

# **MONROE COUNTY PUBLIC LIBRARY STRATEGIC PLAN, 2009-2011**

*Enriching Lives. Strengthening Community*

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# Monroe County Public Library Strategic Plan, 2009-2011

## Introduction

It's our pleasure to present the 2009-2011 Strategic Plan for the Monroe County Public Library.

Work on the plan began in spring 2007, when the Library selected ETC Institute, Olathe, Kansas, to facilitate the planning process. Over the next 18 months, consultants Ron Vine and Ron Secrist facilitated a comprehensive community input process and met with a community-based planning committee, and the Library coordinated extensive staff involvement, resulting in a completed plan in late 2008.

At the same time, a second pair of consultants, Denise Shockley and Charr Skirvin, undertook a valuation study. They reviewed demographic trends for Monroe County, applied a valuation model to calculate return-on-investment for Monroe County taxpayers, and interviewed a number of community leaders to identify possible funding options for the future. Some highlights from their report are included in the "Library's Environment" section below; the full report is available at the Library.

## Broad-based Community Planning Process

### ***Community Input***

The Library's planning process began with multi-faceted community input:

Focus Groups: In late July-early August 2007, 94 community members attended eight focus groups for targeted audiences of a variety of library services (services for children, families, and caregivers, literacy and lifelong learning, access, special needs, services for businesses and nonprofits, the Library as a civic and cultural center, technology services, and collections). Each focus group discussed the most important issues facing the Library, general perceptions of current library services and facilities, and future priorities for improvement, along with a special topic related to the interests of the group. Members of the Board of Trustees participated in a focus group, 70 staff members participated in two focus groups.

Public Forums. In August 2007, 20 community members attended two forums, where they discussed what were the most important issues facing the Library; what improvements the Library could make to facilities, programs, and services; what sources of revenue should finance improvements, and what were the most important actions the Library should take.

Stakeholder Interviews. Also in August 2007, the consultants interviewed 13 community leaders, from business, nonprofit, local government, and local media.

Community Survey. In early February, the consultants mailed surveys to 3,000 randomly-selected Monroe County households. The survey asked about current usage of and satisfaction with library services, and asked respondents to rank possible roles for the Library in the future and to choose among four funding alternatives. Just over 700 individuals responded, a solid sample. The consultants presented overall results to quantitative questions, a complete report of open-ended comments, as well as cross-tabulations that allowed the Library to study differences by age of respondent and age of individuals in the household, by household size, by household income, by gender, by education level of respondent, by zip code, by frequency of library use, by length of residency in Monroe County, and by access to Internet at home.

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## ***Strategic Planning Committee***

We owe a debt of gratitude to the ten community members who participated in the Library's Strategic Planning Committee:

Stephen Moberly, Library Board of Trustees  
John Walsh, Library Board of Trustees  
Penny Austin, Library Board of Trustees  
Christy Gillenwater, Greater Bloomington Area Chamber of Commerce  
Barry Lessow, United Way of Monroe County  
Eric Bartheld, Indiana University  
Karen Franks, Friends of the Library  
Marilyn Schwartzkopf and Fran Stewart, Monroe County Community School Corporation  
Carol Gardiner, Richland-Bean Blossom Community School Corporation

The Strategic Planning Committee met in October 2007 and in April, May, and June to review the community input, help draft the Mission, Vision, and Goals, and review staff work on Values. They met again in late October 2008 to discuss the Action Plan drafted by library staff and offer suggestions for announcing the plan to the community. We appreciate their willingness to lend their expertise and spend valuable time to help us envision a future for the Library that meets community needs.

## ***Strategic Planning Staff Team***

Much of the drafting and organizing of the plan was undertaken by five Library managers:

Ned Baugh, Information Systems  
Pam Wasmer, Collection Services  
Chris Jackson, Community Outreach  
Margaret Harter, Community Relations  
Josh Wolf, Children's Services

They whittled the community survey into eight pages, discussed and re-discussed every word in the Mission, Vision, Values, and Goals, and sorted through hundreds of pages of focus group and stakeholder interview reports, community survey data and open-ended comments, action plan ideas from staff brainstorming sessions, and comments from an all-staff session to review the plan. Their leadership, commitment and dogged persistence in crafting a plan that is visionary and practical to implement was impressive.

## ***Library Staff***

Every library staff member had opportunities to participate in the planning. They attended focus groups, created the draft Values during Staff Day in October 2007, brainstormed action plans in July 2008, and had a final chance to review the draft plan during Staff Day in October 2008. The final plan document includes their Values and is deeply influenced by their creativity.

## **The Library's Environment**

The valuation study completed by the Library in 2008 described the people of Monroe County and highlighted strengths, weaknesses, opportunities, and threats facing the Library.

