>	<b>Population</b>	<b>Total Circulation</b>	<b>Circulation per Capita</b>
Ann Arbor District Library (MI)	163,590		54.3
Salt Lake City Public Library (UT)	189,314		18.5
Mercer County Library (NJ)	160,057		12.4
Naperville Public Library (IL)	141,853		28.0
Schaumburg Township District Library (IL)	126,849		19.6

### Holdings and Holdings per Capita

Holdings per capita indicate the total number of items in the library’s collections (books, media, etc.) divided by the number of people in the legal service area.

Nashville Public Library has almost twice as many items per capita as Chattanooga, 2.84 for Nashville compared to 1.44 for Chattanooga.

<b>Tennessee Metropolitan Libraries</b>	<b>Population</b>	<b>Holdings</b>	<b>Holdings per Capita</b>
Chattanooga Public Library	173,366	249,073	1.44
Knox County Public Library	435,725	NA	NA
Memphis Public Library and Information Center	829,986	1,834,072	2.21
Nashville Public Library	658,602	1,867,936	2.84

Only two libraries in the benchmark set, Cobb County Public Library System and Greensboro Public Library, have fewer holdings per capita than Chattanooga.

<b>Southeast U.S. Public Libraries</b>	<b>Population</b>	<b>Holdings</b>	<b>Holdings per Capita</b>
Birmingham Public Library (AL)	212,237	808,555	3.81
Buncombe County Public Libraries (Asheville, NC)	245,228	727,714	2.97
Central Arkansas Library System (Little Rock, AR)	335,554	1,036,229	3.09
Chattahoochee Valley Libraries (Columbus, GA)	225,186	453,734	2.01
Chattanooga Public Library	173,366	249,073	1.44
Cobb County Public Library System (Marietta, GA)	743,357	1,038,524	1.40
Forsyth County Public Library (Winston-Salem, NC)	357,475	732,989	2.05
Greensboro Public Library (NC)	512,119	591,667	1.16
Huntsville-Madison County Public Library (AL)	343,080	561,998	1.64

Lexington Public Library (KY)	308,428	574,633	1.86
Mobile Public Library (AL)	371,257	757,585	2.04
Richland County Public Library (SC)	384,504	1,214,583	3.16

### Number of Programs, Program Attendance, and Program Attendance per Capita

Most public libraries offer a variety of programs and events for community residents, ranging from story times for young children to computer training classes and author lectures for adults. The number of programs offered and how many people attend them is not only influenced by the emphasis a library places on programming but also by the number of facilities in which programs can be held and the size of the meeting rooms in which they can be offered.

Chattanooga offered more programs than Memphis and Knox County, despite the fact that those library systems have more facilities than Chattanooga does. Chattanooga had a higher program attendance per capita than any of the other Tennessee metropolitan libraries despite the fact that it has fewer facilities and fewer meeting rooms.

Tennessee Metropolitan Libraries	Population	Number of Programs	Program Attendance	Program Attendance per Capita
Chattanooga Public Library	173,366	3,543	82,849	0.48
Knox County Public Library	435,725	2,816	70,016	0.16
Memphis Public Library and Information Center	829,986	2,968	60,862	0.07
Nashville Public Library	658,602	8,195	302,133	0.46

Chattanooga had the second highest program attendance per capita when compared to the benchmark set of libraries.<sup>xx</sup> Only the Central Arkansas Library System, with a program attendance per capita of 0.70 was higher than Chattanooga.

<b>Southeast U.S. Public Libraries</b>	<b>Population</b>	<b>Number of Programs</b>	<b>Program Attendance</b>	<b>Program Attendance per Capita</b>
Birmingham Public Library (AL)	212,237	2,616	60,958	0.29
Buncombe County Public Libraries (Asheville, NC)	245,228	5,037	104,346	0.43
Central Arkansas Library System (Little Rock, AR)	335,554	7,514	233,871	0.70
Chattahoochee Valley Libraries (Columbus, GA)	225,186	2,060	49,388	0.22
Chattanooga Public Library	173,366	3,543	82,849	0.48
Greensboro Public Library (NC)	512,119	3,638	83,062	0.16
Cobb County Public Library System (Marietta, GA)	743,357	3,120	101,748	0.14
Forsyth County Public Library (Winston-Salem, NC)	357,475	5,625	108,489	0.30
Huntsville-Madison County Public Library (AL)	343,080	4,454	116,373	0.34
Lexington Public Library (KY)	308,428	3,568	70,243	0.23
Mobile Public Library (AL)	371,257	3,202	73,119	0.20
Richland County Public Library (SC)	384,504	4,454	74,186	0.19

All of the 5 Star libraries with budgets between \$5,000,000 - \$10,000,000 budgets had program attendance per capita higher than Chattanooga.

