



FARMINGTON COMMUNITY LIBRARY

STRATEGIC PLAN 2009-2013



Approved by The
Library Board of Trustees
December 2009

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Introduction

“In the absence of clearly defined goals, we become strangely loyal to performing daily trivia until ultimately we become enslaved by it.”

Robert Heinlein

As we go about our daily work at the Farmington Community Library, we're hardly involved in the work of the trivial. Rather, the services we provide to our patrons could easily be described as life-enhancing, and in many cases, life-changing, as they check out books and media which provide everything from leisure reading to resources essential to crucial decision-making. Over two thousand patrons visit our two libraries each day, and in a typical year, well over a million items are checked out. We are proud of the service we provide to our community and we smile when we read comments such as "I'm new to Farmington. I have found this Library to be awesome and the staff even better."

Our work is not trivial, yet Heinlein's words do make sense. One of the reasons we've been so successful in developing and maintaining an excellent level of service is that we reject complacency and seek constant improvement in the quality of our offerings and the delivery of our service. Therefore, it's with energy and optimism that we began our work on our new strategic plan for 2009 – 2013 and it's with those same sentiments that we present to you our new strategic plan.

Library Board of Trustees

Mr. Clark G. Doughty, President
Mr. James McLaughlin, Vice President
Ms. Dorothy Stoutjesdyk, Secretary
Mr. Gerald Bosler, Trustee
Ms. Mygene Carr, Trustee
Mr. James "Mike" Moran, Trustee
Ms. Pamela O'Malley, Trustee

Ms. Tina Theeke, Director

Our Mission

The Farmington Community Library facilitates independent learning and encourages the love of reading from early childhood throughout one's lifetime. Information formats and service delivery will evolve as the community's demographics change.

Executive Summary

As a District Library serving the communities of Farmington and Farmington Hills we provide Library Service in two locations. Each of our buildings has its own unique personality, but equally excellent points of service. Comments in our recent surveys confirmed that many users visit both Libraries. "I usually go to the Branch because it is easier to browse, cozier and more convenient. At other times I use the Main Library for the larger collection - better for my research."

Our entire staff work together to accomplish the *Long Term Goals of the Library* and they take pride in our commitment to excellence, as defined in our statement of *Public Service Values* and our *Quality Policy*. Our work at the Library is also guided by the American Library Association (ALA) *Librarianship and Information Services: Statement on Core Values*, adopted by our Library Board of Trustees. All of these documents are included in the appendices.

We have learned that proper planning will make life easier for the future, and that the Library needs to have strategies in place to assist us in both healthy and difficult budget years.

Financial Considerations

We drafted our last Strategic Plan in 2004 amidst increasing budget cuts and a reduction in hours of Library operation. Financial stability for operating monies was the primary goal of the Trustees' Strategic Plan, which was accomplished at a May 2005 election, with voter approval of a dedicated operating millage of 1 mill for twenty years.

Today, five years later, we must again consider fiscal needs, generated by a dismal state and local economy, and the need to replace the revenue from an operating millage that ends in 2013. Our strategy for stable funding again must consider timing, education of the public, and the local economy, among other factors.

Trends Continue

Our recent review of current data, professional readings and focus group discussions confirms that many trends identified in 2004 continue to be relevant today. Service trends include lifelong and independent learning, self-service, new media formats, technology changes, copyright issues, preservation of the record and our multilingual community.

Trends for organizational efficiency, increased productivity and overall accountability of spending tax dollars wisely remain important. We must continue to evaluate traditional staffing roles; improve our marketing efforts; and find more ways to collaborate with other service providers in the community and with other libraries.

Goals Accomplished

We have achieved many goals set forth in our 2004 – 2008 Strategic Plan:

- Increasing our media and print collections
- Establishing a healthy Capital Reserve Fund and General Fund balance
- Adding a Children's Outreach Librarian
- Increasing staff training, and much more

We will carry over some goals, because they are essential to our continued success. With this plan we take further steps to ensure that we accomplish goals, as we create a detailed timetable and a plan for implementing results. This new focus on implementation will give us a better opportunity to refine and enhance our services and operations. We strive for change and exciting innovations, but we continue our commitment to excellence in meeting the needs of the community in our service to the public.

We are grateful to the staff, trustees, volunteers and community residents who participated in our planning process. We encouraged, and received, helpful comments from many individuals.