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## ***Demographics***

### Population

The 2000 U. S. Census reported that Monroe County had a population of 120,563. By 2015, the population was expected to grow 5.2 percent to nearly 127,000. The fastest growing segment will be seniors, aged 65 and over, and the largest segment will be young adults, aged 25 to 44. From 2000 to 2005, the population within the Bloomington city limits decreased while that of the County increased; beginning in 2006, the City population increased, perhaps due to elected officials' preference for compact urban form.

Roughly 90 percent (110,000) of County residents are white. Asians are the next largest group, with 6,000 or 4.9 percent. African-American residents number 4,000 and make up 3.3 percent. Hispanic residents of all races account for 2,700 or 2.2 percent of the population; of these 526 reported in the 2000 U. S. Census that they spoke English less than "very well." Compared with 2000-2001, enrollment figures for 2007-2008 school enrollment show growing percentages of Asian, African-American, multi-racial, and Hispanic, compared with white, students.

### Economy

Monroe County is an employment destination. Almost 11,000 individuals commuted into the County for work, while 4,000 commuted outside the County for work.

The economy is shifting from the manufacturing toward the biotechnology and hospitality sectors. In early 2008, the local GE plant announced it would close by the end of 2009, eliminating 900 jobs; at the same time several biotech businesses have announced creation of nearly that number of jobs. Bloomington's position as a retail, cultural, and sports destination is driving the development of new hotels, dining options, and arts-related offerings.

Personal income growth in Monroe County (4.1 percent) exceeds the six-year average for Indiana (4.0 percent), but approximately one-of-three Monroe County residents still lives in poverty. Data is not clear about how many of these are students at Indiana University, but free and reduced lunch figures at the Monroe County and Richland-Bean Blossom School Corporations confirm that a substantial percentage of those in poverty are permanent residents and not students.

### Education

The 2000 U. S. Census confirms that Monroe County has a relatively high number of college graduates compared with other Indiana counties. Formal and informal educational opportunities abound. Two new high school options – Early College and New Tech – opened in 2008. Enrollment is increasing at both Indiana University and Ivy Tech Community College. The Bloomington Lifelong Learning Coalition sponsored by the City has recently brought together the major players in continuing education to coordinate and promote offerings.

Student achievement is not uniform among all schools or among all sub-groups of students. Several schools are facing penalties after failure to meet federal improvement standards. Children in poverty, non-white children, and those with special education needs are the most likely to struggle.

## ***Current Strengths and Weaknesses, Future Opportunities and Threats***

The community survey, data from published sources cited in the valuation study, and community leader interviews yielded an understanding of the current strengths and weaknesses of the Library, as well as future opportunities on which the Library could capitalize and threats it will face over the next few years.

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## Current strengths

A large percentage of Monroe County residents use and value the Library, as documented by 2007 usage statistics:

- 2.3 million items circulated
- 1.3 million visits to a Library facility
- 1.7 million visits to the Library website
- 500,000+ uses of Library public computers
- 82,000 Library card holders
- 43,551 participants in Library programs

## Community Survey

The Library's 2008 community survey confirmed that users were satisfied with the core services of the Library – staff, collections, reference services, and programs.

## Cost-Benefit Analysis

**The valuation study confirmed that Monroe County residents received \$1.68 in value for each \$1 invested in the Library in 2006.**

## Awards

Monroe County Public Library ranked second in its population category in the 2008 Hennen American Public Library Ratings (HAPLR). The Library also received the 2008 Tom Zupancic Literacy Award from the Indiana Library Federation.

## Community Relationships

The Library enjoys strong cooperative relationships with a number of other libraries in Monroe County – Indiana University Libraries, Ivy Tech Community College Library, and school media centers in the elementary, middle, and high schools in both school districts – which allow the Library to concentrate on its services to the general public. A number of formal and informal partnerships with city, county, and state government and non-profit agencies help the Library reach a variety of audiences and extend its programming.

## Special Library Services

The Library hosts three services that deserve special mention:

**Community Access Television Services (CATS)** manages five stations which cablecast government meetings and educational and cultural content. In the community survey, more than 60 percent of cable subscribers reported that they watched CATS at least a few times a year. CATS is a partnership with Monroe County, the City of Bloomington, the Town of Ellettsville, and Comcast.

**Volunteers in Tutoring Adult Learners (VITAL)** is a volunteer-powered adult literacy program. In addition to support from the Library, VITAL benefits from an annual Quiz Bowl fund raiser and ongoing support from Altrusa and other community groups.

**El Centro Comunal Latino**, a community clearinghouse for Spanish-speaking residents and a partnership with the City of Bloomington, is housed in the Library.