<b>2015 5 Star Libraries Expenditures \$5-10 million</b>	<b>Population</b>	<b>Program Attendance per Capita</b>
Redwood City Public (CA)	79,074	2.6
Westerville Public Library (OH)	90,764	0.7
Upper Arlington Public Library (OH)	34,150	0.9
Worthington Public Library (OH)	59,689	1.2
Westport Public Library (CT)	27,068	2.2
Cleveland Heights-University Heights Public Library (OH)	57,867	1.3
Plainview-Old Bethpage Public Library (NY)	28,676	1.6
Washington-Centerville Public Library (OH)	56,628	1.4
Greenwich Library (CT)	62,256	0.8
Ela Area Public Library District, Lake Zurich (IL)	34,462	0.9

Chattanooga’s program attendance per capita of 0.48 is similar to the attendance of 5 Star Libraries with comparable populations.

<b>2015 5 Star Libraries with comparable populations</b>	<b>Population</b>	<b>Program Attendance per Capita</b>
Ann Arbor District Library (MI)	163,590	0.5
Salt Lake City Public Library (UT)	189,314	0.5
Mercer County Library (NJ)	160,057	0.6
Naperville Public Library (IL)	141,853	0.6
Schaumburg Township District Library (IL)	126,849	0.9

## APPENDIX E: BRANDING AND COMMUNICATIONS

[This portion of the plan is to be built out in more detail by the consultants early in FY17]

**Overview:** The Branding and Communication Strategy is a strengthening component of the Strategic Plan to help ensure the Chattanooga Public Library delivers on its keys goals and actions to be taken in FY17-FY19. The Branding and Communication Strategy focuses on supporting the following goals of the larger Strategic Plan:

- Inviting broader community engagement
- Supporting public education
- Reading literacy and other 21<sup>st</sup> Century skills initiatives
- Creating/leveraging strategic partnerships
- Exploring supplemental ways to raise funds for special projects, new initiatives, and extraordinary needs and enhancements

The goal of this Appendix is to provide a conceptual framework [or roadmap] for the Chattanooga Public Library to develop an intentional brand and written communications strategy in FY17 and to implement the new brand and communications plan in FY18 and FY19.

### Why the CPL Needs a Consistent Brand:

- A brand is a statement of identity and carries with it a “promise”. You know what you’re going to get with a well-branded company, product or service.<sup>10</sup>
- A brand helps convey an appealing feeling, experience, and set of beliefs, creed, and/or cause that people can identify with.<sup>11</sup>
- A brand communicates important aspects of the organization’s culture – “what you collectively value, how you do things, your commonly held beliefs and expectations . . . It manifests itself everywhere: in how your employees interact with one another, the care they take in performing their jobs and the way they treat customers.”<sup>12</sup>
- A brand helps tell the story of why the organization matters and what’s special about it – e.g., CPL: it’s free, it’s open to everyone, it’s a gateway to all knowledge, it can help you accomplish whatever you want, etc.

A brand is a set of bundled attributes -- a specific combination of logo, images, words, type font, design, colors, personality, price, service, tag line, story etc. – that builds connection to customers, employees, partners and others – to inspire and/or improve recognition, trust, appreciation, and a sense of what’s unique about the organization, its products, and/or services.

### Current challenges:

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<sup>10</sup> Geller, “Why a Brand Matters,” *Forbes*, (May 23, 2012), <http://www.forbes.com/sites/loisgeller/2012/05/23/abrand-is-a-specialized/#75302a6f504a>

<sup>11</sup> Hanlon, “Primal Branding,” [http://www.summary.com/book-reviews/\\_Primal-Branding](http://www.summary.com/book-reviews/_Primal-Branding)

<sup>12</sup> “6 Tips for Building a Brand Culture and Improving Internal Communications,” *The Financial Brand*, (April 13, 2011), <http://thefinancialbrand.com/17984/building-internal-culture-for-banks-and-credit-unions>

