



LEWIS & CLARK LIBRARY

STRATEGIC PLAN 2013-2017

September 5, 2013

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LEWIS & CLARK LIBRARY STRATEGIC PLAN 2013-2017

The Strategic Planning Process:

Your Lewis & Clark Library Board and staff are pleased to share with you our Strategic Plan 2013-2017. The Strategic Plan reflects what we envision for the future. It is meant to be used as a roadmap for meaningful change, setting the direction and establishing priorities for the library, translating our vision into broadly defined goals and the steps needed to achieve them. The plan is designed to be flexible and responsive to changes in the demographic, economic or political climate. It is based on our community's needs and values, and informed by progressive library practices across the nation.

A Committee consisting of representatives from the Lewis & Clark Library Board of Trustees and library staff developed the Strategic Plan over the course of one year. Patrons and members of the broader community informed all the stages of our planning process, ensuring that these goals and strategies align with our community's needs and values.

Changes in how people access and use information and interact with one another require new approaches to the services and resources that the library offers. Although technology and the Internet remain crucial to the services we provide, the role of the library as an accessible community gathering space, a center of discovery and community for all ages is a high priority for the communities we serve.

Montana Public Library Standards

Libraries in Montana must meet certain essential standards in order to receive state aid per capita. The new public library standards, revised in 2006, are detailed in Administrative Rules of Montana 10.102.1150 through 10.102.1154.

There are three levels of standards, "essential" (mandatory) standards for public libraries, as well as the "enhanced" standards and "excellent" standards Montana libraries are encouraged to achieve. Throughout the planning process these standards were used as a guideline to ensure essential standards will be met and excellent standards are achieved.

Organizational Profile:

History:

Helena's first library was established in 1868, only four years after gold was discovered in Last Chance Gulch, when a number of prominent citizens banded together to form the Helena Library Association. Until 1886, the library functioned on a subscription basis. In that year, by a vote of the people, the Helena Public Library was established as a free library and is the oldest in the state.

Over the years, the library occupied various quarters, became a depository for government documents, developed an excellent Montana collection, and maintained an overall collection of 52,000 volumes by 1946. In 1974, voters of Lewis and Clark County approved a bond issue to construct a new facility that would house a joint City-County library. Construction of the new building was completed in 1976. At that

time the Lincoln library became part of the County system. A new library facility was constructed in Augusta in 1978, and the Lincoln branch was remodeled and expanded in 1989.

In November 1998, the voters of Lewis and Clark County approved a \$1.3 million emergency mill levy to purchase new books and computers, make long overdue repairs to the building, and open more hours. In November, 2000, the voters extended the emergency mill levy for a period of seven years, giving the library long-term, stable funding for the first time in many years, as well as funding to remodel the main facility in Helena.

Construction began on the 26 year old facility in December of 2003 and concluded in September of 2004. The remodel included the enclosure of the old entryway to create an inviting new lobby area; the relocation of the Information Desk to be more centrally and prominently located; the addition of a new audio visual area that features CDs as well as a new DVD collection; and the addition of a state of the art Computer Lab.

Additionally, a central stairway was added so that patrons could easily access the Mezzanine. Prior to the remodel, the Mezzanine area had been used for storage, now the area houses staff in addition to the Lewis & Clark County Genealogical Society, the Montana Collection, and the Stephen Ambrose Reading Room.

In 2001, the East Helena branch, housed in the East Helena Middle School, opened and in 2005-2006 the Augusta and Lincoln branches received a fresh coat of paint, new carpeting and much needed repairs.

In June 2010 the East Helena branch was relocated to a leased facility at 16 East Main Street in East Helena. The 2000 square foot building is a welcoming and accessible space for the community.

Following years of planning, the Lewis & Clark Bookmobile hit the road in November 2012. The Bookmobile serves those areas in the County that do not have ready access to library services, as well as assisted living facilities and nursing homes in the Helena area.

Accomplishments 2008-2012:

- Our most important task moving forward was to maintain funding. The Library's voted seven year continuing mill levy expired on June 30, 2008. Thanks to the support of Lewis & Clark County residents the Library successfully passed a permanent continuing mill levy in June 2008 which will allow the Library to maintain and grow services as well as plan for both short and long term needs.
- The Helena Main Library was able to up summer hours and is now open 63 hours per week year round.
- New features were added to the online catalog, which is now web-based; patrons have the ability to place holds and renew items through their online account; patrons also now receive courtesy notices via email a day before items are due.
- In May 2010, a grand opening was held for the new 1,008 square foot community meeting room at the Lincoln Branch Library. In addition to the additional space, the entire building was re-sided, two new bathrooms and a new HVAC system were installed. The meeting space

accommodates an average of 15 community meetings per month, as well as providing space for library programming and training opportunities.

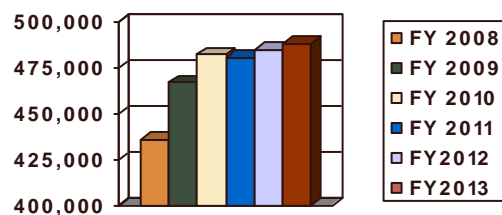
- The relocation of East Helena Branch Library has proved to be highly successful, with usage doubling, thanks to more flexible service hours. A once blighted building has been converted to a beautiful and welcoming space. The facility houses more materials and the number of public access computers doubled.
- Outdoor steps were installed at the Helena Main Library to improve access to the main entrance as well as to address safety issues.
- Convenient materials drop-off boxes were installed at Bob's Valley Market, Montana City Store, Canyon Ferry Mini-Basket and the Green Meadow Store.
- In June 2011 the Dive Bakery opened in the Lobby of the Helena Main Library and according to a recent public survey, is a welcome addition to our community gathering space.
- Lewis & Clark Library's newest branch library, the Bookmobile, officially hit the road in November 2012. It has been very well received and we continue to receive additional requests for service. Circulation has more than doubled in just six months. The Bookmobile has also been present at fairs, fests, and other special events.
- Most recently, the Library began outreach services to the County detention center. It has been extremely well received.
- In FY 2013 the Augusta Branch Library exterior was re-stained and the grounds refreshed. We have maintained all library facilities and grounds, replacing or adding carpeting, furniture and equipment as needed.
- The Lewis & Clark Library is part of a new grassroots courier service that is used to more cost effectively transport Interlibrary Loan materials throughout the state.
- We are a member and have contributed both resources and significant staff time to the growth of the MontanaLibrary2Go E-Audio and E-Book consortium.
- The Library is proud to offer expanded high quality programming opportunities for all ages at all branch libraries, including award winning author visits, lectures, musical events, early literacy programs such as Books and Babies, Dear Author for elementary aged students, a plethora of activities for teens, and adult programming that supports life-long learning opportunities. The Big Read Under The Big Sky has become a much anticipated annual event thanks to the receipt of seven consecutive Big Read grants funded by the National Endowment for the Arts.
- As a result of an organizational wide targeted planning process the Library streamlined the materials returns and shelving processes in Helena, improving work flows and addressing ergonomic issues. We are looking forward to continuing this type of planning as we move forward.
- An in house laptop checkout program was established.

- The Library has a visible, active and supportive Library Foundation that funded technology for the Bookmobile as well as targeted programming for all ages.
- New social media technologies have been implemented and include a general, teen, bookmobile and books and babies Facebook pages, as well as a Teenlandia Tumblr page.
- The Library was able to establish a library depreciation fund with reserve funds that will allow us to plan and implement short and long term capital projects.

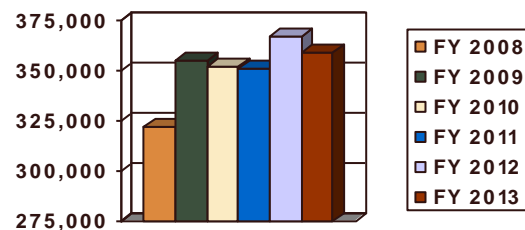
Current Situation:

Today, the Lewis & Clark Library has an overall collection of 138,337 items, including books, magazines, audio and visual materials, and electronic and internet access to a wide variety of information sources.

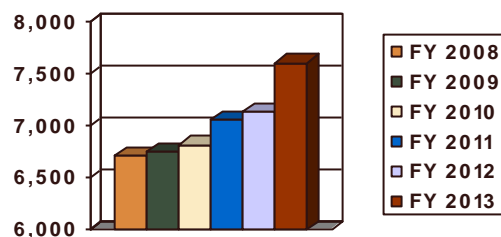
- Circulation has increased 12% from 435,790 in 2008 to 487,838 in 2013. There were a total of 167,765 online database sessions.



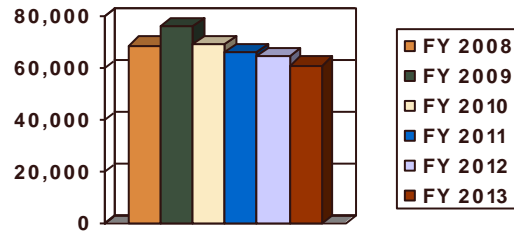
- Visitation has increased 12%, from 321,680 in 2008 to 358,897 in 2013, reflecting an average of over 29,000 visitors per month.



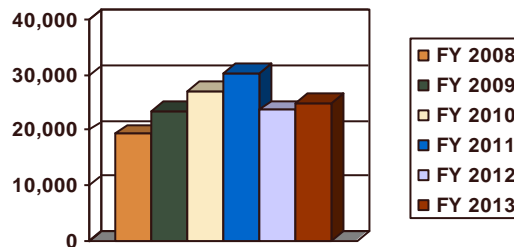
- Public service hours have increased from 6,718 hours in 2008 to 7,609 hours in 2013. Increase in hours reflects additional service hours at the new East Helena Branch Library location and the introduction of the new Bookmobile service in FY 2013.



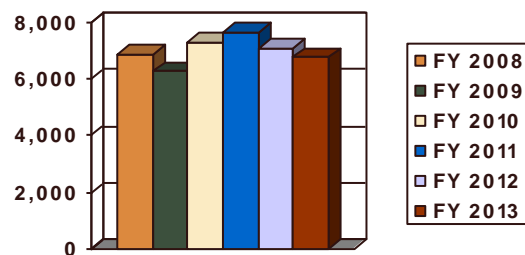
- Public computer use has been decreasing, while use of personal devices accessing the Library's Wi-Fi has dramatically increased. **Statistics reflecting rise in access via Wi-Fi and personal devices is unavailable.**



- In FY 2013 there was a total 14,680 social media hits on the Library, Teen, Bookmobile, and Books and Babies Facebook pages; 187,953 users accessed the Library through the website; and 119,356 accessed the Library through the Library's new Mobile Application feature.
- An average of 24,800 people participate in Library programs each year. In addition, over 85,500 people attended outreach events. Higher numbers in FY 2010 and FY 2011 reflect major author visits.

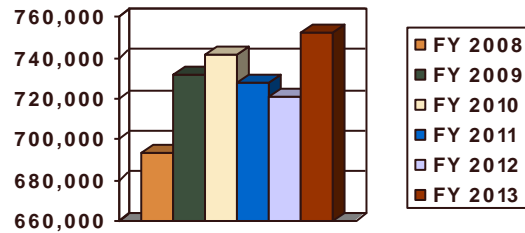


- Story Time attendance averages 7,000 participants per year.



- In FY 2013 information staff responded to a total of 11,427 in-depth reference inquiries, 20,951 directional questions and 18,554 procedural questions.

- **Total transactions:** Includes circulation, materials used in-house, reference and information requests, public computer use, program attendance, and meeting room use. Use of the Library was up significantly during the worst of the economic downturn, which reflects what libraries nationwide were experiencing.



Organization and Operations:

As a joint City-County venture, the Lewis & Clark Library is governed by a five-member board of directors, with two each appointed by the City and County Commissions, and the fifth member jointly appointed by the City and County. Day-to-day operations are the responsibility of a Director appointed by the board. The Library is currently budgeted for 30.275 FTE staff positions, which are organized according to administration, collection services, network services, public services, and branch services. The main library is open 63 hours per week year round while the East Helena Branch is open 31 hours per week, the Augusta and Lincoln Branches are open 24 hours per week, and the Bookmobile is open at scheduled stops an average of 63 hours per month. The Lewis & Clark Library Foundation assists in raising, managing, and distributing funds from charitable sources.

Finances:

The library's maintenance and operations budget for fiscal year 2014 is \$3,012,991. The bulk of funding is generated through county property taxes designated specifically for library services and includes a base levy (\$805,517 in FY 2013) and a voted permanent continuing mill levy (\$1,635,443 in FY 2013). In addition, the library also receives entitlement levy revenue (\$326,174) in FY 2013). The library generates around \$83,000 annually through fees and fines and also receives around \$22,000 annually in state aid and library federation grants. Finally, the library receives both grant funding and charitable contributions to further supplement and enhance operations. Since 2007, the Library has received a total of \$169,865 in grants.

Our Mission

The mission of the Lewis & Clark Library is to provide the best possible services and materials for informational, educational, cultural, or recreational use by the community.

Our Vision

The Lewis & Clark Library fosters the spirit of exploration, the joy of reading, and the pursuit of knowledge for our community.

Guiding Principles

Public Trust: We commit to being fiscally responsible with public resources, to protecting patron confidentiality, and to providing safe, well maintained and accessible facilities.

Accessibility and Openness: We strive to provide barrier-free facilities, resources and programs that are equally accessible to all.

Diversity: We commit to reflecting the diversity of our community through our collections, services, and staff.

Quality of Services: We value excellence in our customer services and collections and commit to providing accurate and reliable information in a respectful interaction between well trained, friendly and efficient staff and all members of our community.

Outreach and Partnership: We actively develop partnerships and joint activities with community groups to further the Library's mission.

Knowledge and Learning: We believe in providing resources and services that contribute to life long learning.

Intellectual Freedom: We subscribe to the basic principles of intellectual freedom and of the open exchange of information.

Love of Reading: We nurture the joy of reading in people of all ages.

Information and Literacy: We believe in the importance of an informed and literate community.

Creativity and Innovation: We encourage and support creative approaches and innovative solutions in all aspects of library service

Area Profile:

Outlook

According to the University of Montana’s Bureau of Business and Economic Research (BBER), Lewis & Clark County Outlook 2013, there is both good and bad news for the county, a county very dependent on government for its economic base. “The good news is that the dependence on government means that the Helena-area economy is relatively non-cyclic”, while the bad news “is that government is not likely to be a prosperous industry in the near future, and this may lead to slower overall growth in the Lewis & Clark County economy”. Still, there are signs of some resurgence in the construction industry and in the insurance and professional & technical services industries. For more information, visit University of Montana’s BBER’s web site at the <http://www.bber.umt.edu/>.

Population Data

LEWIS AND CLARK COUNTY CENSUS 2000 AND CENSUS 2010 POPULATION				
AREA	Census 2010 Total Population	Census 2000 Total Population	Number Change 2010 to 2000	% Change 2010 to 2000
Lewis and Clark County	63,395	55,716	7,679	13.8%
Augusta CDP	309	284	25	9%
Craig CDP*	43	--	--	--
East Helena city	1,984	1,642	342	21%
Helena city	28,190	25,780	2,410	9%
Helena Valley Northeast CDP	2,995	2,122	873	41%
Helena Valley Northwest CDP	3,482	2,082	1,400	67%
Helena Valley Southeast CDP	8,227	7,141	1,086	15%
Helena Valley West Central CDP	7,883	6,983	900	13%
Helena West Side CDP	1,637	1,711	-74	-4%
Lincoln CDP	1,013	1,100	-87	-8%
Marysville CDP*	80	--	--	--
Balance of County	7,552	6,871**	681	10%
* New CDP in 2010				
** Does not include Craig and Marysville CDP as they did not exist in 2000.				
Source: U.S. Census Bureau, Decennial Censuses				

The Helena area population including Helena, East Helena and the Helena area Census Designated Places (CDPs) in 2010 was 54,398, a 15% increase over the same area in 2000.

Comparing the population of the city of Helena to the population in the unincorporated area immediately surrounding Helena, including the five CDPs, the city grew 9% between 2000 and 2010 while the surrounding area grew 21%. [Lewis and Clark County Quick Facts](#)

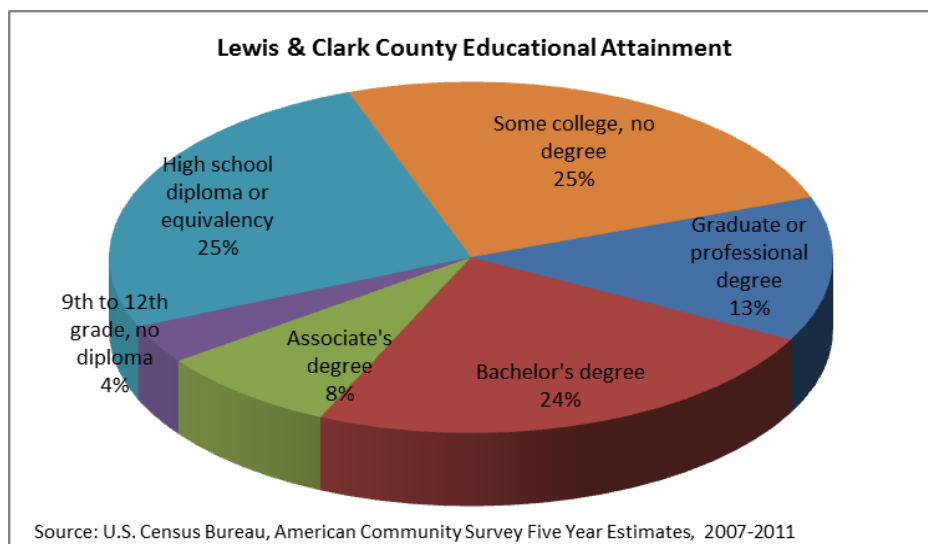
BROADWATER COUNTY CENSUS 2000 AND CENSUS 2010 POPULATION				
AREA	Census 2010 Total Population	Census 2000 Total Population	Number Change 2010 to 2000	% Change 2010 to 2000
Broadwater County	5,612	4,385	1,227	28%
Radersburg CDP	66	70	-4	-6%
Spokane Creek CDP*	355	--	--	--
The Silos CDP*	506	--	--	--
Toston CDP	108	105	3	3%
Townsend city	1,878	1,867	11	1%
Wheatland CDP*	568	--	--	--
Winston CDP	147	73	74	101%
* New CDP in 2010				
Source: U.S. Census Bureau, Decennial Censuses				

POWELL COUNTY CENSUS 2000 AND CENSUS 2010 POPULATION				
AREA	Census 2010 Total Population	Census 2000 Total Population	Number Change 2010 to 2000	% Change 2010 to 2000
Powell County	7,027	7,180	-153	-2.1%
Avon CDP	111	124	-13	-10%
Deer Lodge City	3,111	3,421	-310	-9%
Elliston CDP	219	225	-6	-3%
Garrison CDP	96	112	-16	-14%
Ovando CDP	81	71	10	14%
Source: U. S Census Bureau, Decennial Censuses				

JEFFERSON COUNTY CENSUS 2000 AND CENSUS 2010 POPULATION				
AREA	Census 2010 Total Population	Census 2000 Total Population	Number Change 2010 to 2000	% Change 2010 to 2000
Jefferson County	11,406	10,049	1,357	14%
Basin CDP	212	255	-43	-17%
Boulder city	1,183	1,300	-117	-9%
Cardwell CDP	50	40	10	25%
Clancy CDP	1,661	1,406	255	18%
Elkhorn CDP*	10	--	--	--
Jefferson City CDP	472	295	177	60%
Montana City CDP **	2,715	2,094	621	30%
Rader Creek CDP	363	--	--	--
South Hills CDP **	517	--	--	--
Whitehall town	1,038	1,044	-6	-1%
* New CDP in 2010 ** Montana City CDP split in to South Hills CDP in 2010 Source: U. S Census Bureau, Decennial Censuses				

Education Data

According to the U.S. Census Bureau's [American Community Survey](#), 2007-2011, five year estimates, for Lewis & Clark County, 94.9 percent of people 25 years and over had at least graduated from high school and 37 percent had a bachelor's degree or higher.

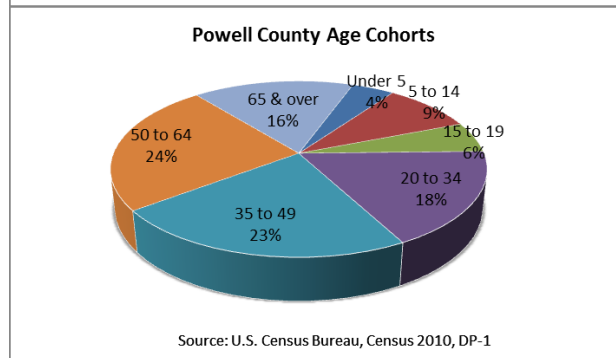
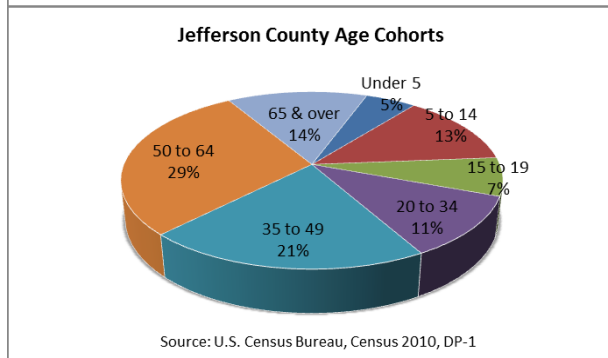
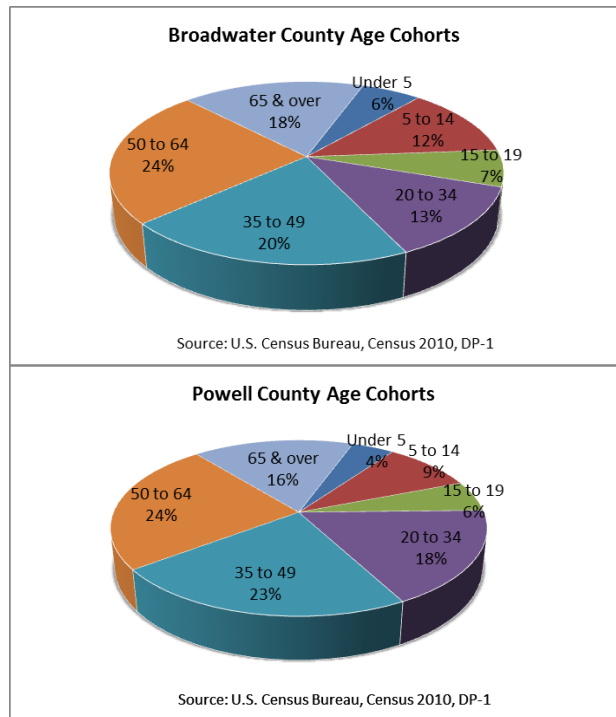
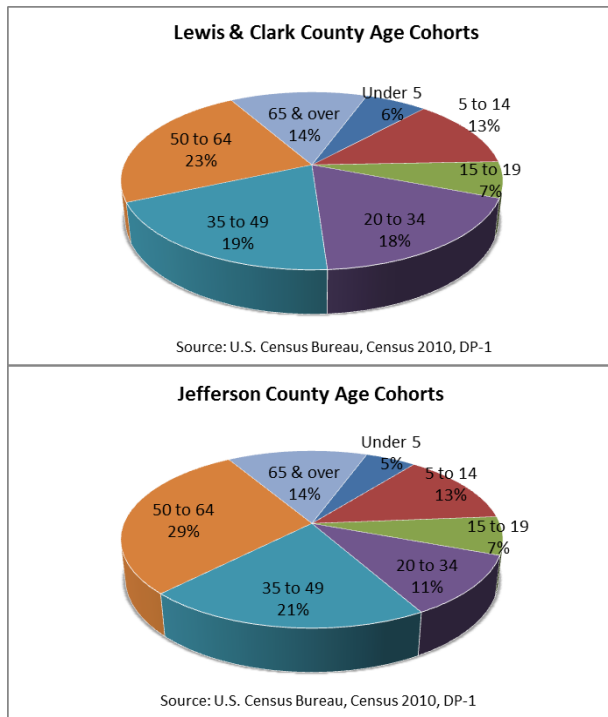


Age Data

The median age, from the 2010 Census, in Lewis & Clark County was 40.9, a slight increase over Census 2000's median age of 38.0. According to Census 2010 data, compared to the surrounding counties, Lewis & Clark's median age is the youngest while Powell, Broadwater, and Jefferson Counties are relatively even at 45.1, 45.4, and 46.2 respectively.

AGE DISTRIBUTION										
County	< 15		Gen Y (16-33)		Gen X (34-45)		Boomers (46-64)		65+	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Region	14,175	20.0%	15,311	21.6%	10,035	14.2%	21,195	29.9%	10,182	14.4%
Broadwater	1,112	19.8%	940	16.7%	808	14.4%	1,755	31.3%	997	17.8%
Jefferson	2,272	19.9%	1,777	15.6%	1,607	14.1%	4,145	36.3%	1,605	14.1%
Lewis & Clark	12,759	20.1%	14,050	22.2%	9,014	14.2%	18,815	29.7%	8,757	13.8%
Powell	1,028	14.6%	1,464	20.8%	1,135	16.2%	2,248	32.0%	1,152	16.4%

Source: U.S. Census Bureau, Census 2010



Household Data

According to the ACS five year estimates, 2007-2011, there were 26,549 households in Lewis and Clark County. The average household size was 2.3 persons per household.

Families made up 61 percent of the households in Lewis and Clark County. This figure includes both married-couple families (51 percent) and other families (10 percent). Of other families, 4 percent are female householder families with their children under 18 years and with no husband present. Nonfamily households made up 39 percent of all households in Lewis and Clark County with most of the nonfamily households were people living alone. In Lewis and Clark County, 28 percent of all households have one or more people under the age of 18 and 23 percent of all households have one or more people 65 years and over.

HOUSING, HOUSEHOLD, ECONOMIC AND POVERTY SUMMARY DATA				
	Broadwater	Jefferson	Lewis & Clark	Powell
Housing units, 2011	2,783	5,162	30,687	3,120
Homeownership rate, 2007-2011	78.5%	85.1%	72.1%	74.1%
Housing units in multi-unit structures, percent, 2007-2011	3.3%	2.5%	18.9%	6.20%
Median value of owner-occupied housing units, 2007-2011	\$160,600	\$234,700	\$196,700	\$119,500
Households, 2007-2011	1,959	4,517	26,549	2,365
Persons per household, 2007-2011	2.75	2.43	2.28	2.4
Per capita money income in past 12 months (2010 dollars) 2007-2011	\$20,706	\$28,865	\$27,121	\$18,387
Median household income 2007-2011	\$44,570	\$59,284	\$53,053	\$41,347
Persons below poverty level, percent, 2007-2011	11.3%	9.7%	9.7%	13.9%
There is a margin of error for these ACS estimates. Source: U.S. Census Bureau: American Community Survey (ACS) 2007-2011; Estimates Program				

Income Data

HOUSEHOLD INCOME DISTRIBUTION					
Income	Less than \$15,000	\$15,000 to \$49,999	\$50,000 to \$149,999	\$150,000 or More	Median Income
Broadwater	11.4%	49.7%	36.1%	2.8%	\$44,570
Jefferson	7.7%	34.2%	51.8%	6.3%	\$59,284
Lewis & Clark	10.8%	36.3%	48.3%	4.5%	\$53,053
Powell	16.2%	45.4%	35.6%	2.8%	\$41,347

There is a margin of error for these ACS estimates.
 For more information see the ACS web site at <http://www.census.gov.acs/www>
 Unable to compare these data to Census 2000 as the data sets have changed over the decade.
 Source: U.S. Census Bureau, American Community Survey (ACS), 5 year estimates, 2007-2011

According to the U.S. Dept. of Commerce, Bureau of Economic Analysis (BEA), in 2011 Lewis and Clark County had a per capita personal income (PCPI) of \$38,890. This PCPI ranked 12th in the state and was 108 percent of the state average, \$36,016, and 94 percent of the national average, \$41,560. The 2011 PCPI reflected an increase of 3.4 percent from 2010. The 2010-2011 state change was 4.7 percent and the national change was 4.4 percent. In 2001 the PCPI of Lewis and Clark was \$27,538 and ranked 4th in the state. The average earnings per job for Lewis and Clark County was \$43,609 compared to \$32,955 in 2001, a 32% increase.

Employer Data (Does not include government state/local government)

TOP 20 EMPLOYERS IN LEWIS & CLARK COUNTY IN ALPHABETICAL ORDER			
Employer	Class Size	Employer	Class Size
A to Z Staffing Solutions	6	Optimum (Bresnan)	6
Albertsons	6	Rocky Mtn. Development Council	6
Blue Cross/Blue Shield	7	Shodair Hospital	7
Carroll College	7	St. Peter's Hospital	9
Costco	6	Student Assistance Foundation	6
Family Outreach	6	Summit Aeronautics	6
Helena Sand and Gravel	6	Town Pump	6
Intermountain Children's Home	6	Valley Bank	6
McDonalds	6	Wal-Mart	7
Mountain West Bank	6	West Mont	6

Employment Size Class Coding: 9=1,000+; 8= 500 to 999; 7=250 to 499; 6=100 to 249
 Source: Montana Dept. of Labor & Industry, QCEW 2ndQ 2011

Labor Force Data

LABOR FORCE DATA – JUNE 2013				
County	Labor Force	Employment	Unemployment	Unemployment Rate
Broadwater	2,314	2,144	170	7.3
Jefferson	5,994	5,747	247	4.1
Lewis & Clark	35,894	34,286	1,608	4.5
Meagher	831	778	53	6.4
Source: MT Dept. of Labor & Industry, LAUS 2013				

Lifestyle

According to the ESRI Tapestry Segmentation Area Profile*, the top three Lifestyle Segments by county are:

- Broadwater:** 1. Heartland Communities 2. Rural Resort Dwellers 3. Prairie Living
- Jefferson:** 1. Exurbanites 2. Rooted Rural 3. Midland Crowd
- Lewis & Clark:** 1. Rural Resort Dwellers 2. Midland Crowd 3. Green Acres
- Meagher:** 1. Prairie Living 2. Heartland Communities 3. n/a

The full description of Tapestry Segmentations include demographic, socioeconomic, residential and preference information. Below are examples of **preference** information for a few common segments in the Helena region.

Rural Resort Dwellers: These residents live modestly and have simple tastes. They often work on home improvement and remodeling projects and own garden equipment to maintain their yards. They cook and bake at home. Many households own multiple pets, particularly dogs and cats. Riding lawn mowers and satellite dishes are familiar sights in these areas, along with multiple vehicles, including a truck. Active participants in local civic issues, residents also belong to environmental groups, church and charitable organizations, fraternal orders, unions, and veterans’ clubs. They go hiking, boating, canoeing, hunting, fishing, horseback riding, and golfing. They listen to country radio and watch Animal Planet, CMT, BBC America, the National Geographic Channel, and primetime dramas on TV. The older residents focus on their general health care, prescription medications, and financial- and retirement-related matters. Many residents actively manage or plan their investments and retirement savings. The self-employed residents are more likely to have IRAs than 401(k) plans.

Midland Crowd: These politically active, conservative residents vote, work for their candidates, and serve on local committees. Their rural location and traditional lifestyle dictate their product preferences. A fourth of the households own three or more vehicles; they typically own or lease a truck, and many own a motorcycle. Proficient do-it-yourselfers, they work on their vehicles, homes, and gardens and keep everything in tip-top shape. They hunt, fish, and do woodworking. Dogs are their favorite pets.

They patronize local stores or shop by mail order. They have recently bought radial tires. They often go to the drive-through at a fast-food restaurant. Many households own a satellite dish so they can watch CMT, the Speed Channel, Home & Garden Television, NASCAR racing, rodeo/bull riding, truck and tractor pulls, fishing programs, and a variety of news programs.

