

Strategic Plan 2006 - 2009

Vision Statement for the Mid-Continent Public Library:

MCPL will be the portal for life-changing resources.

Indicators of success:

- An increase in the number of children and youth with library cards
- The percentage of users grows as the population base grows
- The patrons represent the diversity of the population of the areas MCPL serves
- Some growth of new patrons will come from referrals
- Customer satisfaction and utilization of library resources increases each year

Mission Statement for the Mid-Continent Public Library:

The mission of the Mid-Continent Public Library is to provide expanding access to materials, programs, technology and a world-class genealogy and family history library.

We will accomplish our mission by:

- Providing opportunities for life-long learning and exploration in comfortable, stimulating, safe and convenient settings.
- Ensuring the highest quality staff meeting the wants and needs of diverse populations.
- Ensuring the long term financial sustainability of the library.

CRITICAL ISSUES

Facilities: How do we ensure that our existing and new facilities meet and exceed the expectations of our patrons in order to fulfill our vision and mission?

Marketing: How do we increase the awareness of services and the value added of MCPL in the communities we serve?

Methods of Service Delivery: How do we ensure our methods of service delivery, customer service, programs and materials meet the needs of our current and future market?

Organizational Development: How do we develop a culture of accountability, passion to achieve the vision and a commitment to implement the mission?

<p>Facilities: How do we ensure that our existing and new facilities meet and exceed the expectations of our patrons in order to fulfill our vision and mission?</p>

Strategic Direction 1. Provide library facilities that are attractive to present and future patrons, and will employ new innovation to meet patrons' diverse needs all within the current MCPL library tax.

Objective 1.1. By July 2007, Trustees adopt comprehensive new facilities/capital plan that respects our strategic direction.

Strategic Direction 2. Accelerate deferred maintenance from 10 years to 3-5 years.

Objective 2.1. Complete \$750,000 accelerated maintenance plan approved in the 2005-06 budget.

Objective 2.2. Director will recommend a 3-5 year plan in 2006-2007 and 2007-2008 budgets, with a description in the director's budget letter.

Strategic Direction 3. By July 2007, complete a 3-5 year building plan that evaluates existing interior space within the branches.

Objective 3.1. Evaluate HNTB interior design study.

Objective 3.2. By April 2007, staff recommends to the Building Committee and Trustees, a 3-5-year building enhancement plan, its estimated costs and how it should be financed.

Objective 3.3. Building Committee will evaluate and make recommendations to Trustees on the same schedule as the ten-year facilities / capital plan.

THE NEW GENEALOGY BRANCH

Strategic Direction 4. Develop a world-class genealogy facility (as compared to the benchmarks of the top 10 Public Genealogy Libraries).

Objective 4.1 By July 31, 2006, have a site that meets the criteria as provided by staff and reviewed by Trustees.

Objective 4.2 Build financing into the new facilities/capital plan to be adopted in the 2007-08 budget.

Objective 4.3 By September 1, 2006, choose an Architect.

Marketing: How do we increase the awareness of services and the value added of MCPL in the communities we serve?

Strategic Direction 1. Build on the existing customer base.

(Dates for the following objectives are predicated by the start date of the Marketing Specialist.)

Objective 1.1. By December 2007, develop and implement an assessment and evaluation system to explore ongoing needs and desires of current patrons relative to methods of delivery at the branch, system and online/remote user levels, and appropriate resource allocation.

Objective 1.2. By June 30, 2007, develop common theme strategies around selected services, programs or activities for staff to market alternative services and materials available.

Objective 1.3. By June 30, 2008, develop and implement an external communications plan with components that are targeted to specific populations.

Strategic Direction 2. Take advantage of and identify partnerships and other collaborative relationships to engage new patrons and promote the library system and its services.

Objective 2.1. By January 2008, contact at least two county-level and at least two city-level area and two national level historical organizations and explore partnerships or collaborative opportunities, virtual or physical, with MCPL branches or the genealogical library.

Objective 2.2. By December 2008, establish at least one major partnerships / collaborations to enhance and/or assist with marketing the genealogical library (e.g. exhibit to enhance the collection, sharing a trainer, etc.).