- Different personalities and voices are being portrayed amongst the branches and floors of the CPL system without consistent presentation of the brand as a whole
- No formal communication policy, management system, or written plan is in place to promote/support a clear brand for the CPL

**Purposes:** The Branding and Communications Strategy we are proposing aims to --

- Help define what the key elements of the CPL brand are and how that brand should be portrayed – internally and externally.
- We recommend that the strategy focus on the three key areas to support the Strategic Plan for FY17-FY19 executed both PHYSICALLY AND DIGITALLY o

Promotion oOutreach oTeaching & Learning

**Process:** Steps already taken to help develop Branding and Communication Strategy:

- 2/23/16 – GenZing meet with Mary Barnett (CPL Communications Manager), Review of Logo Standards and current informal communication strategy
- 3/1/16 – Initial Strategic Planning committee meeting in-person
- 3/24/16 – Triad Session between GenZing and CPL staff, to begin to form the brand insights to be communicated through the plan (Steps and Process - See Appendix E1)
- 5/16/16 – Consultant’s Report, branding insights and communication plan are developed to strengthen key components of the Strategic Plan

**Key Elements of a Brand:** Consultants recommend that during FY 17 Q1 and Q2, CPL leadership work with staff to define the following specific elements of the brand (as mentioned above): the promise, the story, the appealing beliefs and feelings, the words, type font, design, colors, personality, price, service, and the tag line.

In defining its brand, CPL should consider the information gathered in the GenZing conducted Triad Session held 3/24/16. Three of the key insights from this session are as follows:

- Consumer’s benefit of the CPL: “I want to improve my quality of life, therefore I seek resources and education to help me do so.”
- Consumer’s benefit of the CPL: “I want to find a sense of belonging within the community, therefore I seek space where I can meet, explore and learn with others.”
- Staff’s benefit of the CPL: “Knowledge is power, therefore (for our patrons) we strive to offer reliable resources and assistance to continue their journey as lifelong learners.”

**Pre-Adoption Testing:** As part of the process, once a set of promising brand elements are developed, CPL staff should test these elements of the brand with various audiences. These pre-adoption tests with prospective audiences will help tell whether or not the presumptive brand package is clear, appealing, differentiating, and will be well-received by the broader set of audiences once adopted (or needs to be changed). The target audiences should include customers, staff members, board members, members of Friends of the Library, and key interest groups and allies (e.g., people with disabilities, public school educators, literacy advocacy groups, etc.)

**Implementation:** Once the brand is adopted, the CPL may want to consider the following steps:

- Develop a policy for consistent communication and use of the new branding materials;
- Train staff on the appropriate uses of the new branding materials;
- Revise signage throughout all CPL building and facilities to reflect the branding;
- Modify the CPL web site and social media systems with the new branding materials

**Timing:** The goal would be to adopt the brand – including all pertinent elements – by the end of FY17 and to complete implementation by the end of Q2 FY18.

**Communications Plan Development:** At present there is no explicit CPL communications plan. The consulting team recommends the development of such a plan to answer the following key questions:

- Purposes: What are the most important purposes for which we want to communicate?
- Audiences: Who are our key target audiences for CPL communications?
- Messages: What are the most important messages do we want to get to them?
- Vehicles/Channels: What are the best means to reach these audiences with these messages?
- Desired Response: What do we want the targeted audiences to know, feel, do with the messages we are sending them?
- Frequency: How often do we want to communicate these messages to each of the key audiences?<sup>14</sup>

**Elements of an Effective Communications Plan:** Among the elements of an effective communications plan are the following:

1. **Positioning Statement:** To communicate the CPL’s Mission, Vision, and Values
2. **Goals:** To define qualitatively the major goals we seek to achieve with CPL communications
3. **Objectives:** To define the quantitative measures we seek to accomplish during FY17, FY18 and FY19
4. **Communication Platforms/Channels:** The mechanisms to reach various target audiences -- which platforms is CPL currently using?
  - Twitter
  - Facebook
  - Flickr
  - Instagram
  - Pinterest
  - Wikipedia
  - New social media likely to emerge?
  - Other – non-social media? Blogs? Newsletters?
  - Email blasts
  - What about print media: posters, newspaper ads, mail, etc.?
  - What about broadcast ads: public service announcements, radio spots, etc.?