Green Acres: Country living describes the lifestyle of these residents. Pet dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation. They own all the necessary power tools, including routers, welders, sanders, and various saws, to finish their projects. Residents also have the right tools to maintain their lawns, flower gardens, and vegetable gardens. They own riding lawn mowers, garden tillers, tractors, and even separate home freezers for the harvest. Continuing the do-it-yourself mode, it is not surprising that Green Acres is the top market for owning a sewing machine. A favorite pastime is using their ice cream maker to produce homemade ice cream. They prefer motorcycles and full-size pickup trucks. For exercise, these residents ride their mountain bikes and go fishing, canoeing, and kayaking. They also ride horseback and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling. They listen to auto racing and country music on the radio and read fishing and hunting magazines. Many own satellite dishes so they can watch news programs, the Speed Channel, and auto racing on TV. A favorite channel is Country Music Television.

Exurbanites: Because of their life-stage, these residents focus on financial security. They consult with financial planners; have IRA accounts; own shares in money market funds, mutual funds, and tax-exempt funds; own common stock; and track their investments online. Between long-term care insurance and substantial life insurance policies, they are well insured. Many have home equity lines of credit. To improve their properties, residents work on their homes, lawns and gardens. They buy lawn and garden care products, shrubs, and plants. Although they will also work on home improvements such as interior and exterior painting, they hire contractors for more complicated projects. To help them complete their projects, they own all kinds of home improvement tools such as saws, sanders, and wallpaper strippers. They are very physically active; they lift weights, practice yoga, and jog to stay fit. They also go boating, hiking, and kayaking; play Frisbee; take photos; and go bird watching. When vacationing in the United States, they hike, downhill ski, play golf, attend live theater, and see the sights. This is the top market for watching college basketball and professional football games. They listen to public and news/talk radio and contribute to PBS. They participate in civic activities, serve on committees of local organizations, address public meetings, and help with fundraising. Many are members of charitable organizations.

Heartland Communities: These residents invest time and money in their cherished homes and communities. They take pride in their gardening skills and in growing their own vegetables. Many homes own a riding lawn mower to keep up their relatively large lots. Residents tackle home improvement projects such as exterior painting and faucet replacement and shop at Ace Hardware or Lowe's. Many residents order items from catalogs, QVC, and Avon sales representatives. They also shop at Wal-Mart or Kmart and buy groceries at Wal-Mart Supercenters. Favorite restaurants include Golden Corral and Cracker Barrel. The residents in this segment rarely travel by plane. They have a distinctly country lifestyle. They go hunting and fishing. They also read gardening, fishing, and hunting magazines and listen to country music and auto races on the radio. Reading two or more Sunday newspapers is important to them. Some join fraternal orders or religious clubs and even get involved with local politics. Many households subscribe to cable and usually watch news programs and movies on TV.

*The ESRI Tapestry Segmentation System combines the "who" of lifestyle demography with the "where" of local neighborhood geography to create a model of various lifestyle classifications – distinct behavioral market segments. Full descriptions of each lifestyle segment are available at <http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf>

Cost of Living

	Composite Index	Groceries	Housing	Utilities	Transportation	Health Care	Misc. Good & Services
US Averages	100	100	100	100	100	100	100
Helena	99.9	106.7	92.3	101.3	99.0	107.0	102.8

Source: The Council for Community and Economic Research, ACCRA Cost of Living Index, 2011
(These are the most recent reliable figures available for Helena)

Population Projections:

[Lewis and Clark County Population Projections, 1990-2060](#) (Projected growth of 6.5% between 2013 and 2020 for Lewis and Clark County)

[Montana County Population Projections - County Comparison, 1990-2060](#)

Source: Montana Department of Commerce – Census and Economic Information Center

Lewis & Clark County population and housing growth estimates and projections indicate that while all areas of the county will experience steady growth, the highest growth in population and new housing will be in the Helena Valley.

What We Learned:

Staff, current library patrons, and citizens who do not currently use the library were engaged throughout the planning process. The library solicited feedback from staff and trustees through an internal survey conducted in June 2012, and from the public through an in-depth user survey conducted in the fall of 2012. The survey was compiled as a whole, as well as broken down by communities/geographic areas, as well as user types and non-users. Geographic areas included Augusta, Helena/Greater Helena area, East Helena, and Lincoln. Compilation and geographic breakdowns can be accessed through the following links:

[Internal Survey compilation:](#)

What is most exciting and inspiring to you about the current mission statement?

- 1 It is inclusive. It sets a high standard. It connects Library with Community.
- 2 That it is a flexible and fluid, able to adapt easily to changing technologies and trends.
- 3 It covers a broad range of possible needs.
- 4 "Use by the community"
I like this because we are here for the public. As one of the last places left that really serve the public it makes me happy to see that right in the mission statement.
- 5 The most important to me are the two phrases from the mission statement that read "best possible services" and "by the community". These reflect the quality of offerings be they informational to recreational and the role the library plays as a center of the Helena community.
- 6 The focus on providing the best possible services and materials. All libraries have limits, but they should strive to maximize their potential.
- 7 It's what I try to do here in Augusta. Trying to fulfill this mission statement is what makes my job the best one on the planet.
- 8 I like it that we are committed to delivering the BEST SERVICES and that they cover all the main areas.
- 9 We provide services to the community. Access to all is inspiring to me.
- 10 I like how broad the current mission statement is: it covers a lot of materials that could be used for a variety of purposes, and suggests that community members have ownership of the library's services.
- 11 I like that it is so community focused, emphasizing great service by having a competent staff and having a wide variety of materials available.
- 12 That we acknowledge the services/materials are for both educational and recreational use.
- 13 I love how broad the mission statement is and that it covers everything we do. please don't change it.
- 14 The fact that we also provide cultural and recreational services.
- 15 That it's very open and allows for a wide variety of services and it's not just about learning; it's about recreation and fun!
- 16 That we treat everyone with respect and give them our best service.
That we welcome diversity, multi-culturalism, creativity, and new thoughts.
That we provide avenues to locate all requests that come our way.
- 17 The idea of providing people with what ever type of information they need for what ever use they need it for.
- 18 Seems like what we have been doing for year, so there could not possibly be anything wrong with more of that.

What questions or concerns, if any, would need to be addressed, in order for you to enthusiastically support the mission of the Lewis & Clark Library?

- 1 None. I am a big fan.
- 2 None
- 3 It isn't very memorable. I think a mission statement should be zippy and memorable so you can remember it without having to look it up. I'm not exactly sure what is meant in the statement about cultural use. I think that informational, educational, and recreational hits everything.
- 4 "Best Possible" What does that mean? How do we determine what the best is?
- 5 I don't really have concerns. I wonder, however, if the cultural services and materials are quite as known in the community as the other services listed. It's hard to say because these services/materials can overlap so much. For example, a cultural offering may also be educational or informational.
- 6 None.
- 7 Nothing to add.
- 8 We are doing a good job, but we need to not get complacent and always strive to improve.
- 9 Should there be a
"regardless of race, religion, etc. attached to mission or is this implied?"
- 10 none
- 11 None.
- 12 I wonder about the cultural use and if we are meeting those needs with the variety of cultures in our community? We have many more patrons who do not speak English as their first/primary language. How do we meet the needs of those who have trouble understanding us?
- 13 n/a
- 14 How do we provide the best service?
- 15 None. Love it!
- 16 Actually, our mission statement covers most issues. We do have a reconsideration of material process in place if our public objects to print or non-print items. We also have a strong technology use policy to adhere to.
- 17 Continued staff support. It is hard to be our best if we don't have that from everyone.

List three organizational values that you see embodied by the Lewis & Clark Library.

- 1 HIGH STANDARDS - we give 110% to make programming and customer service and the collection the best it can be. Programming has the WOW factor - I love that.

NON-DISCRIMINATION All clients are welcome until they make the library experience unpleasant for someone else. No reference question is too stupid or trivial to be researched or answered, all customers are equally valuable.

RESPECT A factor of this is the way that management is not 'micro' management. Staff and managers have some freedom to choose work schedules, programming, priorities, etc.

INTEGRITY I see that reflected in how the Library can be seen as upright and responsible with customer's (taxpayers) dollars.

RESPONSIVE - generally if someone has a question, an issue, etc AND they let someone know - we are as responsive to our fellow staff members as we are to the customers from the public.
- 2 Provide quality customer service to our patrons; provide the most up-to-date materials/service/equipment possible to fulfill our mission; provide exceptional

- programming and classes to our community to further life long learning in the community.hou
- 3 Support of staff by board and admin.
Commitment to the community especially in services provided.
Openness. We don't try and hide what we are doing from the community.
 - 4 I see that we really do what we can to help the people that come in. We really care about our community.
We do fantastic outreach and demonstrate over and over again that we are here to help. We encourage patronage by all walks of life, young, old or in between. We are an inviting place for all.
 - 5 Customer service, innovation, looking to the future
 - 6 1. Accessibility and openness.
2. Knowledge and learning.
3. Outreach and partnership.
 - 7 Open minds: ours and others
Dare to dream: Imagine the possibilities outside our small town.
Serve the public.
 - 8 We love our library and the services we provide.
We strive to serve all the diverse needs in our community.
We value outreach and community involvement.
 - 9 service
protection of privacy
access
 - 10 1. Community Outreach
2. Exceptional Service
3. Accessibility
 - 11 Integrity - by adhering to moral and ethical principles while trying to allow people the freedom and individuality they come to expect at the library.
Dedication - to the community, in trying to provide the best possible experience every single day.
Stewardship - by being a leader in the community by providing a safe place for people to come and learn and by providing a outlet for young people to come and have a fun place to come hang out and engage with other community members.
 - 12 children and teen programming and welcoming children/teens into the library-developing later library users and providing that outlet for our teens to gather
positive customer service
striving to reach the needs of each patron-going the extra mile
 - 13 patron confidentiality, opportunities to learn to the public, service with dignity to all patrons
 - 14 Kindness, fairness, and openness.
 - 15 That we strive to be patron-centered.
That we strive to stay relevant in a rapidly changing information- and biblio-sphere.
That we welcome all people.
 - 16 Fair and accurate service to all.
Up-to-date information available: technology, data bases, reference, non-fiction
Wonderful, caring staff who work with each patron; young or old
We offer a wide variety of programming for adults, teens, youngsters...
 - 17 A desire to help each patron get from the library whatever need brought them here.
A constant effort to keep materials clean and serviceable.
A continuous effort to have educational and entertainment items current.
 - 18 Good interaction between the various departments.
Very good staff that support those values.
Addition of walk-arounds.

Based on the Lewis & Clark Library today, what are the three most important internal organizational strengths to consider in planning for the future of the Library?

- 1 Balance - don't let any one factor get top-heavy at the expense of the others. New materials, technology and programming balanced with employee compensation, recognition and growth. Our best resources are our employees.
Continued vision - always looking just a little bit down the road to be ready to adapt to new trends in library and in the world.
Teamwork - promote it and make it easy to help one another.
Flexibility and adaptability - if something isn't working one way, we try it another way until it is working.
- 2 hours; collection; programming
- 3 Staff. We want to keep the staff that are top notch and we have a large number. We want to encourage them to go beyond for training and service.
Board. Are board is strong and has stood up to outside pressures in regards to materials, staff, services.
Perception of public. I believe that the library is seen by most in the community in a positive light. We want that to continue.
- 4 We are very strong in the area of location right now. With the introduction of the book mobile and Montana Library 2 Go we are everywhere!
We are strong in the area of policy because we review them on a regular basis and make sure everyone knows what is going on when something changes.
People love our hours. I hear patrons commenting to this day on the fact that we no longer have seasonal hours and how glad they are of that.
- 5
 1. staff commitment and expertise
 2. library location (particularly with new mobile library)
 3. staff vision - consistently looking at how things can be done better
- 6
 1. Location.
 2. Staff.
 3. Hours.
- 7 Stable funding.
Great leadership from executive director.
Supportive board.
- 8 Excellent staff , great working environment, good cooperation and teamwork.
Positive visibility in the community - as a valued community resource
Accessibility and lots of open hours available to patrons
- 9 Strength and leadership of Administration and librarians.
Relationships with other agencies and libraries.
Supportive library board
- 10
 1. Helpful/knowledgeable staff
 2. Efficient services (ILLs, holds, etc.)
 3. Convenient locations
- 11 To always consider procedures help steam-line our service to our patrons. Always try to hire competent staff members, the interview process usually does an excellent job of weeding out bad people and I've yet to work with anyone who isn't an exceptional person so... keep up the good work in that department. I can't really think of anything else to add that's very specific, it seems to me that this library has been refining the way it operates and has a great staff that works hard to constantly improve itself. If it keeps that goal in mind I don't think there will be any issues in the future.
- 12 staff treatment-equal perks/pay
meeting the needs of our diverse community in electronics and the trends with those (Ebooks, etc for those who are savvy and get into trouble and those who struggle to turn on their devise)
meeting the needs of our patrons with being open enough hours/bookmobile
locations/branch locations and hours/book drops
- 13 staff
collection

programs

- 14 Policies, procedures, and staff
- 15 Our clear and concise and sensible policies.
Our staff who are committed to excellence.
Our administration.
- 16 Training for hearing/language impaired
Training for multicultural issues (Spanish, German, other languages)
Training in other electronic devices the public will bring in to work on.
Training on where to search for things...subjects, items on shelves, etc.
- 17 Keeping up with the ways that patrons access the information they need and communicate with staff.
Interaction and cooperation between staff makes a great work environment which is then reflected in our interaction and attitude with patrons.
Employee needs are always considered and accommodated whenever possible which make it a pleasure to work here.
- 18 That everyone share the same missions.
That the missions are initiated after a lot of thought as to how to perform them.
Happy and confident staff make for the best service.

Based on the Lewis & Clark Library today, what are the three most important internal organizational weaknesses to consider in planning for the future of the Library?

- 1 I think training is a weakness. We encourage it and that is great, but we leave the initiative to take training almost completely up to the employee. Hard to schedule trainings so that all can attend - so many part-timers and library open all those hours and other staff so busy they don't/can't take time out to attend.
Could use more fun and playfulness.
- 2 Important - maybe not the most critical weakness though.
Branches - some disconnect there. IMHO - All the branch librarians should be mandated to come and work at the main branch for a certain number of hours each year to keep current on new procedures at circulation, information and administration, and be observed for customer service skills and practical knowledge. With some consequence for not participating in the training.
- 3 staff communication and perceived divisions between departments; lack of training opportunities to keep staff up-to-date on changing technologies.
- 4 Fear of change in how services are provided, comfort with the old.
- 5 The system for A/V in the large meeting room has been a source of frustration for staff and patrons alike for some time.
The intermittent WI-FI is something that we might consider making an effort to improve
There are a lot of conflicts surrounding that. While we don't control MIC we control the building it is in and may want to find a way to bring in a better solution.
It would be nice if procedures were discussed in a similar way as policy every once in a while to keep them fresh and everyone on the same page.
- 6 1. available hours - particularly in the branch libraries
2. staff turnover, particularly in non-administrative staff
- 7 1. Policies.
2. Collection.
3. Facilities.
- 8 Our technology is frustrating.
Disconnect between Helena staff and branches.
- 9 We need to have a way to inventory our collection and to monitor loss (theft). With the gates not working and no regular inventory procedure, it seems that it must be difficult to measure loss (to the taxpayer) and prevent it.
We could use more space if we could afford it- both for meeting rooms, but also for library offices and collection.
We need new security gates.

- 10 Finances
Finances
Finances
- 11 1. Some staff resistance to change
2. Regular internet/technology issues
3. Hours (could open and close earlier on weekdays)
- 12 I don't think I've been here long enough to have noticed what these could possibly be yet.
- 13 inequality of pay/treatment of staff
finding ways to help our disabled/elderly patrons
staff training for both technology and basic V-smart functions
- 14 tech training to staff on a regular basis
training all staff the same so they provide the same service to all patrons
pad leaving
- 15 Availability, knowledgeable (loss of qualified staff), and financial (loss of revenue due to mill levy)
- 16 Sometimes too slow in getting new materials into patron's hands.
I'm not sure we are consistently meeting patron expectations regarding technology-- wireless, support for services we provide like e-media.
- 17 Talking loudly enough for others to listen in
Keeping feelings in check in front of public
How to react to violent, insolent, disruptive patrons as necessary
Review of all policies at least 2x a year and as they change per Board recommendations.
How to share space as we grow.
- 18 Some employees over stepping their authority and making decisions that effect the whole library with out consulting management.
- 19 Technological support.
Less computer problems.
Better interchange between downstairs employees and the administrative unit.

List the recent and future external trends and changes you think will have the greatest impact on the Lewis & Clark Library and the people we serve over the next 5-10 years. Consider political, technological, social, demographic, professional, philanthropic, and competitive trends. Follow that with possible organizational responses to those trends. What could the Library do over the next few years to take full advantage of those changes and trends. Consider actions for programs, services, finances, organizational structure, etc. Here is an example of a trend and a possible response to it: TREND - Continued increase/introduction of new technologies. POSSIBLE RESPONSE - Establish a program of staff training for new technologies.

- | | | |
|----|--|--|
| 1 | People don't stay at their jobs for as long | Do what we can to make work flexible (work at home?), inviting and rewarding. Think outside the box. Watch for burn out. |
| 2 | economy fluctuating | strong long range planning that encompasses economic concerns/trends |
| 3 | Amazon | Provide a quality collection and keep the hold ratio low |
| 4 | Technology is exploding | More e-reader classes, stronger online presence |
| 5 | maintain use of library by middle and high school students | continue and expand the young adult collection as well as outreach activities |
| 6 | Increased demand for tech-related programs and services | More computers and more staff dedicated to technology |
| 7 | New technologies | training for me |
| 8 | more diverse populations coming to Montana | modify collection based on needs (more learn English language materials, for example) |
| 9 | Continued move to electronic delivery of information | Develop broader cyber library services. Cyber librarians? |
| 10 | Increased generational knowledge gap due to new technologies | Regular staff training on technology with continued adult services technology training |

11	Technology	Add computers and additional classes to meet the changing needs of the community
12	population growth	added branches/hours
13	emerging technology	provide services that match the needs of the community
14	Competition	Better book, cd, dvd, and ebook selection
15	E-book insanity	Continued investment in this collection and being prepped for continued publishing revolutions.
16	diverse populations moving into town	have staff who can translate, speak different languages
17	Continued increase/introduction of new technologies.	Much more training for all of us.

What is our community's perception or image of the Lewis & Clark Library?

- 1 Everyone I talk to loves it. They love it more when I tell them all the things they can do either at the Library or online (ILL, programs, classes, ebooks, audio books). Why don't they already know that?
- 2 welcoming environment; up-to-date and always changing collection; great programs and classes; involved and professional staff
- 3 I think that overall the community's perception of the library is quite positive. I've heard a lot of very nice things both at the library from the public and away from the library. People seem proud of their community library.
- 4 Everyone seems to really like us.
- 5 I believe the library shows a great deal of support for their local library. The image of the library may focus more on the book collections but is expanding into a center for other technologies. The library is also seen as a gathering and meeting place - it's great to see so many people using the lobby.
- 6 Very positive. The public appears to view the library as
- 7 I hope that our image is changing, to be a center of fun, the place to go for notary work, and a reliable resource to help people with activities that are not familiar to them: tax forms, filing unemployment, how to set up an email account, etc.
- 8 I think most of the community that knows about our library has a very positive view of it. However, we need to keep up our publicity, our services, and especially always be courteous to patrons.
- 9 People who use the library love it but many don't know about us or still have a stereotypic old fashioned view of services that we provide and what is in our buildings.
- 10 The Helena community sees the library as a source of information and technology, with overall great experiences with staff and services.
- 11 I think that the community feels that this is a great place to be and that we offer a wide variety of services. I think the only complaint would be longer time on the computers or have better wi-fi throughout the building. Basically, whatever will improve access to the internet.
- 12 For the most part, our community likes the library, is proud of the library and enjoys using our services.
- 13 most people love it.
some people are angry that we spend money on tv commercials. they think its a waste of money and that it says we're desperate for people to use us.
- 14 Friendly, available, and knowledgeable,
- 15 I think among Library users we are adored! Among non-users, I'm not so sure... They may question our relevance.
- 16 They love us and keep coming back!!!
It is a great place to hang out, keep cool, learn new things, internet!!, fun programs, hold meetings, coffee, read and relax.
We network, we are respected, we are used a great deal

We are the hub of the community!!

17 A warm welcoming library that is fun to visit.

18 I rarely hear complaints about our library. I think that patrons get so much of what they need right here and in a difficult economy the library's role has become very important. The greatest complaints we get are about our public computers. It is a beautiful building and we have great staff. Not much grumpiness.

What are the most important future needs and service expectations of the Lewis & Clark Library on the part of our community?

1 to be able to keep up with changes in use/technology/and a growing community.

2 Continue to provide materials for the community, I think that people outside the library think kids and seniors. Continued and more training in technology (both for staff and public.) Especially seniors come to the library expecting staff to know how to use current technology and to help them "get with the new world." I think we need to be flexible with watching for new ways of delivering materials, but we need to make sure that we are spending our money wisely and providing the materials that the community wants equitably.

3 Our community needs spaces to congregate that are not far from home. Working with schools in certain nfar out areas to host classes, community nights or family friendly events would be a welcome addition to our outreach program

4 Probably more hours that the library is open. Also, if the population is aging in Lewis and Clark county, I wonder how to meet the needs of seniors at the same time as meeting the needs of children and young adults.

5 Continued programming improvement. More outreach to young people aged 14-25.

6 Get that bookmobile out there to serve the under-served! Be responsive in a timely way to special and relevant needs that arise. The population will see more elderly, so we need to find ways to involve and serve them.

7 Diverse delivery of services. Library kiosk in Starbucks, broad cyber library services. Expanded services with electronic devices. Job search seminars and support.

8 Continue to provide access to new technology and training on how to best utilize it.

9 Additional computers and online services and classes to be made available to the community. It seems like its the one area of the library that's always in high demand so doing whatever we can to improve that experience seems like a good idea to me.

10 to continue bringing quality programs and materials to the library. To meet the trends of new technology and provide both materials (ebooks as an example) and support for these trends.

11 technology technology technology. using it, providing it, training staff for it.

12 Keeping up with new technology; availability of books, cds, and dvds (we might look into providing music cds and bluray movies); and keeping our staff happy so we don't lose someone like Pad.

13 Attention to technology.

Continued excellent customer service. The bar is so sadly low in Helena in 2012 that this would be an easy way to continue to distinguish ourselves, but can't be taken for granted. The Library as field-leveler, be it digital divide or growing disparity between higher and lower incomes.

I thought what Sara Groves posted the other day to Wired was pretty on--and it meshes with what I've heard at conferences, etc.

14 Keep providing good, consistent service

Stay funded and open

Provide the best materials available

Keep up with the times...technology, information, etc.

15 Current entertainment and educational titles.

Fast Internet connection.

More resources available electronically.

16 I honestly don't think that we can do much more. I can emphasize those things that work

and have already written about what is not working so well. The bookmobile is very welcomed and we are anxious to see that go.

List what you believe are the 2-4 most critical issues facing the Lewis & Clark Library over the next several years.

- 1 I think we do well reaching library users. Brainstorm about how to effectively reach those people who wouldn't normally be affected by the good work we do because 'Library' is outside their sphere of normal life. More and more important as we look to the future.
Space. Not enough room for programs, community areas, increased staff.
Technology - trying to keep up with current trends and maintain the technology we have may take more than 2 guys. They are great, but it's a lot and it's only going to change faster.
- 2 Economic shifts in the community as our area adjusts to national economic downturn.
- 3 Keeping budget balanced between different needs and areas.
Not overextending ourselves so that we end up doing too much but none of it well.
Aging population, especially in Helena with a younger population out in the valley.
- 4 Technology - we don't want to get behind. We are an outlet for learning
Outreach - Helena is growing too fast for the communities to keep up, there are no community centers around here and people look to the library to provide them with some form of fellowship.
People are using online resources a lot more - streaming classes might be worth looking into.
- 5 Of course, continued funding levels is always a concern. Second, is maintaining the expanding the library space itself. For example, available parking is currently limited for the main library and current space limitations may make it difficult to add on to the building. This may also be the case in the E. Helena branch should that community gain in population.
The third critical issue is expanding technology and the evolving purpose of the library in response to this trend.
- 6 Increase cooperation with the school teachers to work together, especially with the Big Read.
Increase usage of the library.
I am worried about the relationship between the county and the library as a result of a recent court decision. It may need a legislative fix.
- 7 Well , possibly financial. We need to have adequate funding. We need to keep up with technology. We need to find out why a lot of people don't use our library and see if there are ways we can address that. We need to maintain a quality collection
- 8 Continued financing to provide first rate services.
Assessment of space and how it is being used.
- 9 Budget cuts
Keeping afloat of new technology
- 10 The shift away from traditional books to electronic forms of media. Computers versus anything else, it seems like the library is used a resource for internet access more than its used for books. I don't know how that can be changed but if we work towards addressing that or trying to integrate that mindset into the future I think we'll be fine. I think that's all I have at the moment. Just make sure to stay current and be flexible and change with the times.
- 11 funding
technology changes
- 12 technology.
staff turnover.
- 13 Financial needs if they take away our mill levies.
Keeping up with the population growth so we can serve all the new developing communities in our county.
Keeping the staff knowledgeable with the latest computer technology.
- 14 If economy remains down, being mindful of public perception of getting their money's worth.

Keeping up with tech.

Maintaining and strengthening positive relationships--county, city, schools, other institutions.

15 staffing
funding

the crash of the Internet

16 Continued financial support from the community.

The people who write the grants are amazing, and I hope that we continue down that road. Every friend of the library should be Donna Davis. We need to keep on having the Friends group.

Thinking 5-10 years in the future, what is your vision for the role the Library will play?

1 The library will continue to be a leader in providing the information and entertainment needs of Lewis and Clark County, but with added emphasis on programming and electronic resources.

2 The library will play a strong, visible role in our community because of the speed of technological upgrades and enhancements.

3 I would hope that the Library will continue to be a community center. I would like to see us play an even bigger part in bringing together disparate members of the community for programs and events. With the book mobile and increased community outreach, we can serve an even bigger population. I would like to see us stay on the cutting edge of electronic materials technology services.

4 I am not certain, but I am certain that we will be up to the task. I hope to be here for that long. I see us as "the living room of Augusta" where people can meet, become informed, educated and entertained. Ebooks will be part of that as well as other electronic communication.

5 I believe that the library will still be in the role of information. More and more will be electronic based, ebooks etc, but I think we will still be the hub for sharing of information and learning.

6 The library should be flexible to accommodate the current needs of the community. I think we should be looking at what we can provide that most people can't get, like community areas. I think that group creation spaces would also be a great benefit to our community, where we can provide high priced business or personal equipment to create new stuff, like a 3D printer. That said, we'd have to do a bang up job on our advertising of that equipment. That said our staples need to continue, like books, ebooks, computers, mobile services, and those also need to become more efficient and provide the best we can for our customers.

7 The library will play a role as a community center and a hub for fellowship, education and access to any information one could need or want.

8 more community involvement and networking
additional use of bookmobile...going to schools, parks, festivals, etc.

perhaps another branch library

continue to be the hub of the community...friendly full-service place to be

9 Continue to be the hub and heart of the community where users have access to various information and our space.

10 I think that the library will continue to be a central hub for a large portion of the community that currently utilizes its services. I think that so long as the library continues to shift with the direction of technology it will always be a resource that people will find useful. There might be more computers and fewer books but people will still be here.

What contributions to the Lewis and Clark County Community would you most like the Library to make?

1 To improve service to residents living in the Helena valley.

2 A secure, comfortable place for patrons to continue increasing their knowledge.

3 I think there is a need for greater community outreach, maybe partnering with other

community agencies.

- 4 be open to ALL, not just the older women or "upper crust". Be known as the information headquarters of town and surrounding areas.
- 5 supporting the sharing of information, getting the library name out there as a positive place.
- 6 I'd love to see us with our hands in every organization we can partner with or tag along with. I believe it makes the library stronger and offers a service to the community that no one else can; we can provide high quality services, by utilizing or hiring staff.
- 7 I would like more focus to be made in the outlying areas. The population of Helena itself pales in comparison to the population size of the surrounding area. The book mobile will help reach these outlying areas but it would be great to host events in satellite spaces, even better to open a branch in the North Valley for those who have to travel 20-30 minutes into town.
- 8 continue to network with schools and events
just be totally visible and offering our best to the public
partner up with new groups and businesses
visit shut-ins if possible (home deliveries when necessary)
more public book talks with prominent authors, artists, musicians, etc.
- 9 Increase our online resources and computers.
Continue story time hour and teen clubs and create homework clubs, GED and job training (resume and job databases) centers and hobby clubs.
Increase e-book collection.
Listen to what our patrons want.
- 10 Continue to maintain and improve the resources available to the community. I think having more classes to help certain members of the community make the transition to new technology would be great. That, along with additional computers and increased gadget demos would be great to encourage people to try new things and not be afraid to change along with technological developments.

What are the three most important resources/services provided by the Lewis & Clark Library?

- 1 Programming, public computers, circulating materials.
- 2 1. Friendly, helpful customer service staff
2. Free & secure access
3. Computers
- 3 Access to materials, access to the internet, databases and other technology, and a sense of community/belonging for our patrons.
- 4 Internet, programming of all types, and books, of course.
- 5 books/materials for learning and fun
somewhere for kids/young adults to gather and learn in a fun atmosphere.
helping find information and how to use it
- 6 People, materials, space.
- 7 Computer classes
Teen activities
Our diverse collection
- 8 courteous and effective service
consistency of service
excellent publicity of our excellent events
- 9 Access to books
Access to computers
Access to library space
- 10 1. A place for people to go and relax... and maybe even find a book to read.
2. A safe place for children and teens to go to have a good time and interact with the community.
3. Computers and the internet, cause that's what a large portion of the community use us for anyways.

What changes do you see happening related to use of Library collections or resources?

- 1 There will be a greater focus on digital materials.
- 2 Due to decreasing endowments, legislative funding, we will need to look elsewhere to so we can continue to grow our collections.
- 3 I think there will be more and more demand for electronic resources and collections. But I don't see print materials going away anytime soon.
- 4 I am curious to see what happens with our reference section.
- 5 more electronic resources
- 6 It's going to become more digital and personal devices and software are going to become a big issue, along with copyright and publisher issues.
- 7 The installation of pods or docking stations for people to upload or charge devices so people can make use of their e-readers as the trend starts to shift.
- 8 discard VCR tapes
upgrade DVDs
more laptops for checkout
additional external devices for checkout
additional ILL requests
- 9 Increase in e-books, dvds/blu-ray, and audio books,
- 10 I see a shift in more and more content going digital as people begin to be more comfortable using online resources.

What changes do you see happening related to use of the Library online?

- 1 There will be greater demand for and use of digital materials and resources.
- 2 Increased staff training to become more aware of patrons' use of inappropriate sites.
Increase OCLC as technology grows.
- 3 I can see a time when we offer online library card registration and online bill payment.
- 4 Increased use, especially if we ever get our wireless to be reliable.
- 5 I think it will become more and more used, more and more information will be linked to it.
- 6 The core is already there, so more of the same, but becoming more efficient.
- 7 I think that we might trend towards contracting with independent authors outside of the scope of the traditional big publishing houses. It saves us money and helps with the freedom of information that we all strive for.
- 8 additional data bases available
more Montana History/authors list available to public
public terminals will continue to be used heavily
more options/features offered on public computers
- 9 databases where patrons can find jobs, help students get better grades or pass their ged or help with their online classes.
Connect with patrons by Facebook and Twitter.
- 10 Additional computers, improved wi-fi and internet speed overall, and the site and catalog becoming even more integrated into peoples book perusing experience.

What changes do you see happening related to use of Library buildings?

- 1 The demand for meeting room space will grow.
- 2 Library directors struggle to find the most efficient use of space. They move collections to other areas of the library in order to maximize limited space. Without a reserve account there is no way to pay for upgrades to aging facilities, such as a new roof or replace heating/cooling units.
- 3 I can see a time when we will need the space that is currently occupied by the Genealogy Society. I think we will need to expand our media collection. It would be nice if space could

be found for another or larger meeting room. We also need to have better spaces for patrons to use their laptops/tablets.

