2021 STATE OF THE LIBRARY

Executive Director Corinne Hill
Clarify Cultural Framework

VISION
An inspired, connected, and engaged Chattanooga.

MISSION
To be the community’s catalyst for lifelong learning.
Clarify Cultural Framework

CORE PRINCIPLES
Community and Customer Service
21st Century Literacy
Digital Equity
Clarify Cultural Framework

VALUES

Accessibility, Inclusivity, and Diversity
Communication Building
Education and Intellectual Freedom
Enhancement of the Quality of Life
Innovation and Responsiveness
Programs with a Purpose
Assessing Future Trends and Directions

ENSURE THAT THE LIBRARY MEETS COMMUNITY NEEDS IN AN ADAPTIVE FASHION

- Continue to foster an adaptive culture
- Gather data systematically to better understand:
  - Community preferences and reactions
  - Organizational needs and personnel development
  - Translating the aspired culture into reality
Assessing Future Trends and Directions

Work across these main areas:

- Leadership
- Decision Making and Structure
- People
- Work Process and Systems
- Culture
Assessing Future Trends and Directions

Communicate and Update Strategic Priorities to Achieve Our Desired Impact

FY'21 Communication Plan includes strategic priorities for service delivery during COVID-19
BENCHMARK MEASURES

Continue to evaluate CPL activities, personnel, and facilities including performance data collection, analysis, and reporting systems.
Track and share performance data and social media data during KPI Wednesday each month at Leadership Team meeting.
BENCHMARK MEASURES

Conduct mandatory monthly online training workshops

- Safety training
  - Reduction in IOD from $67,506.76 in FY'17 to $258.20 in FY'20
- Homelessness training
  - 579 hours logged in FY'20
- COVID-19 safety training
New Development Director to pursue community partnerships and fundraising with Friends
  • Hired Michael Watson in FY'20

New Assistant Director of Technology
  • Hired Richard Groves in FY'20
BENCHMARK MEASURES

Square footage of library space per Capita

- Increased by 1,675 with FY'19 opening of Avondale Branch.
<table>
<thead>
<tr>
<th>TN Metro Libraries</th>
<th>Population</th>
<th>Total Operating Expenditures FY '18</th>
<th>Expenditures per capita FY'18</th>
<th>Total Operating Expenditures FY ‘19</th>
<th>Expenditures per capita FY’19</th>
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</thead>
<tbody>
<tr>
<td>CPL</td>
<td>FY’18: 173,366 FY’19: 182,799</td>
<td>$6,454,517</td>
<td>$37.23</td>
<td>$7,208,948</td>
<td>$39.44</td>
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<tr>
<td>Knox</td>
<td>FY’18: 435,725 FY’19: 470,313</td>
<td>$13,250,373</td>
<td>$30.40</td>
<td>$13,875,284</td>
<td>$29.50</td>
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<tr>
<td>Mem</td>
<td>FY’18: 829,986 FY’19: 937,166</td>
<td>$20,389,573</td>
<td>$24.56</td>
<td>$21,714,509</td>
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<td>Nash</td>
<td>FY’18: 658,602 FY’19: 670,930</td>
<td>$34,976,146</td>
<td>$53.10</td>
<td>$35,281,242</td>
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<tr>
<td>CPL</td>
<td>FY’18: 173,366 FY’19: 182,799</td>
<td>$573,594</td>
<td>$3.30</td>
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<td>Knox</td>
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<td>$1,700,550</td>
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<td>$1,461,382</td>
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<td>$7.81</td>
<td>$4,754,162</td>
<td>$7.09</td>
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**BENCHMARK MEASURES – MATERIALS EXPENDITURE**
<table>
<thead>
<tr>
<th>TN Metro Libraries</th>
<th>Population</th>
<th>Total Circulation FY '18</th>
<th>Circulation per capita FY'18</th>
<th>Total Circulation FY '19</th>
<th>Circulation per capita FY'19</th>
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<tr>
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<td>FY'19: 182,799</td>
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<tr>
<td>Knox</td>
<td>FY'18: 435,725</td>
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<td></td>
<td>FY'19: 470,313</td>
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<tr>
<td>Mem</td>
<td>FY'18: 829,986</td>
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<td>1.9</td>
<td>1,730,681</td>
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<td>FY'19: 937,166</td>
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<tr>
<td>Nash</td>
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<td>9.7</td>
<td>7,523,422</td>
<td>11.2</td>
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<td></td>
<td>FY'19: 670,930</td>
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**BENCHMARK MEASURES - CIRCULATION**
<table>
<thead>
<tr>
<th>TN Metro Libraries</th>
<th>Population</th>
<th>Total Holdings FY '18</th>
<th>Holdings per capita FY'18</th>
<th>Total Holdings FY '19</th>
<th>Holdings per capita FY'19</th>
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<td>1,266,150</td>
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<td></td>
<td>FY'19: 470,313</td>
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<td>Mem</td>
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<td>2.9</td>
<td>1,996,253</td>
<td>2.1</td>
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<td>FY'19: 937,166</td>
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<tr>
<td>Nash</td>
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<td>2,214,447</td>
<td>3.4</td>
<td>2,243,202</td>
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<td></td>
<td>FY'19: 670,930</td>
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<td>TN Metro Libraries</td>
<td>Turnover Rate FY ‘18</td>
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</tr>
<tr>
<td>CPL</td>
<td>1.4</td>
<td>1.6</td>
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<td>Knoxville</td>
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<tr>
<td>Memphis</td>
<td>0.8</td>
<td>0.9</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Nashville</td>
<td>2.9</td>
<td>3.4</td>
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</table>

