

**Marion Public Library  
Strategic Plan, FY 2013-FY2016  
Accomplishments February 2016**

**Service Goals and Strategies FY 2013-FY 2016**

(Black = Accomplished; Blue = Accomplished/ongoing-repeating)

Goal 1

*Develop family oriented children's services based on contemporary best practices and with an emphasis on early literacy that engage children and parents/caregivers to ensure a fun and useful experience. Begin with a zero-based assessment of collections and services.*

*Key Outcome: Early literacy development ensuring that kids continue reading through their move from children to tween status and keep kids and parents sharing literary and cultural experiences.*

Strategies

*Collections*

- Assess community needs and demands for children's non-fiction material, all media including e-material
- Determined optimal 3-5 year collection management goals for children's non-fiction based on use, best practice, publishing trends—Implemented revised selection and weeding based on use, appeal, contemporary publishing output and accessibility
- Evaluate J Non-Fiction Collection and develop optimal 3-5 year collection management goals for children's non-fiction based on use, best practice, publishing trends—Implemented revised selection and weeding based on use, appeal, contemporary publishing output and accessibility
- Physical re-arrangement of collection (Spring 2013)
  - Graded readers more accessible
  - New J Easy books made more attractive and accessible
  - Media/book kits made more attractive and accessible
- Conduct general weeding of children's collection to:
  - Make its contents leaner and more appealing to a young audience
  - Discard outdated/faulty information as well as books in poor condition
  - Free up shelf space, allow patrons to be able to find better resources more quickly
  - Make collection more visually appealing and accessible
- Use donations to build early literacy kit collection
  - Compile 20-30 sets
  - Figure out storage
  - Maintain collection

*Programming*

- Include an educational element to each story time for families to take home and practice
  - Include a Take-Home element for each story time

- Promote story time as not only fun, but educational and supportive of early literacy
  - Research and stay up-to-date on new trends in story times
- Assess needs for and evaluate content, direction and purposes of children’s programming
  - Special focus on purposes and methods of seasonal Reading Programs
    - Develop programs to help children avoid the “brain drain” over the summer months, and encourage their love of reading
    - Developed program plan: age range, nature of programs, schedules based on changing audience and need
    - Limit to prize-centered mentality (but still offer rewards/incentives) and focus more on bringing families to the library for programs
- Start Babble & Brew Program for parents to network and kids to have a safe and varied play space
- Identify topics/areas for family programming (Lara has her popular Monday night Family Time which is going well. We are still continuing to look for more family-based programs...)
- Popular game days over the summer in partnership with teen dept. throughout summer and for early outs)
- Partner with Cedar Rapids Art Museum to provide Doodlebugs—a preschool art education class—each month for our patrons
- Partner with African American Museum to bring monthly “Learning Safari” programs for our patrons (similar to Doodlebugs)
- Start Early Literacy Program/Story Time
  - Target youngest demographic and their families—teach emergent literacy skills based on Every Child Ready to Read (ECRR)
  - Start ongoing 1000 Books Before Kindergarten program to encourage parents to read to their very young kids
  - Offer “On Their Own and Okay” classes for kids and their parents teaching them skills so they will be able to handle being alone and families will have good conversations about what is appropriate when leaving kids alone. (already set up a schedule for August)
- Take over Lego Club from Dawn and Cressant

*Marketing and Outreach (Olivia, with Lara)*

- Keep up with social media and evaluate other ways to market to young families in the community (potential summer story time at Lowe Park—reach north side younger families...)
- Partnering with United Way to provide Summer Meals for kids (<http://unitedwayofeastcentraliowa.org/summer-meals-let-child-go-hungry/> )
  - Need to do more research to see what’s required to be a site:
    - Possibly partner with Parks to offer lunches in Marion Square Park, Thomas Park (we’d provide activity several times each week?) (or potentially local churches, FMI, Starry, or Marion High School—all of them qualify for the program)
    - Find sponsors
    - Find and train volunteers
    - Market, through schools, grocery stores, social media, newsletters...
    - Adding a literacy/summer reading component (Promoting SRP, Story time during lunch, etc.)