- 4 I wish we had a more private space for meetings.
- 5 More meeting, computer usage.
- 6 I think if we work it right, we'll need more space to provide for our patrons.
- 7 I think we will see a greater need for meeting spaces, upgrades to include superior wireless access, turning us into a hub of activity.
- 8 possibly another branch springing up
additional routes for bookmobile
more folks booking in for meetings
- 9 Open space for use of various clubs such as educational, cultural, health, musical and technical.
- 10 I don't see any changes outside of expanding the computer lab or public computer area of the library.

What changes do you see happening related to participation in Library programming?

- 1 The demand for library programs will grow, as will the number of patrons participating in those programs.
- 2 not sure
- 3 I can see us offering more classes like the ABC computer classes and the e-reader classes. People like to attend programs but I think they like classes even more.
- 4 Keep on keeping on.
- 5 I think it will continue to grow as long as it stays relevant to what our patrons are looking for.
- 6 We've been providing stellar programming, I think we need to keep it up and keep pushing the boundaries to what people want.
- 7 I think there will be a greater need for programming. Most other places have such high overhead that they can not make ends meet in a commercial sense.. we have all seen what has happened to our pathetic excuse for a mall. s more public spaces decline there will be a greater need for a space specifically for the community to use.
- 8 I think book discussions will continue to be popular
free movies and game nights for kids/teens will continue
summer reading programs will continue to draw large numbers
demonstrations and lectures are always popular
- 9 Increase participation for all ages such as story time and homework clubs for kids, teen social and educational clubs, job seeker hubs, and baby boomer retirees' gatherings.
- 10 I see the library increasing the variety of programs that we offer to the community (increased basic training, more advanced programs to fully explore various types of software, etc.) in an effort to meet the growing and changing demands of the public.

What market segment(s) or population(s) do you feel are adequately and /or well served?

- 1 Library users in Helena.
- 2 Teen and Youth Services
- 3 I think we do a good job serving families with young children. We have a good foundation for a teen program but we have to keep the momentum up.
- 4 We are increasing our visibility all the time. All sorts of people come by. Still working on more men attending.
- 5 babies through adults.
- 6 children, young adult, adult, young mothers, Helena, East Helena, August, Lincoln
- 7 The East Helena area, Downtown Helena, preschoolers, teens and seniors
- 8 children
teens
seniors with LT, computer classes, programs
- 9 Children and teens

- 10 I think that the library does an excellent job of trying to engage all people of the community. The only area that I feel is under-served is the rural community and I think that the transportable library will go long way to improving that.

Are there specific populations you feel need more attention or aren't being adequately served?

- 1 Residents in the Helena valley.
- 2 Special Needs population
Native American culture
- 3 adults with literacy problems
housebound adults
- 4 Men
- 5 Elderly
- 6 Seniors
North Valley
Wolf Creek
- 7 Kids between the ages of 9 and 11
59602
- 8 incarcerated folks
Friendship Center, God's Love, Shelters, HIA Center
group homes for seniors/youth; senior centers
- 9 Minorities
high school drop outs
retirees
- 10 Rural community (see above)

How could the Library change or improve current offerings to better serve patrons? Please be specific (what should be changed or improved?)

- 1 The biggest change is already in the works: a bookmobile.
- 2 Continued customer service training, with added knowledge of use of handheld electronic devices, ipads, kindles, nooks, etc.
- 3 We should expand our dvd collections to include more current series and movies.
We could look into accepting debit cards as a payment method.
- 4 MORE RELIABLE INTERNET AND WIRELESS.
- 5 I think we need to find more ways to assist the elderly in getting books, either by the bookmobile, or teaching them how to use the online services and then maybe having a time we can assist them in getting in and out of the library. I know in the winter it is very difficult for them.
- 6 I think we offer more series classes, like the literature ones, or even some that are more like adult education courses.
- 7 Our AV system makes everyone who has to deal with it rather grumbly. It really needs an upgrade! The Wi-Fi situation generates recurring complaints and we need a better solution.
- 8 adopt a book at more locations
visits to the people listed in #9
- 9 Increase computer space.
Let teens teach a class on favorite subject or hobby.
Increase e-resources.
- 10 To make sure that the services that we currently offer are up and available. For instance, the catalog system being down during a full (and very busy day) could have been done on the weekend when we have reduced hours and would have impacted less people. That and more classes, people seem to always just have missed out on it and end up having to wait for a long stretch some times.

What new offering(s) should the Library explore?

- 1 Access to a greater number and variety of ebooks.
- 2 n/a
- 3 We might consider loaning Kindles or other tablets.
- 4 More westerns, please.
- 5 continue to stay up with what is current.
- 6 Working rooms with electronic equipment that isn't easily accessible, like a 3D printer, perhaps a print shop, or other such devices.
- 7 Seniors who might need a little more one-on-one time than a class could offer might be better served with a "book a librarian" service where they can reserve time with someone during an off desk hour to help them understand the technology they want to use. Much like the puppet bags I think it would be neat for people to check out craft kits, checkers and chessmen to use on the tables around town with the checker boards built into them might also be a hit. We could check out other things that allow people to practice hands on learning such as a small telescope and a star manual for astronomy or geocache gps units and a guide on how to use them etc.
- 8 jury is still out on this one....
- 9 More resources for job training. Resume and job database access (civil service exams). Homework clubs for kids to increase their grade. GED training
- 10 More classes and a wider variety of programs that we teach are the only things that come to mind.

What current offering(s) could the Library potentially reduce?

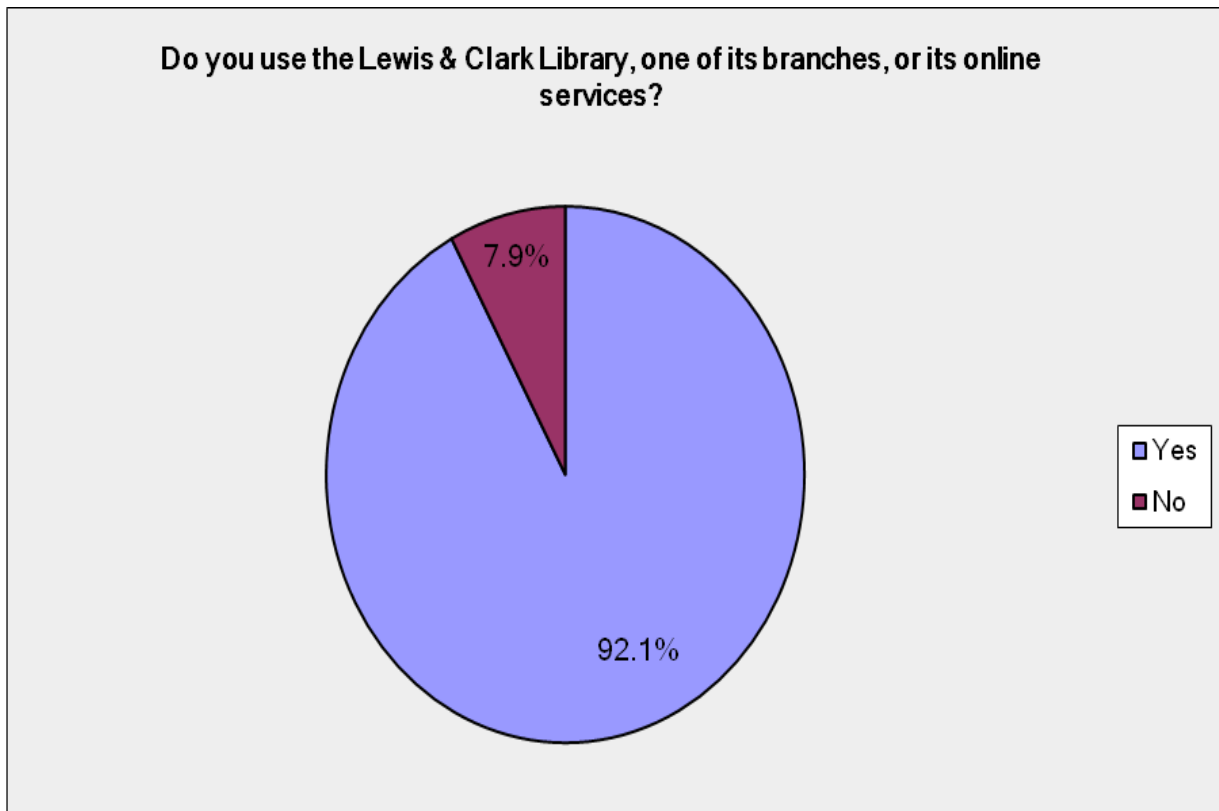
- 1 Printed reference materials.
- 2 newspaper & magazine subscriptions.
- 3 The print reference section has declining usage. The Genealogy library is beneficial to some but takes up a lot of space.
- 4 Don't know.
- 5 ?????None
- 6 None.
- 7 I think readers alley has become obsolete. We were at one point discussing a pinterest page that acted like a digital readers alley. I think we should explore that concept further.. perhaps build it into our webpage or catalog somewhere. It would save paper, it helps us improve our social networking platform, and I think the community would respond well to the interactive part a lot.
- 8 take a look at periodicals because of their cost...which ones are read consistently? possibly take a look at how many duplicates of things we buy...tapes, discs, books?
- 9 Nothing - I still want to see books, audiobooks, and dvds in our library
- 10 I can't think of any events that we do that are under-attended. I don't know that I'm the best person to know what seems to not be working, as far as community interest goes.

Public Survey Compilation

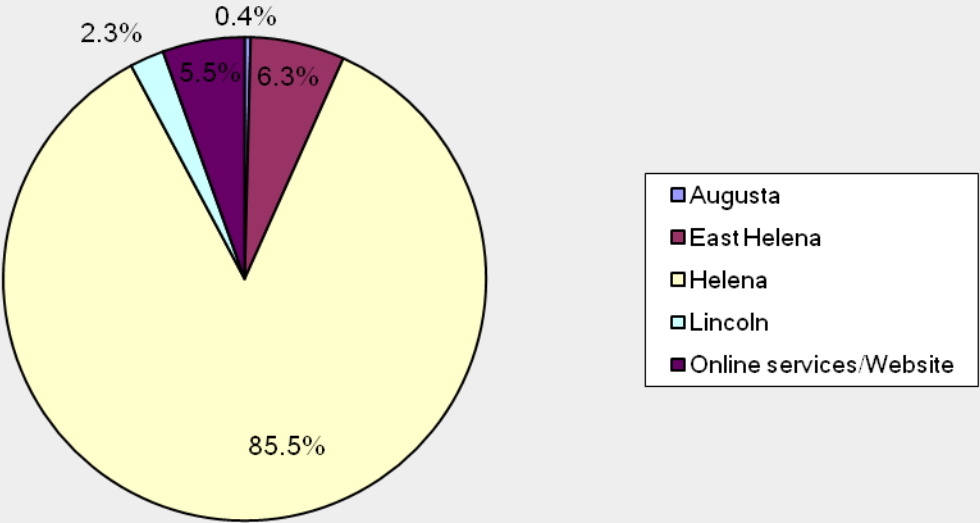
Public Survey results

The survey was separated into five different surveys to accommodate the different users of the library, and the location they use most frequently. The five different surveys were Helena users, East Helena users, Lincoln users, Augusta users, online only users, and non-library users.

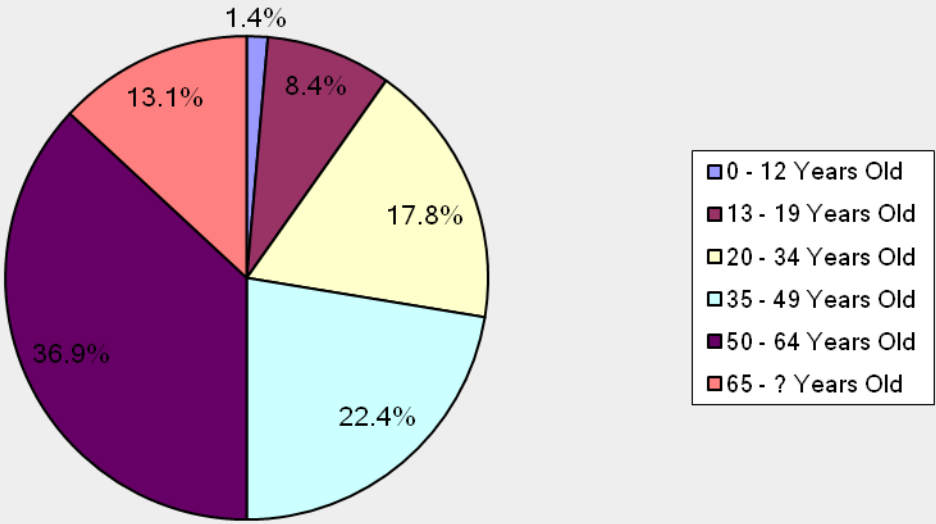
Each survey asked a couple of users the same questions in order to direct them to the proper survey. These questions asked basic demographic information.



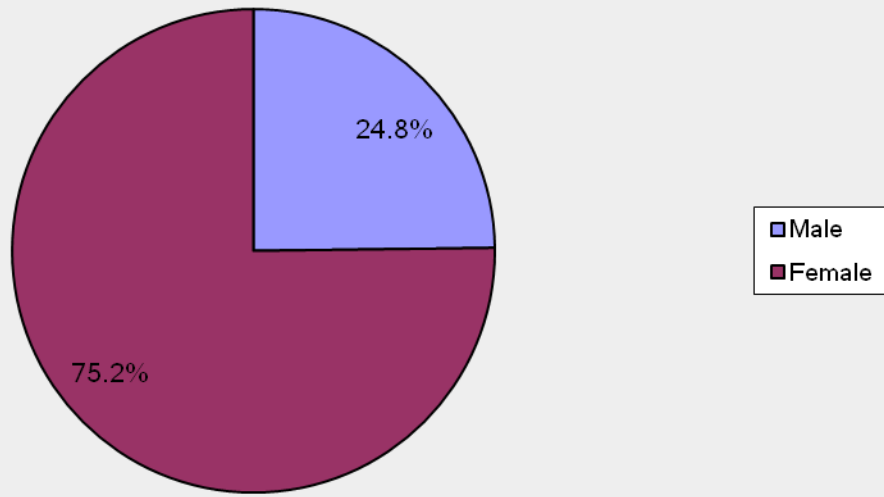
Which Library branch/service do you use the most frequently?



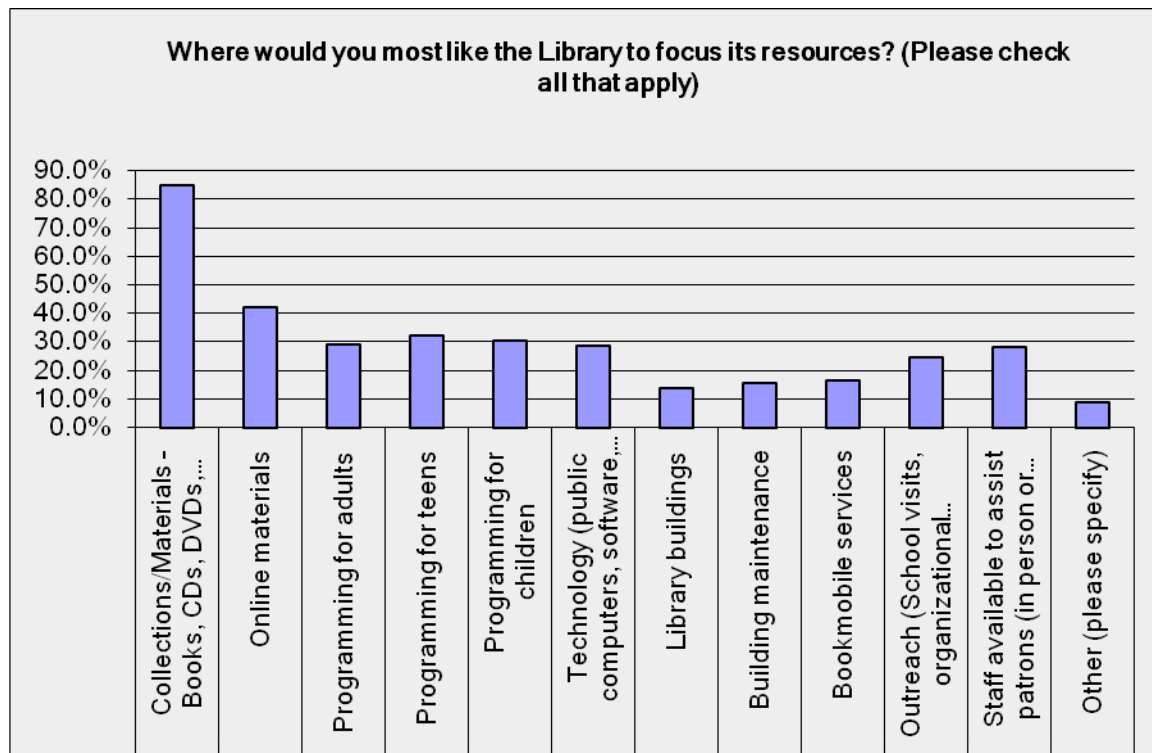
What age are you?



Are you

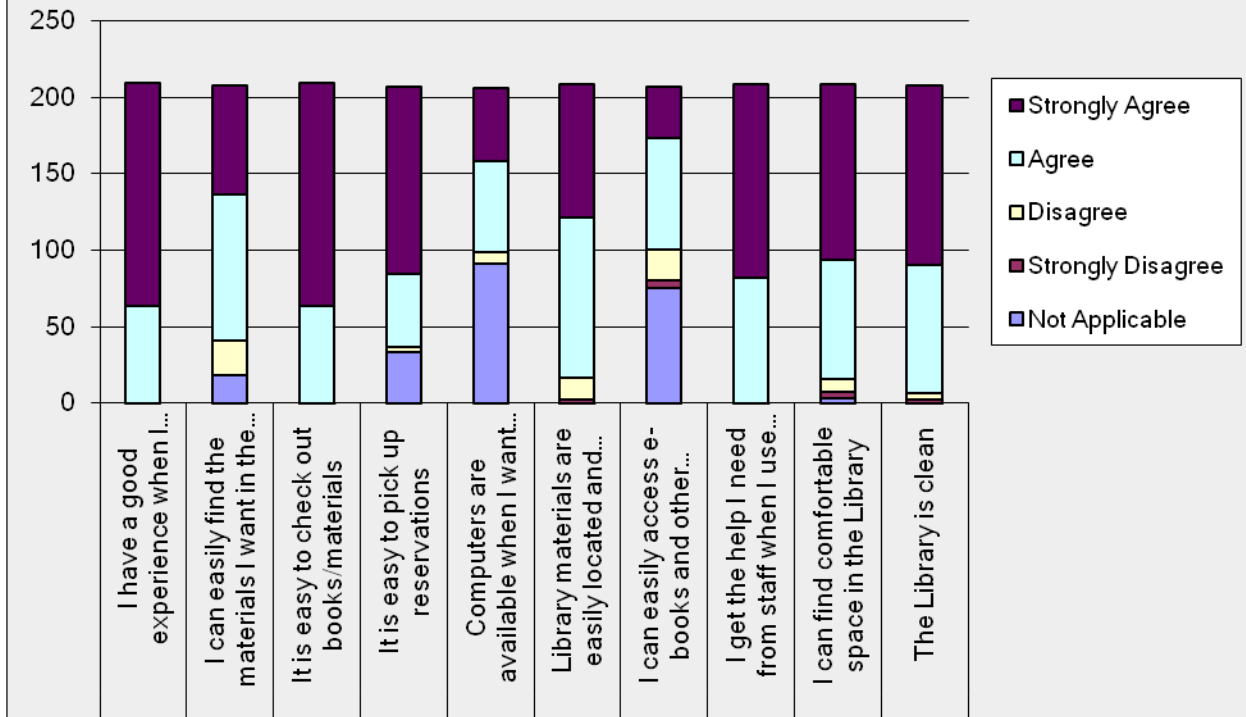


Helena/Augusta Library Users



- 1 Sometimes someone is playing with computer systems I don't like maybe someone should be fired it might stop.
- 2 BETTER WI-FI PLEASEEEEEEEEEEEEE
- 3 Quiet place to read at all times, esp. Wall Street Journal
- 4 More ebooks and e- audio ; audio
- 5 DVDs
- 6 Books and DVDs
- 7 Parking
- 8 Metaphysical books; new age
- 9 not sure
- 10 community involvement/programming that emphasizes and promotes reading and the human bonding that can occur through reading together (book clubs, events that celebrate stories/reading and showcase the myriad individual and community benefits)
- 11 Middle and Elementary school activities
- 12 Meeting Room Rental
- 13 Continue to evolve as center of our community
- 14 Bookmobile is a huge waste of money !
- 15 Video terminals
- 16 Reference books you can check out and return
- 17 Everything
- 18 New Books
- 19 Pickup/drop off drive through

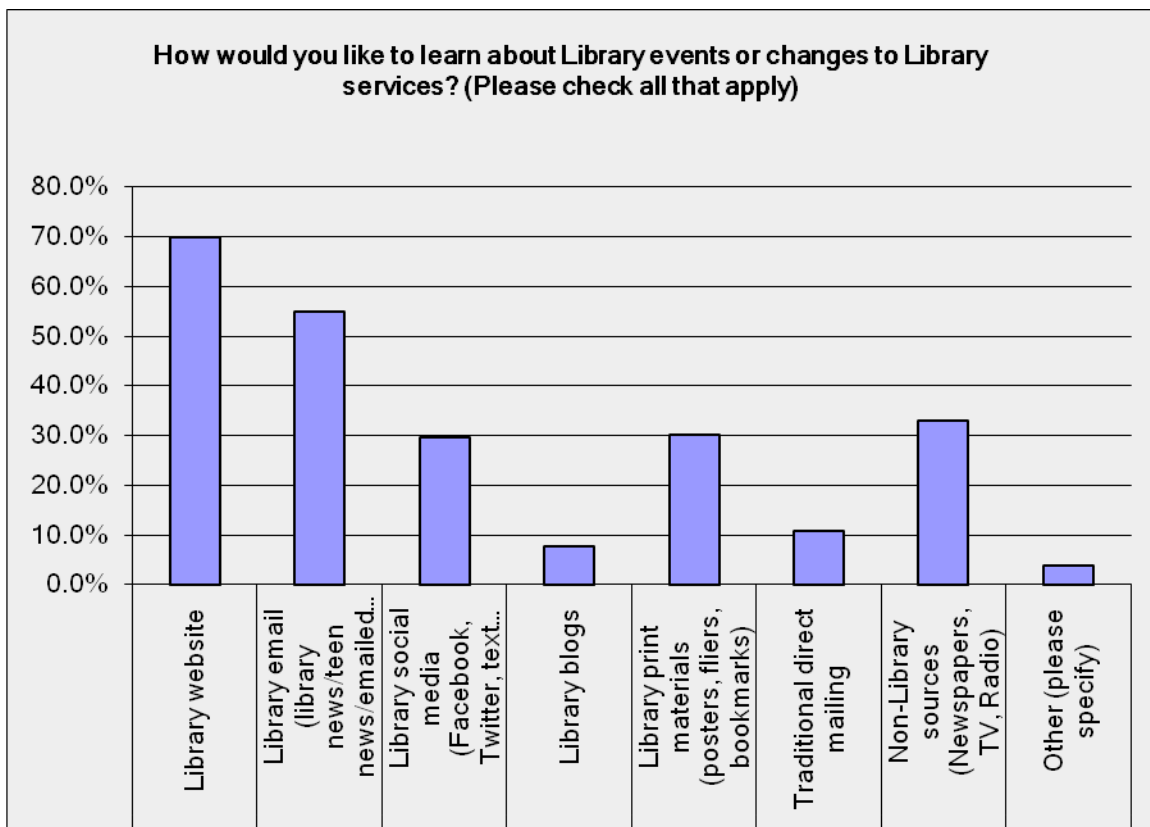
How much do you agree with the following statements?



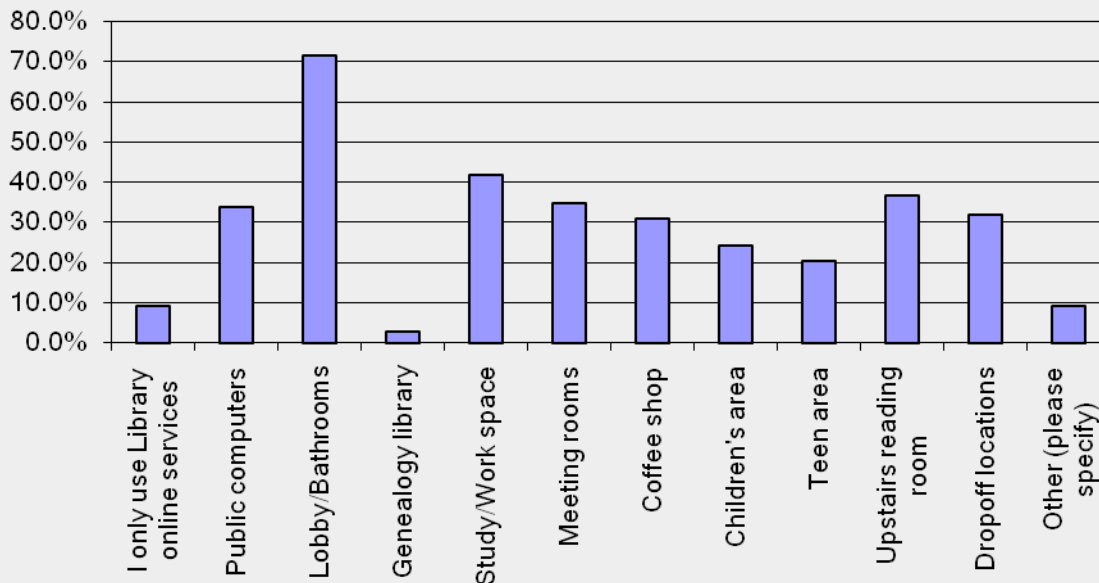
- 1 I love our library. It has a great selection of books. The staff are awesome. I really like the way the staff interact with my girls whenever we are there and my girls are checking out their books. I think that they help to increase their love of books and reading in general.
- 2 Not Enough seats parking or computers.
- 3 The library has become less of a quiet place and more of a homeless people gathering place.
- 4 I've found items in the catalog that have been overdue for more than a year; those should be cleaned out. It's really frustrating to find the book I want & then to see that it's basically not coming back. Also, more recent publications would be nice. Maybe clean up the adult nonfiction & add some newer titles (also more dvds. current collection is definitely lacking some titles). It seems like the best collection in the library is aimed at teens; it would be nice if the adult collection were given as much attention.
- 5 Sometimes there aren't enough copies of the ebooks but I know that is hard to control.
- 6 I love how much teen programming there is!
- 7 The shelves are awfully out of order!
- 8 Focus on additional adult programs and services. You provide excellent interlibrary loan services - thanks!
- 9 The staff is very helpful and polite.
- 10 The bathrooms are gross and dirty. They smell and are often wet with no paper towels to clean up water spray or soap. The changing table needs a trash can by it for diapers and there needs to be a chair or couch in the "walk-in" area for nursing or changing a child's clothes after an accident. The children's area is often dirty and needs regular cleaning or sanitizer on the wall before kids play with trains or computers. Too many germs without options for cleaning.
- 11 Hard to find a quiet place many times
- 12 Well run place. Keep up the good work!
- 13 Online catalog search parameters don't always show books I know you have; would like advanced search features.
- 14 Search results for online to download to e-readers would be easier if could be more specific.

- 15 I get help from staff when I use the Library - comment WOW!
- 16 I come to the library to use the public computers and am often disturbed by noise from other patrons, who do not seem to understand that a library is meant to be a quiet place.
- 17 There is NO comfortable place in the children's area where I can sit with my 3-year old and read a book or two. OK, there is one couch and a couple of single chairs which are usually being used by parents waiting for kids on computers or at train set. But mainly, the space in the children's area is taken up by that very uncomfortable raised platform-type thing. How about making the area really conducive to spending time there?
- 18 I have ordered/reserved several books over the years from other branches/resources and not one has ever come in. In addition, none of the library staff has ever contacted me with a status update on my orders; I have always had to make repeated calls.
- 19 I would love to have a little more space.
- 20 I just enjoy coming to the library. it is essential for me-just to know it is there and available to me almost anytime. thank you.
- 21 All the books I wanted over the summer were checked out all summer long...little bit of a bummer.
- 22 I would like to see a different library catalog. There are many circulation/management systems available that are more precise.
- 23 i didn't know ebooks were available
- 24 The library is nice, but I wish that there were a separate catalog for each different branch of the library. I seem to get my heart set on a book and then find that it is in the east Helena branch, for example.
- 25 There are times when the catalog shows a book is available, but it can't be located on the shelf or at the front desk.
- 26 Need more parking
- 27 Thank-you for being apart of my community
- 28 Thanks for the good reading!
- 29 More rated R movies
- 30 Kids non-fiction books belong in separate kids section. With them mixed in with adult materials, it prevents kids from naturally browsing this whole section. Even fairy tales.
- 31 Bathrooms could be cleaner
- 32 I have brain damage and am slow (not dumb) Just slow and they are so nice to help me even when I come back and ask again because I forget.
- 33 The staff are always very friendly.
- 34 Sometimes the materials are mis-shelved.
- 35 I haven't been able to access e-books yet but it may be my computer. I haven't asked for help from the librarians.
- 36 The children's reading hour should have a separate room of its own for both the children and other patrons.
- 37 I searched "Andrew Weil" under author and got:
The lost Amazon : the photographic journey of Richard Evans Schultes Davis, Wade.
981.1 D. Not untypical in doing searches.
- 38 Thank you for all of your service.
- 39 Restrooms could be cleaned more often.
- 40 I go to the library a lot to get books and enjoy the surroundings - quiet, comfortable to just read.
- 41 Having to retrieve my patron number every time I want to renew online and the type in a long string of numbers is a major pain!
- 42 More new documentaries
- 43 Haven't tried e-books yet.
- 44 I am techno challenged. The Helena Library is one of the nicest libraries I've been in (I've been in a lot of libraries). The staff are very friendly, helpful and efficient. I always get a nice smile & friendly hello.
- 45 I would like couches in the library.
- 46 fabulous place!
- 47 Staff are amazing

- 49 Bathrooms smell terrible
- 50 I love our library here in Helena!!
- 51 I do not like that holds are kept behind the counter and that staff often comment on them when you pick them up. It should be anonymous! Staff are also very weird about fines. I always pay my fines, but sometimes I check out more books before I have completely paid my fines and they have been downright rude about that sometimes. Most of the time everyone is pleasant, but not when you have fines! I also feel that when you put a book in for ILL and it is not available, it should be automatically considered for purchase by the library instead of you mailing me a document that says you cannot ILL it but that I can "come in and recommend for purchase." It seems like several steps for both me and staff could be saved if you considered ILL requests for purchase automatically, especially if they are relatively new books that others in the area would obviously check out as well.
- 52 The library is clean, but the bathrooms are permastinky. Cloud be a better space.
- 53 I think the chairs are uncomfortable. Also, there seems to be a large population of homeless scattered around the library. This makes my teen daughter uncomfortable.