Objective 2.3. By January 2008, identify a minimum of one new or expanded opportunity to collaborate with each of KCMLIN, MLNC, MOBIUS and MORENET.

Objective 2.4. By August 2007, develop a collaborative library/school model(s) that can be customized for individual school districts.

Strategic Direction 3. Identify and develop initiatives to introduce the Library to new target audiences.

Objective 3.1. By December 2008, partner with a minimum of twenty organizations who welcome new residents to inform them of the library (e.g., Welcome Wagon, Realtors, Schools).

Objective 3.2. By June 2008, develop specific initiatives to target at least two new user groups a year.

Methods Of Service Delivery: How do we ensure our methods of service delivery, customer service, programs and materials meet the needs of our current and future market?

Guiding Principle: Exceptional customer service means skilled, professional, personable staff providing timely and effective services through a variety of delivery methods.

Strategic Direction 1. Expand existing methods of delivery and explore new ones.

Objective 1.1. By December 2007, develop a comprehensive plan to improve access for all current and prospective patrons.

Strategic Direction 2. Improve the level and quality of our customer service.

Objective 2.1. By February 2007, conduct a pilot program on the following new services for patron use to determine feasibility and implementation strategies.

Services:

- Word-processing
- Downloadable audio books
- Books by mail
- Check out by PDA

Objective 2.2. By June 30, 2007, develop and implement a comprehensive integrated staff training and orientation program considering the following new services so each is delivered in a customer friendly and competent manner.

Services for consideration:

- Context for making changes
- Word-processing
- Self-checkout
- Downloadable audio books
- Books by mail
- WiFi

Objective 2.3. By June 2008, develop and implement an employee recognition/reward program related to customer service and selected priority focused areas.

Objective 2.4. Beginning June 2007, develop and implement a performance based compensation program over a three-year period.

Objective 2.5. Beginning December 2006 designate a staff member to be "on floor" (for three-star and up branches) and designate an individual "at desk" at all other locations to welcome patrons, inquire how to help and assist with self-checkout.

Objective 2.6. Beginning February 2007, during peak times, designate at least one staff member at each large branch (three-star and up) to be floating "in the stacks" to proactively assist patrons.

Strategic Direction 3. Ensure programming anticipates trends to ensure relevancy to our current and future patrons.

Objective 3.1. By February 2009, develop a system to gather information from non-program attendees about current and potential programs.

Objective 3.2. By December 2006, conduct an environmental scan to identify other methods of providing programming which may not be in-house, (especially basic classes, e.g. streaming video, webcasting, downloadable video, also available for checkout) and make recommendations on methods to implement.

Objective 3.3. By December 2007, assess availability and utilization of programming for targeted, diverse patron groups.

Strategic Direction 4. Improve relevance of the collection to all categories of patrons, and anticipates technology trends and changes in patron demographics.

Objective 4.1. By December 2007, fully implement SIRSI Director's Station and Comparative Data project to analyze usage of collection.

Objective 4.2. By January 2009, complete an evaluation of non-book collections (e.g. videos vs. downloadable video, DVDs, audio books - cassette vs. CD vs. downloadable) to determine those that need to be phased out or eliminated in the next five years.

Objective 4.3. By January 2008, review available demographic and market information to identify potential changes needed in collections.

Organizational Development: How do we develop a culture of accountability and commitment to implement the mission and achieve the vision?

Strategic Direction 1. Update the HR system and processes, e.g., job descriptions, performance evaluations. (Performance Goals)

Objective 1.1. By December 2006, conduct a needs analysis and structure the HR function based on the findings of the analysis.

Objective 1.2. By June 2007, conduct a review of the job descriptions and standards and revise as needed.

Objective 1.3. Create an Employment Specialist position (or HR manager function), which will be part of the FY 06-07 budget.

Objective 1.4. On an ongoing basis, ensure staff reflects the diversity of the patrons it serves.

Objective 1.5. By June 2007, develop a communications plan that supports the HR plan.