## Current weaknesses

A 2008 analysis using GIS of library card holders by Census block showed that, in some outlying areas in the County, the percentage of card holders and regular users of the Library was lower than in those closer to a Library facility.

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Survey respondents were dissatisfied with parking at the Main Library; 50 percent identified difficulty in finding parking as the reason why they did not use the Library.

The other three reasons noted by survey respondents for not using the Library were:

- Got my information from the Internet (36%)
- Bought or rented materials for reading, viewing, or listening (32%)
- Too busy (28%)

Survey respondents were somewhat dissatisfied with a few other services at the Library, including music/movies/audiobooks, programs for adults and teens, public computers and wireless access, and meeting room facilities.

Focus group participants, community leaders, and others were concerned about the Library's "tarnished image," after a spate of negative publicity resulting from three directors leaving in less than five years and Library employees' efforts to unionize.

Community leaders and survey respondents were also concerned about security issues, including intimidation and panhandling, especially at the Main Library.

## Future opportunities

The Library's free services have a competitive advantage when Monroe County residents are worried about an economic slowdown and rising food, utility and gas prices. Borrowing a Library book, movie or music is an attractive alternative to buying or renting; attending a Library program is an inexpensive way to be entertained and educated.

The Library enjoys a strong, positive reputation in the community which makes it easier to recruit volunteers, find organizational partners, and attract support for funding, whether it is the Library Capital Projects Fund, grants, or charitable contributions.

Community leaders recommended that the Library identify essential services and drop or deemphasize marginal ones, in close consultation with the community. They also felt the Library should take fund raising seriously and invest time and resources to gain the expertise and relationships necessary.

The survey confirmed that the community as a whole placed strong value on a handful of possible roles:

- Provide education/literacy for children and adults
- Serve as a source of free information
- Provide a quiet oasis for reading and study
- Be a resource for reading, listening, and viewing pleasure

Roles of less overall importance (although for some audiences, some of these were more important) were:

- Provide a connection to the world of digital information
- Offer services that support job seekers and businesses
- Serve as a welcoming, neutral environment
- Serve as a source of community cultural programming

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## Future threats

The Library will pay off its current bond indebtedness in 2012, which will cause a drop of more than \$500,000 in County Option Income Tax (COIT) in the Library's Operating Fund.

In early 2008 interviews, community leaders were concerned about the Library charging fees for services. They see the Library as a democratic institution which equalizes access to information and resources for Monroe County residents and do not want fees to become a barrier. Survey respondents agreed and recommended that the Library increase taxes or increase fund raising or fees for non-essential services, rather than cut services, hours or staff.

Recent legislative changes now place new, lower limits on growth in the Library's annual operating budget and require an additional review by the County Council when the Library budget is within those limits or approval if it exceeds the limits. Any bonds in the future must be approved in a referendum by local voters, making it more difficult for the Library to make capital improvements.

A local government reform report issued in late 2007 portends additional changes in the next few years. The report recommends reduction of local government units (including merger of public libraries serving less than an entire county, consolidation of small school districts, elimination of township government, and appointment rather than election of a number of county officials), resulting in further consolidation of decision making and funding control in the County Council.

## The Plan

### ***Community Driven***

The Mission and Vision come directly from the priorities and roles articulated by community members. The Values were created by the staff. Target Audiences and Goals were identified by the Staff Planning Team, based on the community input. The Strategic Planning Committee suggested seven strategies; they are embedded in the Actions, Tactics, and Performance Measures in every Goal area. These strategies promise to make the Library more responsive, more collaborative, more engaging, more professional, and more efficient:

- A. Listen and respond to community input.
- B. Strengthen community partnerships.
- C. Provide enriching and engaging experiences.
- D. Maintain functional and attractive public spaces.
- E. Attract and develop top-quality staff.
- F. Improve processes.
- G. Broaden the funding mix.

### ***"Stretch Goals"***

It is always a little scary to see your dreams in print, because it represents a kind of promise. That's the way we're looking at this plan. We don't know if we can achieve all that we have set out to do, but we are determined to try. For example, the plan includes "investigation" in several areas, among them:

- A new branch
- Changing or increasing hours
- Radio frequency identification (RFID)

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In late 2008, we cannot promise to accomplish any of these within the fiscal, infrastructure, and staff limitations we have, but we know for certain we won't if we don't begin. We are fully aware that these, and several others, will take substantial study and will probably involve some tough choices down the road.

## ***Policy-level Document***

Monroe County Public Library is a large organization, with 170+ talented staff members, two locations and an active outreach program, open seven days and 69 hours a week, with a budget exceeding \$10 million dollars. The plan is intended to provide broad direction for decision-making at all levels. We anticipate that we will review and refine the actions and tactics, and perhaps the timeline annually, making adjustments as our experience accumulates and our environment changes. We probably won't ever be able to include every single detail in the plan. We will use it to guide, but not dictate, department and individual work plans and to charter library-wide teams to carry out the work.