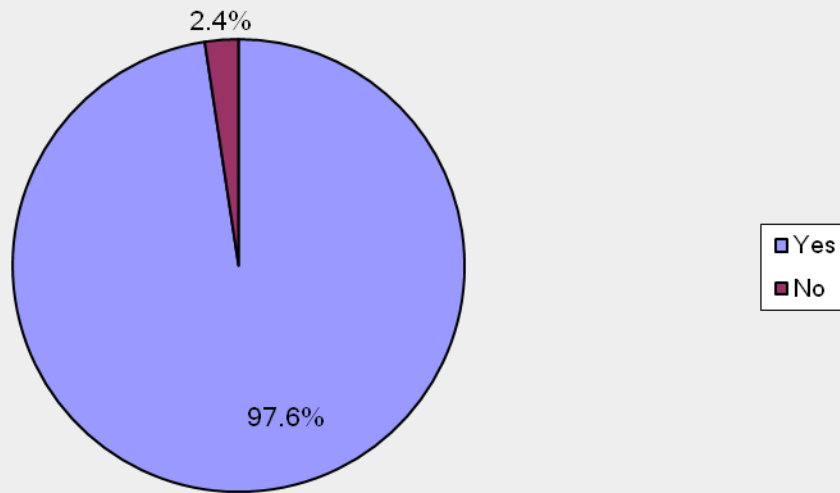


What Library spaces do you typically use? (please select all that apply)



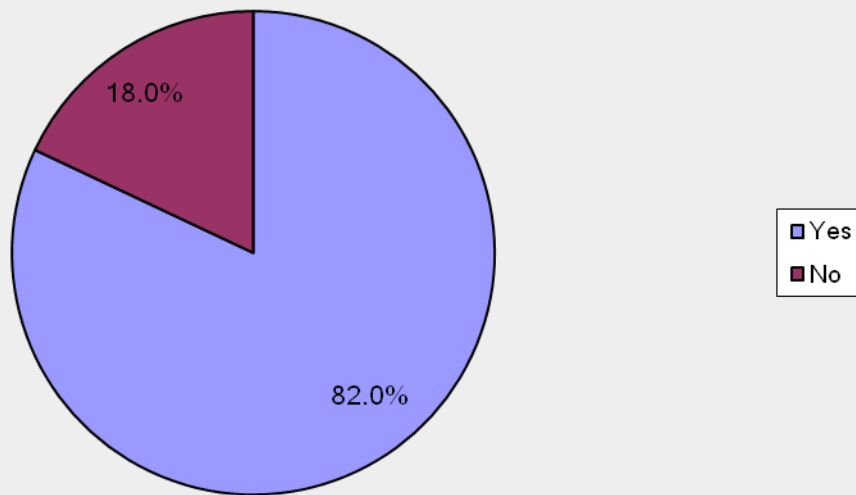
- 1 Online services also-I get books for my Kindle
- 2 sometimes online at home
- 3 general library area (where the books are). If I'm at the library, I'm there to get books/dvds.
- 4 uncomfortable chairs at work tables.
- 5 Reading room too open to noise like from the children's area.
- 6 I also use online materials
- 7 the stacks- to look for books-
- 8 new book benches
- 9 Downstairs, stacks
- 10 Just to check out books
- 11 self check out
- 12 Coffee Shop - yes!; Upstairs reading room - nice!
- 13 I use Library online services
- 14 Bulletin/Information Boards
- 15 I use online services to search books/CD/DVD then reserve them for quick pick up.
- 16 perusing the stacks
- 17 don't understand the question. i go in and look at the shelves, and check out materials.
- 18 Browsing shelves and new book section
- 19 New releases

Are you satisfied with the existing Library locations (Helena, East Helena, Augusta, Lincoln)?



- 1 I use both East Helena and Helena. Not familiar with others
- 2 Just make ours better.
- 3 Parking lot is too small during busy hour.
- 4 more books!
- 5 It works for me, but maybe not other users
- 6 Review of the usage of the bookmobile might indicate whether or not a branch is needed in the valley.
- 7 More parking please
- 8 Please keep Lincoln's library going - it's deeply valued
- 9 Very nice
- 10 I've only been in the Helena and East Helena locations but if they are anything to judge by, they are as nice.
- 11 I would like maybe to see one in the north valley.
- 12 I wish there was a location in the valley.
- 13 Library is easy to access and is located in a nice area.
- 14 The Valley needs a branch
- 15 go north, by Capital High
- 16 Thank you for the train in the children's area, I think you should partner with Exploration works to design/build interactive displays in children's area.

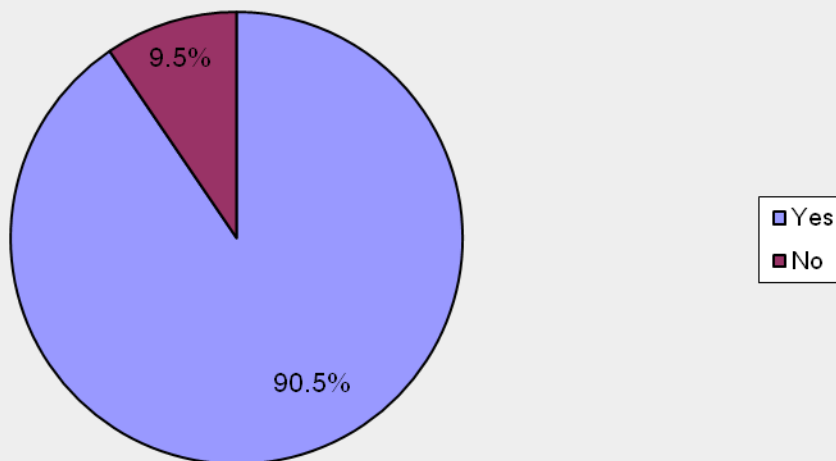
Are you satisfied with the existing Library hours?



- 1 The hours the Helena branch is open should fit just about everyone's needs.
- 2 Sometimes wish open @9
- 3 Would like it to open earlier in the morning.
- 4 Duh! I stay open more.
- 5 Very impressed w/being open on weekends.
- 6 I wish they were open earlier on Sunday
- 7 It should open earlier
- 8 I wish it were open even just an hour later...
- 9 I wish you were open earlier on sundays.
- 10 Should start earlier
- 11 More please especially on weekends.
- 12 They open too late in the day. It would be great to have a couple "early" days with children's programs that could enable children to participate before naptime.
- 13 Weekends need more hours
- 14 open later for studying
- 15 Occasionally I wish that the weekend hours were extended, but I realize that means more expense.
- 16 I would like longer hours on Sunday -- maybe opening at noon.
- 17 it would be nice if you were open longer on weekends.
- 18 Sunday hours are too limited. Long holiday weekends with no library hours is poor customer service. The library should be available to serve the public.
- 19 I appreciate your evening hours and weekend hours too.
- 20 Weekends should have longer hours.
- 21 I've not run into a problem, but I have tried to plan my use.
- 22 I prefer the nontraditional hours and have found it's often closed when I'd prefer to come in.
- 23 I'd like to see you open more over holiday weekends and not close on Sunday in the summer.
- 24 Seems that when I need the library....it is closed
- 25 I wish I would stay open to 5:30
- 26 Thank you for bringing back the Sunday hours. It would help quite a bit if you didn't close so early on the weekend days, which are often the only days some people can visit.

- 27 Wish it were not closed every holiday
- 28 I think it would be nice if the libraries were open later.
- 29 Longer hours on the weekend
- 30 Yes overall. Could stay open later one or two nights a week.
- 31 Always nice to have more hours, but I know dollars/funding may not be adequate.
- 32 I'd like to see the library open earlier on Sunday.
- 33 Really happy about Sundays LOL smiley face
- 34 Sunday in summer
- 35 The library closes too early on Friday, Saturday and Sunday.
- 36 I'm always surprised to find library closed on holiday weekends.
- 37 More consistent hours, like 10-9 mon-sun
- 38 to increase hours would be good.
- 39 Would love it to be open later on Fridays
- 40 Longer weekend hours would be nice
- 41 Later Hours - could increase.
- 42 I know you all like 3 day weekends like the rest of us but I inevitable end up at the library say on Saturday of Labor Day weekend and you're closed. Very sad.
- 43 Would like longer Saturday hours
- 44 Open on Sats until 6:00 and open at noon on Sunday would be nice.
- 45 I would use the library before 10:00am if it was open.
- 46 I love that you are open until 9 most nights & are open 7 days a week.

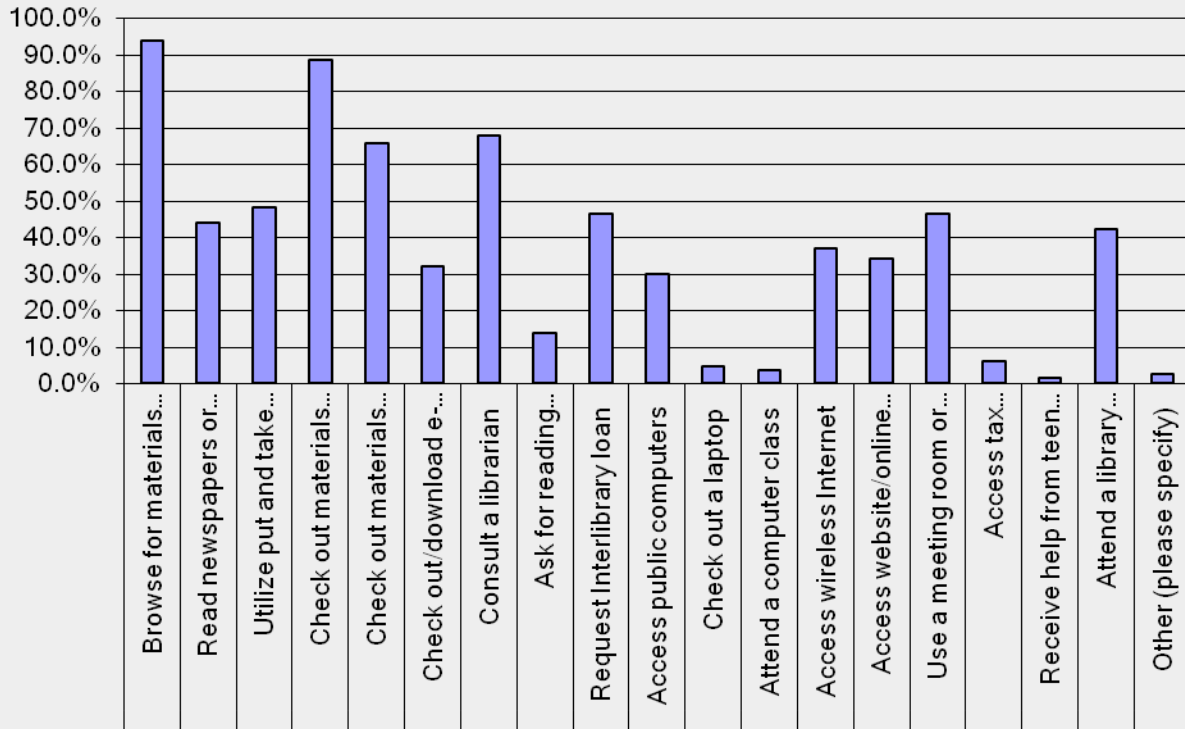
Are you satisfied with the existing Library space (work/study areas, shelving layout, windows/furniture)?



- 1 Need more seats.
- 2 I wish that there were more places to plug in a laptop and more quiet places.
- 3 the teen area even after remodel is pretty cramped still
- 4 A suggestion and observation: it is getting increasingly noisy/loud around checkout desk and reference desk. Somehow I'd ask for the noise to be muffled or screened. What about library voices?
- 5 Any chairs that need to be reupholstered, for example sinking bottoms should be.
- 6 The children's section needs to be closed off. See Johnson County Public Library in Greenwood Indiana for ideas. They have glass windows and double doors - this keeps kids

- from running off; noise control and privacy for reading programs - see back of form for ideas.
- 7 Uncomfortable chairs at the work tables.
 - 8 Need to have closed off quiet area.
 - 9 I would like it if you'd ask parents to keep their kids quiet.
 - 10 more study spaces
 - 11 You've created a fantastic environment to come to read and write. Love the lighting, the plants, the welcoming atmosphere...
 - 12 There could always be more space and more books in a public library!!!!!!
 - 13 I have already commented on how uncomfortable it is to sit in the children's area and read books with a child. Not a fan of the platform area, which takes up a lot of space. My bum ends up hurting after just one book!!
 - 14 Very nice!
 - 15 More chairs among areas
 - 16 There should be quiet areas.
 - 17 The train table is PERFECT for my toddler. Thanks for having this so I can check out books.
 - 18 More electrical outlet access upstairs for the tables would be helpful. Some private study carrels would be very helpful--people do not always want to do their work or reading completely out in the open.
 - 19 Helena's library could use some updating and cleaner furniture.
 - 20 Need more spaces to do homework or work since the library is so popular
 - 21 I'd like more places to plug in laptops.
 - 22 But I'm sure if they had more space they could expand their materials.
 - 23 Love the new teen area.
 - 24 It is kind of dark inside - it's kind of depressing (lack of natural light, lighter colors, etc).
 - 25 Very comfortable
 - 26 I like the plants, comfy seating, coffee shop a nice addition
 - 27 Lovely space, art, comfortable furniture, nice layout.
 - 28 I do think the children's area could be upgraded like the teen area has been.
 - 29 But could be more room.
 - 30 I think the space behind the circulation desk should be clear.
 - 31 the remodel a few years ago was great
 - 32 Would like more interactive stuff in kids area
 - 33 Given space and financial constraints, it's quite satisfactory.
 - 34 sometimes too noisy to get anything done, don't like that crazy woman who lurks around accosting people
 - 35 The upstairs reading area can use some more cleaning/steam cleaning of chairs from time to time
 - 36 As a homeschooling teacher, a lot of our library use centers around the children's area. My children really enjoy the train table and will observe the doll house for long periods of time to see what changes have been made. I also like that there is a place to sit with my 8 month old while my older children play at the train table. The mural and circle steps are a nice spot for them to sit and read while they wait for me as well.
 - 37 I'd like to see more work/study areas as well as some more comfortable, cozy reading areas.
 - 38 More access to plug ins for laptops
 - 39 More meeting space would be wonderful!
 - 40 I wish you opened earlier than 10 AM
 - 41 I am very happy with the children's area. The books are easy for my girls to look at. My 7 year old loves to play games at the computer stations. My 4 year old loves the train set!! And I can sit in their area and read while they browse for books or play. My whole family LOVES the pink house display. We love to find all the hidden objects.
 - 42 We do a lot of in-library school work and find the chairs to be uncomfortable.

**Following are examples of services and activities offered through the Library.
Which have you used in the last year? (please check all that apply)**



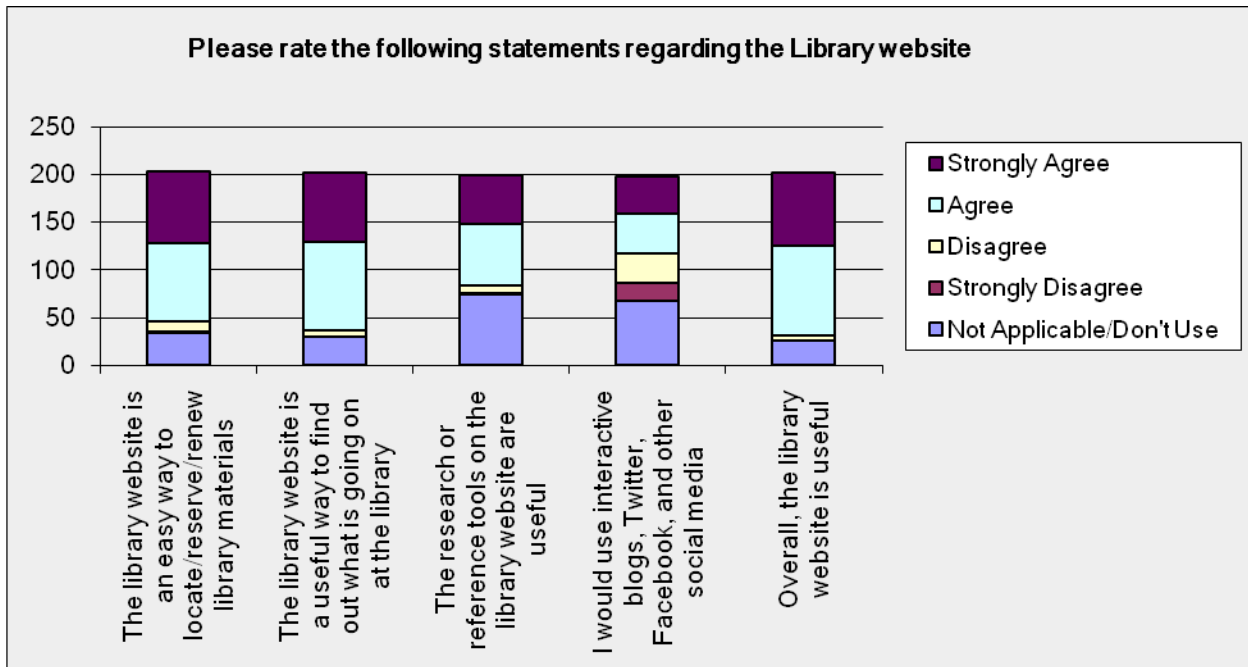
- 1 Not enough downloadable E-books available
- 2 Tax resources/help - yes, yes yes!
- 3 Requesting ILL could be easier and more intuitive
- 4 Wants to learn how to check out/download e-books, e-audio, never thought to ask for a reading recommendation, who would I ask? Hope to attend a computer class in the future.
- 5 Adult Book Group
- 6 Children's Story Time

What services and/or activities would you add to those already offered through the Library?

- 1 Book talks for and preteens
- 2 none -
- 3 More book groups
- 4 Motorcycle Parking.
- 5 I think a bigger/newer dvd collection would be nice. I would also like to see the bookmobile program expanded.
- 6 Freegal (free music download service)
- 7 teen movie club
- 8 Keep reading lists up to date.
- 9 PAWS for reading should be a more steady event. Weekly and year-round.
- 10 You have covered everything i would enjoy.
- 11 ?

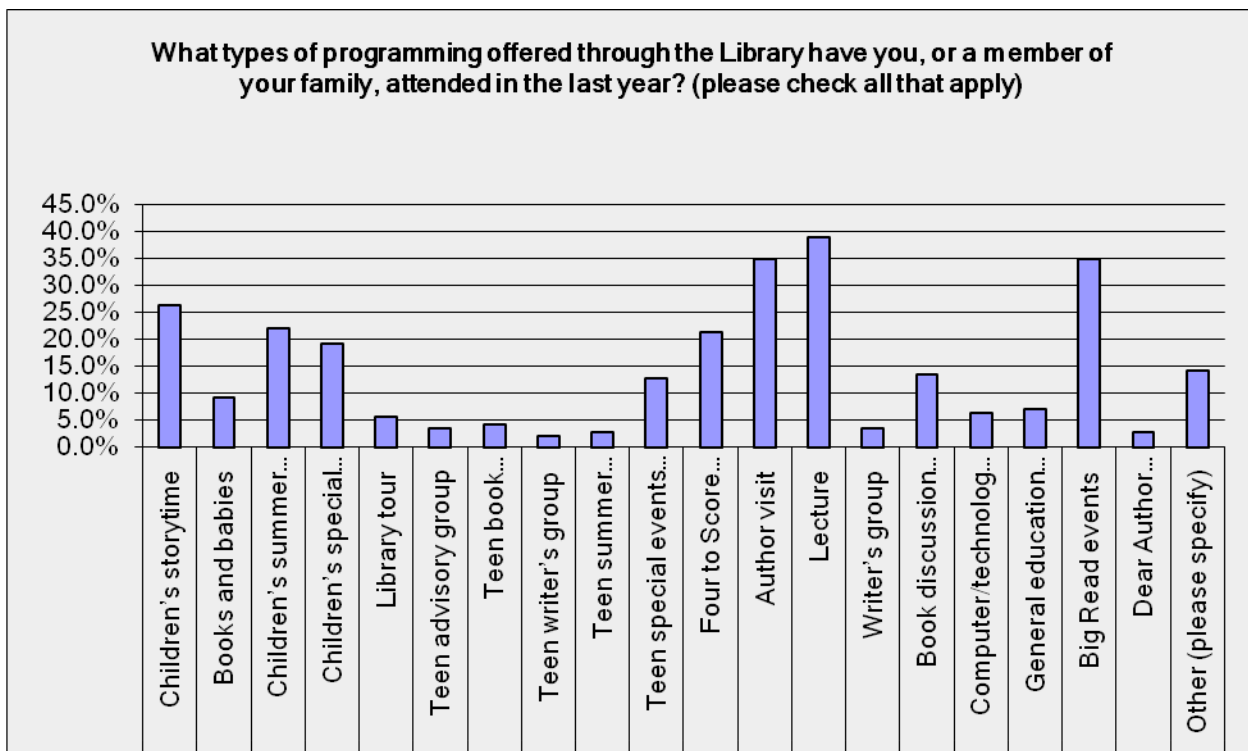
- 12 Keep the activities to reading - researching - books - technology resource. Do what you do best.
- 13 A quiet section of the library like in the old days: no talking, no phones, etc. Shushing encouraged and stink-eye to chatters the norm :-)
- 14 More books.
- 15 Increased resources (technology) for children ages 5-12.
- 16 NA
- 17 More book/reading programming that celebrates reading, especially for children. Librarian-led book clubs/groups for preteens! There are many avid readers in the community who aren't yet eligible for the excellent teen programming but are too old for story time. More ways are needed to keep their interest up and their library attachment strong while they're in that middle (late elementary, early middle school) period. Perhaps also a shelf bordering the YA section that showcases younger YA literature for advanced readers who aren't quite ready emotionally for some of the content of the older YA selections. We're finding ourselves needing to put back many selections once mom or dad has looked at what they pulled off the YA shelves--never a good thing to have to pull a book away from a kid's hand once they've selected it themselves!--so a go-to shelf of less late-teen-issue-focused books that the younger set can approach first would be very appealing.
- 18 More e-books maybe
- 19 The Helena library is nearly perfect!
- 20 I am very excited about the Canyon Creek bookmobile - can't wait to use it!
- 21 more teen events
- 22 None
- 24 None
- 25 None
- 26 Check out for CD's
- 27 Private computer time
- 28 Would like to have more time access on the computers. Some of us don't have home computers so need to use the library's.
- 29 computer classes for all ages. e.g. adults seeking professional development on content other than operating a computer.
- 30 Really, really appreciate the quality teen programming. My son feels comfortable here - and has a great time.
- 31 I would be interested in more children's programs. My child is five years old.
- 33 Music CD's
- 34 Bookmobile
- 35 More classes/educational opportunities.
- 36 Can't think of any.
- 37 Newer DVD's; Family movies; Spiritual DVD's
- 38 Can't think of any - the Dive was a nice addition. Coffee always smells inviting!
- 39 I am interested in more children's programming.
- 40 GED courses. Maybe assistance with resumes.
- 41 Target kids 3rd-5th grade and family night.
- 42 Additional DVDs of old TV shows - The Man from U.N.C.L.E.
- 43 Drive through pick up and drop off place
- 44 can't think of anything right now --its such a great library people are so friendly & helpful
- 45 Movie night for adults
- 46 Job Service Workshop
- 47 It might be nice to incorporate more homeschool activities. There are probably more of us in Helena than most people are aware of and I assume we all use the library quite often. I would even be willing to participate in "work days" where we could help with library maintenance tasks. It would be a learning experience for our children and we could help show how much we appreciate all that you do!

- 48 I'd like to see the online services - and help - improved.
- 49 Please have more technology for users. Why are the children's computers out of service so much. Where are kindles and iPads?
- 50 More programming for early childhood
- 51 Recommended Reading Lists that are up to date
- 52 My boyfriend is Hispanic and I wish we could get more books for him to read either through the library itself or through the e-book selection online.
- 53 I would love to see more programs for children in the children's area, other than story time. it seems like there is always a lot more for teens than small children.
- 54 Something geared specifically to homeschool students.



- 1 The access number is too long and it is easy to type something incorrectly.
- 2 The search feature is not very robust.
- 3 Cannot access social media @ work.
- 4 Can you add a form to the website to make requesting interlibrary loans easier?
- 5 I would be nice not to enter the card number on website every time we have to renew books. Too long!
- 6 The password reset can be a hassle. Letting us choose our own would be helpful.
- 7 The website is clunky with too much bouncing around when reserving or updating books. Email autogen or the website needs to notify you when books are due 203 days out to give people a heads up that something is coming due rather than just late
- 8 i don't use it, not sure why-
- 9 The site could be made a lot more dynamic in design. It looks a bit dated compare to many out there. Community events could also be highlighted more prominently, which may attract more participants. Make the site aesthetically pleasing and exciting--a fun place to visit and spend extended time on in itself!
- 10 I like seeing if my book is do online thanks!
- 11 Use social media maybe
- 12 The catalog system online seems old & clunky. I have tried to integrate it with other third-party tools, but it's not designed for that. E.g. when I am looking at a book on amazon, I would like to find a way to see in my library has that book.

- 13 If you have a computer at home, I don't it's why I come here; computer, books, movies and stuff all in one place.
- 14 I understand it is database driven but the site seems old and not very user friendly. More often than not the app will say a book is not a part of the library collection when, in fact, it is.
- 15 I am interested in interactive blogs but don't know how to do them or how they work.
- 16 Website is easy to renew and reserve items; search tool is difficult and irritating to use.
- 17 Use only for databases
- 18 Cumbersome to use online resources
- 19 The catalog is geeky. The research materials organization is confusing
- 20 Locating a particular book on the website it difficult if you don't know the author. I've done exact title searches and ALWAYS end us with listed material that has nothing to do with my search, and that seems to not even correspond to a single word in the search.
- 21 The catalog is very hard to use and often returns strange answers to my queries (ie Smith = Learn keyboarding???) It is also frustrating when a book is listed as in your system, but the return date was many months past.
- 22 the catalog is sort of bulky and could use some more features, like recommending books right from the catalog



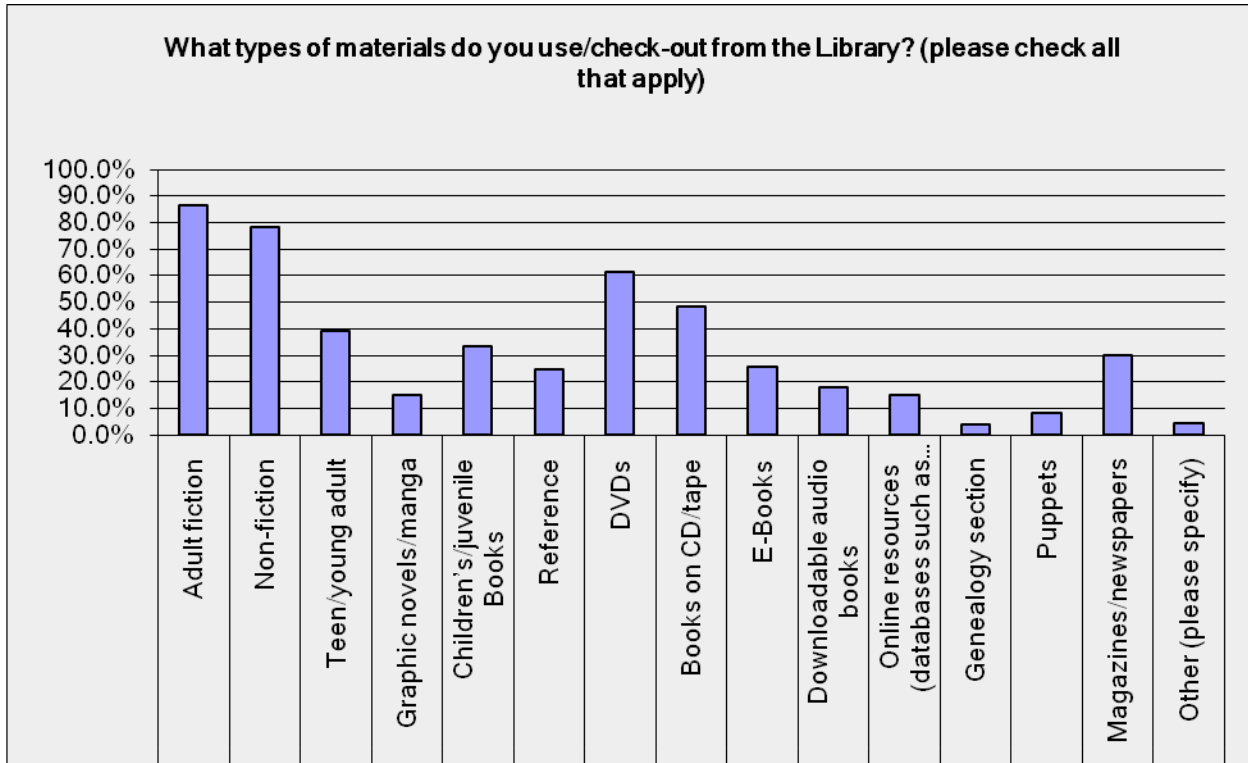
- 1 Concert - Peter Fletcher
- 2 The hours are too late in the day for our family. Naptime, etc. We also have several children at different levels and they are too loud for reading time, which is what we have been told by the staff. LOVE four to score.
- 3 poetry reading event
- 4 NA
- 5 N/A
- 6 We enjoyed "Race to Nowhere" film
- 7 Parent attend a "basic computer class" and found it almost useless. Did not address basic topics for seniors new to using a computer.
- 8 funeral/memorial
- 9 Guitar concert

- 10 Purchase books in memory of
- 11 Books!
- 12 Concert
- 13 N/A
- 14 None
- 15 Use Internet quite often.
- 16 Fahrenheit 451 Big Read was outstanding!
- 17 concerts, art shows
- 18 Library Foundation events -- poetry reading and Ambrose lecture/reading among them
- 19 Peter Fletcher
- 20 Poetry reading

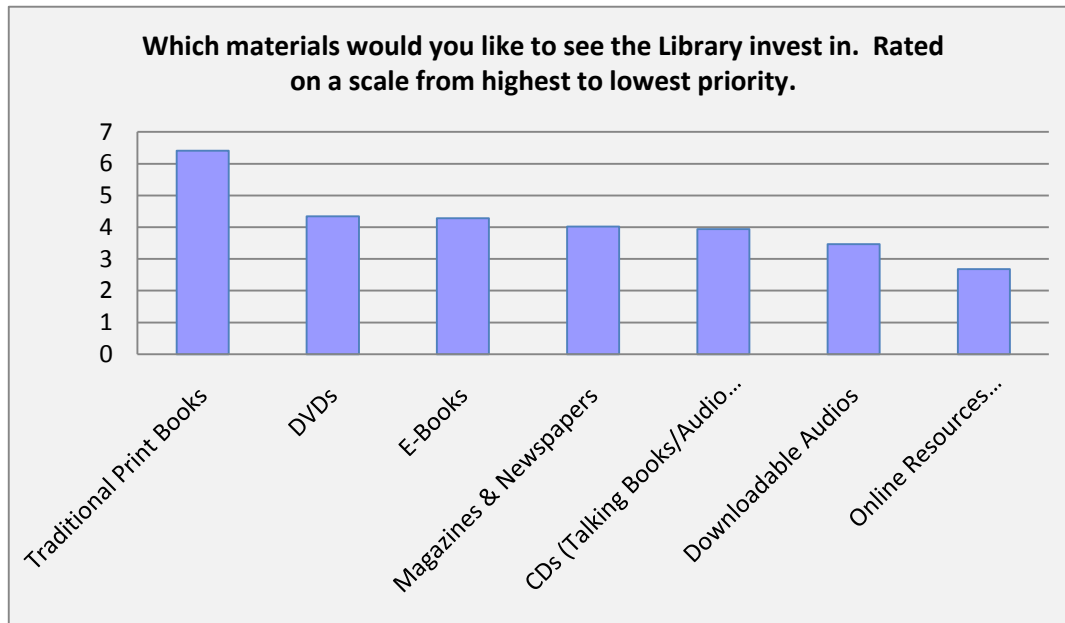
What programming opportunities you would add to those already offered through the Library?

- 1 typing
- 2 none
- 3 I've seen libraries that offer diverse programs such as knitting classes (maybe attached to a survey of books about knitting-both fiction and non-fiction) and crafts classes for children and adults-, some type of gardening lecture or class to tie into spring's arrival---just ways to bring more people into the library and expand the outlook on books and research.
- 4 More focus on additional adult programs. With at least 10 circled programs focused on youth, I'm thinking you have them covered.
- 5 Not familiar with Dear Author
- 6 Foreign language classes and other educational classes for adults or high school drop outs.
- 7 Partnering with OES more (I'm a coordinator for OES)
- 8 More classes/workshops would be great.
- 9 Got them all covered.
- 10 I love the teen offerings!
- 11 NA
- 12 The ones listed following a previous question.
- 13 Nothing. I just need to take more advantage of what is already being offered.
- 14 book clubs - more
- 15 Art or something crafty
- 16 None
- 17 A movie every friday
- 18 None
- 19 More involved summer kids reading program
- 20 media literacy, technology use, resume building for the experienced.
- 21 A great films club/group - a group that would get together and watch great old classic films and new films, then discuss them.
- 22 Contests for different age groups, kids teens and adults. Animal related. More opportunities for donation and volunteering for helping our library, community, and the world.
- 23 I'm not able to attend any of them.
- 24 I would like to see more parenting workshops.
- 25 not sure
- 26 Community events to help learn something new that is useful for life (cooking, nutrition, networking)
- 27 More lecturers/name authors
- 28 more offerings for adults --you have TONS for kids and teens, but not so much for adults (especially those who already know how to use a computer. . .)
- 29 You are doing a great job. Sponsoring book clubs is great. Bringing in authors to speak and read is great. I'd like to see a series on writing memoirs.