## Goal 2

*Enhance the relevancy of the Library to Marion's young adults and create an identity for the Library as a safe cultural and physical place in which young adults have ownership. Be a place where young adults can freely explore themselves and the world they live in.*

*Key outcome: Expand young adult user base and increase young adult investment in the Library as place they can go for access to popular culture, useful information and personal growth.*

### Strategies

#### *Collections*

- Enhance identity and accessibility of young adult non-fiction collection—create distinct YA non-fiction collection
  - Include high-appeal non-fiction new YA Quick Pick collection
  - YA collection promoted through re-organization; shifted manga and graphic novels'; created themed displays—circulation increase (Spring 2103)

#### *Programming*

- Continue regular monthly YA programming schedule—recurring events and unique offerings aimed at drawing in diverse groups
  - Continue to offer unstructured programs that appeal most to the young adults who come for a place to be after school, especially on early dismissal days
  - Expand regular YA programming with recurring events
  - Continue groups that have dedicated audiences
- Continue a regular schedule for Tween programming—book clubs, craft days and other fun things to do
  - Build on success of Lego Club

#### *Marketing and Outreach*

- Make contact with Linn-Mar and MISD home school programs
  - Continue workshops and times to meet with supervising teachers
  - Continue monthly communication on project schedules for Marion and Linn Mar Home School programs
  - Provide homeschool focused programs at least twice per year

## Goal 3

*Deploy and integrate new and existing digital and e-resources into Library collections and routines and enhance the Library's identity as the place to go for e-material, 24/7.*

*Key outcome: Easier patron access to and use of digital resource and enhanced self-service.*

### Strategies

### *Website*

- Design and implement revised website
  - Work with developer to implement
  - Evaluate website usability and implement
- Online fine payment

### *Digital Collections*

- Offer 3M cloud-based e-book platform
- Offer downloadable music – Freegal
- Offer One-click downloadable audio books
- [Monitor and evaluate Zinio usage and our print magazine circulation – Ongoing for both Zinio and print magazines](#)

### Goal 4

*Develop and provide an adult material collection tuned to community needs and demands; adapt to space constraints and ensure convenience, accessibility and responsiveness to actual use and anticipated demand of conventional and new media formats.*

*Key Outcome: Creation of a high demand collection, above norm circulation and turnover rates.*

### Strategies

#### *Content and Format of Popular Video Material*

- [Continue additional allocations to media, especially DVD film and television series to meet manifest demand](#)
- Investigate circulation data for assessment of demand—continue to monitor patron requests for the addition of Blu-ray DVDs , video games, downloadable music to the collection (Music added; insufficient budget/demand for Blu-ray and video games – will revisit in 2015)
- Continuing to add DVDs weekly – using Collection HQ to help monitor selection and weeding – both ongoing projects
- Downloadable music has been added in the form of Freegal
- Investigated adding video games – not feasible at this time due to lack of space

#### *Information Services*

- Monitor use of reference collection, especially educational/school use through school year - determine needs and funding allocation
- Analyze database use statistics and budget for cost effectiveness—determine actual and potential need and assess value

#### *Circulating Collection Assessment and Management/inventory Control*

- Develop a method for maintaining a responsive and flexible collection based on turnover and circulation analysis (Acquisition of and training for use of Collection HQ) (06/13)
  - Assess use of adult book collections – in process
  - Based on use analysis, assign space and weed accordingly
  - Determine role of large print v. audio books for service to visually impaired
  - Determine need for “urban fiction”

### Goal 5

*Establish an identity for the Marion Public Library as an adult cultural/community center, third place, and public forum that generates participation and community engagement.*

*Key outcomes: Shared experience and social capital; adult info/tech self-sufficiency*

### Strategies

#### *Adult Programming 1: Education*

- Will continue to provide ICN access with partners
- Allowed high speed broad band link through library ICN lines to MISD

#### *Adult Programming 2: Culture*

- Determine book discussion group schedule that will assure continued popularity (e.g., establishing summer break – possibly including film, implementing break activities, etc.) of History Book Club, Coffeehouse Fiction Book, Read to Lead
- Expand and refine Book Club Kit program/services
  - Add 2 titles to the book club kit collection each month March – June and continue through the next fiscal year
  - Market in newsletter and/or Featured materials page of the website
  - Weed older titles
- Plan and implement annual Celebrate Writing event with local/Iowa authors
- Evaluate Out Loud program goals, personnel, administration, costs (Spring 2013)
- Implement revised Out Loud Program

### Goal 6

*Enhance and streamline access and circulation services*

*Key Outcome: Easy, user friendly, convenient patron access services experience*

### Strategies

- Implement new SIRSI/DYNIX catalog and interface
- Determine feasibility of installing a 3<sup>rd</sup> self-check circulation station Done—not at this time; lack of space (05/13)
- Determined it is not practical to remodel the Circulation Desk at this time due to the cost and difficulty of installing new data cable and the lack of space.