The plan itself is not a budget, staffing, or facilities plan. It will, however, drive Library decisions on allocating budget, staff, facilities, and every service effort. The 2009 budget, drafted in May 2008 at the completion of community input but before the plan document was begun, makes small adjustments to begin to add support for literacy and information access efforts. The plan will certainly impact the 2010 and 2011 budgets.

## Implementing the Plan

The final step in the long planning process is approval by the Board in November or December 2008, followed by sharing the plan with the community.

The Library Board will be the keeper of the plan, on behalf of the community, as the Library carries out its Mission, makes progress toward its Vision, and stays true to its Values.

The plan will then be used to guide work planning by departments and by staff, for the first time in late 2008 and in each successive year.

Each year, the Library Director and managers will review progress and report to the Board. If necessary, and in concert with the Board, Director and managers will make adjustments to the actions and tactics, the groups responsible, and the timeline.

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## OUR MISSION

**We enrich individual lives and strengthen our community**  
by offering **equitable access to information** and  
**opportunities for literacy, learning, and enjoyment.**

## OUR VISION

**We aspire to be a dynamic library, essential to thoughtful,**  
**productive community life, and always meeting our**  
**community's evolving needs.**

## OUR VALUES

*Accessibility*

*Freedom of information*

*Inclusiveness*

*Integrity*

*Lifelong learning*

*Respect*

*Service*

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OUR TARGET AUDIENCES AND GOALS

<i>Target Audiences</i>	<i>Goals</i>
Children, families, caregivers Frequent users Leading edge technology users Underserved audiences, including people with disabilities Taxpayers, local and state officials Staff	<ol style="list-style-type: none"> <li>1. Strengthen support for literacy and lifelong learning.</li> <li>2. Expand access to information.</li> <li>3. Deliver exemplary service.</li> <li>4. Maintain broad and diverse collections.</li> <li>5. Optimize stewardship of the library's resources.</li> </ol>

OUR STRATEGIES

- A. Listen and respond to community input.
- B. Strengthen community partnerships.
- C. Provide enriching and engaging experiences.
- D. Maintain functional and attractive public spaces.
- E. Attract and develop top quality staff.
- F. Improve processes.
- G. Broaden the funding mix.

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## TARGET AUDIENCES

*Children, their families and caregivers \* Leading edge technology users Frequent users \* Underserved audiences, including people with disabilities Taxpayers, local and state officials \* Library staff*

## GOALS AND ACTIONS

### GOAL 1: Strengthen support for literacy and lifelong learning

- 1A Increase pre-literacy skills among low-income children and families.
- 1B Support development of reading, language, and comprehension of K-6 students.
- 1C Increase effectiveness of volunteer tutoring programs, including Children's Math and Reading Team, Math Homework Help, and VITAL.
- 1D Inform community members about the Library's response to literacy needs.
- 1E Strengthen literacy skills of adults.
- 1F Strengthen readers' advisory services.
- 1G Develop and evaluate partnerships to better serve target audiences.

### GOAL 2: Expand access to information

- 2A Employ technology to facilitate better access to information.
- 2B Improve web access.
- 2C Deliver information through CATS.
- 2D Replace bookmobile.
- 2E Investigate changing or expanding hours.
- 2F Open a second branch location.
- 2G Improve service for people with disabilities.

### GOAL 3: Deliver exemplary service

- 3A Improve parking for patrons and staff at Main Library.
- 3B Improve efficiency of checkout, check-in, and holds processes.
- 3C Improve materials security.
- 3D Complete children's addition at Ellettsville Branch.
- 3E Remodel the Main Library to improve space utilization and update worn areas.
- 3F Make exterior improvements and replace landscaping at Main Library and Ellettsville.
- 3G Provide high quality public technology services.
- 3H Create engaging library experiences.
- 3I Improve signage, maps, and promotional capacity inside the Main Library and Ellettsville Branch.

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- 3J Offer regular customer service training and updates.
- 3K Implement training to enhance technology core competencies.
- 3L Offer regular feedback opportunities for employees.
- 3M Provide regular opportunities for community members to make suggestions for improving library services.

## GOAL 4: Maintain high quality collections

- 4A Purchase print materials that respond to community needs.
- 4B Maintain functional and attractive library collections.
- 4C Continue to explore new formats.
- 4D Improve patron satisfaction with Movie and Music collections.
- 4E Improve the weeding process.
- 4F Develop a children's collection endowment.