- 30 Adult Movie Nights
- 31 None come to mind. I think the Library does a great job offering a variety of programs.
- 32 More computer classes
- 33 Bring back battle of the books
- 34 More children's programming, outside of summer reading.
- 35 More big author visits.



- 1 Puppets - so fun!
- 2 Mystery
- 3 E-Books - Haven't used yet but would love too, none available (Content lacking)
- 4 music-on cds, classical, children's
- 5 educational CDs/DVDs such as how to learn a language
- 6 Ugh! E-books
- 7 Gardening, art, building, crafts, travel guides; want to try downloadable audios; check out lots of books on CD
- 8 True Crime
- 9 poetry

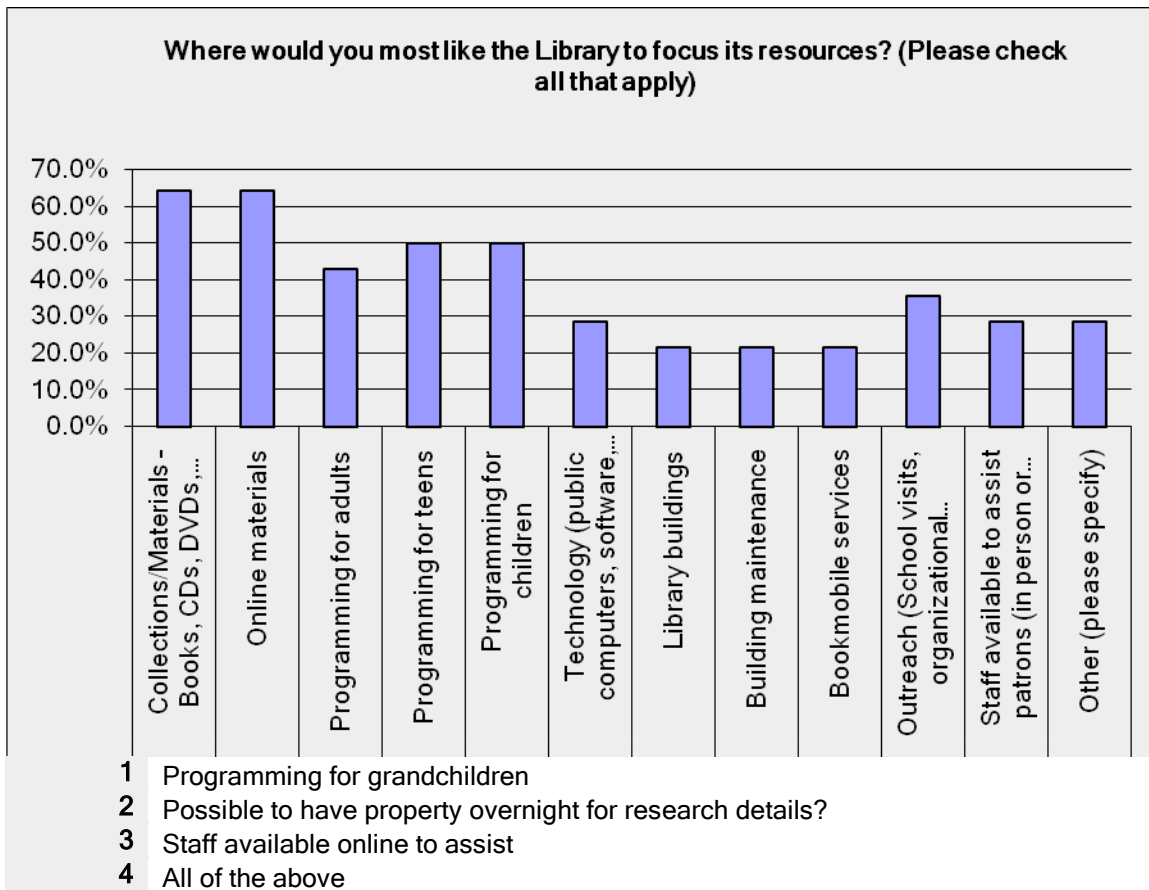


What types of materials would you add to those already offered through the Library?

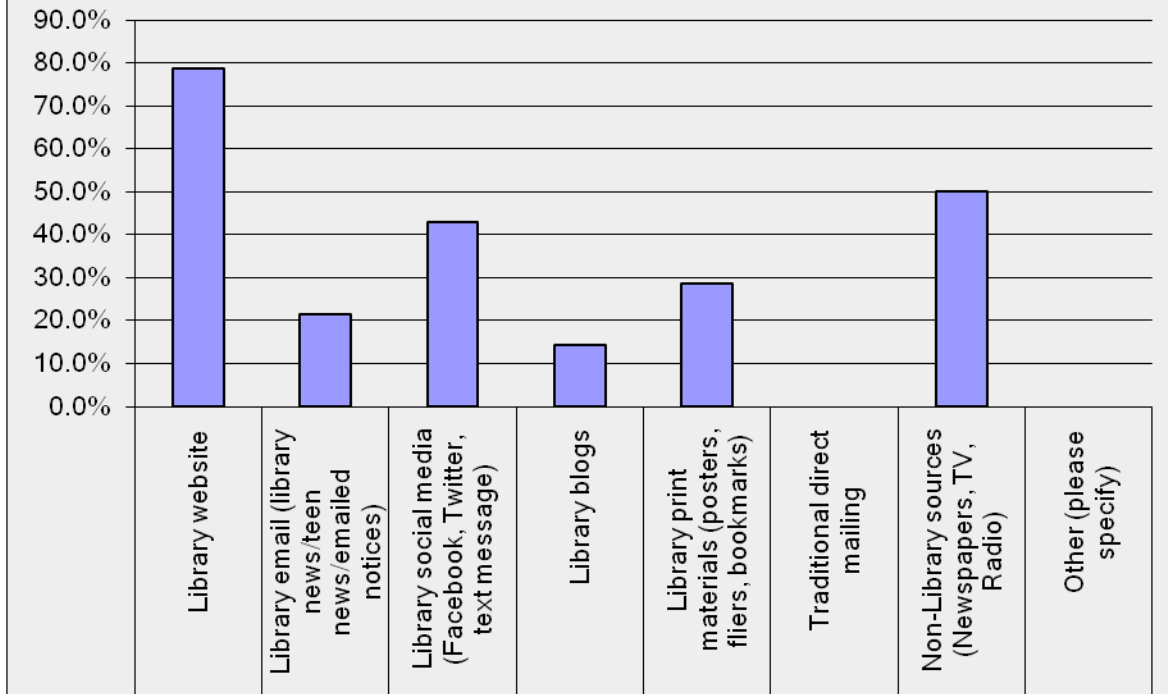
- 1 more preteen/teen romance novels
- 2 none
- 3 Genealogy
- 4 There should be some Newspapers from Norway, Sweden, and Finland.
- 5 A nice audio cd collection would be amazing.
- 6 Is it possible to get an ebook/audio book program that allows checkout of books without a waiting period? I've had access to "freeding" and "one click" and have really liked not having to be on a waiting list.
- 7 Music CDs
- 8 I work in Helena and don't have a card. I enjoy using the computers and reading magazines when I have extra time or need to look up info. Great place - thanks!
- 9 More agricultural focused reference materials I had to use interlibrary loan for books I needed on dairy cows and gardening.
- 10 The library should not put out some that is not going to work 100% and not take responsibility. I am referring to the email notices and courtesy notice. It is (not?) efficient, it gets to some family members and not others, I can't count on it and all it ends up being another email I have to delete for those who get. Can't count on it = don't need it (email) Stop it!
- 11 Book discussion bags appropriate for adults at a lower reading level.
- 12 More current TV episodes, recent movies on DVD please! Especially British series like Midsomer Murders new editions. Try "Sherlock" 2 seasons - 4 DVDs. But also get current op rated American series. There are very few recent movies on DVD. They would be a very popular item. More "Cooks Illustrated" Try "Cook's Country magazine and DVDs.
- 13 More E-book content. This is not a materials question answer, but each time I go to check out books for my 2 elementary students, I wish that the AR (accelerated reader) levels were marked on each book (picture and chapter). The way the library categorizes the reading levels seems inconsistent and vague. Early Chapter books range in grade level of 1.8 to 3.7. That's hard to pick books in the right level. I assume most elementary students in Helena use AR!
- 14 Tool Library (Berkeley, California)
- 15 One book: Storm of Steel by Ernst Junger
- 16 Music CDs
- 17 I would love to see more non-fiction, informative children's DVDs.

- 18 Just more hard cover books
- 19 music on cds
- 20 I am thinking about the backpacks that my kids have checked out at Glacier. They have a notebook to jot stuff down, a book or article to read or try out, and some scientific stuff to use. What about something like a backpack that families could check out that might have activities having to do with reading or the surrounding area.
- 21 More copies of some of the classics.
- 22 NA
- 23 nothing
- 24 stuff for iPads nooks etc. and maybe some iPads or computers to research books that are in library. Need more computers!
- 25 None
- 26 None
- 27 Musical CD's
- 28 Downloadable audios only if library can make money on this. Love the library thank you for all you do in Helena & central Montana.
- 29 Traditional print books are the most important part of a library.
- 30 No E-Books! That is what libraries are for why would you want to go to the library website and download a bunch of documents when you can go to the library and check it out, real paper, real books.
- 31 Bozeman library has a small device on which to listen to their audiobooks - sounds handy!
- 32 Music CD's and downloadable music
- 33 Music CD's.
- 34 I am getting to the age where I'm searching more and more in the large print section so that is becoming important to me.
- 35 e-magazines/newspapers
- 36 More Language learning. Religion. Alternative medicine. Young adult fiction (opportunity for requested authors?).
- 37 Nothing
- 38 Better E-Book selection
- 39 More DVD's of British TV series, movies, mini series, bios.
- 40 Reference books you can check out and duplicates. More than one copy to use.
- 41 Good selection of magazines and newspapers. Would like newer and more updated DVD's - more selection.
- 42 Music CD's
- 43 More true crime books
- 44 New updated books
- 45 More CD and downloadable audio books.
- 46 Make magazines and newspaper downloadable!
- 47 Additional Laptops - Comment Bradbury was right! Read!
- 48 this is a comment on # 18 -- I would rank them all as equally important and encourage spending on all of them.
- 49 I wish E-books checked out for three weeks just like regular check outs
- 50 Music cds
- 51 Kindles, mp3 players
- 52 Music. Or at least allow us to ILL music CDs if you aren't going to have it at Lewis & Clark.
- 53 More graphic novels.

Online Library Users



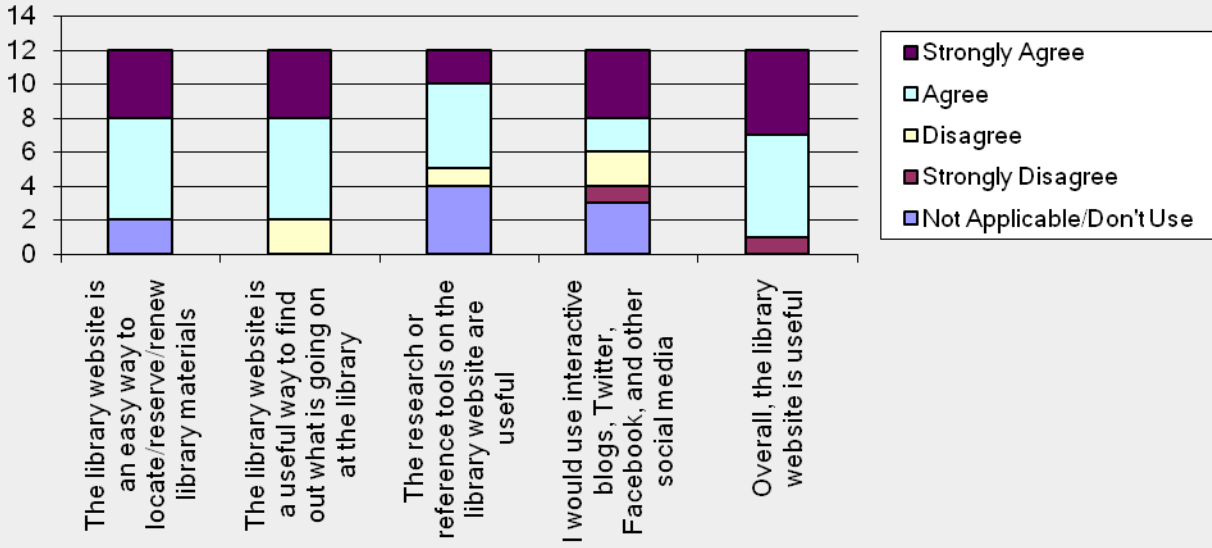
How would you like to learn about Library events or changes to Library services? (Please check all that apply)



What services and/or activities would you add to those already offered through the Library?

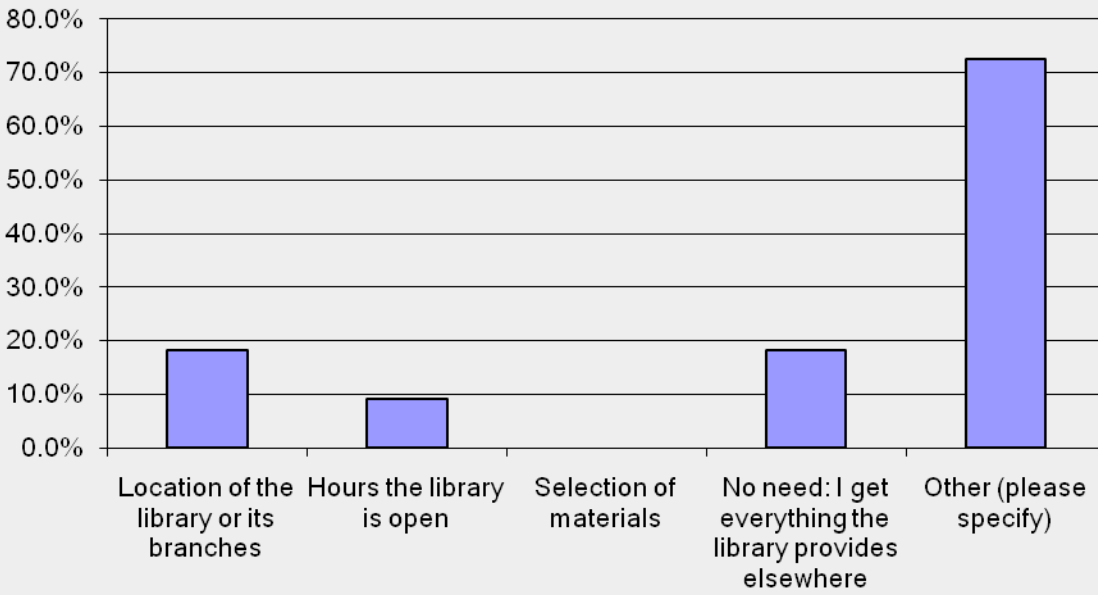
- 1 Nook books/materials accessible with Nook Color (or other Nook)
More mp3/windows media player audio books--have seen lots moving to other types of formats, so please keep mp3 available.
- 2 Fantastic already
- 3 Professional skills section as many services, i.e. Montana Legal Services leave no support for their ref. to legal library strengthen support to these levels.
- 4 Ask a librarian chat feature. Links to best seller lists

Please rate the following statements regarding the Library website



- 1 I would be interested in a regularly updated blog..I hate Facebook, but enjoy well done blogs.
- 2 Notice days they close quickly

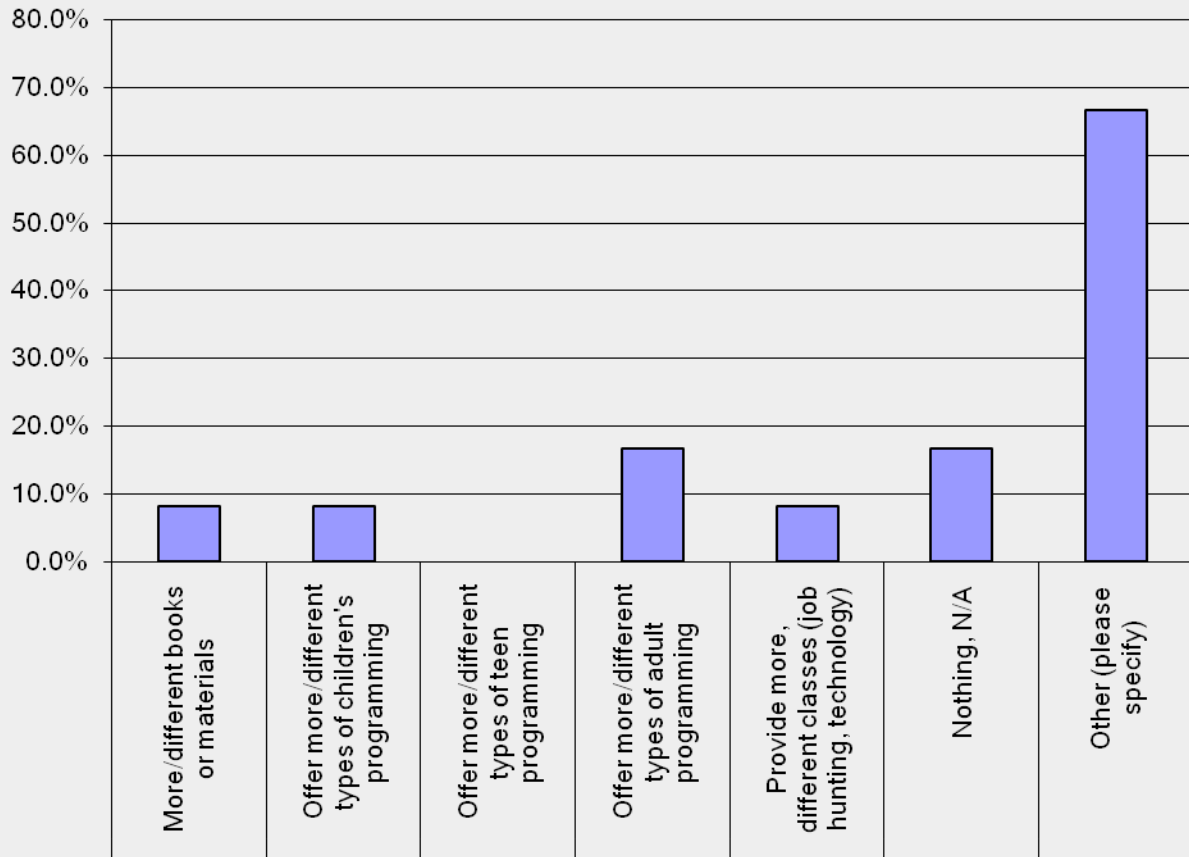
What are the reasons that you do not use the physical Library?



- 1 I DO USE THE PHYSICAL LIB
- 2 It's hard to park anywhere nearby; lot is almost always packed. But I love the physical library, enjoy book club and browsing your shelves!
- 3 I do use it at least weekly
- 4 I do use it regularly; love periodical collection and newspapers!

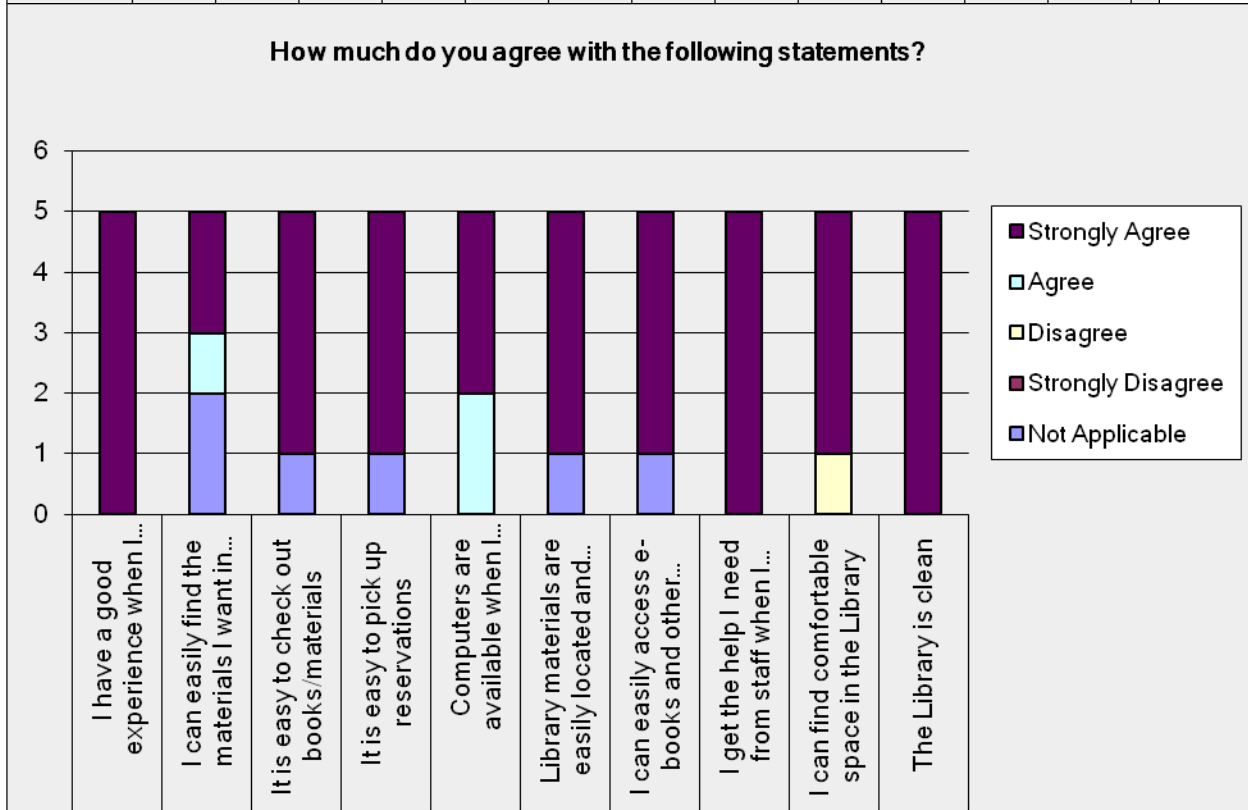
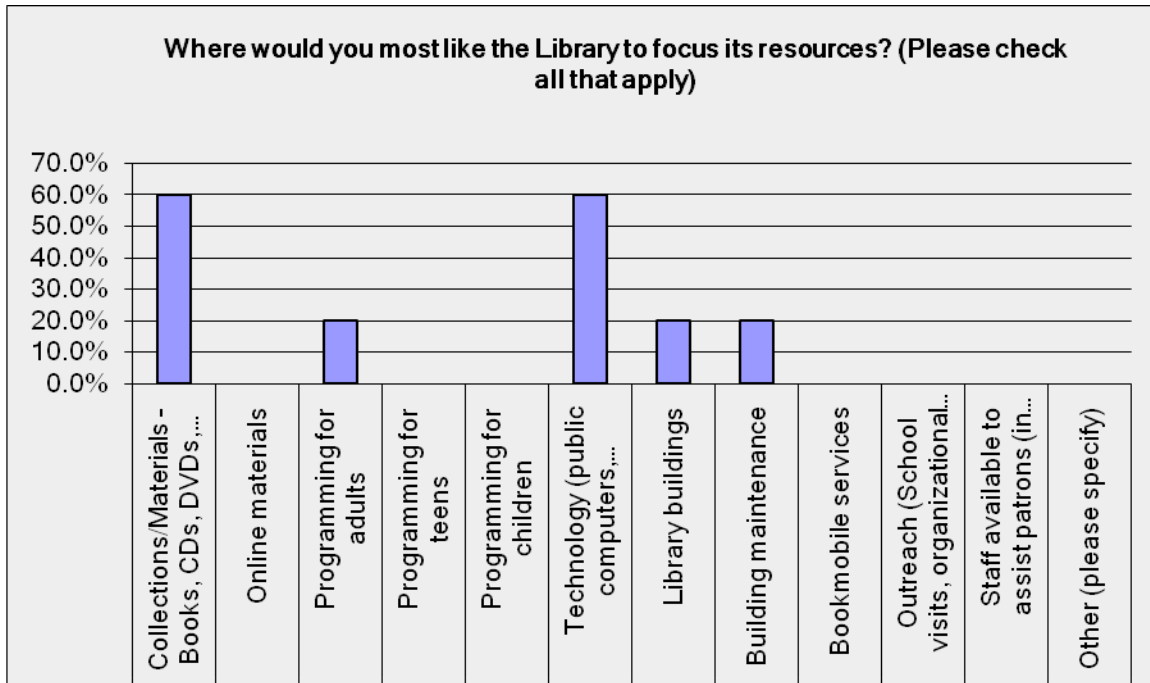
- 5 I have breathing machine in use in the evening so I can't participate
- 6 I use the library all the time
- 7 i'm disabled, so its difficult to move around.
- 8 web is more convenient sometimes

What might the Library do to get you to use its physical buildings?



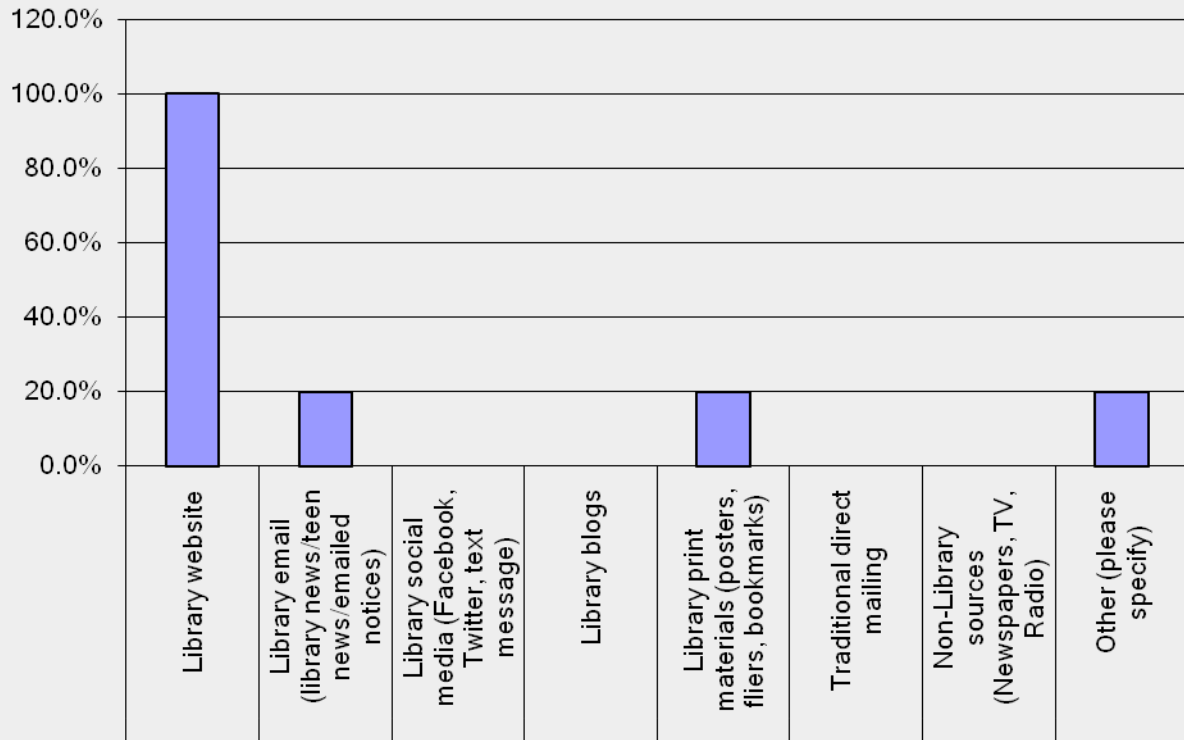
- 1 ILIKE THE AUDIO COLLECTION AND I DO USE THE LIBRARY
- 2 I really like the upstairs reading area; however, last time I was there, kids were running up and down the stairs and through the area, so it was not exactly peaceful. Maybe a play area for middle schoolers?
- 3 Always interest in classes and American Lit authors such as for 5 weeks classes held here. Great helpful staff!
- 4 Love the Library!
- 5 Less surveillance shut down of online web sights. Felt someone didn't understand privacy and public use of equipment.
- 6 Branch in the Valley
- 7 I use it all the time
- 8 make it ada accessible. the newspaper stands and bookshelves block the entrances. the parking lots are a pain too. the worst though is the bathroom because the door is very difficult to open and its narrow enough in there that i've actually bumped into people with my wheelchair.

Lincoln Library Users



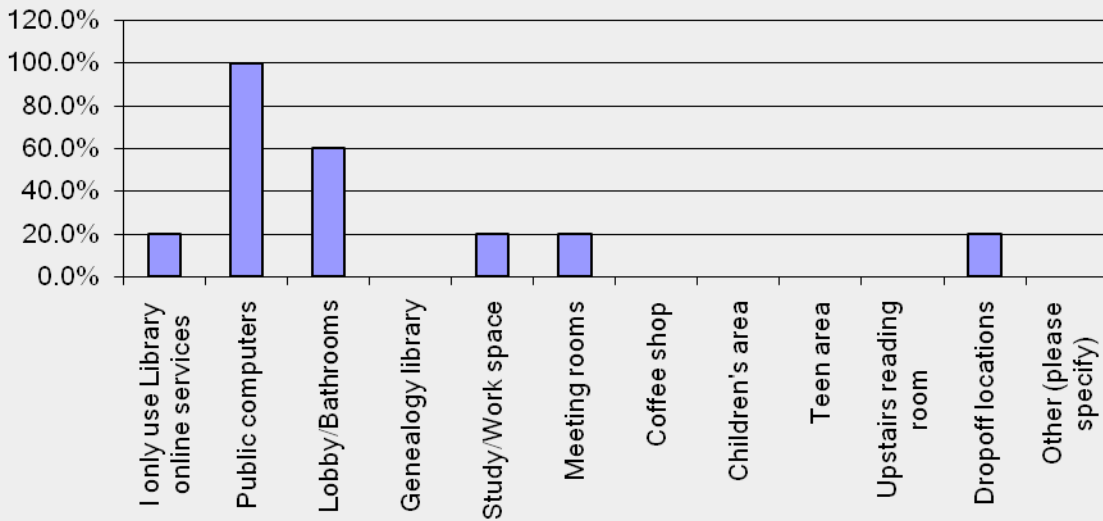
- 1 The Lincoln library staff is excellent, bar none! They are always willing and able to help and don't mind finding a book I need via inter-library loan. I couldn't ask for two better librarians! Thanks folks!
- 2 They do a nice job in Lincoln

**How would you like to learn about Library events or changes to Library services?
(Please check all that apply)**

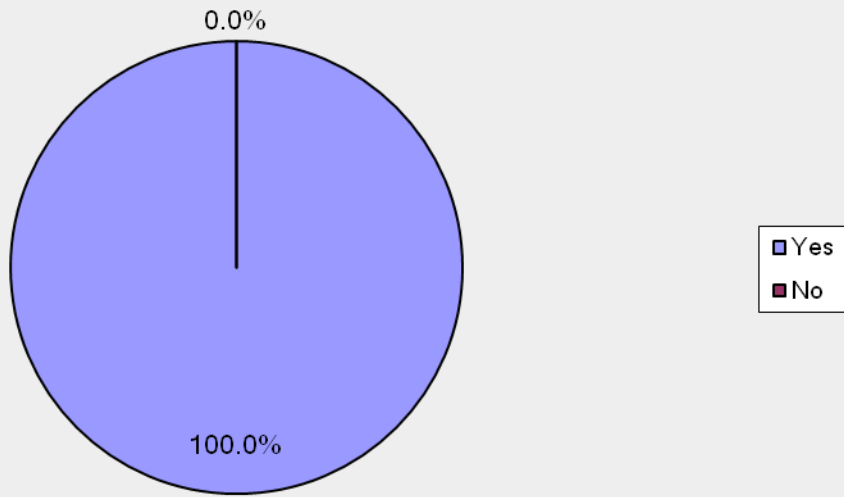


1 I like your Facebook postings.

What Library spaces do you typically use? (please select all that apply)

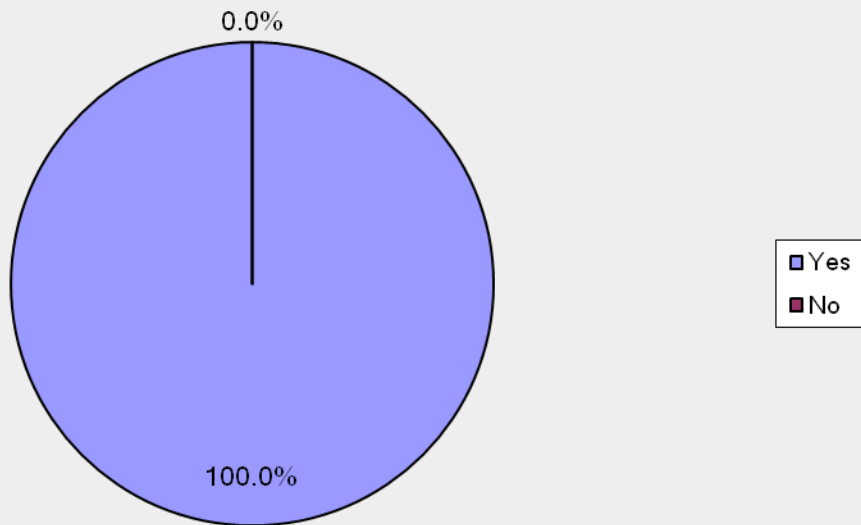


Are you satisfied with the existing Library locations (Helena, East Helena, Augusta, Lincoln)?