<sup>14</sup> “Developing and Implementing a Simple Media/Communications Plan,” American Library Association, <http://www.ala.org/advocacy/advleg/publicawareness/campaign@yourlibrary/prtools/handbook/media-plan>

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5. **Target Audiences:** Who is CPL (attempting to reach) reaching through each communications platform or channel
  6. **Frequency:** How frequently will CPL be messaging through each platform?
  7. **Messaging:** What are the key topics and themes to be addressed through communications system?

- a) **Article/Post topics** – Topics should appeal to specific target audiences with consideration of the goal -- promote, outreach, and/or teach & learn
- b) **Weekly/Monthly/Seasonal Message Themes** - Themes help guide your social media manager in his/her daily messaging. Include the proportion of messages for each theme. For example: 50% educational resources; 15% advocacy campaigns; 15% fun, quirky stuff; 5% inspirational quotes; 15% testimonies. Include multiple examples of each.

#### 8. Timetable, Schedule, Key Dates

- a) Every part of the organization will have key dates during the calendar year. Keeping those key dates in mind to plan special social campaigns to generate excitement or awareness will help CPL's communication team(s) to be well prepared and generate feedback.
- b) Preparing a schedule and publicizing it to key audiences

#### 9. Measuring Success

- a) Determine low cost, low effort intensity ways to Measure the impact of CPL's major communication efforts, both in terms of intermediary targets (like the size of the Facebook following or email list) and organizational objectives (like total donations or total members). b) Consider including:
  - Baseline (where CPL starts in terms of its social media community size, website traffic volume, total donors, total members, etc.?)
  - Intermediary goals (e.g. every three months, what type of growth does CPL seek?)
  - End goals (where will CPL seek to be by end of each of FY17, FY18, and FY19?)
  - Metrics for each key platform and each key target audience
  - Identify and focus on key performance indicators in measuring success.

## APPENDIX F: Supplemental Revenue Generation for Special Needs

**Premise:** The recommended strategic plan for FY17-FY19 begins with the premise that city resources will necessarily be constrained in an era of public desire for control of taxes and competing priorities. The city of Chattanooga is expected to continue to provide day-to-day operating expenses for the public library during FY17-FY19. To be responsive to extraordinary needs and opportunities, however, the Library will likely need to acquire supplemental revenue from other sources. The situation in Chattanooga is not unusual in this respect. Many other public libraries have turned to supplemental revenue generation strategies.<sup>15</sup>

**How Other Libraries Address Supplemental Revenue Needs:** Other libraries have used a variety of means to garner additional funds, including but not limited to:

- Seeking grants to support priority services<sup>16</sup>
- Increasing membership in the Friends of the Library
- Crowdsourcing for specific programs, services, purchases<sup>17</sup>
- Initiating or increasing fees for service: fines, meeting room rentals, equipment rental etc.
- Selling products or services
- Selling currently owned property
- Leasing space in current library facilities
- Soliciting donations from individuals by various means, including one time requests in support of a particular project,<sup>18</sup> annual giving campaign, and planned giving<sup>19</sup>
- Soliciting donations or sponsorships from businesses and organizations by various means, including one time requests in support of a particular project or an annual giving campaign<sup>20</sup>
- Hosting special events such as galas, literary festivals, author events

<sup>15</sup> "Library Fund Raising: A Selected Annotated Bibliography," American Library Association, <http://www.ala.org/tools/libfactsheets/alalibraryfactsheet24>. See also Burlingame, "Fund Raising as a Key to the Library's Future," *Library Trends*, (Winter 1994), [https://www.ideals.illinois.edu/bitstream/handle/2142/7917/librarytrendsv42i3i\\_opt.pdf?sequence=1](https://www.ideals.illinois.edu/bitstream/handle/2142/7917/librarytrendsv42i3i_opt.pdf?sequence=1)

<sup>16</sup> See, for example, "Library Grants," <http://librarygrants.blogspot.com/>

<sup>17</sup> See, for example, Lewis, "Crowdfunding the Library," *Library Journal*, (April 17, 2013), <http://lj.libraryjournal.com/2013/04/funding/crowdfunding-the-library/>

<sup>18</sup> See, for example, MacQuarrie, "Secret patron helps library unveil history: Latest \$500,000 donation will save, open treasures," *Boston Globe*, (Jan. 30, 2013), <https://www.bostonglobe.com/metro/2013/01/30/boston-publiclibrary-gets-anonymous-gift-help-preserve-its-historic-treasures/YHJPRigxamq5mwigJ1cbwLM/story.html>