## GOAL 5: Optimize stewardship of the library's resources

- 5A Implement recommendations from classification and compensation study.
- 5B Implement certification in employee hiring, development, and promotion.
- 5C Create staff development plan aligned with strategic plan.
- 5D Complete negotiations for and begin implementation of first union contract.
- 5E Optimize use of interns, volunteers, and work-study employees.
- 5F Increase efforts to be an inclusive and attractive employer.
- 5G Support improvement of key processes.
- 5H Continue sustainability efforts to reduce energy consumption.
- 5I Develop long-term facilities, equipment, and technology maintenance and replacement schedule.
- 5J Maximize tax support.
- 5K Increase funding from non-tax sources.
- 5L Work closely with Friends of the Library.

# Monroe County Public Library Strategic Plan, 2009-2011

## Goals, Actions, Tactics, Outcomes

### Goal 1. Literacy and Learning

<i><b>ACTION</b></i>		<i><b>TACTIC</b></i>	<i><b>OUTCOME</b></i>
<b>1A</b>	Increase pre-literacy skills among low-income children and families.	Identify schools, areas of the county, and organizations that work with low-income children.	Literacy programs are based on recent data on community needs. Low-income children enter kindergarten ready to read.
		Present ECRR workshops for parents and caregivers at outreach locations.	Low-income parents understand early literacy development and employ strategies to help their children learn.
		Seek grant funding for early literacy programs.	Childcare providers incorporate early literacy strategies in their programs.
<b>1B</b>	Support development of reading, language, and comprehension of K-6 students.	Gather recent statistics about local literacy from kindergarten readiness tests, ISTEP, and other school data.	Children and their families use the library regularly. Children enjoy reading and understand what they have read. Children have vocabulary to express their ideas and feelings.
		Confirm best communication channels through schools	
		Develop relationship with reading specialists at schools.	
		Participate in staff development opportunities with MCCSC and RBBSC.	
		Embed academic content and information literacy standards in programs for school-age children.	
		Continue library tours for every first grade class at MCCSC and every Kindergarten class in RBB.	
<b>1C</b>	Increase effectiveness of volunteer tutoring programs, including Children's Math and Reading Team, Math Homework Help, and VITAL.	Enhance tutor recruiting.	Learners improve reading and math skills.
		Develop additional tutor training.	Tutors are effectively matched with learners.
		Investigate opening CRMT site at Ellettsville Branch.	Tutors build effective relationships with learners.
		Investigate expanding VITAL services to outreach sites.	Tutors have knowledge, skills, and support necessary to help learners.
<b>1D</b>	Inform community members about library's literacy services.	Develop e-mail channels to reach targeted audiences (e.g., opt-in on Polaris, author alert, messages on e-mail notices, RSS feeds).	Targeted audiences are aware of library services and programs.
		Provide information about the library to new residents of Monroe County	

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<b>1E</b>	Strengthen literacy skills of adults.	Expand job search partnership—additional members, services, programs, cross-marketing	Adults use library services regularly. Adults have technology skills necessary to communicate and find information, and apply for a job.
		Continue to offer technology training opportunities and support for adults.	
		Partner with community organizations to reach non-English speakers.	
<b>1F</b>	Strengthen support for readers' advisory services.	Strengthen participation of public services staff in collection development.	Staff are experts at supporting readers. The Library plays a leadership role in an actively engaged, literate community. Patrons find new materials for lifelong learning and enjoyment.
		Continue to develop resources and training for improved readers' advisory services and programming.	
<b>1G</b>	Develop and evaluate literacy partnerships to better serve target audiences.	Complete partnership guidelines to enhance strategic, programming and departmental partnerships.	Residents enjoy added library resources and innovative programs.

### Goal 2. Expand access to information

<i><b>ACTION</b></i>		<i><b>TACTIC</b></i>	<i><b>OUTCOME</b></i>
<b>2A</b>	Employ technology to facilitate better access to information.	Experiment with and investigate using instant messaging and social networking tools.	Staff are comfortable using social networking tools. Patrons use the tools to communicate with us and do work. Appropriate use of technology to communicate with patrons and build community. Patrons are satisfied with library computers.
		Improve time management software for public computers.	
		Investigate and install new software as appropriate / update software as new releases are available.	
<b>2B</b>	Improve Web access.	Develop method for gathering usage data to use in making decisions about use of e-resources.	Targeted information delivered to appropriate patrons, more information available to the public Improved patron use and satisfaction with website.
		Conduct usability tests with patrons.	
		Improve process for developing and maintaining web content.	
		Increase Internet bandwidth to support faster speed and more functionality.	
		Digitize unique, high-interest materials.	