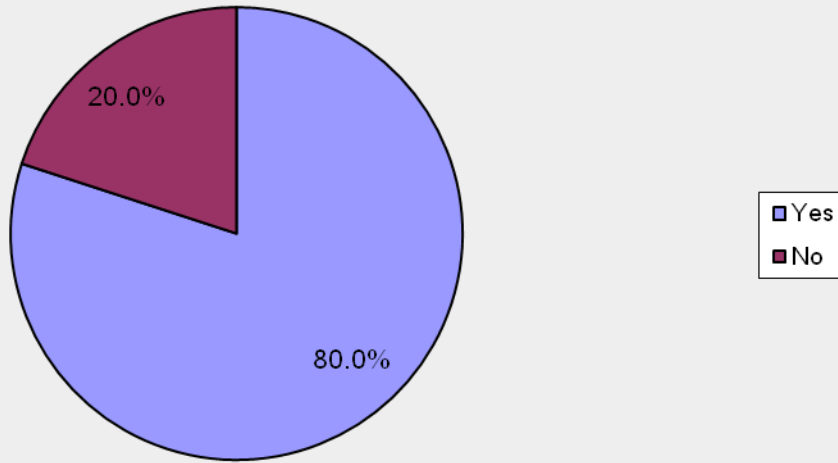


- 1 The Lincoln branch serves all of my needs, and when I'm in Helena I like going to the main library as well.

Are you satisfied with the existing Library hours?

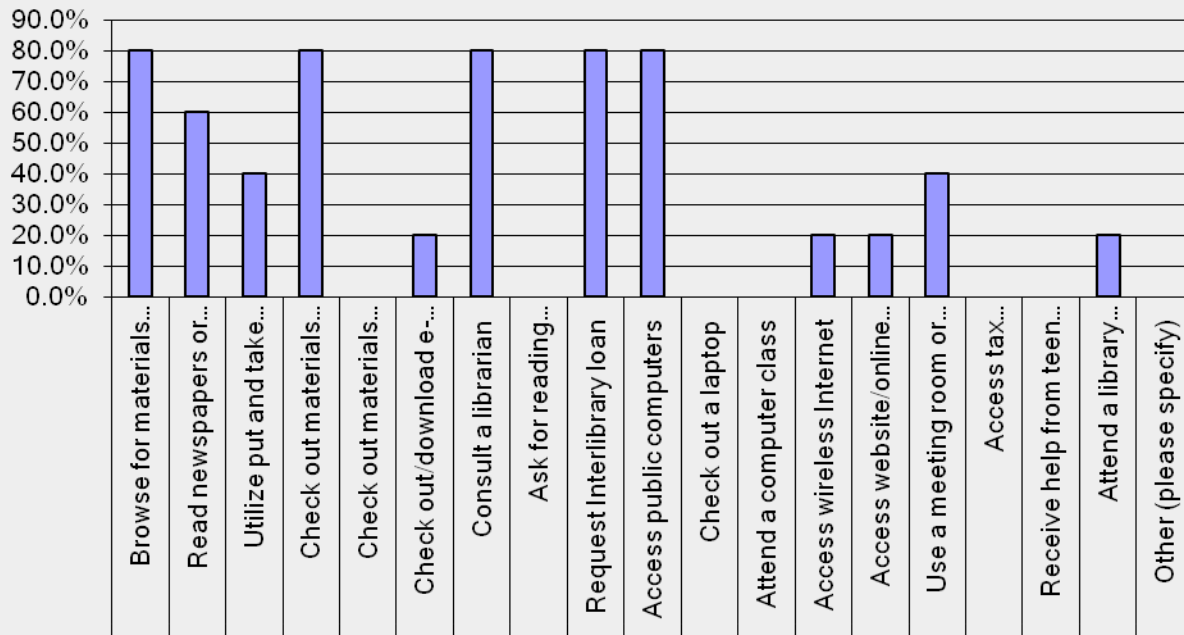


Are you satisfied with the existing Library space (work/study areas, shelving layout, windows/furniture)?



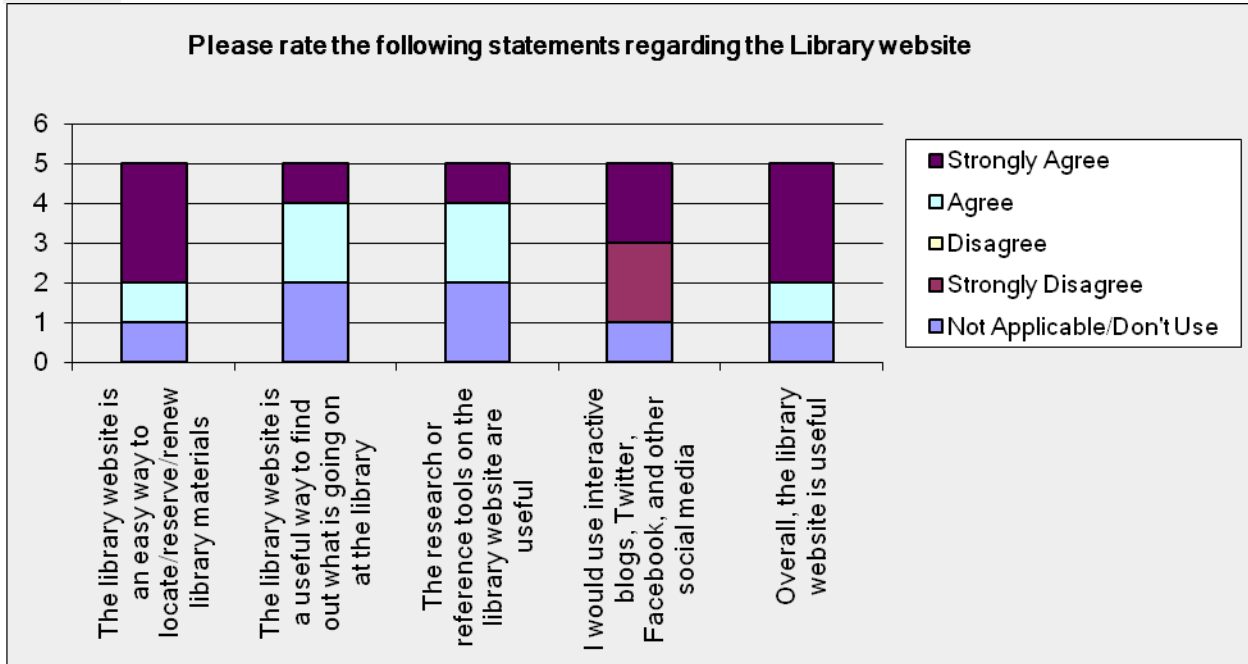
1 I guess I'm getting old but I really like comfortable chairs to sit in while reading. I honestly don't think the furniture is all that comfortable.

Following are examples of services and activities offered through the Library. Which have you used in the last year? (please check all that apply)



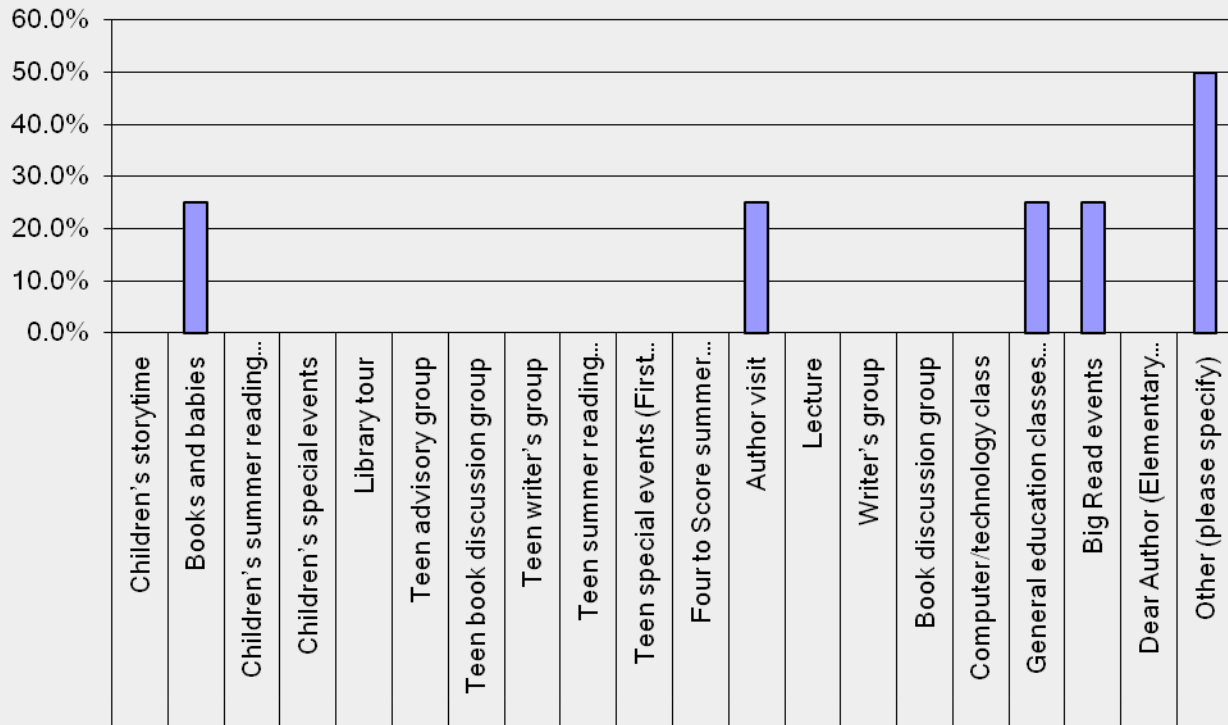
What services and/or activities would you add to those already offered through the Library?

- 1 none
- 2 Services I have used are all very fine - can't think of any new service to request.



- 1 would like to search by alphabet - especially for DVD

What types of programming offered through the Library have you, or a member of your family, attended in the last year? (please check all that apply)

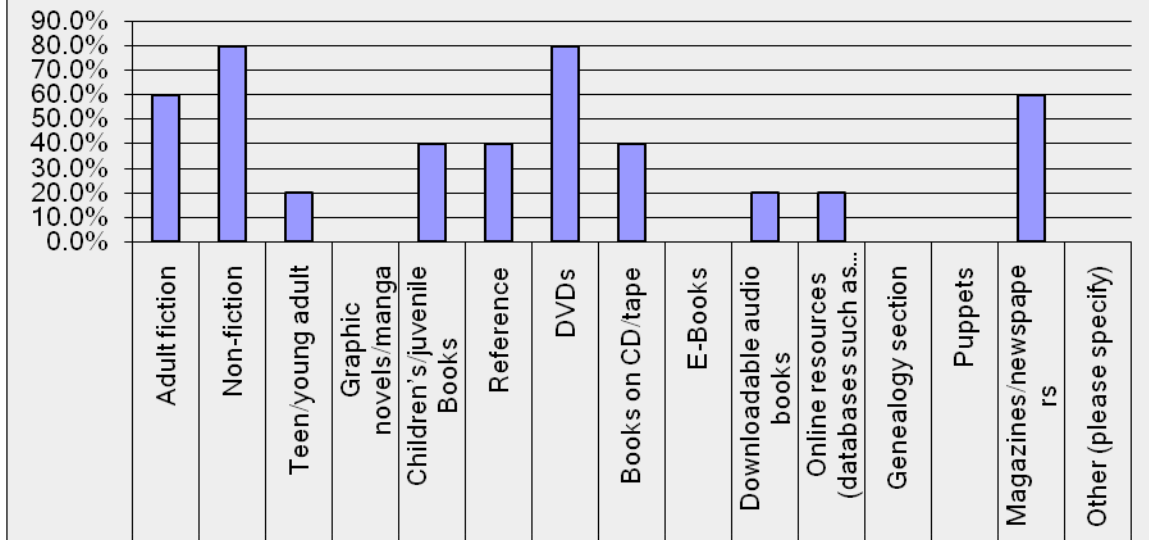


- 1 Use of meeting room for community events.
- 2 None

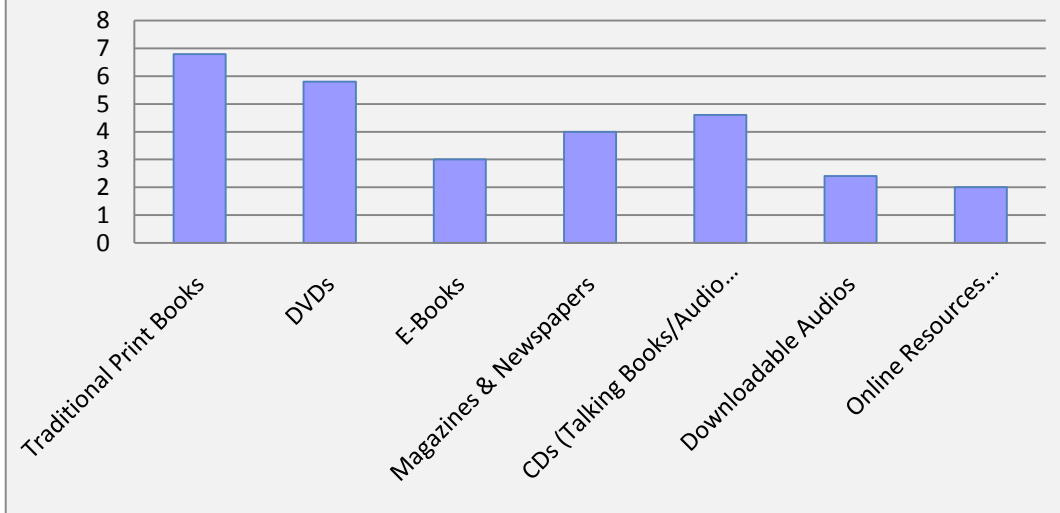
What programming opportunities you would add to those already offered through the Library?

- 1 none

What types of materials do you use/check-out from the Library? (please check all that apply)



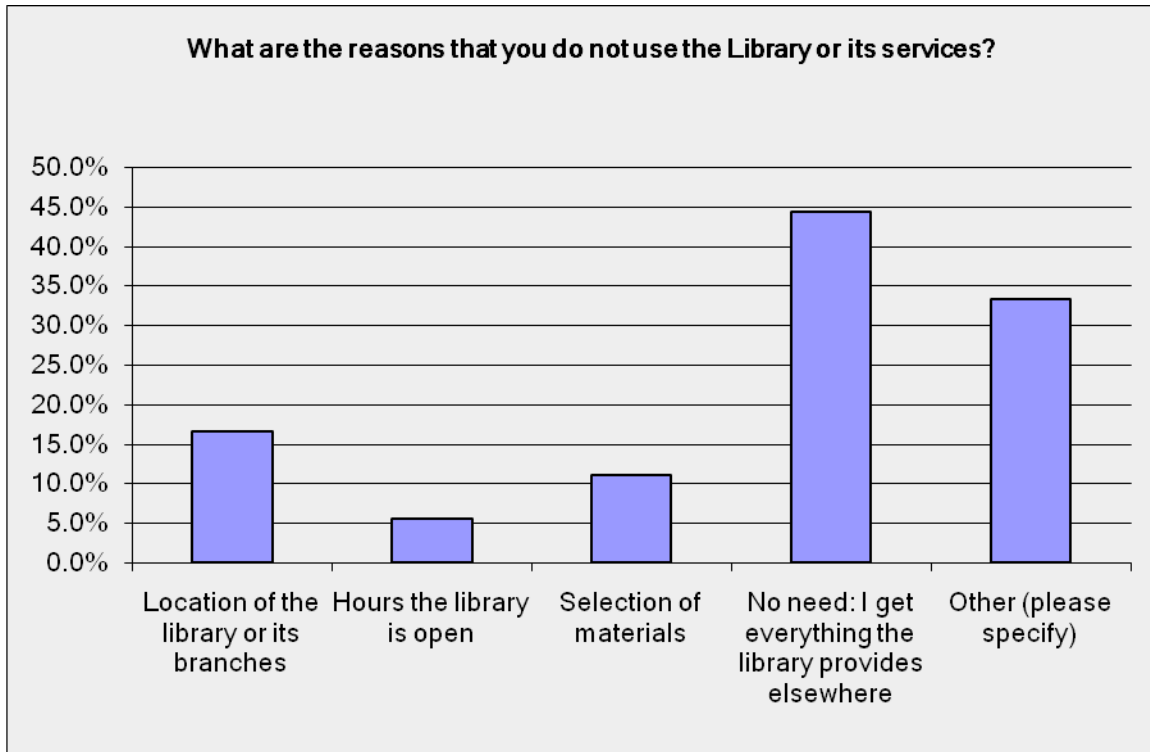
Which materials would you like to see the Library invest in. Rated on a scale from highest to lowest priority.



What types of materials would you add to those already offered through the Library?

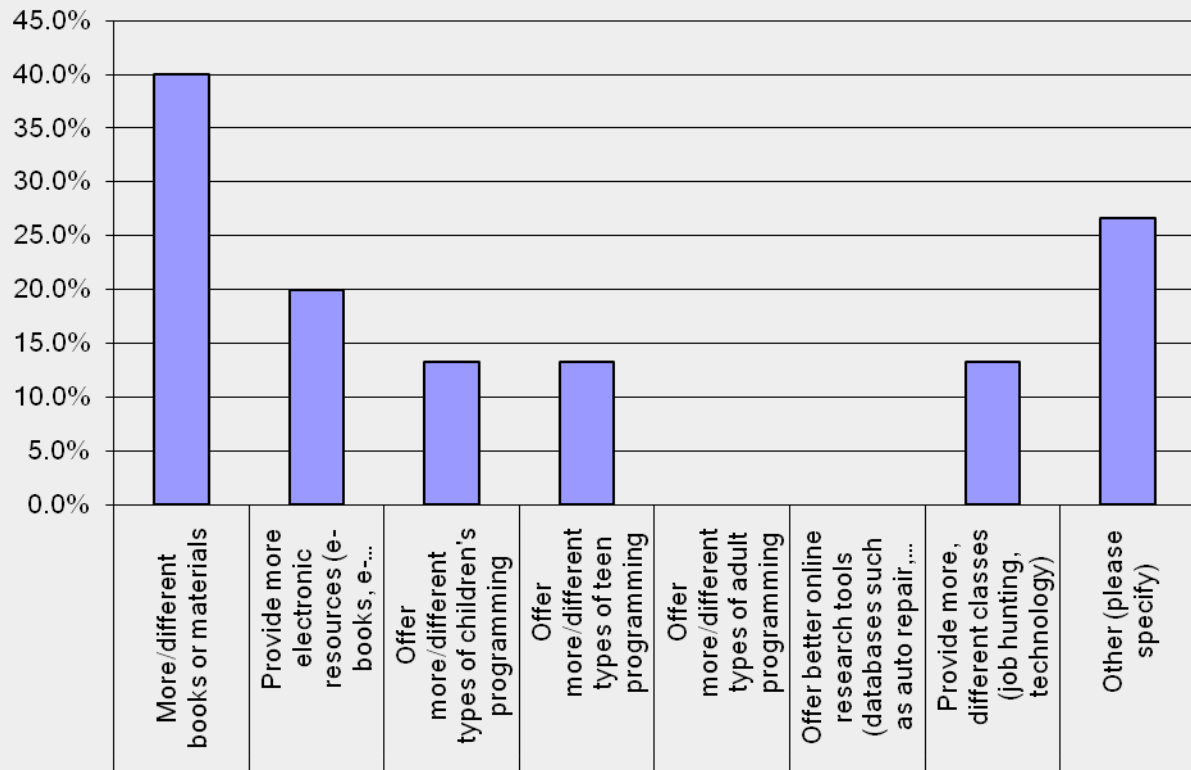
- 1 Expand the works of published authors. For example, I believe that L&C Library only has one Eric Ambler novel. He wrote six or more. That may be an "acquired taste" in novels, but I think this would enhance your overall collections.
- 2 none

Non Library Users



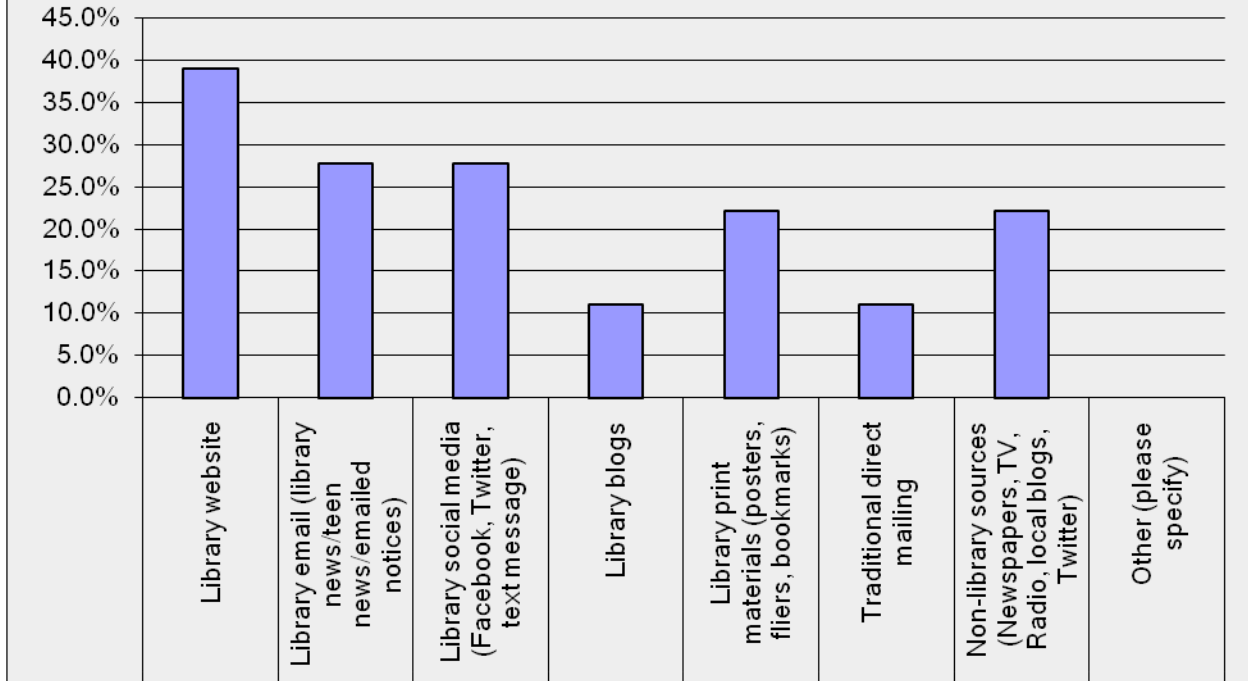
- 1 We always use Library.
- 2 Lack of free, safe parking.
- 3 I have internet at home and Kindle Fire so I have all I need.
- 4 I live in Jefferson County
- 5 Because I use the school library
- 6 I use Internet

What might the Library do to get you to use its services?



- 1 We use a lot already.
- 2 Add free, safe parking.
- 3 I use a school library because it is easier to do.
- 4 More/different mangas

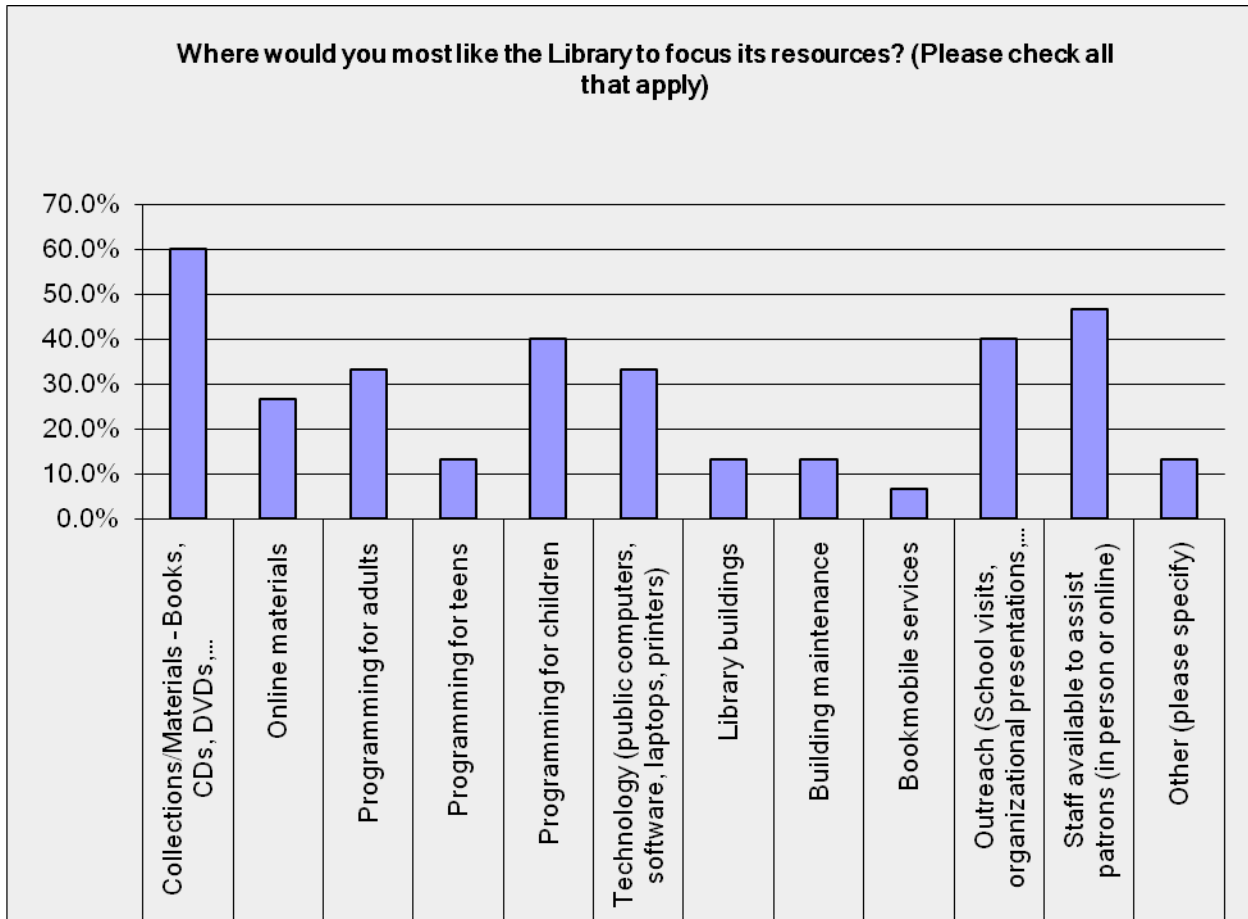
**How would you like to learn about Library events or changes to Library services?
(Please check all that apply)**



Any additional comments

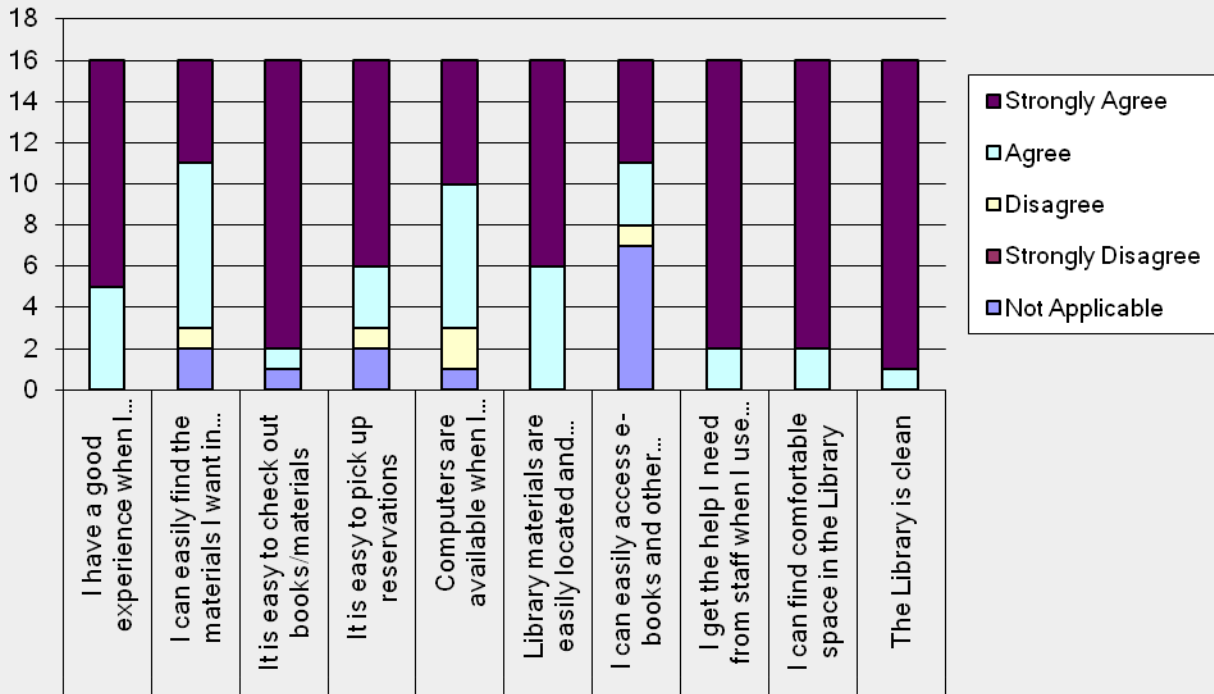
- 1 We need free parking.
- 2 Noise of children; flapping of seemingly homeless folks makes the place less inviting.
May a second branch could be opened with those community needs.
- 3 I am grateful that the students in my school access the library services

East Helena Users



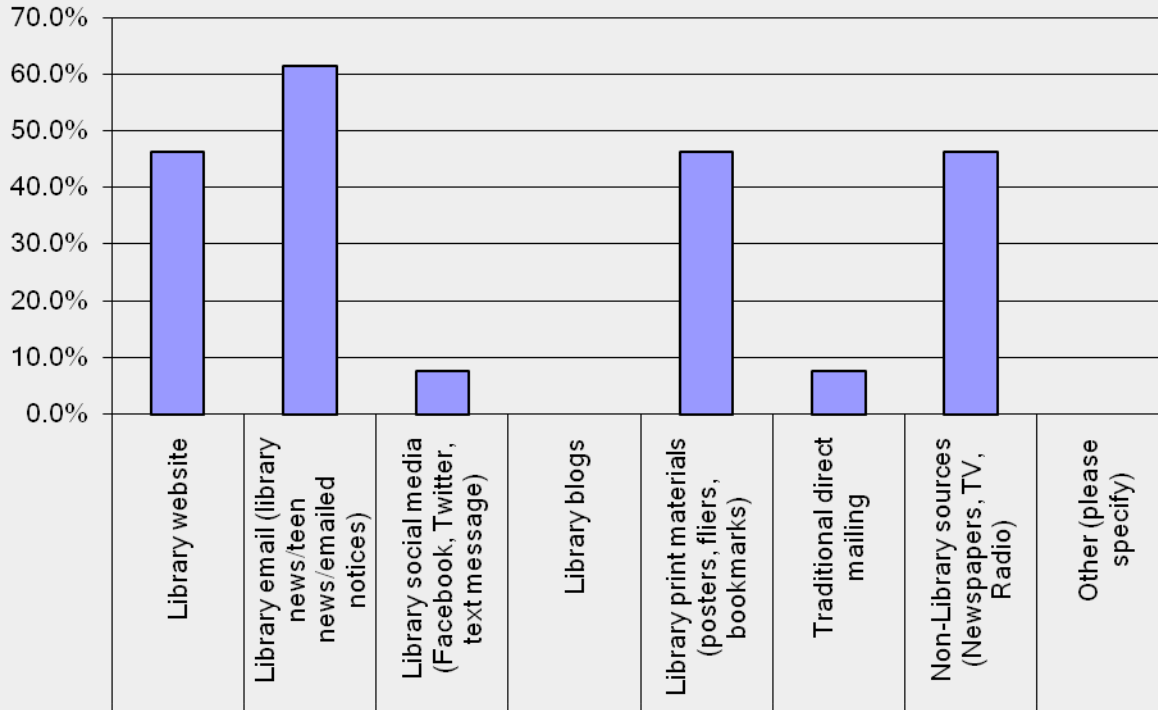
- 1 mail services like in Minnesota
- 2 I would like to have reading time each week in the summer. As a teacher I get to spend time with my son and we only get to go to reading time three weeks and then it closes for the summer. This time of year is when a lot of people are looking for stuff to do with their children.

