Vision, Mission, Primary Service Roles Statement

Vision

The Marion Public Library is a leader in building and sustaining Marion as a creative city that attracts and nurtures talented people, mobilizes ideas, stimulates innovation, and encourages diversity. The library is a center of cultural vitality and participation that enhances the quality of life for all Marion residents.

Mission

The Marion Public Library promotes cultural engagement, lifelong learning, and personal development for audiences of all backgrounds and ages by providing collections and services that educate, inform, enrich, and entertain. The Library supports community engagement and serves as a public commons where Marion’s residents connect and share ideas. It is dedicated to the principles of professional service, equal opportunity, and intellectual freedom.

Primary Service Roles

These service roles are not age specific. They describe ends to be achieved for users of all ages.

1. Access to Popular Culture

   1.1. Expose users to diverse fiction and non-fiction narratives in all media that represent and explore issues of contemporary life.
   1.2. Satisfy user expectations and demand for best-selling fiction and non-fiction in all media.
   1.3. Create opportunities for entertainment and personal enrichment.
   1.4. Create opportunities for users to discover new and unexpected material that challenges their worldview.

2. Access to Useful Information

   2.1. Maintain a non-fiction collection—print and digital—that helps people address everyday practical needs.
   2.2. Provide access to material and programs relevant to specific needs, demands, and audiences of Marion.
   2.3. Provide introductory educational material to a wide variety of fields of knowledge.

3. Cognitive, Cultural, and Social Development

   3.1. Encourage reading as means of personal development and enrichment, and create lifelong learners.
   3.2. Develop an appreciation of the richness and diversity of American culture.
   3.3. Provide digital and information literacy instruction as necessary personal and social skills.
   3.4. Contribute to the development of people as self-aware consumers and users of information.
4. Community Information Commons

4.1. Provide a safe and welcoming place for people to gather, connect, and interact.
4.2. Provide a quiet space for reading, contemplation and study.
4.3. Provide flexible learning and sharing spaces.
4.4. Provide shared community resources and technology that empowers creative expression.

**Goals and Objectives FY 2013-FY2016**

**Service Goals**

**Goal 1**

*Provide family oriented children’s services that engage children and parents/caregivers, based on contemporary best practices to ensure a fun and useful experience. Begin with a zero-based assessment of collections and services.*

*Key Outcome: Keep kids reading through their move from children to tween status and keep kids and parents sharing literary and cultural experiences.*

**Objectives**

**Collection**

- Assess community needs and demands for children’s non-fiction material, all media including e-material
- Evaluate J Non-Fiction Collection and develop collection guidelines specific to this collection
- 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

**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
    - Help children avoid the “brain drain” over the summer months, and encourage their love of reading
    - Limit to prize-centered mentality (but still offer rewards/incentives) and focus more on bringing families to the library for programs.
Partner with schools to effectively communicate on a regular basis what the library offers
- Integrate information/technology literacy program elements

- Identify topics/areas for family programming
- Start Early Literacy Program/Story Time
  - Target youngest demographic and their families—teach emergent literacy skills based on Every Child Ready to Read (ECRR) and possibly Mother Goose on the Loose
- Partner with the Iowa State Extension to offer Play & Learn and Parenting Classes
  - Offer Play and Learn development programming
  - Offer parenting classes
- Evaluate and re-design offerings for elementary students
  - Examine service to elementary-aged children—determine if library we should focus on this audience or if it already offered enough at school and from other organizations; (Tie-in with school partnership)
  - Survey families about what we offer/if they would have time or desire to attend more programs
  - Develop more one-shot programming for elementary-age children (48 hour read-a-thon, 100 book challenge, afterschool/early out craft)
  - Examine possibilities for into monthly programs (chess club, Lego team-the more advanced version of Lego club...)

Marketing and Outreach

- Create a bridge of communication/partnership with local schools
  - Discover media specialists and teachers needs—determine how the library be a resource for them
  - Attend in-service days to talk about library resources and develop a deeper understanding of teacher needs
  - Inquire about possibility of distributing library monthly newsletter to all parents
  - Start new program—every 1st grade student signs up for a public library card and is informed our resources

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.
Objectives

Collection

- Evaluate the YA non-fiction collection for appeal to young adults and usefulness in support of personal and scholastic learning
  - Set revised selection and weeding criteria—expand/weed collection where necessary
- Enhance identity and accessibility of young adult non-fiction collection—create distinct YA non-fiction collection
  - Modify item types on all YA non-fiction
  - Label material by interest as needed
  - Include high-appeal non-fiction new YA Quick Pick collection

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
  - Continue groups that have dedicated audiences.
  - Create more unique, possibly time-intensive, programs at times that appeal to young adults who are busy after school or who don’t have transportation to the library during the week
- Continue a regular schedule for Tween programming—book clubs, craft days and other fun things to do
  - Build on success of Lego Club
  - Re-evaluate current offerings and determine continuance or change