<sup>19</sup> "Implementing a Basic Planned Giving Program," American Library Association, <http://www.ala.org/advocacy/advleg/frontlinefundraising/basicplannedgivingprogram>. See also "Planned Giving," Hartford Public Library, <http://www.hplct.org/support/planned-giving>; and

<sup>20</sup> See, for example, the affinity group partnerships developed to support the creation of specialized centers for the San Francisco Public Library discussed in Bailey, "A Library's Appeal: 'Affinity Groups' as a New Means of Fund Raising," *Chronicle of Philanthropy*, (July 12, 1994), <http://www.pps.org/reference/a-libraries-appeal-affinitygroups-as-a-new-means-of-fund-raising>

- Offering naming rights<sup>21</sup> for rooms, equipment, books, facilities, or collections, or even virtual walls in honor of a birthday, anniversary, graduation, or memorial<sup>22</sup>
- Soliciting donations to the an endowment or give now & later campaign where a portion of the gift supports a current need and a set percentage is deposited in an endowment to support future needs

**Key Questions:** Prior to beginning any significant effort to raise additional revenue, the library board needs to address a few key questions:

- How can the library create a fundraising environment that articulates the need for non-city revenue without appearing to be critical of city government or current levels of operating support?
- How can the library assure potential donors that their donations will not result in an offsetting decrease of public dollars?
- What are the primary purposes for which the library needs additional revenue?
- What organizational structure would allow the library to best pursue additional sources of revenue?<sup>23</sup>

**Recommendations:** To answer these and other related key questions, the consultants recommend that the Library Board take the following actions:

- Form an ad hoc task force early in Fy17 to evaluate how best to pursue possible supplemental revenue generating opportunities and how to assign responsibilities for supporting these efforts.
- Representatives of the board should meet with representatives of UTC who have been involved in redefining the University’s fund-raising efforts to explore what they have learned during these efforts. (Target date: Q1, FY17)
- Working with Friends of the Library and other supporters, the board and Library staff should consider initiating an annual campaign. The occasion 40<sup>th</sup> Anniversary year of the Library may provide a good focus for the initial campaign. With specially identified new initiatives to benefit from the campaign– such as launching the Chattanooga Memories Project, creation of the family computer lab, and/or food and health literacy initiative – the campaign may raise a significant amount of supplemental revenues and help carry out some of the most expensive elements recommended in this report.
- Any such supplemental funds received as a result of the campaign could be held and managed by the Community Foundation to support the supplemental needs of the Chattanooga Public Library, not to replace reduced operational support from the city or permit such reductions. The annual campaign should also be coordinated with the Branding and Communications plan to be developed as recommended in Appendix E.
- The annual campaign should be followed with a report to the residents of Chattanooga explaining how much money was raised, what it was spent for, and what the results were from any new projects or initiatives.

<sup>21</sup> See “Naming Rights Policy,” East Lansing Public Library, (June 17, 2015), <http://www.elpl.org/content/namingrights-policy>

<sup>22</sup> Gadeski, “How the impact of virtual ‘memorial walls’ stretches well beyond money raised,” *frontstream*, (Jan. 27, 2014), <http://www.frontstream.com/impact-virtual-memorial-walls-stretcheswell-beyond-money-raised>; see also “Virtual Fundraising Walls: Simple-Effective-Creative,” Memsaic, <http://www.memsaic.com>

<sup>23</sup> Pearson, “Library Foundations Raise Money for Libraries. . . Right?” *Library Journal*, (March 15, 2013), <http://lj.libraryjournal.com/2013/03/opinion/advocates-corner/library-foundations-raise-money-for-librariesright-advocates-corner/#>

## Appendix G: Process Leading to These Recommendations

The CPL strategic plan that is recommended in this report is the result of a multi-step process, which began in early February 2016 and will be completed (with the exception of the Communications and Branding extension) by the end of June 2016. Among the many steps in this process so far have been the following:

- Review of past reports, including “The Challenge of Change,” assessment and recommendations (2009) and the CPL’s strategic planning report from 2012, and of the Library’s web site;
- Multiple meetings, video conference calls, and email exchanges with the Corinne Hill, Library Director, and Richard Beeland, CPL’s Chief Administrative Officer;
- A tour of CPL facilities by the Library Director and June Garcia, a member of the consulting team who was also a co-author of the 2009 assessment;
- An all-day course setting meeting in Chattanooga on March 1 with members of the Strategic Planning Committee, including both board members, staff leadership, a representative of the Friends of the Library, and the project consultants;
- Several targeted research efforts as needed to review recommendations of the American Library Association and best practices of other public libraries around the country;
- Several follow up video calls with members of the Strategic Planning Committee to review and discuss various draft Appendices, a draft outlines of this report, and other materials;
- An in-person meeting on April 11 with CPL staff leadership and board members regarding aspects of the emerging strategic plan;
- Development and submission of a detailed outline of this report and various draft appendices, and a follow up video conference call on May 10 to obtain feedback from available board members and staff leaders;
- The development and submission of a complete draft – dated May 16, 2016, with opportunity for review of the draft by all members of the Strategic Planning Committee and appropriate staff members;
- An all-day in person meeting in Chattanooga on May 23 with the Strategic Planning Committee, staff leadership, and the consulting team;
- Subsequent revision of the plan to reflect the concerns and perspectives of the Strategic Planning Committee;
- A review of the revised draft plan recommendations by the full board at its June 21 annual meeting; and
- An additional set of revisions to incorporate suggestions of the board.

## END NOTES

- <sup>i</sup> Gauthier, "Hamilton County: Library faces 'daunting' list of problems," *Times Free Press*, (Jan. 18, 2009), <http://www.timesfreepress.com/news/news/story/2009/jan/18/hamilton-county-library-faces-daunting-listproble/204044>. For the full report see, Garcia and Kent, "The Challenge of Change: Report to the Mayor's Task Force on Revitalization and Future of the Chattanooga-Hamilton County Bicentennial Library (Feb. 16, 2009), [http://media.timesfreepress.com/docs/2009/02/Library\\_report.pdf](http://media.timesfreepress.com/docs/2009/02/Library_report.pdf)
- <sup>ii</sup> Belz, "Chattanooga Public Library Card comes with \$50 fee for non-city residents," *Times Free Press* (Oct. 13, 2012), <http://www.timesfreepress.com/news/local/story/2012/oct/13/the-price-of-reading-chattanooga-public-libraryca/90285>
- <sup>iii</sup> "The Chattanooga Public Library Strategic Planning Initiative: Strategic Planning Session Summary," Bridge Consulting International, (Sept. 18, 2012), <http://chattlibrary.org/sites/default/files/chattlibrary-stratplan.pdf>
- <sup>iv</sup> Phillips, "New director, young guns guiding Chattanooga's library system through a renaissance," *Times Free Press*, (Aug. 11, 2013), <http://www.timesfreepress.com/news/life/entertainment/story/2013/aug/11/rock-starlibrarians/115480>
- <sup>v</sup> Berry, "Corinne Hill: LJ's Librarian of the Year," *Library Journal*, (Jan. 7, 2014), <http://lj.libraryjournal.com/2014/01/awards/corinne-hill-ljs-2014-librarian-of-the-year/#> <sup>vi</sup> Petersen, Strategic Learning, New York: John Wiley & Sons, (2010), <http://williepietersen.com/strategic-learning>
- <sup>vii</sup> Reiter, "Library gives \$2.74 per tax dollar: Annual economic value pegged at \$101 million," *The Toledo Blade*, (April 28, 2016), <http://www.toledoblade.com/local/2016/04/28/Toledo-Lucas-County-Public-Library-gives-2-74value-per-tax-dollar.html>; and "Build Partnerships: Tools for Strategical Library Development," [http://udafboksen.nu/wp-content/uploads/2012/07/Build-Partnerships\\_Tools-for-Strategical-LibraryDevelopment.pdf](http://udafboksen.nu/wp-content/uploads/2012/07/Build-Partnerships_Tools-for-Strategical-LibraryDevelopment.pdf)
- <sup>viii</sup> "About the Library," <http://chattlibrary.org/about>.
- <sup>ix</sup> "City governments must comply with Title II of the ADA, and must provide program access for people with disabilities to the whole range of city services and programs. In providing program access city governments are not required to take any action that would result in a fundamental alteration to the nature of the service, program, or activity in question or that would result in undue financial and administrative burdens. This determination can only be made by the head of the public entity or a designee and must be accompanied by a written statement of the reasons for reaching that conclusion. The determination that undue burden would result must be based on all resources available for use in a program. If an action would result in such an alteration or such burdens, a city government must take any other action that it can to ensure that people with disabilities receive the benefits and services of the program or activity. 28 C.F.R. § 35.150(a) (3)." See: "The ADA and City Government: Common Problems," US Dep't of Justice, <http://www.ada.gov/comprob.htm>
- <sup>x</sup> See "Singapore Memories," <http://www.singaporememory.sg> and <http://www.iremember.sg> <sup>xi</sup> "Building the Smartest Community in the South—Chattanooga 2.0," <http://chatt2.org> <sup>xii</sup> <https://www.ims.gov/assets/1/AssetManager/21stCenturySkills.pdf>, pp. 23-26