(Number of materials checked out relative to collection size)
<table>
<thead>
<tr>
<th>TN Metro Libraries</th>
<th>Population FY'18</th>
<th>Population FY'19</th>
<th>Number of Programs FY'18</th>
<th>Number of Programs FY'19</th>
<th>Program Attendance FY'18</th>
<th>Program Attendance FY'19</th>
<th>Program Attendance per capita FY'18</th>
<th>Program Attendance per capita FY'19</th>
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</thead>
<tbody>
<tr>
<td>CPL</td>
<td>173,366</td>
<td>182,799</td>
<td>3,292</td>
<td>3,145</td>
<td>65,734</td>
<td>64,822</td>
<td>0.38</td>
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<tr>
<td>Knox</td>
<td>435,725</td>
<td>470,313</td>
<td>3,048</td>
<td>3,111</td>
<td>86,640</td>
<td>93,680</td>
<td>0.20</td>
<td>0.20</td>
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<tr>
<td>Mem</td>
<td>829,986</td>
<td>937,166</td>
<td>6,370</td>
<td>7,880</td>
<td>111,908</td>
<td>152,693</td>
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<td>0.16</td>
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<td>Nash</td>
<td>658,602</td>
<td>670,930</td>
<td>14,759</td>
<td>15,528</td>
<td>337,670</td>
<td>357,687</td>
<td>0.51</td>
<td>0.53</td>
</tr>
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</table>
**Goals and Measurable Objectives**

- **Reduce public computer downtime through planning, purchasing and training**
  - 99.98% uptime/availability during operating hours in FY’20

- **Maintain collections that are responsive to current interests and support the desire for lifelong learning**
  - One million goal met in FY ’17 with total circulation of 1,062,346
    - FY’18: 1,133,500
    - FY’19: 1,212,714
    - FY’20: 959,253*

*Decrease in circulation due to switching to digital only for 3.5 months of FY’20
Goals and Measurable Objectives

- Collections strategy in FY’20 using Baker & Taylor’s CollectionHQ to systematically weed, manage, and order collections
  - Continue ‘FY19 strategies:
    - Stabilized bestseller collections by ordering adequate amount on first order
    - Ordered based on trends at branches
      - South Chatt: Family-oriented material
      - Eastgate: Historical biographies and Large Print
      - Northgate: Debut authors (community experimental)
New strategy to stabilize collections affected by COVID-19

- Adjust removal lists to address higher Dead on Arrival counts
- Transfer branch materials to downtown to free up space for FY'21 materials
- Order based on current events
- Meet patron demands for materials about race relations and pandemics
- Fill in holes and refresh older materials with replacement copies and updated information
Goals and Measurable Objectives

Collections strategy in FY’20 (con’t)

- Maintenance of Collections
  - Why weeding is essential:
    - Prevents overcrowded shelves
    - Frees up space for new materials
    - Keeps materials current and accurate
    - Maintains the quality of our materials
  - Why it needs to be done correctly:
    - We serve a community with a wide variety of backgrounds, experiences and ages.
    - We are stewards of taxpayer money and must follow a Standard Operating Procedure for accountability.
Goals and Measurable Objectives

- Survey customers regarding satisfaction with the collection, time waiting for holds, and whether service received was good or excellent
  - 94% positive (Very Good - Good) response on comment cards in FY’20

- Increase social media likes and follows by 15% in FY’20
  - Increased followers by 32.5% with 19,471 followers in FY’20
  - Increased total engagement by 3,836% with 12,928 likes, comments and shares in FY’20
  - Increased potential audience reached by 1,294% with 267,985 reached in FY’20

- Create email distribution list
  - Monthly e-newsletter started in FY’21
**Goals and Measurable Objectives**