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<b>2C</b>	Deliver information through CATS.	Continue coverage of meetings of local government units.	<p>Community members view local government meetings.</p> <p>Community members are informed about local government activities.</p> <p>Local independent media is partnering with Library.</p> <p>Patrons have increased awareness of library services and programs.</p> <p>CATS viewing audience is expanded. Viewing of archival CATS programs is increased.</p>
		Explore adding local news coverage in partnership with WFHB.	
		Expand library programming on the library channel.	
		Expand streaming and downloading server deliveries of current content to reach audiences without cable access.	
		Continue to transfer archival tapes to digital format and make available for streaming and downloading.	
<b>2D</b>	Replace bookmobile.	Secure funding.	Board and community support purchase.
		Create specifications and follow public bid process to select vendor.	Patrons are satisfied with new Bookmobile. Cost within funding available.
<b>2E</b>	Investigate changing or expanding hours.	Study library hourly and daily usage data.	<p>Patrons are more satisfied with hours.</p> <p>Average hourly patron use increases.</p>
		Gather information from similar libraries.	
		Conduct surveys of residents and community organizations to determine preferred hours.	
		Make recommendations.	
<b>2F</b>	Open a second branch location.	Investigate options and possible locations, based on demographic data and projections and potential partnerships.	<p>Current patrons more satisfied.</p> <p>New and/or first-time patrons are using the Library.</p>
		Conduct survey or gather information from residents on preferred location, services, and hours.	
		Create budget, including plan for staffing, overhead and maintenance, collection development.	Greater coverage of county population.
		Secure funding.	
		Select location to lease or build.	
<b>2G</b>	Improve service for people with disabilities.	<p>Get feedback from community members with disabilities.</p>	<p>Increased use of Library by target audience.</p> <p>Increased satisfaction of target audience with Library</p> <p>Staff has ability to assist patrons with disabilities.</p> <p>Increased awareness of library facilities and/or equipment, Increased use of Library by target audience.</p>

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## Goal 3. Deliver exemplary service

<i>Action</i>		<i>Tactic</i>	<i>Outcome</i>
<b>3A</b>	Improve parking for patrons and staff at Main Library.	Consolidate staff parking to get staff cars out of nearby lots and off the street.	Patrons find parking. Staff finds parking. Satisfaction with parking increases on community survey. Patrons and staff know about and use alternative transportation. Staff, Board, Friends, and patrons are advocates for Library.
		Work with Bloomington Transit Company and downtown businesses to promote and create incentives for patrons to take the bus.	
		Explore discounted fares for MCPL staff.	
		Add outdoor parking for bicycles and scooters to address overcrowded library bicycle racks.	
		Add indoor bicycle parking in for staff.	
		Participate in downtown transportation and streetscape improvement initiatives.	
<b>3B</b>	Improve efficiency of checkout, check-in, and holds processes.	Increase use of ExpressCheck.	Greater checkout efficiency for patrons and staff.
		Redesign holds process	Patrons use ExpressCheck for majority of checkouts.
		Reconfigure circulation to optimize utilization of staff	Average wait time for holds decreases.
		Continue to investigate RFID for automated materials handling	Patrons and staff are satisfied with holds process.
<b>3C</b>	Improve materials security.	Investigate short-term and long-term options for improving materials security	Materials' loss rate decreases
		Select and implement options for improving materials security	
<b>3D</b>	Complete children's addition at Ellettsville Branch.	Carry out project based on staff and community input	Patrons use and are satisfied with new addition.
		Improve signage.	Taxpayers get maximum value for investment
<b>3E</b>	Remodel the Main Library to improve space utilization and update worn areas.	Work with architect to develop plan, incorporating survey responses, patron comments, and staff input	Patrons use and are satisfied with remodeling.
		Share the plan with the community and make adjustments based on input	
		Stage remodeling to align with funding availability and library usage patterns.	

