How to involve a community in library funding: Turning dreams into reality

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The Corvallis-Benton County Public Library has achieved an inordinate number of goals in the past seven years. In fact, we think of ourselves as a library that has survived and thrived in spite of seemingly overwhelming odds.

Although it's been a struggle, we've increased our book budget 600%. In June we passed the 1.3 million annual circulation mark, and more than 2,000 people visit the library each day, seven days a week. We just dedicated a 5,000-square-foot library, which was built entirely with volunteer labor and donations, in one of our rural communities. And it wasn't long ago, February 1992, that we dedicated the 57,000 square foot central library, which was completed on time and under budget.

Six years ago the voters of Corvallis passed a $6.85 million bond measure for the building with 70% yes votes. Two years ago, voters approved creation of a permanent library district with secure and excellent funding with 60% yes votes. Two important reasons for our success are that we had good projects and that we successfully sold the need. The most important reason for our victories, however, is that these projects belonged to the community, not to the staff, library board, or city council. The community was intimately involved not only in campaigning for the new facility and the library district, but in planning and designing their new library as well.

With the dedication of the central library building, we achieved a community dream. On dedication day more than 10,000 people visited their new library. A key phrase rang as true dedication day as today: A community is judged by its library.

Together citizens, staff, board members, and policy makers built our library from a well-loved but tattered service to a top-notch community asset. Never before has our community dreamed so powerfully that their dream sparked first a vision, then an action plan, and then—with lots of hard work—steel, bricks, and books.

The main library building was constructed in two major phases. The first building was designed by now noted architect Pietro Belluschi. It covered 5,100 square feet and was dedicated in 1952. A desperately needed addition was completed in 1965 and added 17,000 square feet. This addition was intended to last 15 years.

By 1987 not only were we seven years overdue for a new building, but we had unfortunately been combined with the Parks and Recreation Department. The board, Friends of the Library, and staff began actively selling the need for a new building to the budget commission and city council.

We were given a partial go-ahead. First, we were told to create a master plan of service, facility, and funding needs. The master plan report, submitted in September 1988, outlined the dismal state of affairs of the Corvallis-Benton County Public Library. Essentially, we were told to rethink the way we provided all services to the public.

Reprioritize, we were told. Look at all staffing, budget, planning, and board activities. The book collection was professionally assessed as mediocre at best, a threat to the community welfare at worst. The building was rotting. It was also one of the only unautomated libraries of its size. And finally, continued increases in the budget combined with stagnation in use of all library services for more than a decade resulted in a situation whereby the Corvallis-Benton County Public Library was steadily increasing the cost of doing business.

At this point, in 1988, the city council and board had tough decisions to make. The city council directed staff to move forward. The library was re-created as a separate department. The staff took the master plan advice seriously. It gave us a focus. It provided us with a "magnetic direction."

In Megatrends, John Naisbitt said, "Strategic planning is worthless unless there is first a strategic vision. A strategic vision is a clear image of what you want to achieve, which then organizes and instructs every step toward that goal. The extraordinary successful strategic vision for NASA was..."
'Put a man on the moon by the end of the decade.' That strategic vision gave magnetic direction to the entire organization. Nobody needed to be told or reminded of where the organization was going.

Vision is the heart and soul of every strategic plan. Our "strategic vision" gave magnetic direction not only to our entire organization, but also to our community.

We improved everything rapidly. We doubled the book budget and doubled the staff dedicated to reference without adding a single dollar or FTE. We opened Sundays and made minor service-oriented floor plan changes. We also forged new, supportive relationships with the Friends and Foundation.

The master plan consultant told us to not consider going to the voters for a new facility for five years. It would take that long, he believed, to get ourselves in shape. But, he didn't know about our staff and board's tenacity!

Immediately all statistics and performance measures showed that use had begun to rise. Seemingly overnight, public opinion began shifting. Most remarkable of all, the council gave the staff direction to move forward with developing plans for expanding our main library facility.

