



St. Charles City-County
Library District

Your Answer Place

St. Charles City-County Library District Strategic Plan FY 2009 – FY 2011

- Strategic Initiative #1: Provide cutting edge **Technology** in order to remain relevant and viable to our community.
- Strategic Initiative #2: Create a clear plan for new **Facility Development** and current **Facility Renovations**.
- Strategic Initiative #3: Ensure access to a balanced collection of materials, information resources, programs and services for our rapidly growing **Senior Population**.
- Strategic Initiative #4: Create a clear vision on how the impact of external **Financial Development** will enhance the facilities, programs and services of the library district.
- Strategic Initiative #5: **Develop** and maintain policies and programs that support the recruitment, retention and **Succession Planning** of a well qualified, highly motivated **Workforce**.
- Strategic Initiative #6: Provide exceptional programs and services so that **Customer Expectations** are met and exceeded through every point of contact; virtual and live.
- Strategic Initiative #7: Create a clear vision for Development and Marketing of **Information Resource Services**.

Strategic Initiative #1

Provide cutting edge **Technology** in order to remain relevant and viable to our community.

- Goal 1.1 Investigate and implement, when appropriate and cost effective, changing technologies including downloadable materials, RFID, and investigate their potential impact on staffing and physical plant.
- Goal 1.2 Phase in improvements in telecommunications and technology infrastructure, hardware and software as specified in the District's technology plan
- Goal 1.3 Evaluate and Redesign the District Website to enhance the look, efficiency, use and interactivity of the site.
- Goal 1.4 Use the power of LISTEN 2000 to monitor collection efficiency and use, employing judicious weeding to maintain a fresh, interesting collection.
- Goal 1.5 Work with other library systems, and the state library, to develop joint programs via video conferencing.

Strategic Initiative #2

Create a clear plan for new **Facility Development** and current **Facility Renovations**.

- Goal 2.1 Reconfigure WingHaven to expand the Library Express into the area vacated by leased tenant.
- Goal 2.2 Design and rebuild Spencer Road Branch and Non-Profit Development Center based on board, staff and community needs.
- Goal 2.3 Develop a renovation plan for branches not scheduled for major expansion or reconstructions to improve appearance, access, and traffic flow.
- Goal 2.4 Design facilities for flexibility and changeable space allocations as material formats evolve and change.
- Goal 2.5 Develop a long-term, demographically based guideline for branch location and development in the future.
- Goal 2.6 Work with county and city governments in order to garner information in regards to growth projections, demographic mapping, and reporting to enhance in-house demographic overlays of statistical data.
- Goal 2.7 Identify and bank land in strategic locations for long term development of new library facilities.
- Goal 2.8 Increase the appeal, comfort, accessibility and amenities offered within the library to increase the library's role as a destination and gathering place.
- Goal 2.9 Consider, as opportunities arise, de-emphasizing the circulation and reference desk, and create a more open environment with roving staff to assist customers where ever they may be in the library.
- Goal 2.10 Undertake a detailed review of the library express and customer satisfaction and expectations.
- Goal 2.11 Expand upon the concept that the library express represents the future of library services. Develop a projection toward migrating all operations in that direction in response to changing needs, evolving technology, the potential diversity of information resources, and customer sophistication.

Strategic Initiative #3

Ensure access to a balanced collection of materials, information resources, programs and services for our rapidly growing **Senior Population**.

- Goal 3.1 Market Consumer Health services to Baby Boomer and current senior population so they are educated about this resource.
- Goal 3.2 Evaluate Business Development services in order to identify avenues of support for seniors that are re-entering the work force.
- Goal 3.3 Identify Adult programming opportunities to bring in speakers that address the concerns of senior and baby boomer population; going back to work, health concerns, finances and others.
- Goal 3.4 Devise and offer specific training on working with older adults.
- Goal 3.5 Consider mini-branches and expresses as direct providers of outreach services to seniors through increased programming and special events at offsite locations to promote the library and its services.
- Goal 3.6 Develop a clear process for volunteer recruitment, training and placement for older adults to get involved with Books to You and other service opportunities.
- Goal 3.7 Emphasize services to seniors through collection development, program offerings and access to facilities by evaluating and improving traffic flow and accessibility within the facilities.
- Goal 3.8 Develop targeted marketing plan to seniors that showcase all of our services.