Marketing and Outreach

- Identify new opportunities for marketing programs and creating awareness of library services for young adults in the community and implement in Fall 2013
  - Determine how best to market to young adults
  - Conduct at least one awareness outreach program
  - Coordinate with school media center librarians
  - Establish regular liaison contact with area middle schools and the high schools—generate awareness of services offered
- Continue marketing efforts to reach more diverse groups of tweens and teens
  - Get input from young adults group on promotional ideas
  - Investigate additional locations to promote tween and teen events
- Increase tween and teen investment in the library by expanding the Teens in Action advisory board and offering special opportunities to participate in activity planning
- Make contact with Linn-Mar and MISD home school programs
  - Continue workshops and times to meet with supervising teachers
  - Continue monthly communication MISD, Linn-Mar home school project schedules
  - 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.*

**Objectives**

**Website**

- Design and implement revised website
  - Work with developer to implement
  - Evaluate website usability and implement
- Identify, organize and provide online (website) access to e-material resource sites
  - Identify sources/vendors of e-materials, evaluate features, costs—acquire as needed
  - Identify aggregate, and provide free sources of e-materials
  - Create e-material portal on webpage

**Digital Collections**

- Work with the Metro Library Network libraries to purchase adult ebook and audiobook titles.
- Determine the amount of money to be allocated for each product and a procedure for MPL staff to be involved in selection
- Work with CRPL to implement access to 3M cloud-based e-book platform
- Work with CRPL to identify cost-effective means of providing e-music recordings
- Monitor and evaluate Zinio usage and our print magazine circulation

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.*

**Objectives**

**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 to the collection
Information Services

- Monitor use of reference collection, especially educational/school use through school year to 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
  - Assess use of adult book collections
  - Based on use analysis, assign space and weed accordingly
  - Determine need for paperback copies of hardcover items
  - Determine role of large print v. audio books for service to visually impaired
  - Determine need for “urban fiction”
- Develop targeted collection budget allocation plan based on use/needs assessment

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

Objectives

Adult Programming 1: Education

- Offer a variety of needed information/IT literacy classes on a regular basis
  - Digital/information literacy
  - E-reader Overdrive tutorials—add 3M cloud when needed
  - Searching and using Jobs & Career Accelerator database from Learning Express

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
• Work with representatives from Hiawatha and Cedar Rapids public libraries to produce annual Salon Series author series; collaboration with University of Iowa’s Writers’ Workshop

• Plan and implement annual schedule of adult programming under Project Lead banner
  o Spring and fall gardening series with Master Gardeners
  o Local business support
  o “Armchair traveler” series
  o Paid performers.

• Implement revised Out Loud Program if awarded Giacoletto Foundation Grant; if not, seek alternative funding

Goal 6

Enhance and streamline access and circulation services

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

Objectives

• Plan and implement installation of a new fine and fee collection system
  o Identify and coordinate with appropriate CRPl/HPL staff
  o Identify required equipment/software—coordinate with Evisionware
  o Train staff on the use of the new fine and fee collection system which will include a new cash register by June 30, 2013
  o Prepare public information/training materials
  o (Project depends on coordination with the Metro Library Network and may not be completed by June 30, 2013)

• Implement new SIRSI/DYNIX catalog and interface

• Determine feasibility of installing a 3rd self-check circulation station

• Explore solutions to alleviate the crowded Circulation Desk area; possibilities include additional Self-Check station, remodeling the Circulation Desk for better functionality and patron flow
Organizational Goals FY2013-FY2016

Goal 1

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.

Objectives

- 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

*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 part-time 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.

Objectives

- Part-time salary and budget analysis—review job descriptions
- 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
- Analyze reporting lines/supervision—role of FT staff/weekend supervisors; revise if necessary
- Develop means to solicit paraprofessional and part-time staff ideas and contributions to services
- Review roles, tasks, organization, recruitment of volunteers
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.

Objectives

- Conduct technology inventory and identify purchase dates of equipment and estimate replacement dates
- Identify computing equipment nearing or at the end of its useful life
- Assess condition of HVAC system and identify necessary repairs to maintain system until new construction
- 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.

Objectives

- Create and develop charge and objectives for a Library Renovation & Expansion Committee
- Create detailed specification for renovation that inform and set criteria for design RFP
- Organize advocacy efforts—ballot initiatives and campaigns
- Organize capital fundraising campaign

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

Objectives

- Convene a meeting of the presidents/officer of the two organization to discuss cooperation and joint programming and projects
- Develop a Friends membership email list for more effective communication with Friends members
- Work with both groups to develop enhanced web page/presence on the Library’s website
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.

Objectives

- Plan and implement transition from Erb’s to CRPL for contracted IT support
- 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