## Organizational Goals FY2013-FY2016

### Goal 1 (February 2014)

*Integrate Management-By-Objectives Coordinator personnel evaluation process and strategic planning by integrating individual and institutional goals and objectives; prepare a strategic plan based on inductive methodology.*

*Key Outcome: The annual coordinator performance review will become a means of strategic planning. It will provide the grounds for determining library goals and become a means of assessing progress toward the achievement of institutional goals.*

### Strategies

- Coordinators determine individual and Coordinator area\* goals and objectives that address community service needs
  - Identify community service needs
  - Identify objectives in terms of new services, changes to services, terminating services
  - Identify assessment mechanisms for achievement of objectives
- Use annual review to continually assess and revise library strategic plan
- Use annual review to generate new ideas and service initiatives
- Integrate Coordinator, Assistant Director, and Director's goals and objectives into a strategic plan to be vetted by the Board of Trustees
- Develop disaster plan that provides clear direction for response to disasters, including fire, weather damage, violence or threat of violence in library

\*Coordinator areas include Adult and Information Services, Children's, Young Adult Services, and Access and Circulation Services. Collection management, programming, and marketing are integral to these services.

### Goal 2

*Deploy available personnel and volunteers in a cost-effective manner that best meets user service demands and allows staff to contribute to the library's goals on the basis of skills and knowledge brought to the job.*

*Key Outcome: Appropriate deployment and assessment of personnel.*

### Strategies

- Long-range FY 2015-2019 staffing plan complete
- All full and part-time job descriptions reviewed and revised
  - Community Liaison Coordinator position created
- Enhancement of part-time reference assistant position

- Review personnel evaluation/goal setting method for part-time personnel and implement changes if required, including rating and goal setting
- Review roles, tasks, organization, recruitment of volunteers
- In conjunction with City Outside Services efficiency study, conduct task analysis to identify task gaps and duplications (November 2013)
  - Unmet need—facility management
  - Unmet need—adult programming/outreach
  - Unmet need—technology/network management
- Analyze reporting lines/supervision—role of FT staff/weekend supervisors; revise if necessary
- Analyze impact of ACA/City imposed hours/week restrictions—reallocate part-time staff hours; replace lost hours
- Investigate possibility of part-time employee reclassifications/task reassignments
  - Part-time Specialist Assistant (skills) positions created
- Develop justification and job description for FT Library IT manager
  - IT/Digital Services Coordinator position created

### Goal 3

*Develop a revised asset replacement plan/schedule, 2013-2015.*

*Key Outcome: Identify technology, equipment, and building infrastructure that must be replaced between now and the beginning of the renovation and expansion projects, currently anticipated in early 2015.*

### Strategies

- [Conduct technology inventory and identify purchase dates of equipment and estimate replacement dates \(Terrell Hunter, City IT Manager\)](#)
- Identify computing hardware/software nearing or at the end of its useful life (January 2014)
  - Library servers to be replaced
  - XP operating systems and Microsoft Office upgrades (in process January-March 2014)
- [Develop long range IT network, network management, and asset replace plan for library](#)
- [Assess condition of HVAC system and identify necessary repairs to maintain system until new construction \(December-January 2013-14\)](#)
- Identify any other assets that required replacement before new construction

### Goal 4

*Develop and realize a vision of a renovated and expanded library facility; build a new library.*

*Key Outcome: A virtually new library facility that reflects changing needs and practices and that can effectively serve the citizens of Marion for at least 30 years.*

### Strategies

- Create and develop charge and objectives for a Library Renovation & Expansion Committee
  - Identify desired features, look and feel, construction options

- Determine inclusion/exclusion of auditorium in R&E plan
- Create detailed specification for renovation that inform and set criteria for development partner RFQ
- Write detailed Facility Needs Analysis
  - Critical audiences
  - Current facility issues and problems
  - Desired features; look and feel
  - Projections and size requirements estimates
  - Cost estimates
- Organize advocacy efforts—ballot initiatives and campaigns
- Engage public library specialist architect/consultant—identify design options
- Develop new library program plan and preliminary facility design

#### Goal 5

*Strengthen the identity of the Friends/Foundation as single support organization for the Library; develop and enhance their partnership. Develop their advocacy and fund raising effectiveness.*

*Key Outcome: The Friends and Foundation will become more effective advocates and fund raisers for the library*

#### Strategies

- Develop a Friends membership email list for more effective communication with Friends members

#### Goal 6

*Establish effective communication and planning relationships with the Cedar Rapids and Hiawatha Public Libraries.*

*Key Outcome: A stronger Metro Library Network identity and better coordination and integration of shared organization development and technology.*

#### Strategies

- Plan and implement transition from Erb's to CRPL for contracted IT support (Contract written and approved by Board—In process, January 2014)
- Regular, ideally monthly Metro Library Network Directors meetings
- [Identify criteria for determining differences between Metro issues and local library issues](#)
- [Identify Metro Library Network organizational and planning issues](#)
  - [ILS issues](#)
  - [Program issues](#)
  - [Grant and external funding opportunities](#)