- Offer programs and training sessions that stimulate patrons’ imaginations, satisfy their curiosity, and enhance their skills:
  - Goal: 4,200 programs each year
    - FY’18: 3,292
    - FY’19: 3,145
    - FY’20: 2,816
  - Goal: 4,500 children registered for summer learning
    - FY’18: 2,631
    - FY’19: 2,707
    - FY’20: 621*
    - FY’21 Fall: 11,578*

*Online only*
Goals and Measurable Objectives

- A minimum of 95% of program attendees indicated that programs were very good or excellent in FY'18 - FY'20
- In FY'18 and FY'19 children’s programming measures based on Chattanooga Basics

<table>
<thead>
<tr>
<th>I learned new ways to:</th>
<th>FY ’18</th>
<th>FY ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximize love, manage stress</td>
<td>29%</td>
<td>37%</td>
</tr>
<tr>
<td>Talk, sing, and point</td>
<td>71%</td>
<td>83%</td>
</tr>
<tr>
<td>Count, group, and compare</td>
<td>50%</td>
<td>60%</td>
</tr>
<tr>
<td>Explore through movement &amp; play</td>
<td>98%</td>
<td>91%</td>
</tr>
<tr>
<td>Read and discuss stories</td>
<td>98%</td>
<td>98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I plan to use the following Basics at home with my child:</th>
<th>FY ’18</th>
<th>FY ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximize love, manage stress</td>
<td>50%</td>
<td>63%</td>
</tr>
<tr>
<td>Talk, sing, and point</td>
<td>93%</td>
<td>94%</td>
</tr>
<tr>
<td>Count, group, and compare</td>
<td>57%</td>
<td>71%</td>
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<tr>
<td>Explore through movement &amp; play</td>
<td>64%</td>
<td>77%</td>
</tr>
<tr>
<td>Read and discuss stories</td>
<td>98%</td>
<td>98%</td>
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</table>
In FY'20, children's programming implemented new measures that incorporate PLA Toolkit's Every Child Ready to Read with Chattanooga Basics.
Facility Improvements

☑ Downtown:

- HVAC replacement - Phase I completed in FY’20 and Phase II completed in FY’21
- New roof for main library completed with Phase I of HVAC replacement
- Roof above 2nd Floor Children’s Department to be completed in FY’21
- 3rd Floor patio upgrade as a venue planned for FY’21 as a fundraising project
- Technology infrastructure upgrade to routers and switches to be completed in FY’21
Facility Improvements

☑ Downtown:
  • ADA Upgrades to reduce access barriers for people with disabilities through Capital Improvements:
    ◦ Automatic sliding doors to 10th and 11th St. exits completed in FY'21
    ◦ ADA compliant bathrooms to be completed in FY'21
Marketing Campaign

✅ Here We Grow

- Awareness campaign to increase cardholders and grow CPL community presence
- Video for television and online advertising
  - Completed by Humanaut January 2021
- Art for digital billboards
  - Completed by Humanaut January 2021
- Art for poster campaign
  - PR team to produce a series with patron testimonials - paused until buildings reopen to public
**Chattanooga History Collections**

- Enclosure completed in FY’20
  - 514 archival enclosures
  - 107 objects
  - 1,481 cubic feet
  - 12 sections of “museum grade” shelving
  - Secure and climate controlled enclosure

- Public can request to view items from either UTC or CPL via UTC-Special Collections online request form.

- Exhibitions on 3rd Floor
  - Future exhibitions planned when building reopens to public
Americans and the Holocaust

- Travelling exhibit sponsored by United States Holocaust Memorial Museum and the ALA
- CPL chosen to be one of 50 host libraries out of 250 applicants
  - Postponed to January 2023
- Sponsorships will be offered for fundraising, including VIP event hosted by Friends of the Library
- 4 programs planned for the exhibit
  - Funding provided by ALA grant
Silk and Shades
ARTIST IN RESIDENCE

☑️ First artist in residence program launched in FY’19
  • Funding from Lyndhurst Foundation
  • Artist Claire Vassort hosted free silk painting art classes for adults and children during Summer 2019
    ○ 207 attended the demos and classes from April - July
  • 1st Floor installation opened October 2020 with reception for the public
  • Next artist on hold until building reopens to public
Pandemic Response

- CPL closed on March 14 to help prevent the spread of COVID-19
- Within one week, laptops, hot spots and other equipment were deployed to staff to delivery library services online, creating a new “digital branch”
  - New library card process moved online
  - Extended due dates and suspended fines
  - Increased fine limit so patrons could still use library cards
  - Updated digital collections’ sliders for summer reading, current bestsellers and current events
- Circulated 49,496 items on hoopla, RBDigital and OverDrive from March 14 – June 12, 2020.
Pandemic Response

