Strategic Planning for Organizational Effectiveness

Grace A. Dow Memorial Library

New Proposed Mission and Vision (2014)

Mission

Our mission is to inspire lifelong learning by connecting people and resources

Vision

Our vision is to be the most dynamic, accessible, and relevant learning environment in the community

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GADML's Core Values

- ## Professionalism
  - At all times we treat each other and each of our patrons with respect, dignity, and truthfulness. We strive for excellence in all aspects of our work, positively creating solutions in a highly valued way.

- ## Fulfillment
  - At GADML we want employees who are passionate about what they do. We want everyone to be fulfilled in their professional endeavors, see value in their work, and feel recognized and rewarded for their efforts.

- ## Embrace innovation and change
  - We recognize that to continue to be relevant and valued we need to constantly evolve, take risks, and be open to new ways of doing things . We recognize and encourage everyone's input and listen to all ideas.

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GADML's Core Values, cont.

- **Teamwork and leadership**
  - We value leaders who lead by example and are both team followers as well as team leaders, and remove obstacles that enable their direct reports to succeed. Our team members take initiative when they notice issues so that the team and the organization can succeed. Team members take ownership of issues and collaborate with other team members whenever challenges arise. Our team members have a positive influence on one another and everyone they encounter. We all strive to eliminate any cynicism and negative interactions, and create harmony with each other and with everyone else with whom we come in contact with.

- **Direct and open communication**
  - We value direct and open communication with each other and with our patrons. We speak positively with and about each other and handle conflict directly in a positive manner. We communicate regularly with each other and make it a priority to seek clarification when we don't understand. We take personal accountability for staying informed via the communication tools provided.

- **Customer focus**
  - We create an environment that is friendly, warm, and exciting. We encourage diversity in ideas, opinions, and points of view. We treat every patron equally with respect and dignity regardless of who they are. We create a positive experience for everyone who walks in the door. We value customer service and make customer needs a priority.

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Strategic Planning Objectives

- We ensure that our collections remain forward-looking, diverse in breadth and form, open to browsing, and top quality.

- We make people aware of the resources available to them, and through innovation, make access to these resources easier.

- We provide individualized services delivered in a high-quality, customer-focused manner

- We have an integrated, seamless web of information and our access to technology supports the changing needs of our staff and patrons.

- Our physical and virtual spaces respond to the changing habits of their users to enrich visitor experience and multiply the ways in which people can pursue inquiry and gather to learn.

- Our collaboration with expanding circles of partners yields unified access, broadening knowledge, and enhanced programs and services.

- We continue to embrace change and align ourselves to meet the diverse needs of our community, supporting professional growth and opportunity, and rewarding flexibility and innovation.

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Priorities (Vote)

- **Technology**
- **Culture/Teamwork/Staff Development/Customer Service**
- **Marketing/Awareness**
- **Collections**
- **Programming**
- **Collaborations**
- **Funding**
- **Outreach**
- **Accessibility**
- **Infrastructure/Space (Physical and Virtual)**
- **Individualized Services**
- **Staffing Levels**
- **Lifelong Learning / Resources / Environment**
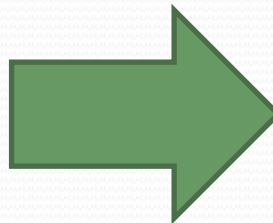
4 Focus Areas
1. **Culture**
2. **Lifelong Learning**
3. **Technology**
4. **Marketing/ Awareness**

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Grace A. Dow Memorial Library Strategic Plan

Mission: *Our mission is to inspire lifelong learning by connecting people and resources*
Vision: *Our vision is to be the most dynamic, accessible, and relevant learning environment in the community*

Culture of Excellence

We provide individualized services delivered in a high-quality, customer-focused manner

We continue to embrace change and align ourselves to meet the diverse needs of our community, supporting professional growth and opportunity, and rewarding flexibility and innovation

Long-Term Goals

Goal: Develop a plan to implement and communicate core values and expectations

Goal: Implement strategies to exceed customer expectations

Goal: Implement a staff development plan with scheduled training opportunities

Goal: Implement consistent HR policies across all departments

Lifelong Learning Resources & Environment

We ensure that our collections remain forward-looking, diverse in breadth and form, open to browsing, and top quality.

Our physical and virtual spaces respond to the changing habits of their users to enrich visitor experience and multiply the ways in which people can pursue inquiry and gather to learn

Our collaboration with expanding circles of partners yields unified access, broadening knowledge, and enhanced programs and services.