<sup>xiii</sup> Reiter, “Library gives \$2.74 per tax dollar: Annual economic value pegged at \$101 million,” *The Toledo Blade*, (April 28, 2016), <http://www.toledoblade.com/local/2016/04/28/Toledo-Lucas-County-Public-Library-gives-2-74value-per-tax-dollar.html>; and “Build Partnerships: Tools for Strategical Library Development,” [http://udafboksen.nu/wp-content/uploads/2012/07/Build-Partnerships\\_Tools-for-Strategical-LibraryDevelopment.pdf](http://udafboksen.nu/wp-content/uploads/2012/07/Build-Partnerships_Tools-for-Strategical-LibraryDevelopment.pdf)

<sup>xiv</sup> Kramer and Stid, “The Effective Organization: Five Questions to Translate Leadership into Strong Management,” The Bridgespan Group, <http://www.bridgespan.org/Services-and-Expertise/Expertise/OrganizationalEffectiveness/Section2/The-Effective-Organization-Five-Questions-to-T.aspx#.VzYKL76nGYg>

<sup>xv</sup> See “Singapore Memories,” <http://www.singaporememory.sg> and <http://www.iremember.sg>

<sup>xvi</sup> “Building the Smartest Community in the South—Chattanooga 2.0,” <http://chatt2.org>  
<https://www.ims.gov/assets/1/AssetManager/21stCenturySkills.pdf>, pp. 23-26

<sup>xviii</sup> Reiter, “Library gives \$2.74 per tax dollar: Annual economic value pegged at \$101 million,” *The Toledo Blade*, (April 28, 2016), <http://www.toledoblade.com/local/2016/04/28/Toledo-Lucas-County-Public-Library-gives-2-74value-per-tax-dollar.html>; and “Build Partnerships: Tools for Strategical Library Development,” [http://udafboksen.nu/wp-content/uploads/2012/07/Build-Partnerships\\_Tools-for-Strategical-LibraryDevelopment.pdf](http://udafboksen.nu/wp-content/uploads/2012/07/Build-Partnerships_Tools-for-Strategical-LibraryDevelopment.pdf)

<sup>xix</sup> See “The Impact of Employee Engagement on Performance,” Harvard Business Review Analytical Services, (Sept. 2013), [https://hbr.org/resources/pdfs/comm/achievers/hbr\\_achievers\\_report\\_sep13.pdf](https://hbr.org/resources/pdfs/comm/achievers/hbr_achievers_report_sep13.pdf); See also “Gallup Q12 Employee Engagement Survey: Increase Profits & Productivity With The #1 Employee Engagement Survey,” Gallup, [http://products.gallup.com/181244/q12-gallup-employee-engagement-survey-adwords01222015.aspx?gclid=Cj0KEQjwvOC5BRcb\\_8yNmZ\\_Is9lBEiQACTz8vqxk9xO9OgMqRgkMT876xisyFZJ40ss3ZQ06Uv5lSaAivp8P8HAQ](http://products.gallup.com/181244/q12-gallup-employee-engagement-survey-adwords01222015.aspx?gclid=Cj0KEQjwvOC5BRcb_8yNmZ_Is9lBEiQACTz8vqxk9xO9OgMqRgkMT876xisyFZJ40ss3ZQ06Uv5lSaAivp8P8HAQ).

<sup>xx</sup> Chattanooga Public Library has historically considered the “number of people participating in programs or events sponsored or co-sponsored by the library” to include individual as well as group engagements in library sponsored or co-sponsored activities. This may not reflect the practice of other libraries cited in this benchmarking section of this report.