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<b>3F</b>	Make exterior improvements and replace landscaping at Main Library and Ellettsville Branch.	Investigate urban green space certification.	<p>Exterior maintenance costs decrease.</p> <p>Library exterior and landscaping enhance downtown</p> <p>Patrons compliment Library.</p>
		Work with landscape architect to conceptualize and address issues (Grant St. sidewalk, Library Plaza, irrigation, Kirkwood entrance).	
		Improve signage on library exterior and library property.	
		Participate in BEAD signage and banner opportunities.	
		Explore outdoor public art possibilities with City/BEAD.	
		Share landscaping plan with the community, adjust based on input, and submit to Board.	
		Complete landscaping and exterior improvements.	
<b>3G</b>	Provide high quality public technology services.	Develop a program for regular upkeep of public computers.	Patron satisfaction with public computers increases.
		Replace one-quarter of library computers each year.	
		Provide support to patrons on use of technology	
		Respond to changing technology and usage.	
<b>3H</b>	Create engaging library experiences.	Reexamine the role of programming in support of the Library Mission and Goals.	Patrons view visiting the Library as an engaging experience.
		Investigate and implement interactive displays, looking at other libraries and venues and the costs involved.	
		Design public spaces to improve patron satisfaction with arrangement of materials, reading and browsing, and public computing.	
		Work closely with community organizations to support programs that address community interests and align with the Library's Mission.	
<b>3I</b>	Improve signage, maps, and promotional capacity inside the Main Library and Ellettsville Branch.	Make changes for system-wide consistency and to enable patrons to independently orient themselves and use the library.	<p>Visitors are able to navigate the Library easily and learn about services/programs</p> <p>Patron awareness of services and events increases.</p>
		Update and consolidate provision of publicity of services, events, CATS programs, library partner information, taking into account costs, and patron behavior and priorities.	

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<b>3J</b>	Offer regular customer service training and updates.	Expand cross-training among departments.	Patron satisfaction with staff knowledge and courtesy increases. Patrons have less wait time at desks. All patrons feel welcome and helped. Departments have more options for back-ups Staff better understand what goes on in departments
		Provide diversity training to equip staff to provide quality service to all patrons, regardless of language, culture, or ability level.	
		Convene a study group to read and discuss a book, study, or article.	
		Regularly review other priority training needs.	
<b>3K</b>	Implement training to enhance technology core competencies.	Provide opportunities to participate in online training through WebJunction, LINK, Learning Express, and other sources.	Staff are confident technology users. Staff are able to assist patrons with technology needs.
		Continue to provide in-house training.	
<b>3L</b>	Offer regular feedback opportunities for employees.	Investigate preferred channels for staff communication, conversation, and feedback; implement changes.	Employees are involved in giving input and knowledgeable about what is going on at the Library.
		Revamp LINT using recommendations of Intranet Team (based on staff input in 2008 and new input).	
<b>3M</b>	Provide regular opportunities for community members to make suggestions for improving library services.	Improve comment and response process, including possible knowledge base of frequently-asked questions with comments, answers, and changes posted in Library and on website.	Community members are involved in giving input and knowledgeable about what is going on at the Library. Community members feel increased ownership of the Library.

### Goal 4. Maintain high quality collections

<i><b>ACTION</b></i>		<i><b>TACTIC</b></i>	<i><b>OUTCOME</b></i>
<b>4A</b>	Purchase print materials that respond to community needs.	Gather and study data on collection usage.	Community members use and value materials. Satisfaction with print collections increases. Public service staff is able to meet patron needs with collections. Library collections reflect and serve a greater variety of cultures. Teens use and value materials.
		Respond to requests for purchase.	
		Get regular feedback from public service staff about collection needs and patron requests.	
		Promote Spanish and Pan-Asian collections.	
		Investigate options for adding collections in other languages and on other cultures.	
		Involve teens in selection.	
<b>4B</b>	Maintain functional and attractive library collections.	Establish appropriate, sustainable materials inspection and evaluation processes.	Patron satisfaction with condition of library materials is improved.
<b>4C</b>	Continue to explore new formats.	Study other libraries' experiences and industry opportunities.	Patrons use and value materials in new formats

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<b>4D</b>	Improve patron satisfaction with Movie and Music collections.	Hold focus groups with frequent users of music, movies, and audio books.	Patrons use and value materials. Satisfaction with Movie and Music collections increases.
		Gather and study detailed usage information.	
		Implement improvements suggested by focus groups.	
<b>4E</b>	Improve the weeding process.	Develop written schedule.	Patrons find collection to be current and relevant.
		Clarify decision making process.	
		Staff receives training on CREW weeding system.	
<b>4F</b>	Develop a Children's Collection Edowment.	Establish justification, initial fund raising goals, and funding sources.	Donors are aware of opportunities to support the Library. Children find and use quality materials.

### Goal 5. Optimize stewardship of library resources

<i><b>ACTION</b></i>		<i><b>TACTIC</b></i>	<i><b>OUTCOME</b></i>
<b>5A</b>	Implement recommendations from classification and compensation study.	Adjust classification and compensation as recommended.	Classification structure is clear, understood by managers and staff, and maintainable. Managers and staff believe structure is fair and equitable. Board is committed to funding structure.
		Provide career development opportunities.	
		Offer scholarships that encourage career development.	
<b>5B</b>	Implement certification in employee hiring, development, and promotion.	Embed certification requirements in library job descriptions.	Staff members have appropriate certification. The Library offers LEUs for staff development.
		Obtain certification for library training and staff development programs.	
<b>5C</b>	Create staff development plan aligned with strategic plan.	Form staff development committee to review best practices in staff development and strategic plan for high priority areas on which to focus, develop first year activities, and create budget.	Library staff developers understand and use best staff development practices. Library staff development is aligned with strategic plan. Staff have job-embedded staff development opportunities.
<b>5D</b>	Complete negotiations for and begin implementation of first union contract.	Complete contract negotiations.	Managers, union members, and non-union staff understand expectations for working in union environment.
		Facilitate understanding of working in a union environment.	