Special thanks is due to our Library Trustees for their ongoing strong support, to Geri Furi for the vision of the Technology Plan and his always high expectations for Library service, to Sharon Vincent and Nina Harris, our branch managers, and our entire staff, and finally, to Mary Brown, Education Consultant, who acted as facilitator, author and Library advocate. Sherri Vaughn contributed the layout and cover design.

Tina Theeke
Library Director

Summary of the Planning Process

Our planning process occurred over a year's time and solicited input from a number of stakeholders in a number of ways. It was important that the process used for the development of this strategic plan demonstrate best practice procedures and include a cross-section of the community we serve. Our planning process used several approaches in our work.

- Whether it was through attendance at a meeting, responding to an internal questionnaire, or communicating through email, each Library staff member had an opportunity to give input.
- Volunteers and community members were invited to participate in focus sessions.
- Library patrons were offered the opportunity to offer thoughts through Library surveys and through invitations offered in the Library newsletter.

By a rough estimate, nearly 150 individuals were able to contribute to the creation of this plan. In addition, over 1,000 individuals completed a survey, with 130 providing written comments.

As we worked, each step built upon the previous activity; the work of all who contributed was respected and considered as the plan was developed. Below is the timeline we used in the process.

September 2008

Planning began with general approval at the meeting of the Library Board.

October 2008 – January 2009

Library patrons were surveyed both online and in the Library. Results were compiled and analyzed, and follow-up interviews were conducted with patrons. Analysis showed that patrons are generally appreciative of the services of the Library, commenting positively on the helpfulness of the staff, resources for children, an atmosphere conducive to study, etc.

April – May 2009

Board members Jerry Bosler and Mike Moran met with the Director to provide direction for the process. Library staff identified social and community trends that impact library services and operations, as well as industry trends and best practices in library operations. Education Consultant, Mary Brown met with the Director for planning the Focus group meetings.

June 2009

Focus group meetings were held with Library staff, community members, and Library volunteers with the purpose of identifying community trends, brainstorming responses

to those trends, and selecting the Library service roles which best fit these emerging priorities. The Technology Plan was presented to the Board at their June meeting.

August 2009

Meetings were held with Library staff members with the purpose of using the trends identified and the ideas collected to develop goals. Preliminary goals were drafted, and a number of activities and methods for measurement were discussed.

September – October 2009

The Management Advisory Committee spent their monthly meeting refining the proposed goal statements, activities and measurements. Library Director, Tina Theeke, Assistant Director, Geri Furi and Branch managers, Nina Harris and Sharon Vincent, made final decisions about the formation of the Strategic Plan.

November 2009

A draft of the Strategic Plan for 2009 – 2013 was presented to the Board of Trustees and approved.

January 2010

Approved by the Library Board of Trustees, the Strategic Plan was distributed to the original community and volunteer participants and Library staff, and to the city managers of Farmington and Farmington Hills. Highlights of our plan will be posted on the Library Web site, presented in the spring issue of the Library newsletter, and press releases about the plan will be sent to local newspapers.

The Library is ever evolving in the ways it offers services to the community. Our visioning and planning are not limited to the specific, focused events listed above; they are an ongoing theme in the Library's internal operations. The development of a Strategic Plan, however, gives us the opportunity to take a deeper look, to organize our thinking around clearly defined goals, and to challenge ourselves to measure our success in a timely manner.

In the pages that follow, we first explain our thinking and goal-setting process as we examine trends, Library service responses and our goal-setting process. We then set forth our goals, divided into two types – organizational and service. We conclude with some thoughts on implementation. An appendix follows with more detailed information about parts of the proposed plan.

Trends

One of the first steps in the planning process was to identify societal trends which will affect the way the Library will do business in the years to come. The following is a summary of the influences we came to consider as we began our planning.

The library of the future is the library we are seeking to create. Libraries today are vibrant, humming centers for community activity. Libraries are constantly evolving to meet the high expectations of their patrons, offering both hands-on services to patrons in our buildings, and online services to those who access the library from home or office. The emergence of the library as a central hub for community information and services is in itself a primary trend to be considered.

The Digital Information Age is upon us. Life is complex and people need more information than ever. Technology influences almost all aspects of our lives, and the Library must be able to meet the challenges that come with technology. This means several things:

- Helping patrons to access the abundance of materials available both in the Library and online
- Enhancing our web presence for remote service beyond Library walls
- Keeping staff knowledgeable about new technology as it evolves
- Finding effective ways to teach patrons the skills they need to succeed in the digital age
- Maintaining the agility to find and deliver information in an ever changing world

The true diversity of our society is reflected in the Library users. The Library must meet the needs of patrons of all ages – preschoolers, elementary school children, tweens, teens, young adults, new parents, young professionals, baby boomers, the newly retired, and the elderly – and these life stages are evident not in just one cultural framework, but in a demographic that includes people from widely varying cultural backgrounds.