Long-Term Goals

Goal: Collaborate with schools to align programming with curriculum

Goal: Expand youth programming

Goal: Expand social events/gathering opportunities for all ages

Goal: **Annually identify and modify physical gathering spaces**

Goal: Improve accessibility

Goal: Maintain accessible and expanding collections

Goal: Expand individualized services

High-Quality, Accessible Technology

We have an integrated, seamless web of information and our access to technology supports the changing needs of our staff and patrons

Long-Term Goals

Goal: Develop and annually update a long-term technology plan

Goal: Address operational issues with technology

Goal: Develop policies and procedures governing technology

Goal: Expand use of tablets and other new technologies for both staff and patrons

Goal: Implement technology how to's (databases, etc)

Marketing/ Awareness

We make people aware of the resources available to them, and through innovation, make access to these resources easier

Long-Term Goals

Develop a strategic marketing/ communications plan identifying key messages, audiences, and venues

Goal: Implement library tours (guided and self-guided)

Goal: Expand use of social media

Goal: Update website

Goal: Implement plans to increase internal communication

Long-Term Goals: Culture of Excellence

We provide individualized services delivered in a high-quality, customer-focused manner

We continue to embrace change and align ourselves to meet the diverse needs of our community, supporting professional growth and opportunity, and rewarding flexibility and innovation

Goal: <u>Develop a plan to implement and communicate core values and expectations</u>

  Action: Develop a Charter Culture Team

  Action: Incorporate core values into every meeting

Goal: <u>Implement strategies to exceed customer expectations</u>

  Action: Research "roaming librarian" concept

  Action: Increase touch points with patrons

  Action: Implement customer service training and standards

Goal: <u>Implement a staff development plan with scheduled training opportunities</u>

Goal: <u>Implement consistent HR policies across all departments</u>

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Long-Term Goals: Lifelong Learning Resources & Environment

- *We ensure that our collections remain forward-looking, diverse in breadth and form, open to browsing, and top quality.*
- *Our physical and virtual spaces respond to the changing habits of their users to enrich visitor experience and multiply the ways in which people can pursue inquiry and gather to learn.*
- *Our collaboration with expanding circles of partners yields unified access, broadening knowledge, and enhanced programs and services.*

Goal: <u>Collaborate with schools to align programming with curriculum</u>

      Action: Involve teachers in programming

      Action: Bring in authors for programming

      Action: Address transportation issues for youth

Long-Term Goals: Lifelong Learning Resources & Environment, cont.

Goal: <u>Expand youth programming</u>

    Action: Expand programs for middle school age

    Action: Expand Battle of the Books type activities (year around, more age groups)

    Action: Expand learning activities

    Action: Evaluate and change programs for younger groups (reading, 4+)

Goal: <u>Expand social events/gathering opportunities for all ages</u>

    Action: Target programming for young adults, college students

    Action: Develop Programs that make the library a weekly place for families

Goal: <u>Annually identify and modify physical gathering spaces</u>

    Action: Investigate expansion/use of outdoor spaces

    Action: Increase spaces for tutoring/studying (group and quiet)

    Action: Identify space for 4th-5th graders (tweens)

    Action: Explore maker spaces

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Long-Term Goals: Lifelong Learning Resources & Environment, cont.

Goal: <u>Improve accessibility</u>

> Action: Review hours of operation
>
> Action: Review library card policy
>
> Action: Identify outreach opportunities

Goal: <u>Maintain accessible and expanding collections</u>

> Action: Provide books and e-readers to check out
>
> Action: Increase copies of high-demand items
>
> Action: Plan for changes in collection formats

Goal: <u>Expand individualized services</u>

> Action: Expand programs/books geared for specific audiences (male audiences, foreign literature, special needs, etc.)
>
> Action: Provide winter and spring reading programs for kids and adults
>
> Action: Provide media literacy programming
>
> Action: Customize recommendations/book lists for patron
>
> Action: Collaborate to connect program topics in community
>
> Action: Provide computer classes (including one-on-one)

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Long-Term Goals: High-Quality, Accessible Technology

We have an integrated, seamless web of information and our access to technology supports the changing needs of our staff and patrons

Goal: <u>Develop and annually update a long-term technology plan</u>

> **Action: Make online services more accessible**

> **Action: Improve wireless access**

> **Action: Provide updated technology and software (including scan/fax)**

> **Action: Provide access to flash drives**

Goal: <u>Address operational issues with technology</u>

Goal: <u>Develop policies and procedures governing technology</u>

Goal: <u>Expand use of tablets and other new technologies for both staff and patrons</u>

> **Action: Review rentals of laptops and netbooks**

Goal: <u>Implement Technology how to's (databases, etc.)</u>

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Long Term Goals: Marketing/Communications

We make people aware of the resources available to them, and through innovation, make access to these resources easier

Goal: <u>Develop a strategic marketing/ communications plan identifying key messages, audiences, and venues</u>

> Action: Increase interactions (upselling with patrons)

> Action: Implement initiatives to better utilize staff to communicate

> Action: Market programming (e.g. , Great Decisions)

Goal: <u>Implement library tours (guided and self-guided)</u>

Goal: <u>Expand use of social media</u>

Goal: <u>Implement plans to increase internal communication</u>

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