Strategic Initiative #4

Create a clear vision on how the impact of external **Financial Development** will enhance the facilities, programs and services of the library district

- Goal 4.1 Cultivate opportunities for naming rights, honors or memorials for rooms, areas, furnishings, or collections as branches expand or renovate.
- Goal 4.2 Develop a closer interface between the Library Foundation and the Friends of the Library to improve fundraising contacts in the community.
- Goal 4.3 Identify opportunities to collaborate with other community organizations for shared risk-reward, particularly for special events, author engagements, etc.
- Goal 4.4 Market the Library Foundation to attorneys, financial planners, and estate consultants, focusing on donor opportunities as a means of enhancing excellence while providing considerable tax benefit to benefactors.
- Goal 4.5 Expand communications between Planning & Development and IRMs to seek additional revenue sources as a result of providing extraordinary services, major consultations, and particularly detailed work for, or in conjunction with, outside agencies, universities, companies, and grantors.
- Goal 4.6 Increase the opportunities offered for sponsorships, honor or memorial placements of materials into the collection within the general scope of the District's collection development policies and guidelines.
- Goal 4.7 Work with library staff to investigate grant opportunities through LSTA and other grants that will target branch needs in programming and service delivery.

Strategic Initiative #5

Develop and maintain policies and programs that support the recruitment, retention and **Succession Planning** of a well qualified, highly motivated **Workforce**.

- Goal 5.1 Develop a best practices model of management training, staff development, and near-term replacement of key staff.
- Goal 5.2 Draw upon the experiences of other large library systems that have replaced their directors in order to be proactive in the transition of senior management.
- Goal 5.3 Develop a successful training and staff development program to prepare incumbent staff for potential advancement or reassignment to different positions within the District.
- Goal 5.4 Develop a Customer Service training plan for staff through benchmarking visits to other businesses and organizations that are known for excellent customer service.
- Goal 5.5 Market the District as a desirable and rewarding place to work, enabling reputation based recruitment of staff at all levels, but particularly for management openings.
- Goal 5.6 Encourage staff participation in external and internal leadership opportunities.
- Goal 5.7 Recruit and pay for staff participation in Vision St. Charles County, civic organizations, and advisory groups within the community.
- Goal 5.8 Provide means for professional development through ALA, PLA, MLA meetings, memberships, events, and working groups.
- Goal 5.9 Identify individuals employed within the District who may have skills, talents, or interests beyond the essential and general functions detailed in classification specifications. Offer opportunities for those talents to be used for District and individual benefit.
- Goal 5.10 Initiate a thorough, long-term assessment of classification specifications with the objective of broadening functions and opportunities for different, creative, and service based job functions and purposes.
- Goal 5.11 Use survey results to tailor training to areas respondents indicate. Recognize outstanding performance in service reported through surveys.

Strategic Initiative #6

Provide exceptional programs and services so that **Customer Expectations** are met and exceeded through every point of contact; virtual and live.

- Goal 6.1 Identify arts, historical, musical and educational organizations to partner with in order offer enhanced programming to our customers.
- Goal 6.2 Increase Adult programming that draws upon staff and community member's knowledge in order to present interesting and stimulating programs that can be repeated in various locations across the District.
- Goal 6.3 Use public input obtained through surveys to assess customer satisfaction with the collection and the availability of various formats within that collection.
- Goal 6.4 Identify contacts with ethnic and language-based associations for evaluation and assessment of needs for non-English materials and resources. Patron fluency and comprehension should guide efforts to expand collections for non-English speaking customers.
- Goal 6.5 Continue to monitor demand and resource utilization statistics available through LISTEN 2000 to assess turnover, weeding targets, and overall assessment of efficiency.
- Goal 6.6 Monitor branch utilization, though existing resources such as LISTEN 2000 to determine customer indicated preference for material types and demand for information.
- Goal 6.7 Devise and implement sampling of non-users. These respondents may come from populations who have library cards but do not use them, and from those who have not obtained library cards, but live in the county.
- Goal 6.8 Consider expansions in adult, young adult, and special programming as a means of supporting, promoting and enhancing use of the existing collection and library services. Programs that lend themselves to displays of available books, periodicals, audio-visual resources and electronic resource links should be central to planning and scheduling.
- Goal 6.9 Continue and refine core competencies in Popular Materials, Reference, and Children's Services. Other mission based services may be explored, but the District foresees continuation of proven emphasis in services most often called for by customer expectations.

Strategic Initiative #7

Create a clear vision for Development and Marketing of **Information Resource Services**.

- Goal 7.1 Identify partnerships that would enhance the Nonprofit Development service designation as a Foundation Center Cooperating Collection.
- Goal 7.2 Expand the services of Local History and Genealogy through contacts and joint efforts with local historical societies, state resources and program managers.
- Goal 7.3 Continue to augment the partnership between the Information Resource Manager and a reference librarian or paraprofessional to share knowledge and responsibilities for information and customer service within the Resource.
- Goal 7.4 Develop Marketing Strategy to key messages for all areas of Information Resource services.
- Goal 7.5 Target Market relevant services to rapidly growing senior population to ensure that they know we are their answer place.
- Goal 7.6 Explore possibility of adding Information Resource services in western part of St. Charles County development of new facility.