

# Strategic Plan 2010 / 2012

## **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:**

MCPL will provide exceptional customer service and expanding access to materials, programs and technology including 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 customer service staff to meet the wants and needs of diverse populations.
- Ensuring the long term financial sustainability of the library.

## **CRITICAL ISSUE STATEMENTS**

### **Methods of Service Delivery**

We will provide efficient, effective and customer friendly delivery of library service that meets the diverse needs of our current and future customers, in our programming, facilities, technology, materials and information.

## Facilities

We will ensure that our facilities meet the changing needs of our customers within the framework of our resources, mission and vision.

## Finance

We will preserve long-term financial viability for MCPL with funding mechanisms designed to meet strategic needs and to ensure financial flexibility.

## Marketing

We will increase public awareness and use of the library by providing programs and services that meet the needs of the communities we serve.

## Organizational Development

We will deliver exceptional customer service by developing a diverse workforce and a culture of accountability.

**Methods of Service Delivery:** We will provide efficient, effective and customer friendly delivery of library service that meets the diverse needs of our current and future customers, in our programming, facilities, technology, materials and information.

Strategic Direction 1. Articulate new vision of service.

Objective 1.1. Develop methods to measure customer satisfaction and evaluate results.

Objective 1.2. Establish new efficient and cost effective ways to provide service.

Objective 1.3. Explore options to expand 24/7 service.

Strategic Direction 2. Ensure that MCPL services are appropriate for communities served.

Objective 2.1. Evaluate policies with regard to days and hours of service.

Objective 2.2. Explore other opportunities to implement Library to Go.

Objective 2.3. Study and plan ways to more effectively and quickly provide services to the public.

Strategic Direction 3. Ensure that MCPL remains current with technologies that meet the needs of our customers.

Objective 3.1. Assess need for portable computers available for public use.

Objective 3.2. Evaluate feasibility of additional computer workstations.

Objective 3.3. Evaluate service policies with regard to computer work stations.

Objective 3.4. Assess need and make recommendations regarding kids-only computers.

Objective 3.5. Evaluate computer game usage in the library.

Objective 3.6. Assess feasibility of implementing best seller vending machines.

Objective 3.7. Create virtual library for variety of communities, e.g., seniors, business, teens, etc..

Objective 3.8. Examine alternate web methods for delivering service, for example, through cell phones.

Objective 3.9. Initiate training programs so customers can learn new technology and applications.

**Facilities:** We will ensure that our facilities meet the changing needs of our customers within the framework of our resources, mission and vision.

Strategic Direction 1. Ensure existing library facilities are well-maintained, functional and attractive.

Objective 1.1. Complete the existing Capital Improvement Plan and develop a new ten year Capital Improvement plan.

Objective 1.2. Complete the branch enhancement plan.

Objective 1.3. Explore opportunities to enhance the library experience of customers with special needs.

Strategic Direction 2. Develop a comprehensive 10 year facilities plan to include evaluation of new library models that correspond with the library's service delivery methods.

Objective 2.1. Engage outside resources as needed to assist with the development of the 10 year facility plan.

Objective 2.2. Develop a plan, including timeframe, for Woodneath.

Objective 2.3. Plan to increase Library To Go throughout the library system.

Objective 2.4. Evaluate the consolidation and/or expansion of facilities.

Objective 2.5. Evaluate new building projects on environmental impact. Meet LEED or Energy Star standards that provide long term benefits.

**Finance:** We will preserve long-term financial viability for MCPL with funding mechanisms designed to meet strategic needs and to ensure financial flexibility.

Strategic Direction 1. Develop a funding plan that includes sources and uses for all library buildings and operational initiatives set forth in the strategic plan.

Objective 1.1. Develop a 5-year operating forecast and a 5 year capital forecast each year.

Objective 1.2. Library Board will evaluate alternative funding for the Libraries in addition to the existing tax levy as needed.

Objective 1.3. Establish a fundraising plan to supplement tax resources.

Objective 1.4. Examine cost savings through consolidation or other efficiency possibilities.

Strategic Direction 2. The Library will take an active role to protect its taxed-based revenue.

Objective 2.1. Encourage reform of present laws to ensure fairness to all involved entities.

Objective 2.2. Identify consultants to assist MCPL in efforts regarding tax diversion programs.

**Marketing:** We will increase public awareness and use of the library by providing programs and services that meet the needs of the communities we serve.

Strategic Direction 1. Establish brand identity.

Objective 1.1. Create improved exterior signage.

Objective 1.2. Use stories on how we impact customers' lives to promote Library.

Objective 1.3. Develop continual staff training opportunities to include a consistent message for all staff to use in face-to-face interactions.

Objective 1.4. Promote size and breadth of services to targeted communities.

Strategic Direction 2. Develop an online communication plan to guide the development/enhancement of new website.

Objective 2.1. Evaluate and establish plan for email communication with customers.

Objective 2.2. Evaluate and establish plan for text communication with customers.

Objective 2.3. Evaluate and establish plan for a Social Networking presence and the acceptable use of it.

Strategic Direction 3. Identify opportunities to establish community partnerships.

Objective 3.1. Collaborate with other libraries to promote mutual message.

Objective 3.2. Collaborate with other organizations to host programs.

Objective 3.3. Collaborate with appropriate partners, such as businesses, non-profits and other organizations to create mutually beneficial marketing opportunities.

Strategic Direction 4. Develop and implement a comprehensive community/media relations plan.

Objective 4.1. Utilize Speakers Bureau to promote library in community organizations.

Objective 4.2. Develop a formal and comprehensive system for submitting articles to the press.

Objective 4.3. Build a positive reputation both locally and nationally.

Objective 4.4. Measure effectiveness of marketing efforts.

Objective 4.5. Assess the effectiveness of internally produced library publications (e.g., Beyond the Books).

**Organizational Development:** We will deliver exceptional customer service by developing a diverse workforce and a culture of accountability.

Strategic Direction 1. Review and update employee resource systems and processes as needed.

Objective 1.1. Conduct a review of the job descriptions and job standards and revise as needed.

Objective 1.2. Employ an outside agency to evaluate the library jobs and conduct a market survey.

Strategic Direction 2. Have a workforce that is reflective of the diversity of the Library District

Objective 2.1. Evaluate an MCPL diversity scholarship and cooperate / collaborate with national programs for minority candidates.

Objective 2.2. Continue development of recruitment plan to increase diversity of the applicant pool.

Strategic Direction 3. Update the library's organizational structure to assure that it addresses the current needs of the library.

Objective 3.1. Evaluate staff sharing and "floating" positions across branches/departments.

Objective 3.2. Evaluate the existing organizational structure relative to training and retention costs as well as quality of service.

Objective 3.3 Evaluate the library's supervisory span of control to determine appropriateness.

Strategic Direction 4. Develop an audit plan for improving library processes and customer service.

Objective 4.1. Oversight committee consisting of Administrative staff.

Objective 4.2. Select function central to the library's mission to implement prototype audit processes and procedures.

Objective 4.3. Use outside consultants as necessary.

Strategic Direction 5. Articulate organizational philosophy on professional development.

Objective 5.1. Review the tuition reimbursement program and the Leathers scholarship program to determine effectiveness in encouraging professional development.

Objective 5.2. Professional development, career advancement and job enrichment will become part of the performance management process.

Strategic Direction 6. Incorporate customer service philosophy into all aspects of MCPL activity and ensure consistency of service across the library system.

Objective 6.1 Customer service steering committee will coordinate effort.

Strategic Direction 7. Review and update strategic plan 3 years from adoption.