Now that we'd made some immediate service enhancements (hours, book budget, and staffing) there were three major components to our work plan:

1. Marketing library services
2. Initiating a library campaign
3. Initiating facility planning

Marketing Library Services

The Library and its services had been disintegrating for so long that we needed to get the word out that "things were looking different." Not only did staff become active on the service club circuit, but we also worked closely with the newspaper and the radio stations. They were wonderful in helping us tell our story and in giving us good, regular coverage.

We wanted people to be familiar with the library and its services before we began campaigning. As noted, the master plan said we needed five years of hard work before the voters could respect us enough to give us more money. We only had one year and thus, our "strategic vision" was clear.

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Initiating a Library Campaign:
The first thing we learned was that the best time
to go to the voters on a library issue, if you have
a choice, is November in odd-numbered years.
Based on that, we set a date: November 7, 1989.
Our mayor worked with the school district and
county to ensure that we'd be the only major
entity on the ballot.

In January 1989 we held a joint retreat with the
library board, the Friends, the foundation, and the
League of Women Voters. We also invited citizens
who had been instrumental in getting other capi-
tal projects approved locally. At this meeting we
brainstormed important components of the cam-
paign and determined a theme and time frame.

Initiating Facility Planning
All of this activity ran parallel to learning every-
thing about building a library. One of the first
things we learned was that we needed a qualified
library building consultant. We were lucky to find
an extremely qualified library building consultant
and an architectural firm with many successful
library projects.

We knew we needed to get people involved in ini-
tial building design. Thus, we held a series of well-
attended community meetings to find out whether
the citizens were willing to support an expanded
library facility and what they wanted to see in that
library. Getting people involved paid off. They
quickly began to feel ownership in the library and
its design. When we took the model and blue-
prints around during the campaign, we would
often hear people say, "Oh look at that, they lis-
tened to me and added stairs, a back door, a patio,
etc."

Working closely with our architects, we were able
to accomplish all of the community's desires.
When we went to the voters, we could honestly
say, "This is the building you wanted."

The Campaign
To help lead the election campaign, the mayor
appointed four co-chairs. He selected carefully.
They included the retired and highly respected
former president of Oregon State University, an
elderly businessman who not only is "the richest
man in town" and quite respected but also was the
contractor of the earlier library addition, a young
successful downtown businessman, and the presi-
dent of the League of Women Voters. Most fortu-
itably, the mayor appointed his wife as campaign
coordinator. We always knew that if a crisis hit, the
mayor would know before his head hit the pillow.

The Committee for the Library was formed with an
initial working committee of about 20 busy-but-
committed people. They believed it was important
to have a low-key campaign. Their strategy was to
only get out the obvious yes votes and not bother
with anyone else.

In spite of plans for a low-key campaign, it was a
loud, excited, and highly visible campaign. As the
campaign progressed, we realized the importance
of doing everything possible to reach everyone.
The key to our success was our integrity.
Every detail of our bond measure had been scru-
inizied prior to going to the voters. We were
proud of every detail and felt convinced that if the
citizens knew, they too would be proud. An
important aspect of our campaign was that every-
one knew about what was happening. Thus, even
if people voted "no," they were informed "no" vot-
ers.

By election day we were exhausted. In total 900
people volunteered on the campaign. The results
came in early, and we won by 70% carrying every
precinct. Not only was this election the largest tax
measure ever offered to the voters, but we won by
the largest margin.

At the groundbreaking ceremony eleven months
after the election, the mayor said, "When a good
community comes together, good things happen."
This has become our motto.

We learned a tremendous amount from this pro-
ject about our community and about the library.
This has carried us forward through many other
tasks and challenges.

Love and passion built memories and community
spirit, as well as a new library building. This
exquisite and functional structure now stands as a
monument to the people of Corvallis and their
own dedication.

Leadership is, I believe, about enlisting people in
a cause. I can't think of anything we haven't done
to get community support in the past seven years.

We all need to look constantly for opportunities
to involve our communities in our library's success.
Maya Angelou says, "Librarians are magnificent
miracles." I believe it is really the libraries that are
the magnificent miracles, and I believe—if you
give people a chance—they'll do anything to be
part of making the miracle happen.