



## Strategic Planning: A New Approach


with  
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Library Evolutionists

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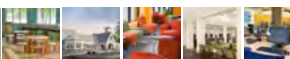
## NEW WAY OF THINKING

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## Strategic vs. Operational

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### “Planning for Results” = operationally minded approach

- How practical is it to plan tactics and detailed goals multiple years in advance?

### Being strategic = developing a high-level multi-year course

- Live and breathe and evolve over the life of the plan

### Look annually over 12-18 months


- Tactical approach
- Focus and what the specifically will be done and how it will be

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## 2-level Planning Approach

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### High Level Plan (3-5 Years)

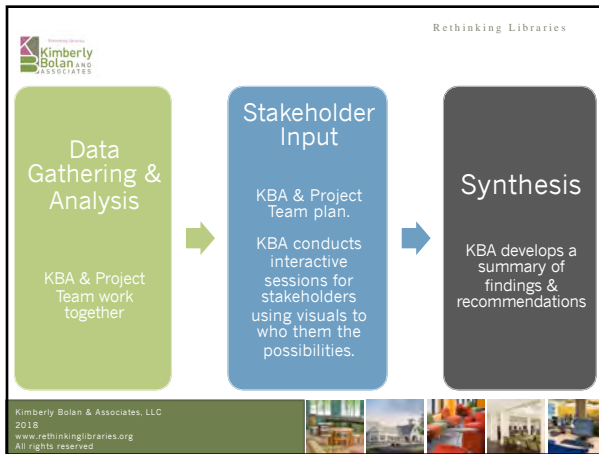
- 3-6 Focus Areas
- Specific Goal(s) for each Focus Area
- High-level investments and tactics to be used to achieve goals

### Detailed Work Plan (12 – 18 Months)

- One or more specific tasks related to most, if not all, focus areas
- Each task includes:
  - ✓ What
  - ✓ Who
  - ✓ When
  - ✓ How

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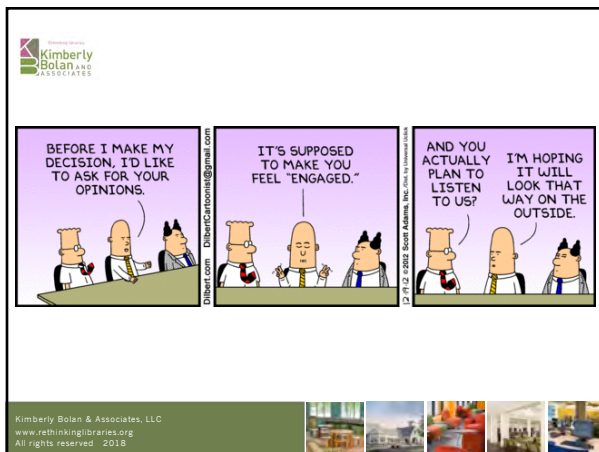
### Data Gathering & Analysis

Benchmark analysis for the Allen County Public Library by Kimberly Bolan and Associates, LLC

Per Card Holder Rates

Stats	Allen County Public Library	Average of Comparison Set	Akron-Summit County Public Library (OH)	Comparison Set				
				Capital Area District Libraries (Lansing, MI)	Jackson District Library (Central MI)	Toledo-Lucas County Public Library (OH)	St Joseph County (IN)	Dayton Metro Library (OH)
Op. Expenditures \$	\$ 85	\$ 108	\$ 81.6	\$ 137.5	\$ 94.1	\$ 143.3	\$ 111.6	\$ 77.2
Material \$	\$ 12	\$ 15	\$ 9.9	\$ 38.0	\$ 14.3	\$ 14.9	\$ 24.8	\$ 8.7
Total Wages	\$ 18	\$ 14	\$ 11.5	\$ 70.5	\$ 49.7	\$ 65.0	\$ 48.4	\$ 37.0
Benefits and Mandated	\$ 18	\$ 14	\$ 12.0	\$ 18.5	\$ 12.6	\$ 14.6	\$ 18.4	\$ 8.8
Total FTE (per 1,000)	1.0	1.6	1.0	2.9	2.2	1.0	1.3	0.8
Librarian FTE (per 1,000)	0.3	0.3	0.3	0.5	0.2	0.5	0.3	0.2
Other FTE (per 1,000)	0.7	1.2	0.7	2.4	2.0	0.5	1.0	0.6
Holdings	11.9	5.9	4.0	8.3	8.9	5.8	5.9	2.3
Circulation	48.7	21.2	15.1	34.7	17.5	22.7	21.5	15.8
Visits	8.2	10.9	7.4	16.5	9.5	11.4	9.9	7.5
Programs (per 1000)	20	31	30	44	49	30	15	35
Program Attend	0.60	0.76	0.79	0.94	0.96	0.76	0.49	0.64
Computer User	1.54	2.32	1.56	3.20	2.57	3.09	2.19	1.30
Library Soft	1.20	1.24	1.46	1.79	1.15	1.15	1.09	0.81
WiFi Use	5.39	2.45	2.40	2.53	0.57	5.84	2.15	1.10