How much do you agree with the following statements?

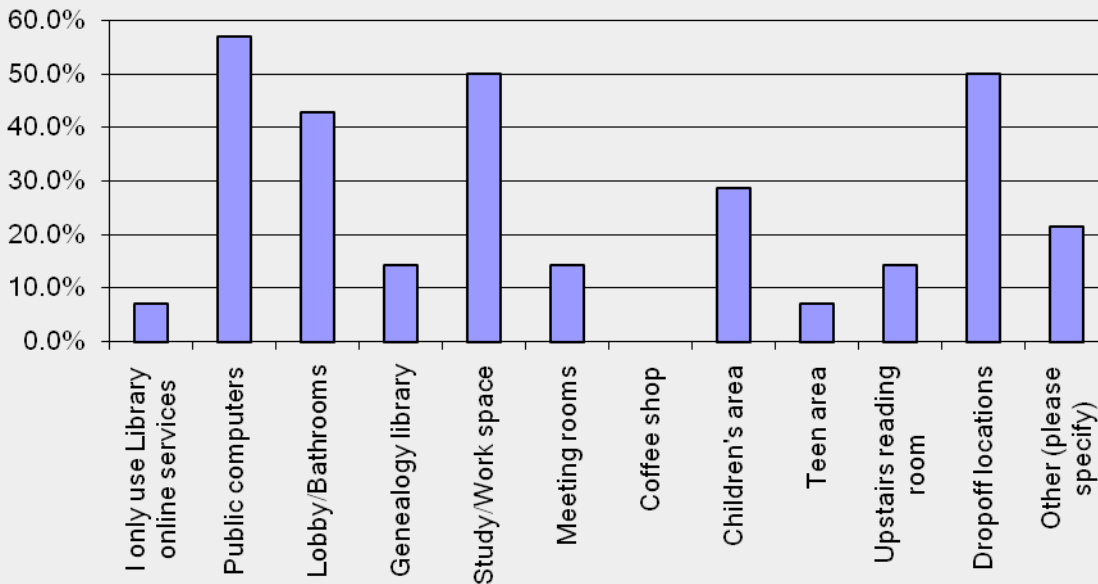


- 1 I love the E. Helena Branch.
- 2 Everyone is friendly and helpful
- 3 The library doesn't make it hard for me to pick up reservations. I sometimes can't get out of the house.
- 4 beautiful décor

**How would you like to learn about Library events or changes to Library services?
(Please check all that apply)**



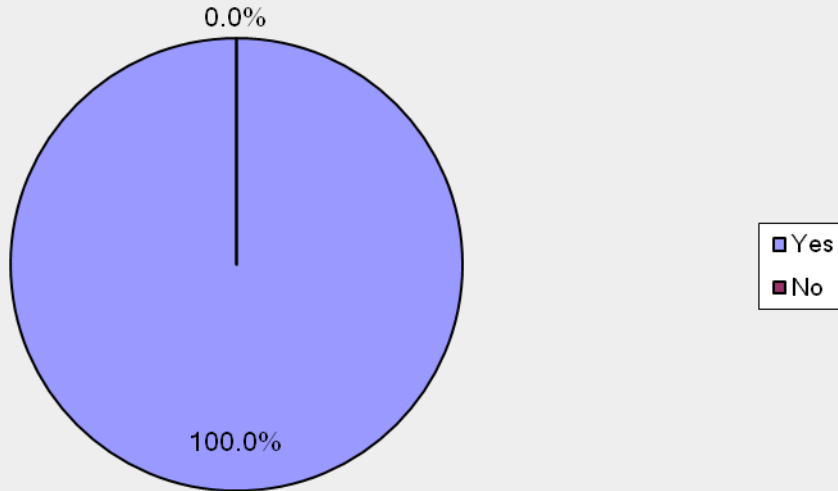
What Library spaces do you typically use? (please select all that apply)



- 1 Use online resources
- 2 I use online resources

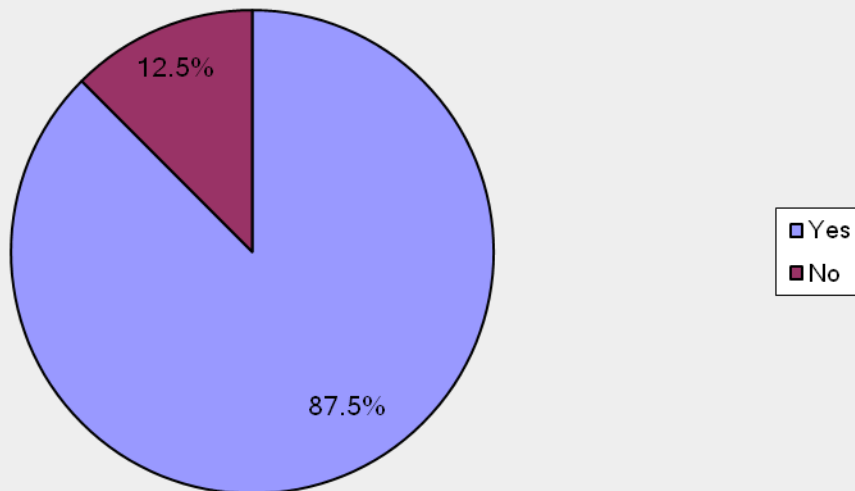
3 I use online services; pickup, drop-off, book group East Helena only.

Are you satisfied with the existing Library locations (Helena, East Helena, Augusta, Lincoln)?



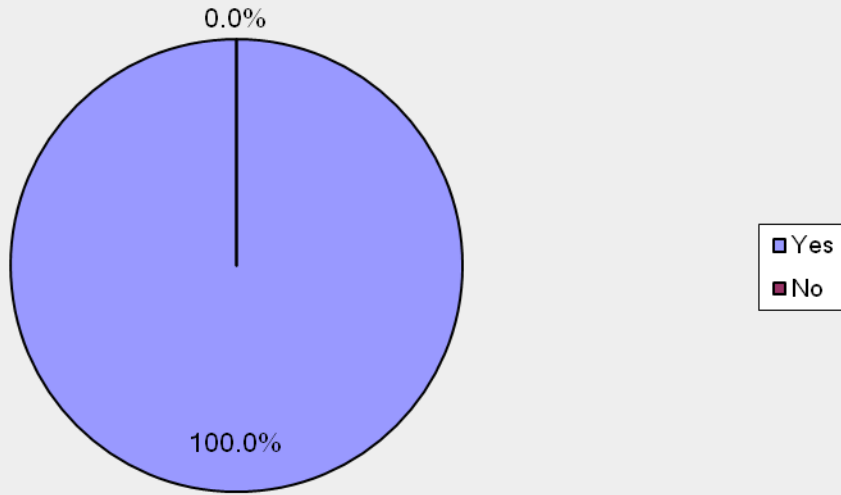
- 1 Much improved since the library moved downtown.
- 2 i love the new east helena location

Are you satisfied with the existing Library hours?



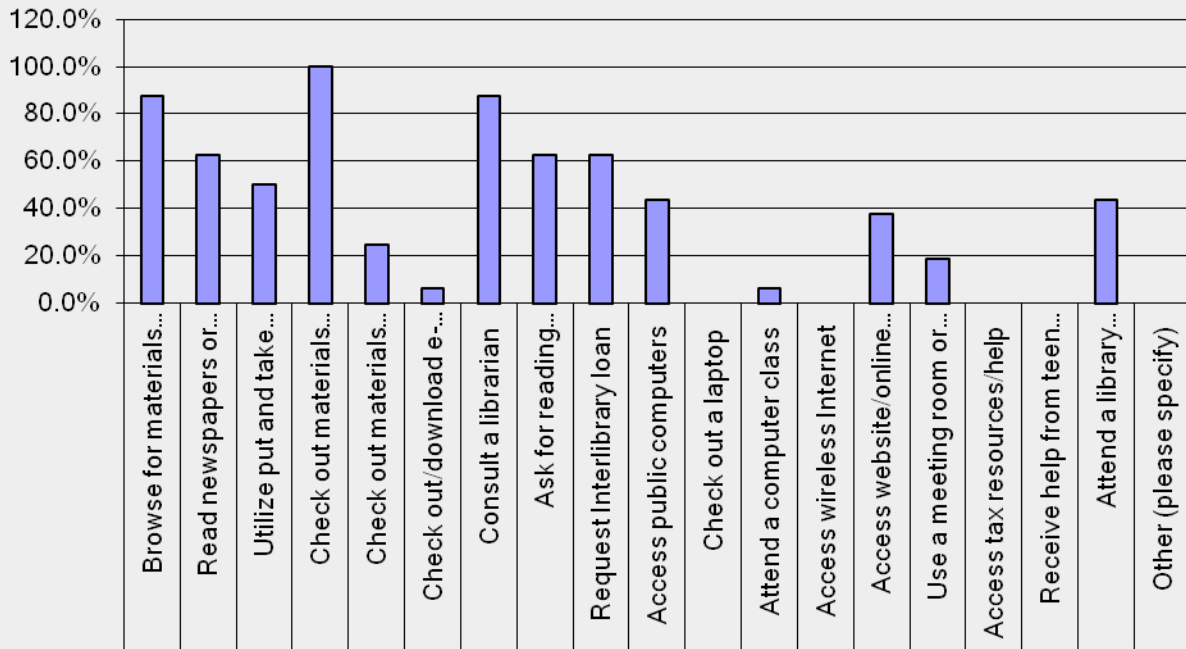
- 1 Want longer hours in E. Helena.
- 2 East Helena not open enough hours when I can use it.

Are you satisfied with the existing Library space (work/study areas, shelving layout, windows/furniture)?



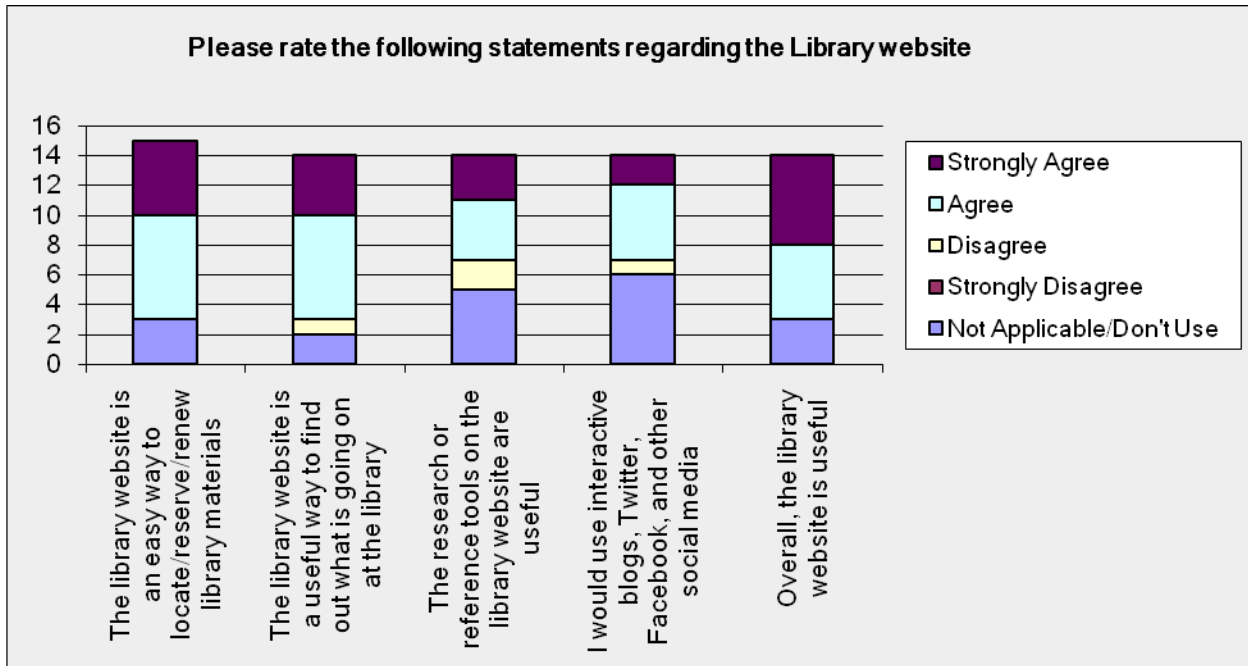
- 1 The reading space for all the children in East Helena is too small but we make do.
- 2 East Helena has a nice comfortable area and so does the main library.
- 3 need more table space in EHB

Following are examples of services and activities offered through the Library. Which have you used in the last year? (please check all that apply)



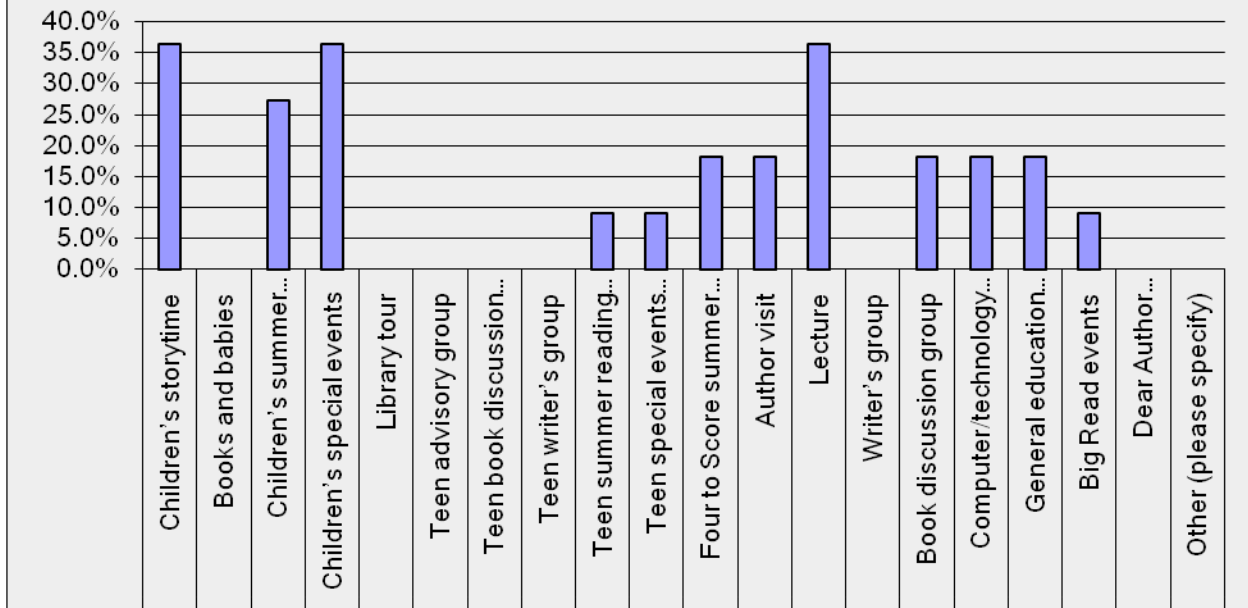
What services and/or activities would you add to those already offered through the Library?

1 Services for the blind.



- 1 It's a tiny little thing, but the catalog search requires clicking on the button (not "enter") and the exact right place on the button, frustrating, since it's unusual anywhere else on the internet.
- 2 Question marks by disagree responses 2 and three.

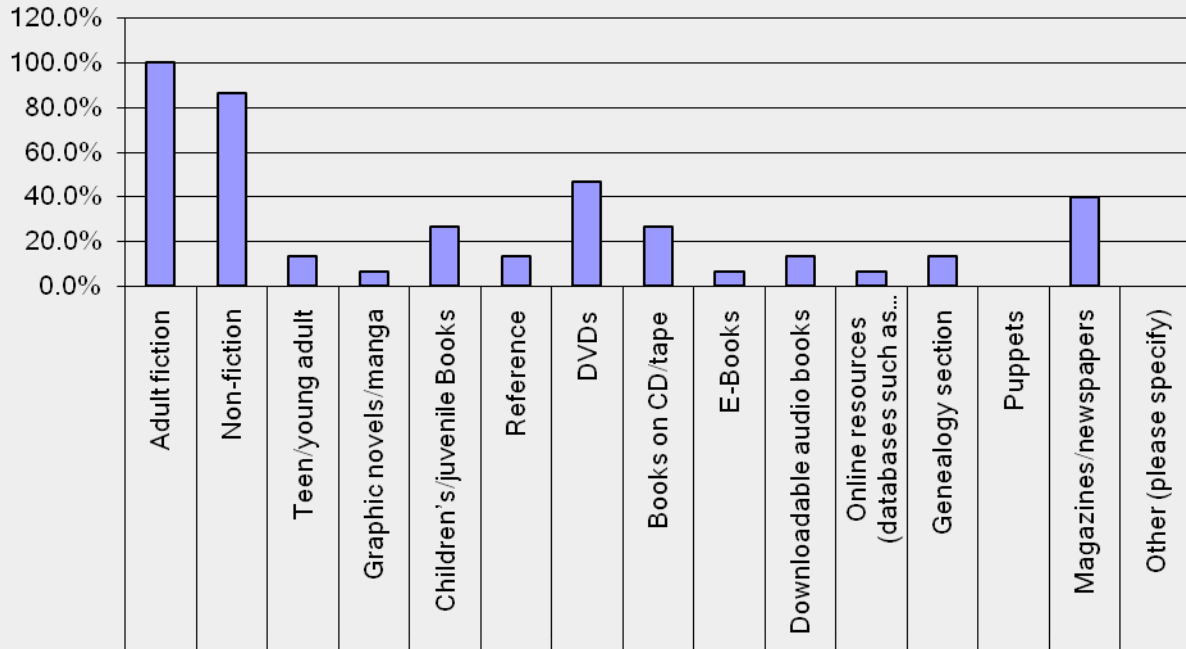
What types of programming offered through the Library have you, or a member of your family, attended in the last year? (please check all that apply)



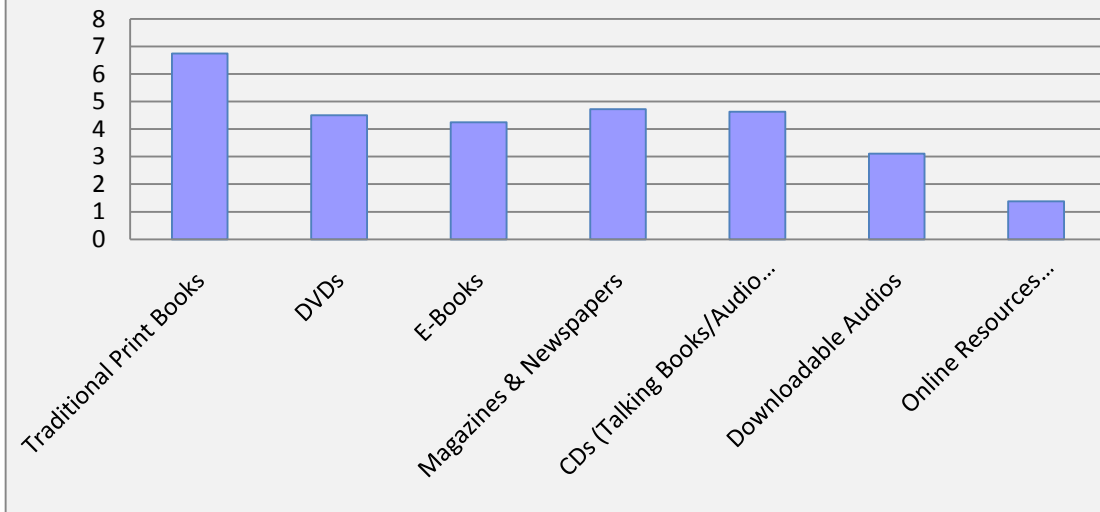
What programming opportunities you would add to those already offered through the Library?

No responses.

What types of materials do you use/check-out from the Library? (please check all that apply)



Which materials would you like to see the Library invest in. Rated on a scale from highest to lowest priority.



What types of materials would you add to those already offered through the Library?

- 1 More Amish authors like Marta Perry.
- 2 I don't have any to add - all these are important to different users - please keep investing in all of them.

2013 STRATEGIC PLANNING INTERVIEW ANALYSIS:

INTRODUCTION

Lewis and Clark Library contracted with Turner and Associated to assess external audience perceptions as part of its strategic planning process. One component of that assessment was one-on-one interviews with a broad spectrum of individuals identified by the strategic planning committee as important influencers in their respective communities.

- 47 prospective interviewees were identified
- 26 interviews were completed
- Of the remainder, six had incorrect or inaccessible contact information, 13 did not respond to e-mail and phone message requests for interviews, and two declined to participate.

PROFILE OF INTERVIEWEES

Half of the interviewees were male and half, female. All were adults over age 21, and every decade of age through the seventies was represented. Interviewees included one new resident and five individuals who do not use the Lewis and Clark Library. Two interviewees are elected local government officials; two are library foundation board members. Four interviewees identified themselves as electronic library users. All library users interviewed use the main branch.

Interviewees' typical library usage reflected the full range of library services, with no two interviewees using the library in exactly the same way. The following activities were mentioned as part of typical use (frequency of mentions in parentheses):

- Check out books (14)
- Check out DVDs/videos (8)
- Study/conduct research (6)
- Check out books on tape (6)
- Use the children's library (5)
- Browse/explore/escape (5)
- Use inter-library loan (4)
- Use the magazine exchange (3)
- Reserve a meeting room (3)
- Use a public computer (3)
- Attend an event (3)
- Use the community space for Wi-Fi (2)
- Read periodicals (2)
- Use the public space (2)
- Attend story hour (2)
- Use the genealogy library (2)
- Use the local history collection (2)
- Use the microfilm machine (2)
- Attend meetings
- Adopt a book
- Partner on projects
- Self check out

KEY FINDINGS

General Attitude toward Libraries

Interviewees shared an appreciation of public libraries as repositories, stewards, and disseminators of information and knowledge; as crucial equalizers of society; and as linchpins of democracy.

I'm a big fan of libraries. They're part of the building blocks of democracy. They provide a safe, neutral place for exchange of ideas.

The library has an obligation to be a member of the community and open up the doors to everyone.

A library is an important resource for people who can't afford the brand new books.

A library is a place for and leader in lifelong learning.

What I value the most about libraries is what they offer people who don't have the resources I do. I expect a library to provide internet access, reading materials, research, technical support, communal space. We owe that to all of us.

I think a public library is like a public school...a level ground where a number of different needs for a number of different demographics can be served.

A good public library has a fairly broad collection of fiction, reference, nonfiction in hard cover; robust periodicals sections for current and back issues; an area where people can access computers for internet. A great library would run and have interesting events around literature and other subjects—both on and off premises.

A library holds a critical piece for individuals who don't have the means to buy books, computers, etcetera to continue to be well read. It's a critical piece of informed citizenry.

Libraries are inclusive and egalitarian. They are not by invitation only. They have a huge impact for education, as well as an ethical component. They promote discussion about what it means to be educated and provide lifelong learning for all sectors of society.

A library is essential. In my lifetime, I have often felt that an intellectual energy and center comes from libraries and library use. If you thought of it not being there, it would be an essential loss.

Perceptions of the Lewis and Clark Library: Strengths

First and foremost, interviewees expressed understanding of the physical and financial limitations of the libraries and admiration for all that the Lewis and Clark library accomplishes within these constraints.

LOCATION: The library is an anchor that draws visitors not only to itself but also to other nearby destinations.

Ten interviewees noted the main library's downtown location as a strength. The branches (3) and bookmobile (6) also were identified as strengths.

Our library is a gathering place—I see phenomenal numbers of people there. It brings people to downtown as an anchor store. The services they offer are phenomenal. It has a place for kids to hang out and for people to sit. It's not only a place for knowledge but also for shelter. They organize meetings. People use the restroom.

FACILITY: The remodeled main library facility is a welcoming gathering place for every sector of society.

The building and its open, welcoming design were mentioned as strengths by nearly every interviewee. Specific features and amenities named by interviewees include:

- The Dive coffee shop (and the ability to bring coffee into the library) (9)
- Meeting rooms with a projector and screen available for use that provide a neutral location (7)
- Public space with Wi-Fi (6)
- Maintenance and cleanliness (6)
- Accessibility (5)
- The Ambrose reading room (4)
- Artwork in the lobby and throughout the facility (4)
- Separate areas for children and young adults (3)
- Safety and security (2)
- Public restrooms
- Thoughtful organization
- Increased parking

The ambiance is nice. It's the most comfortable library in the state outside of Bozeman, especially the upper floor with periodicals.

STAFF: Library staff epitomizes the positive virtues any employer would desire.

About half of the interviewees identified staff as a key strength of the library. Staff is consistently viewed as welcoming, friendly, helpful, knowledgeable, professional, and tactful.

The staff is phenomenal. These days the workers need to be social workers as well as librarians because of the variety of people who use the library.

COLLECTION: Considering its limited budget, the Lewis and Clark Library collection is remarkably broad, relevant, and up to date.

About half of the interviewees identified the collection as a strength. Specific examples cited include:

- Children's collection (3)
- Periodicals (2)
- Book club selections
- Books on tape
- Reference section
- Montana and regional history
- Genealogy

My grandchildren, ages three and five, love going to the library. There are always fun books at their interest level. They love the check-out process and like to use the computers. The three year old loves the train. It's a huge treat to get to go to the library.

I love that they have new books, but I also can find old books and classic Myrna Loy black and white movies. The library really is part of our local culture.

PROGRAMMING: The Library’s programming and community outreach has made the library a true gathering place for ideas.

Interviewees noted that Lewis and Clark Library’s community outreach and programming really give the community ownership in the library and distinguish it from other libraries. Interviewees were aware of a variety of library-sponsored events and other community activities centered at the library. Singled out for special mention were:

- All the teen activities (9)
- Children’s activities (4)
- The Big Read (4)
- Partnerships with other organizations such as the Holter Art Museum, ExplorationWorks, and the Helena School District (3)
- The Community Leaders Poetry Reading
- Other poetry readings (notably, Kay Ryan)
- Randall LeCocq’s literature discussion groups

The library has the right attitude and the right combination of atmosphere and service to the community. I think branding itself as an important resource for the community is important...they engage the community.

The library has moved from a place to get books to a community resource. They expanded the building, collections, technology, and branches. They engaged the community in the levy. They have taken several steps up in service and engagement. They’ve been creative in the facility—lobby, coffee shop, meeting rooms.

It’s a great gathering place. The library has carved out a niche that can’t be filled by something else.

The library is one of the most vibrant parts of our community. It builds and strengthens community vitality by outreach of a variety of services to all audiences. It’s not just aiming at a handful of people who like to read. It’s thinking about how to serve the whole community.

The staff has been so successful with grants for The Big Read and activities that go with it. Even if I don’t read the book in a particular year, I still follow along. It’s a great way to involve all populations with the library and bring them together in a positive way.

People who wouldn’t go into a museum will come into the library. For example, the satellite display from the Holter Museum helped people cross barriers.

LEADERSHIP: The Library Director actively and strategically advances the vision of the library as a gathering place for ideas.

All interviewees knew or could name the Library Director and described her as “a good leader.” One key component of that leadership is that she is visible and involved in the community.

When Judy came, the programming really gained steam and has been incredibly robust.

Perceptions of the Lewis and Clark Library: Challenges

Many interviewees found no weaknesses with the L&C Library, and many limited comments to challenges arising outside of the library itself. Challenges and weaknesses identified by interviewees

were routinely preceded by acknowledgement of the library's constraints or prefaced by the phrase, "This is really minor, but..."

SPACE: Interviewees believe the library is outgrowing its space.

Interviewees would like to see more space for all library collections, activities, programs, and internal operations. Most frequently mentioned was more meeting rooms.

Our facility is getting old and needs some work. The library has used a very challenged space well, but it doesn't feel as cozy and inviting as other libraries, such as Eugene, Oregon, or Billings' new library.

PROMOTION AND MARKETING: The library is a secret treasure—even avid and savvy library users find it difficult to know about the library's varied holdings, services, and activities.

Interviewees noted that they often found out after the fact about programs and activities of interest or assumed the library didn't provide a certain service or have certain equipment for use, but later found that it did.

The library board and staff need to keep reminding community of how great it is. We are lucky to have such a good resource. It's a shame so few people know about it.

I hadn't been in a library in a while, and I didn't know all the things the library could do. I didn't know they could provide as many services as they can. I was dumbfounded when I saw all the services they could provide.

PARKING: Parking space, lot upkeep, and traffic flow need attention.

Even though the number of parking spaces increased after the parking lot remodeling, parking still can be tough to find (especially during Alive at Five). Traffic flow through the lot makes crossing to the entry dangerous. Failure to completely plow and sand the lot makes winter walking especially dangerous.

The library transportation access is poor, and the traffic circulation creates safety issues. As people age, there are safety issues with the sidewalk and the depth of the entry way and location of the book drops. On the other hand, the fact that we have parking problem speaks to demand.

TECHNOLOGY: Some interviewees are frustrated by the online catalogue, online databases, and e-book downloads.

Some interviewees find the online catalogue to be confusing, frustrating, and overwhelming. Irrelevant titles appear more often than the sought-after item. Online databases are extremely difficult to locate. And, the process for downloading e-books is confusing. Interviewees disliked interrupting librarians to repeatedly seek assistance with these issues. They felt that the technology was creating more work for the librarians, not less.

Interviewees also are concerned about the challenge that the library faces in procuring up-to-date technology and providing professional development so that staff can train patrons to use ever-changing technology.

OUTREACH: Interviewees observed a need to serve the entire county, particularly the north Helena valley and individuals who do not yet use the library.

I am so surprised that given the number of people who go in and out every month that there are still people who don't use the library or take advantage of its resources. When I find my friends don't use the library, I'm just stunned.

RECOMMENDATIONS

Interviewees shared many ideas for the library, ranging from quick-fix suggestions to broad, long-range improvements.

Facility

- Add a branch in the north valley (4)
- Provide comfortable seating, especially in the children's area (2)
- Create a cozy, quasi-bookstore like area where one can browse and read among the books
- Add more urinals
- Strategically place tables and chairs near computer plug-ins

I would like to have more comfortable seating in the children's area so grandma doesn't have to sit on the floor to read with them. It's not good to take noisy kids outside kids' area.