- Children and Adult programming delivered online from staff at home
  - 315 video and virtual meet-up programs from March 20 - June 30, 2020
- Coordinated celebrity bedtime stories to gain more followers and reach a larger audience
  - Leslie Jordan’s first video reached over 500,000 people with national media attention
- Launched Make. Play. Read. Learn. 100% online
  - Added new summer learning program for adults
- Staff used sewing lab equipment and materials to create 770 masks by end of FY’20
  - Masks went to Mayor’s office, Kidney Center, Hospice Chattanooga, Patton Towers, Bethlehem Center and Library staff
- Staff used 3D printers to create 40 face shield parts for Public Education Foundation’s efforts to support area hospitals
Flavor Lab delivered 18 programs in FY’20.

Commercial kitchen build out – will pursue with fundraising efforts in FY’21

- Tech Goes Home
- Book-a-Librarian
- STEM and STEAM programs
- Makerspace
- Hot Spot and Chromebook check-outs at Avondale
  - Circulated 13 times each over the 3 months Avondale was open in ‘FY20

Create a community learning kitchen emphasizing food, nutrition, and health literacies

- A priority on ICT literacy (information, communication and technology)
  - Tech Goes Home
  - Book-a-Librarian
  - STEM and STEAM programs
  - Makerspace
  - Hot Spot and Chromebook check-outs at Avondale

Beyond Reading

21ST CENTURY LITERACY AND SKILLS
Beyond Reading

21ST CENTURY LITERACY AND SKILLS

- Civic, historical, ethical, and social justice, economic and financial literacy, critical thinking, creative problem solving and analytical abilities
- STEAM based programming
- Chattanooga Memory Project
- League of Women Voters - voter registration programs
- U.S. Census
- Library Lounge podcast
- Americans and the Holocaust
- Historical Footsteps program with Linda Moss Mines
Strategic Partnerships/Alliances

- Create and Leverage
  - UTC Bachelor’s of Social Work Department (Intern Program)
  - YMCA Food and Fun Program (Free Lunch)
  - WUTC (Live in the Library weekly show on 88.1)
  - Co.Lab (Maker Day and AARP workshops)
  - RISE Chattanooga (formerly Jazzanooga)
  - American Job Center of Tennessee
  - La Paz
  - U.S. Department of State
  - U.S. Citizenship and Immigration Services
  - US. Census Bureau
  - River City Company
Strategic Partnerships/Alliances

☑️ Create and Leverage

- UTC Dept. of Engineering and Computer Science Technology
- League of Women Voters
- Office of Early Learning
- AIM Center
- Chattanooga Interagency Council on Homelessness
- Enterprise Center (Tech Goes Home)
- McKamey Animal Center
- Barley Chattanooga (CwCB)
- Exile off Main (Mainx24)
- East Lake Language and Arts (ELLA)
- Youth and Family Development
- Chattanooga Department of Transportation
Deliver on Mission

STRENGTHENING CPL’S CAPACITY

- Ongoing evaluation of all program and service elements
- Annual evaluation of employee performance and six month evaluation of new hires
- Annual Staff Day

FY'20 Staff Day feedback

- Staff enjoyed guest speaker Deb Socia, Corinne’s State of the Library and staff presentations
- Staff requested more organization, planning and time for Q&A for the GARE Equity training
- Staff requested time to workshop with other branches
Annual Staff Survey - FY’20

- 67 people surveyed with the average strongly agreeing with statements
- Areas we’re doing well:
  - Job expectations
  - Coworker relationships
  - Supporting staff
  - Opportunities to develop skills

- Areas that need work:
  - Training and resources
  - Trust in Leadership
  - Communication
  - Accountability
  - Sharing ideas
  - Employee appreciation
  - Crisis management

- Overall survey results: 3.6 out of 5 in FY’20 shows improvement over 3.4 in FY’19
Deliver on Mission
STRENGTHENING CPL’S CAPACITY

☑️ Build capacity of Local History and move it into a digital environment
  • 472 clipping files (16 GB) scanned and archived in FY’20
  • Setup and maintained remote access for Ancestry.com
  • Migrated all existing digital assets and new assets to new Chattanooga Memory Project platform

☑️ Branding and Communications Plan
  • Communications Plan implemented FY’20
  • Awareness campaign to launched in FY’21

☐ Hire Development Director
  • Completed in FY’20

☑️ Create and distribute Annual Report
  • Completed in FY’21
Made remarkable progress in the last year

Many challenges
- Aging facilities
- Physical barriers to access
- Constraints with capital and operating funds
- Balancing collection to meet needs

Many opportunities moving forward
- Building structure around the Digital Branch
- Communication – Internal and External
- Focus on Philanthropy
- Continuing to build trust between Library staff and administration