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- ### Stakeholder Input
- Personal invitations
  - Users as well as Infrequent/Non-users
  - Staff & Board engagement
  - Engage an outsider to conduct sessions (e.g., consultant, another director/library leader, etc.)
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## Services

- Customer Service
- Programming
- Marketing
- Outreach

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## Collections

- Types
- Merchandising
- Policies

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## Spaces

Look & Feel,  
Function,  
Flexibility

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## Synthesis – Developing the Plan

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Strategic Focus	Goal	Investments	Outcome
Notable Customer Service	To enhance the library user's experience!	<ul style="list-style-type: none"> <li>Improve organization of the physical library</li> <li>Upgrade navigation throughout the physical space</li> <li>Improve internal and customer facing processes</li> <li>Enhance fundraising experience for new library users</li> <li>Advance staff skills and rework library space (e.g., layout, signage, etc.) to be more accessible to various cultures</li> </ul>	The library is easy to use regardless of location or cultural background
Expanded Outreach	To equally provide library services to all readers regardless of their physical location	<ul style="list-style-type: none"> <li>Develop a task force to explore options for expanded service in the Northwest part of the District</li> <li>Evaluate service model and staffing levels throughout the library with the goal of freeing resources for Outreach</li> <li>Conduct more in-person and virtual Outreach Services, in particular non-users and the underserved</li> <li>Explore community partnerships</li> </ul>	Equally provided library services to the entire District
Exceptional Programming	To create quality programs in the community in a strategic and timely way	<ul style="list-style-type: none"> <li>Develop a program strategy emphasizing quality, flexibility and adaptability</li> <li>Create a new emphasis on programs offered outside the walls of the physical library</li> <li>Consistently evaluate program content, schedules and locations</li> <li>Implement data collection metrics for measuring programming success</li> </ul>	High-quality programming that best serves the district needs and outside the physical library
Enhanced Community Awareness & Alignment	To connect the right people with the right content at the right time	<ul style="list-style-type: none"> <li>Revise library name change and related branding</li> <li>Revisit logo and related marketing                             <ul style="list-style-type: none"> <li>Define most likely target segments</li> <li>Define best practices for each segment</li> <li>Implement open targeted communication across relevant marketing channels</li> <li>Emphasize targeted email &amp; text marketing</li> </ul> </li> <li>Evaluate intent, scope and content of print newsletter</li> <li>Evaluate advertising mechanisms for effectiveness</li> </ul>	A community of users who are better aware of library services and the channels that most meet their needs

Our Mission: Engage, Inform, Enrich, Educate

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## Mission, Vision, Values

**Mission** defines the fundamental purpose of an organization

- Should be aspirational
- Should fit on a t-shirt

**Vision** outlines what the organization wants to be

- A good aspirational mission makes a vision redundant

**Values** define an organization's culture and beliefs

- 5-8 values

**Orion Township Public Library believes in...**

- Access to information for all
- Respect for all
- Quality customer service
- Being progressive
- Strong community partnerships
- Friendly and knowledgeable staff
- Being an engaging and fun place to learn
- Open-mindedness
- Adaptability
- Being a safe place

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**Work Plan**

Priority	Objective	Activities	Timeline	Cost	Notes
1	Develop a strategic plan for the library system.	1.1. Conduct a SWOT analysis of the library system.	1st Quarter 2011	\$10,000	
		1.2. Develop a strategic plan for the library system.	2nd Quarter 2011	\$10,000	
2	Increase the number of library users.	2.1. Implement a marketing campaign.	3rd Quarter 2011	\$15,000	
		2.2. Increase the number of library users.	4th Quarter 2011	\$15,000	
3	Improve the quality of library services.	3.1. Implement a quality improvement program.	1st Quarter 2012	\$10,000	
		3.2. Increase the quality of library services.	2nd Quarter 2012	\$10,000	
4	Expand the library's reach.	4.1. Implement a mobile library service.	3rd Quarter 2012	\$15,000	
		4.2. Increase the library's reach.	4th Quarter 2012	\$15,000	
5	Increase the library's visibility.	5.1. Implement a public relations program.	1st Quarter 2013	\$10,000	
		5.2. Increase the library's visibility.	2nd Quarter 2013	\$10,000	
6	Improve the library's infrastructure.	6.1. Implement a facility improvement program.	3rd Quarter 2013	\$15,000	
		6.2. Increase the library's infrastructure.	4th Quarter 2013	\$15,000	

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Questions?  
 Comments?

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**Thank You**

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