Focus on creating an ambience of a social gathering location. Look at the way our kids operate. They seem to enjoy reading and studying in more vibrant areas. Create more common areas.

There's a perception that the library is a stuffy repository where one must be quiet and that smells stuffy. The nature of the library ought to be more celebratory because of the knowledge to be gained and the exploration for the mind through reading, presentation, and discovery. Transform the library into a place you go to go on an adventure. Maybe something like thematic exploration...like exploring a mountain. It would make it a very different kind of destination.

Collection

- Add more e-books (3)
- Add more electronic offerings (3)
- Add music CDs (2)
- Add more self-help and improvement magazines
- Add art to loan
- Subscribe to online versions of major newspapers
- Add more DVDs, especially/movies
- Add more popular fiction and nonfiction
- Add more books on tape
- Increase electronic databases

I understand that the collection strategy is constrained by the budget, but I would like to see a larger collection and more new books, including audio books and digital books.

Increase the collection to reflect more of individual and minority interests in our community.

Services

- Add e-readers to check out (3)
- Add tablets to check out (2)
- Add another microfilm reader, preferably one that prints (2)
- Add homebound and in-home services (2)
- Add I-pad stations
- Add touch screen computers
- Offer headphones to check out
- Add sound-proof studios for privacy, recording, music practice, language practice, etc.
- Add mock recording studios and sound booths to the children's area
- Create multiple book return drop offs throughout community
- Provide 24/7 access to on-line services
- Increase the amount of time that patrons can use the computers
- Provide a notary, especially in branches

Partner with businesses throughout the community, like local coffee shops, Costco, etc. to create multiple book return drop offs. It would not only be a convenience for patrons, but also would provide more visibility for the library.

Programming and Outreach

- Create an interactive area for kids (2)
- Offer casual adult education classes on topics such as advanced internet classes, how to use the online databases, and web-based classes
- Display historical materials from the historical society
- Leverage community, business, and school partnerships
- Offer an entrepreneur course for kids
- Establish satellite computer stations in local government buildings
- Push the envelope more

I would like to encourage more collaboration between historical society and library and other cultural institutions. There are so many things organizations could be doing together in terms of programming, collections, etc. The more organizations can work together, the more impact they will have.

Partner with the Internal Revenue Service to provide a full complement of tax forms and information. It's so hard to maneuver and find things at the federal building. It's also hard for older people to get through the security procedure just to pick up forms. Lori Dupuis at the IRS would be willing to help coordinate this.

Communication

- Make better use of social media (2)
- Make better use of the website

What does the library need from the community to help make it more successful? Communicate those needs to help take the library forward.

Capacity

Technology

- Invest in technology (13)

- Explore ways to use technology to provide access to a greater array of materials

The library has to be willing to embrace innovation, but not move too far away from the tradition of a library. I never foresee a day without books. Where technology is going to lead us in terms of access, who knows? But, we have to out there exploring and not get too comfortable. Technological change has been brutal on those who haven't innovated.

Funding

- Create a permanent endowment (5)
- Ensure an adequate cash reserve (4)
- Offer to coordinate/provide meeting set up, catering, and promotion for a fee
- Instead of offering all Adopt-a-Books for free, charge \$1 for culled books in good condition

Personnel

- Invest in staff through adequate pay, benefits, and professional development (3)

2013 STRATEGIC PLANNING FOCUS GROUP ANALYSIS:

INTRODUCTION

Lewis and Clark Library contracted with Turner and Associated to perform an analysis of external audience perceptions as part of its strategic planning process. One component of that analysis was focus groups with a broad spectrum of library users identified by local librarians as thoughtful and creative individuals.

Seven focus groups were scheduled in Lewis and Clark County:

- Two mixed groups at the Lewis and Clark Library
- One young mothers group at the Lewis and Clark Library
- One teen/young adult group at the Lewis and Clark Library
- One mixed group in the north Helena valley at Jim Darcy School
- One mixed group in Augusta
- One mixed group in Lincoln

East Helena elected not to host a focus group. Only one person attended the north Helena Valley session, so an interview was conducted instead of a focus group.

This report reflects findings for the main Lewis and Clark Library in Helena. Separate reports are available for Augusta and Lincoln.

HELENA AREA

KEY FINDINGS

Focus group participants more or less echoed and reinforced the opinions and ideas of the interviewees. Because there was a focus group dedicated to young mothers, there is more content regarding facilities, collections, programs, and services for children.

Essential Services

Focus group participants identified the following as the most important services provided by the library:

- Providing access to information in all forms—books, periodicals, e-publications, reference materials
- Serving as a focal point for community learning
- Building community through community spaces and the social component, games, chess, club meetings, etc.
- Paying attention to the distinct needs of teens

Perceptions of the Lewis and Clark Library: Strengths

LOCATION: The library is an anchor that draws visitors not only to itself but also to other nearby destinations.

FACILITY: The remodeled main library facility is a welcoming gathering place for every sector of society.

Specific features and amenities named by participants include:

- The Dive coffee shop
- Meeting rooms with a projector and screen available for use that provide a neutral location
- Public space with Wi-Fi
- Bookmobile

- Computers
- Kids' computers
- Social media presence

STAFF: Library staff epitomizes the positive virtues any employer would desire.

Participants identified staff as a key strength of the library. Staff is consistently viewed as welcoming, friendly, helpful, knowledgeable, professional, and tactful.

"The front-desk staff are great with kids and remember the kids' names!"

"The teen librarian is awesome."

COLLECTION: Considering its limited budget, the Lewis and Clark Library collection is remarkably broad, relevant, and up to date.

Specific examples cited include:

- Children's collection
- Periodicals
- Book club selections
- Books on tape
- Reference section
- Montana and regional history
- Genealogy
- Digital content

PROGRAMMING: The Library's programming and community outreach has made the library a true gathering place for ideas.

Participants noted that Lewis and Clark Library's community outreach and programming really give the community ownership in the library and distinguish it from other libraries. Singled out for special mention were:

- All the teen activities
- Children's activities
 - Story Time
 - Paws for Reading
 - Reading BINGO
- The Big Read
- Partnerships with other organizations such as the Holter Art Museum, ExplorationWorks, and the Helena School District
- Summer reading programs

"Our library is such a vibrant, alive place!"

SERVICES: The library is citizen-focused and designs policies and practices with users in mind.

Especially valued services include:

- unlimited book checkout
- interlibrary loan
- teen services

Perceptions of the Lewis and Clark Library: Challenges

PROMOTION AND MARKETING: The library is a secret treasure—even avid and savvy library users find it difficult to know about the library’s varied holdings, services, and activities. People were confused about library policies and practices, for example, what is solicitation policy: can people donate materials? Why does it take so long to get an interlibrary loan? Why isn’t the library part of the Shared Catalog program?

PARKING: Parking space, lot upkeep, and traffic flow need attention.

Even though the number of parking spaces increased after the parking lot remodeling, parking still can be tough to find (especially during Alive at Five). Traffic flow through the lot makes crossing to the entry dangerous. Failure to completely plow and sand the lot makes winter walking especially dangerous.

SAFETY AND SECURITY: The community space between the front door and library entrance makes mothers concerned for the safety of their children.

RECOMMENDATIONS

Participants shared many ideas for the library, ranging from quick-fix suggestions to broad, long-range improvements.

Facilities

- Add a branch in the north valley. Partner with other organizations in the interim until a suitable space can be located or built.
- Add more signage, especially above eye level and on the floor or carpet (like a major airport) to help lead people where they want to go.
- Add a family entrance directly to the children’s area to help alleviate concern about kids entering on their own through the public-use area.
- Get rid of breakable or scary art; stick to touchable or “ride-able” artwork that encourages exploration
- Add more green space and natural lighting. The south end of the library might be perfect for a greenhouse/solarium.
- Add a children’s room on the order of the adult reading room, which could be used as a playroom, space for Lego Club, art classes, music classes.
- Segregate the younger children’s computer area from older kids’/adults’ areas.
- Add a performance space.

Collections

- Add more age-appropriate books for advanced readers; A second grader who reads at 5th grade level shouldn’t be reading content for 5th graders.
- Get complete series of children’s books. If purchase of the second or later book is the library’s first purchase in the series, buy the previous books, too. We also need more copies of popular selections.
- Integrate nonfiction into the children’s area or put it closer so kids come in contact with it more often.
- Add Christian books.

Services

- Communicate more with the community about existing services/resources, including information about the bookmobile. Publish a regular newspaper column about the library’s activities. Create a community calendar that community organizations can access to add their information.

- Provide a dashboard report of key measures on the website.
- Provide more well-trained tutors for students and seniors alike. Add an online question/answer service.
- Provide better qualified and targeted basic computer training.
- Create a community book exchange similar to inter-library loan, for individuals interested in sharing books.
- Promote self checkout.
- Review the book loan policy to bring in more copies of popular/new books so people don't have to wait so long.
- Create designated mom/family parking closer to the door for families trying to wrangle children.
- Create a volunteer program, and make better coordinated/more use of volunteers for tutoring older and mentoring younger folks. Maximize the skill sets of retired community members who are library users to champion the library whenever possible. "Loads" of parents in Helena are willing to volunteer time if the library could coordinate and host/offer/coordinate volunteer opportunities for kids; such as feed CDs into the cleaning equipment. Perhaps youths could work in exchange for class fees.
- Provide checkout and dedicated staff in the children's section of the library.
- Provide training on e-tools/programs.
- Add a mini-version of Montana Homework Help on-line chats with tutors (partner with another organization to actually provide the help).

Programs

- Open earlier and schedule family programming at times that are more convenient for families.
- Provide more programming for K-5 graders; there is a void communitywide for this age group.
- Offer evening events/resources for working parents and children.
- Offer more multi-session events with expert presenters (like Randall LaCoque) and offer on evenings and/or weekends.
- Create a reader's advisor staff/volunteer position, especially to make appropriate recommendations for children.
- Tap community volunteers for children's programming such as "Science Tuesday" or "Cooking Thursday," "Music Friday" to help fill the void of programs dropped or missing in the schools; coordinate piano lessons in library space.
- How about a "Little Read" along with the Big Read?
- Host parent/kid book groups.
- Host k-5 book clubs.
- Bring back Battle of the Books.
- Establish a "mom's advisory group."
- Host weekend arts and crafts for kids.
- Schedule more book discussions.

Innovation and Future Direction

Discussion about library innovations and nontraditional collections led to questioning what do we want the library to be. With access to information in flux universally, what is the library's role in helping people with that transition? Is the library a community clearinghouse? Can/should it be? One group believed that libraries should restrict themselves to serving as clearinghouses for information. All others viewed libraries as a community center that could provide resources and services otherwise difficult to come by.

Facilities

- The library should be designed to simultaneously provide integrated and segregated space. One group illustrated this elegantly using a glass-walled, pod structure.
- The facility should include specialized and/or thematic libraries within the larger facility, with easy access to a specialized librarian.
- The library should be a public transportation stop.
- Provide more spaces for sitting, lectures, book groups.
- Isolate the children's area for noise, security, and accessibility.
- Install kid-friendly bathrooms: paper towels (blowers are unsanitary, and some children are frightened of the noise), low toilets and sinks.
- Add a versatile demonstration space for how-to programming.
- Create some kind of managed parking to tie access to actual use of library, or create underground parking in any new facility.
- Establish sound-controlled areas ("cloisters") where patrons can be quiet and contemplative.
- Add more outdoor space, such as a sculpture garden with seating or a rooftop garden or labyrinth.
- Make sure any new facility is LEED certified.
- Create a special area for valet parking, bike rack, bus stop, drive-through book drop-off.
- Install shelves that move up and down.

Collections

Add nontraditional collections such as those listed below. Add thematic programming (topic-related lectures, movies, poetry, fiction, non-fiction and demonstrations where appropriate).

- Seed exchange
- Food preservation/canning equipment
- Music CDs
- Gardening equipment
- Science kits, perhaps in partnership with ExplorationWorks

Services

- Contract for drop-in daycare (perhaps with the YMCA).
- Provide self-guided audio tours or other information/orientation guides.
- Add a gift store/coffee shop.

Support the Library!

- Place a gift/wish tag tree in the entry, so users can choose what they'd like to donate.

AUGUSTA AREA

This report reflects findings for the **Augusta Branch**. The facilitators conducted a mini town meeting, and gathered responses before lunch at the Senior Center. Nine individuals of a very broad spectrum of ages participated in the focus group.

KEY FINDINGS

All participants view the library as the center of the community and extend the highest praise for their librarian.

Essential Services

Focus group participants identified the following as the most important services provided by the library:

- interlibrary loan
- the information desk
- the librarian's willingness to go the extra mile to assist users

Perceptions of the Augusta Branch: Strengths

ACCESS: The library is centrally located, physically accessible, and open during key hours. One town meeting participant noted that offering later hours two or three days per week—and perhaps opening later those mornings or shortening other hours—might be helpful to students who need more time to work on homework.

STAFF: The librarian is adored and appreciated. She is universally viewed as welcoming, friendly, helpful, knowledgeable, professional, and tactful.

COLLECTION: Considering its limited size and budget, the Augusta collection is remarkably broad, relevant, and up to date.

PROGRAMMING: The Library's programming and community outreach has made the library a true community gathering place. Participants especially enjoy thematic programming, such as the events surrounding the Big Read.

Perceptions of the Augusta Branch: Challenges

COLLECTION: Even though participants appreciate the library's collection, they would like to see more variety and updated materials, as well as more nonfiction, especially resources with direct community interest such as wildlife, agriculture, how-to books, and genealogy.

PROGRAMMING: Participants appreciate the library's imaginative programming, but would especially like to have access to more book groups and guest speakers.

COMPUTERS: Participants would like more (and more current) computer technology and instruction for using it.

RECOMMENDATIONS

Participants shared many ideas for the library, ranging from quick-fix suggestions to broad, long-range improvements.

Facilities

- Add a space for movie viewing and listening to music. Perhaps a building owner would contribute an empty storefront that could be accessed with a library swipe card.
- Add a space for how-to demonstrations. Again, consider converting an empty storefront.
- Add a snack bar. Perhaps contract with a local bakery or café to sell drinks and snacks at the library.
- Add a comfortable, quiet space for reading.

Collections

- Add more early readers.

- Add more nonfiction, especially resources with direct community interest such as wildlife, agriculture, how-to books, and genealogy.

Services

- Provide training on electronic tools and software.

Programs

- Provide more thematic programming that engages the community in activities beyond reading.
- Organize more book groups, such as parent/child.
- Work with the Helena branch and the Lewis and Clark Library Foundation to bring in featured speakers and presenters.
- How about a “Little Read” along with the Big Read?
- Tap community members as guest presenter for their expertise such as gun safety for kids, horse/outfitting, self-sufficiency skills, gardening, canning, animal care, etc.

Innovation and Future Direction

Participants had a rich and imaginative discussion about the ideal library for Augusta. The ideal would be much like Colonial Williamsburg, with cabins organized around an open green space, with each cabin devoted to a theme (animals, gardening, weaponry, etc.) and containing demonstration space as well as adult and juvenile fiction, non-fiction, and non-traditional resources reflecting the theme. Each cabin would be accessible via a library swipe card and have its own check-out station.

Participants also determined that much of this vision could be accomplished right now simply through thematic programming using local expertise.

Facilities

- The library should be designed to simultaneously provide integrated and segregated space. One group illustrated this elegantly using a village approach.
- Provide more spaces for sitting, lectures, book groups.
- Add a versatile demonstration space for how-to programming.
- Establish sound-controlled areas (“cloisters”) where patrons can be quiet and contemplative.
- Add more outdoor space, such as community garden.
- Add facilities for animal care.

Collections

Add nontraditional collections such as those listed below. Add thematic programming (topic-related lectures, movies, poetry, fiction, non-fiction and demonstrations where appropriate).

- Seed exchange
- Food preservation/canning equipment
- Fire arms safety
- Music CDs
- Gardening equipment
- Science kits, perhaps in partnership with ExplorationWorks

Services

- Contract for drop-in animal day care so people don’t have to worry about leaving animals home alone.
- Provide self-guided audio tours of Augusta or other information/orientation guides.
- Add a gift store/coffee shop.

Support the Library!

- Place a gift/wish tag tree in the entry, so users can choose what they'd like to donate.
-

LINCOLN AREA

This report reflects findings for the **Lincoln Branch**. Three young professional mothers of young children participated in the focus group. They want the planning group to know how much they appreciate the Lincoln branch, the funding that supports it, and being asked for input into the planning process.

KEY FINDINGS

All participants view the library as an essential neutral gathering place and a social “equalizer.” They appreciate and value their librarians.

“Everybody is equal when they walk in the door.”

Essential Services

Focus group participants identified the following as the most important services provided by the library:

- Access to the collection right in Lincoln
- Book club kits
- Conference room, which provides the community a free, well-equipped, safe and neutral space to meet.
- Children’s programs, especially summer programs and “phenomenal” children’s kits

“The library meeting room made a huge difference in the community. Having a free space to gather has increased our opportunities to socialize.”

Perceptions of the Lincoln Branch: Strengths

STAFF: The librarians are viewed as flexible and adaptable and go out of their way to provide personalized service.

“The librarians notice what my kids are interested in and then suggest or find other things for them.”

FACILITY: The meeting room is a real strength. Having a neutral place to meet has eased political tensions in the town. The free space also enables folks to get together to socialize over books or discussion topics during the long winter.

“I don’t have to decline meeting friends because I’m embarrassed to admit that I can’t afford to buy a cup of coffee. I can just suggest meeting at the library to do something.”

COLLECTION: Considering its limited size and budget, the Lincoln collection is remarkably broad. Participants especially appreciate electronic resources.

PROGRAMMING: Participants especially value the Big Read for the community participation it promotes.

SERVICES: Participants truly appreciate the ability to order a book and have it delivered to Lincoln within days. This extends the town's already valuable collection. They also value the magazine and book exchanges.

Perceptions of the Lincoln Branch: Challenges

COLLECTION: Even though participants appreciate the library's collection, they would like to see more variety and updated materials, as well as more nonfiction, especially how-to books. There is no public electronic card catalogue in the library, so users have to ask the librarian to search for them.

PROGRAMMING: Participants appreciate the library's imaginative programming, but would especially like to have access to more book groups and guest speakers.

TECHNOLOGY: Up-to-date, functioning technology is a problem. The children's computer does not work. The search engine is incredibly frustrating and seldom returns useful search responses. Participants give up and simply ask the librarians.

"The children's computer has never worked. I have taken my children, ages 6 and 8 to the library every week of their lives, and they have never been able to use it."

HOURS: Participants perceive the hours as "odd" and difficult to remember.

"Saturday would seem like a key day to be open."

"The hours are different every day. You really have to have them posted on the refrigerator to remember them."

RECOMMENDATIONS

Participants shared many ideas for the library, ranging from quick-fix suggestions to broad, long-range improvements.

Facilities

- Add Saturday hours.
- Add a community art gallery where local artists and students can display work.
- Add a space for movie viewing and listening to music. Perhaps a building owner would contribute an empty space.
- Add a space for how-to demonstrations. Consider converting an empty space.

Collections

- Add music CDs to check out.
- Add more nonfiction, especially resources how-to books.

Technology

- Add more (and more current) computer and other (e-reader, tablets, etc.) technology and instruction for using it.
- Improve the search engine.
- Install a public electronic catalogue.

Services

- Provide training on electronic tools and software.

- Provide teen mentorship activities.
- Add a community bulletin board that can link residents for transportation needs, Costco sharing, knowledge/expertise sharing, etc.
- The library provides tax forms, but it also would be extremely valuable to provide tax help.

Programs

- Provide more thematic programming that engages the community in activities beyond reading.
- Work with the Helena branch and the Lewis and Clark Library Foundation to bring in featured speakers and presenters.
- Add writing workshops for teens and adults.
- Tap community members as guest presenter for their expertise such yoga, pilates, self-sufficiency skills, gardening, canning, etc.
- Add movie nights.
- Add adult education classes to meet the need in the community for basic self-sufficiency in life skills such as cooking, nutrition, finances, etc.

“Winters here are long and cold, and there’s not a lot to do. We need to get out of the house.”

Support

- Create a Friends of the Library group in Lincoln

Innovation and Future Direction

Participants had a rich discussion about the ideal library for Lincoln. The ideal would provide space for recreational activities such as yoga and pilates along with a solarium loft to help combat seasonal affective disorder in the winter.

Participants also determined that much of their vision could be accomplished right now simply through thematic programming using local expertise.

Facilities

- The library should be designed to simultaneously provide integrated and segregated space.
- Provide more private spaces for reading. This group called them “nooks” and “cocoon.”
- Add a versatile demonstration space for how-to programming.
- Provide at least one family bathroom. (The baby changing station in the present library is located in the women’s bathroom. Dad has nowhere to change the baby.)
- Provide an entryway with cubbies for coats and boots.
- Make sure new facilities are LEED certified with tons of natural light and an outdoor garden area.
- Provide sound-proof listening stations.

Collections

Add nontraditional collections such as those listed below.

- Seed exchange
- Food preservation/canning equipment
- Music CDs
- Gardening equipment
- Audio/visual equipment, especially for outdoor gatherings
- Technology such as i-pads, Kindles, Wii, video games

Programming

- Add thematic programming (topic-related lectures, movies, poetry, fiction, non-fiction and demonstrations where appropriate).

Services

- Add a children's museum with rotating exhibits from the Montana Historical Society, Holter Museum of Art, ExplorationWorks, etc.

Support the Library!

Place a gift/wish tag tree in the entry, so users can choose what they'd like to donate.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS

Strengths	Weaknesses
<p>Resources</p> <ul style="list-style-type: none"> • Technology • Facilities <ul style="list-style-type: none"> ○ Three Branches ○ Bookmobile ○ Community Anchors • Staff • Funding - Stability • Collection • Law Enforcement Responsiveness <p>Reputation</p> <ul style="list-style-type: none"> • Free and Equitable • Inclusive • Integrity • Efficient • Resourceful • Community Support • Attractive Employer <ul style="list-style-type: none"> ○ Benefits ○ Resources ○ Competitive Wages <p>Capabilities</p> <ul style="list-style-type: none"> • Outreach <ul style="list-style-type: none"> ○ Rural ○ Underserved • Board Leadership • Customer Service <p>Competitive</p> <ul style="list-style-type: none"> • Partnerships • Innovation 	<p>Resources</p> <ul style="list-style-type: none"> • Staff turnover • Space/Upkeep of Facilities <ul style="list-style-type: none"> ○ Main Library Outgrowing Space/ Inadequate Parking ○ Integrated & Segregated Spaces ○ East Helena limited gathering space ○ Augusta Branch <ul style="list-style-type: none"> ▪ Roof, Paint, Electrical ○ Lincoln Branch <ul style="list-style-type: none"> ▪ Landscaping, paint, furniture, parking lot • Limited Access to Special Collection • Growing Population in Helena Valley Underserved • Funding • Technology Inadequacies • Service to Homebound • Understanding what branch communities need and want • Limited Staff <p>Reputation</p> <ul style="list-style-type: none"> • Outreach (Homebound) <p>Capabilities</p> <ul style="list-style-type: none"> • Inconsistent Internal Planning <ul style="list-style-type: none"> ○ Succession ○ Recruitment • Safety/Security Patrons and Staff <ul style="list-style-type: none"> ○ Training <p>Competitive</p> <ul style="list-style-type: none"> • Disadvantages <ul style="list-style-type: none"> ○ Fear of Change ○ Current Organizational Structure vs. New Service Delivery Models

Opportunities	Threats
<p>Alliances</p> <ul style="list-style-type: none"> • Community Partnerships • Business • Statewide Coalitions <ul style="list-style-type: none"> ○ Consortial Purchasing – Digital Collections <p>Products</p> <ul style="list-style-type: none"> • Emerging Technology <p>Market</p> <ul style="list-style-type: none"> • Untapped Audiences • Changing Demographics <ul style="list-style-type: none"> ○ Retirees/Older Adults ○ Growth in Helena Valley ○ Young People • New Funding Sources <ul style="list-style-type: none"> ○ Grants ○ Corporate Sponsorship <p>Distribution</p> <ul style="list-style-type: none"> • Inter and Intra State Courier Opportunities for Inter Library Loan 	<p>Alliances</p> <ul style="list-style-type: none"> • Competition for Grants/Fundraising Dollars • Special Collection <p>Products</p> <ul style="list-style-type: none"> • Lack of Access to E-Books • Changing Technology/Obsolescence <p>Market</p> <ul style="list-style-type: none"> • Changing Demographics <ul style="list-style-type: none"> ○ People Moving Far From Branches • Economy • Perception That Libraries are Outdated • Convenience of Personal Electronics <p>Distribution</p> <ul style="list-style-type: none"> • Cost of Shipping/Postage - Inter Library Loan • Rising Cost of Online Resources • Natural Disasters

The strategic planning team believes that if the Lewis & Clark Library is to achieve our vision and move forward the library will serve as a community change agent.

Priorities:

- Convenience and Service:
 - Services anywhere, anytime and on devices of the users choosing.
 - Library content and services are available where people are.
- Balance print with digital collections.
- Reinvent library environments to be a focal point of local life:
 - Create more integrated and segregated spaces
 - That promote interaction of people, information and ideas.
 - Where people go to do things.
 - Where the community comes together around important issues.
- Foster community partnerships and collaboration.
- Technology: Community and staff have access to innovative technology, electronic resources and digital information.
- Sustainable Organization
 - Stable and long-term fiscal health
 - Maximize our greatest resource – our staff

In order to achieve this vision, the planning team developed goals and objectives falling that fall under seven strategic initiatives.

STRATEGIC INITIATIVE 1: FUNDING

Goal - The Library has attained long-term fiscal health and maintains a strong financial foundation necessary to implement this plan.

Objective - Maintain sufficient operating funds to support and enhance existing facilities and equipment, keep pace with new and existing technology, sustain a superior collection of print and digital materials, sustain and grow programming opportunities, and attract and retain a qualified, diverse, and innovative staff.

Objective - Maintain sufficient reserve funds to support a library depreciation fund for capital improvements.

Objective - Staff, board, and public understand the impact of library services and fiscal responsibility.

Objective - Maximize ability of the Lewis & Clark Library Foundation to generate donations to subsidize library enhancements and build the endowment.

STRATEGIC INITIATIVE 2: FACILITIES

Goal - The Library provides facilities that are inviting, safe, comfortable and well maintained to adequately meet the changing needs of the community.

Objective - Assess current library space configuration for group experience and quiet experience, and propose enhancements to improve and expand both types of experience.

Objective - The Library has a Disaster Plan in accordance with Montana Public Library Standards.

Objective - The Library promotes energy efficiency and “green” practices.

Objective - Patrons are able to easily navigate the library without staff assistance.

Objective - Ensure that all Library facilities and grounds are clean and well maintained.

Objective - Ensure the safety and comfort of patrons and staff at all Library facilities.

Objective - The Helena Main Library’s public service points are welcoming and efficient.

Objective - Library facilities are maintained in accordance with Capital Improvement Plan.

Objective - Explore expansion of services through establishment of a permanent branch library in the Helena Valley.

STRATEGIC INITIATIVE 3: PUBLIC SERVICES AND CUSTOMER SERVICE

Goal - The Library provides resources and programs that anticipate and satisfy the informational, educational, cultural and recreational needs of our community and support independent learning at every age, helping to build skills and interests needed for life-long success.

Objective - Maintain clearly defined customer service standards and policies that maximize patron access to materials and services, while continuing to adapt to changing community needs.

Objective - The Library provides accurate, thorough answers to patron questions, inquiries and requests for assistance, guided by friendly, knowledgeable staff.

Objective - The Library is a focal point for the unique communities we serve.

Objective - Underserved and non-traditional library users will benefit from expanded outreach and partnership efforts with other agencies.

Objective - The Adult, Children’s and Teen programming staff will offer expanded and enhanced Library programming.

Objective - The Library offers early literacy programs for young children from birth through age 5 along with their grownups.

Objective - The Library offers programs for children in Grades K – 5 to encourage children’s literacy, and which ignites imagination, interests, and the pursuit of lifelong learning.

Objective -The Library offers innovative programs to support the unique educational, developmental, and social needs of teens (Grades 6-12), promoting the library as a key resource for teens.

Objective - Develop strategies to support youth in overcoming some of the barriers that prevent them from engaging in the library.

Objective - The Library offers programs which engage our adult (age 18+) population.

Objective - The Library is the source for high quality free instruction and programs to support personal growth.

Objective - Offer more programming at sites away from the Library.

Objective - Implement and grow programming opportunities offered through the Bookmobile.

STRATEGIC INITIATIVE 4: COLLECTIONS

Goal - The Library has a quality collection which supports the needs and interests of our diverse community for information, education, culture, and recreation.

Objective - Strengthen collections to accommodate the changing needs and interests of our community.

Objective - In conjunction with Network Services prepare and implement changeover to new RFID system.

Objective - Pursue special collections including partnerships with community organizations.

Objective - Curate our digital resources to promote digital literacy.

Objective - Interlibrary Loan procedures and processes are streamlined and intuitive to staff and patrons.

Objective - Participate in and advocate for continued statewide courier delivery service.

STRATEGIC INITIATIVE 5: TECHNOLOGY

Goal - The Library has technology to effectively and efficiently support Library operations and enhance patron and staff experience.

Objective - The Library’s website is an enriching, intuitive, and useful place for patrons and staff.

Objective - Web resources are available on all devices and are ADA accessible.

Objective - The Library effectively uses social media to communicate with the community.

Objective - The catalog is an integrated part of the Library's web presence that is an easily navigable, intuitive interface to the Library's collections.

Objective - Help patrons become better users of the library web site.

Objective - The Library provides quality, up-to-date technology for patrons and staff.

Objective - The Library conducts a review of alternate integrated library systems as part of the Technology Plan to compare features and functionality that would best serve the Library.

Objective - Implement new RFID security and materials handling system.

Objective -The Library offers technology collections.

STRATEGIC INITIATIVE 6: ORGANIZATIONAL STRUCTURE

Goal - The Library has an organizational structure that supports its service priorities.

Objective - Evaluate existing organizational structure and research alternative service and staffing models to ensure that the Library is meeting the needs of the community.

Objective - The Library has a formalized staff growth and development plan that supports quality services, professional development, ongoing communication, and staff recognition.

Objective - Develop an organizational wide staffing succession, recruitment, and training plan to accommodate smooth staffing transitions.

Objective - Each staff member recognizes and understands his/her role as being an integral part of the organization.

Objective - The Library Board members understand their role and participate effectively to advance the mission of the Library.

Objective - The Library fosters and experiments with new ways to harness volunteer activity and capacity.

Objective - The Library has active Friends of the Library groups at the Augusta, East Helena, and Lincoln Branch Libraries.

STRATEGIC INITIATIVE 7: COMMUNITY BUILDING and PARTNERSHIPS

Goal - The Library extends its reach and impact in the community through partnerships with individuals, public and non-profit organizations, community groups, educators, and businesses.

Objective - Build upon success of partnerships by maintaining, strengthening and growing community partnerships that support and enhance the Library's mission.

Objective - Work with community partners to select and implement community-wide activities that engage a broad cross-section of the community.

Objective - The needs of the community are well understood by the Board of Trustees and staff.

Objective - The library promotes itself as a complementary resource in the community.

Objective - Continue efforts to take library programs, services and information into the community.

2013-2017 STRATEGIC PLANNINGTEAM:

Library Board Participants:

Helen McCaffrey, Trustee

Jesse Franzen, Trustee

Judy Hart, Library Director

Library Staff Participants:

Matt Beckstrom, Network Services Manager

John Heldt, Reference and Information Librarian

Patricia Spencer, Public Information Officer/Volunteer Coordinator

Karla Ritten, Collection Management Librarian

Lisa Skelton, Circulation Supervisor

Trish Sternberg, Business & Personnel Manager

Consultant:

Josh Turner, Turner and Associates

Thanks to:

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Pam Harris, volunteer extraordinaire who gathered and compiled demographic and community profile data;

The residents of Lewis and Clark County for your input during this process and for your continued support of **your** Lewis & Clark Library