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<b>5E</b>	Optimize use of interns, volunteers, and work-study employees.	Conduct an annual internal survey of needs.	The Library has adequate support for services. Interns, volunteers, and work-study employees gain meaningful experience.
		Develop volunteer database.	Library has accurate contact information and participation statistics for volunteers.
		Align recruiting, selection, and training to survey to provide appropriate support for library services.	Library departments have adequate support from interns, volunteers, and work-study employees.
<b>5F</b>	Increase efforts to be an inclusive and attractive employer.	Partner with MCCSC and RBBCSC and IU to encourage applications for entry-level jobs.	Library staff members reflect community makeup. Staff retention rates are increased.
		Work with IU-SLIS and other IU departments to recruit students for library internships and other positions.	
		Encourage staff to continue their education and support career advancement opportunities.	
<b>5G</b>	Support improvement of key processes	Provide training, necessary infrastructure, and support for process improvement.	Staff use language and tools of process improvement  Processes are improved, saving time and cost and reducing errors.  Patrons notice improved processes. Statistics are used in decision-making processes throughout the Library.
		Implement technology to support process improvement.	
		Select key processes for improvement.	
		Implement process improvement teams.	
		Increase database development/software programming expertise among staff.	
		Continue work on improving measures of electronic use, including web site use, database use, and public computer use.	
<b>5H</b>	Continue sustainability efforts to reduce energy consumption.	Support work of staff Lean and Green Team.	Energy consumption is lower. Library is viewed as participant in community sustainability efforts.
		Partner with local agencies and organizations on sustainability activities.	
		Consider energy efficiency in purchasing decisions.	

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5I	Develop long-term facilities, equipment, and technology maintenance and replacement schedule.	Review depreciation schedule and operational manuals to create a master list for maintenance and replacement of vehicles, roof, facilities systems, equipment, and furniture.	Budgeting for capital needs is predictable and sustainable.
5J	Maximize tax support.	Participate productively in County Council budget process.	The County Council values the Library's contribution to the community.
Maintain Capital Projects Fund.			
Identify Library advocates and involve them in building support for funding.		The County Council funds the Library budget within legal and fiscal limits.	
5K	Increase funding from non-tax sources.	Develop relationships with potential funders.	Potential funders are supportive of Library's contributions to meeting priority community needs. Grants provide seed money to initiate/improve important Library services and programs. Individuals and organizations have options for making donations to the Library.
Seek grants for special projects, including early literacy, digitization, outreach, job search initiative.			
Increase fund raising expertise of staff.			
Investigate suggesting donations from not-for-profit groups using meeting rooms and auditorium.			
Develop opportunities for donations and planned giving.			
5L	Work closely with Friends of the Library.	Remodel Friends Bookstore area to provide more attractive and efficient space.	Friends of the Library receive acknowledgment for their contributions to the Library.
Provide staff support for Friends author event.			
Work with Friends to develop partnerships with businesses and take advantage of cross-marketing opportunities		Friends of the Library have the support and resources they need.	

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Performance Measures Framework

		<b>1: Strengthen support for literacy and learning</b>	<b>2: Expand access to information</b>	<b>3: Deliver exemplary service</b>	<b>4: Maintain broad and diverse collections</b>	<b>5: Optimize stewardship of library resources</b>
<b>Customer Results</b>	Community survey	X	X	X	X	X
	Customer exit survey			X		
	Comments/complaints	X	X	X	X	X
	Focus groups	X	X	X	X	
	Usability tests		X			
	Program evaluations	X	X			
	Program follow-up surveys	X	X			
<b>Process Results</b>	Library card holder data			X		
	Circulation data	X	X	X	X	
	Library visit data	X	X	X		
	Reference usage data	X	X	X		
	Public computer usage data		X			
	Web site and electronic resource usage data	X	X	X	X	
	Meeting room usage data			X		X
	Program attendance data	X	X	X		
	Tutor and learner survey data	X				
	Partner evaluations	X	X	X		X
	Wait time (public computers, holds, check-out, etc.)		X			
	Content digitized		X			
	Hours of CATS programming viewed		X			
	Collection usage data				X	
	Customer requests purchased			X	X	
Items added and weeded				X		