The economic downturn has led patrons to consider the “free” resources that are offered, so the Library is busier than ever. In addition, individuals come to the Library to file for unemployment, conduct job searches, rework their resumes, and consider alternative careers. Economic realities also make it essential for the Library to be financially prudent in the way it operates. “Working smarter” has new meaning as we strive to sustain the wide range of our current traditional services, and use innovative technologies to meet new community needs.

Primary Service Responses

Another part of our process was to consider the standards for best practice set forth by the American Library Association. This organization identified eighteen service responses which serve as links between the community's needs, interests, and priorities and the programs and services that the Library offers. Specifically, a service response is what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs. These responses empower Library patrons to:

- Be an Informed Citizen: Local, National, and World Affairs
- Build a Successful Enterprise: Business and Nonprofit Support
- Celebrate Diversity: Cultural Awareness
- Connect to the Online World: Public Internet Access
- Create Young Readers: Early Literacy
- Discover Your Roots: Genealogy and History
- Express Creativity: Create and Share Content
- Get Facts Fast: Ready Reference
- Know Your Community: Community Resources and Services
- Learn to Read and Write: Adult, Teen, and Family Literacy
- Make Career Choices: Job and Career Development
- Make Informed Decisions: Health, Wealth and Other Life Choices
- Satisfy Curiosity: Lifelong Learning
- Stimulate Imagination: Reading, Viewing, and Listening for Pleasure
- Succeed in School: Homework Help
- Understand How to Find, Evaluate, and Use Information: Information Fluency
- Visit a Comfortable Place: Physical and Virtual Spaces
- Welcome to the United States: Services to New Immigrants

One of the early steps in our discussions was to identify which service responses would be our area of focus. After a discussion of community trends, our staff, community members, and volunteers were asked to select those service responses which were a high priority. A fairly clear consensus evolved, and the following service responses were developed as focus areas for the strategic plan. The first two service responses are in direct support of the Library Mission statement.

The primary service responses selected were:

- Create Young Readers: Early Literacy
- Satisfy Curiosity: Lifelong Learning
- Connect to the Online World: Public Access Internet
- Information Assistance
 - Get Facts Fast: Ready Reference
 - Information for Life Decisions about Health, Wealth, Career Choices and Citizenship
 - How to Find, Evaluate and Use Information

The secondary service response chosen was:

- Visit a Comfortable Space

It is vital to acknowledge that in selecting these service roles as our focus, we are not abandoning the other service responses suggested by the American Library Association. On a daily basis the Farmington Community Library serves its patrons in a wide variety of roles. Consider the following list:

- An extensive collection of films on DVD and Music and Audio books on CD
- The Heritage Collection – an inclusive resource collection of historical materials regarding Farmington and Farmington Hills
- Weekly programs on a wide variety of topics, ranging from stress management, quilting, and living greener to investing, storytelling and reading graphic novels
- Weekly conversation opportunities for patrons newly arrived in our country, as well as numerous books, magazines and audio-visual materials in a number of languages
- Public meeting spaces that are used, literally, every day the Library is open by a wide variety of community groups
- Web site links which direct users to an array of sites with current information on topics such as, health, ballot issues, and other community concerns
- Career and Entrepreneur’s Collections with both reference and circulating books on a variety of topics relating to career selection and business development

We will continue to provide all the service responses to the community. The Strategic Plan simply allows us to concentrate on specific areas for growth and excellence.

Setting Goals

Once the various groups identified trends, we began a discussion of what the Library can do to respond to these influences. Lots of ideas were floated about as staff, volunteers and community members offered a wide range of suggestions. Although the majority of their thoughts have made their way into the plan in one form or another, it was not practical to include all ideas in the final design. As we work out the details of implementation and live with the proposed changes, many of these ideas may indeed reappear in the plans for further activities.

As we moved further in our process toward establishing goals, we were guided by the suggestions for best practice as defined by the Public Library Association. Specifically, we used the format set forth in *Strategic Planning for Results* (Nelson, S., American Library Association, 2008) and in *Implementing for Results* (Nelson, S., American Library Association, 2009). These practical documents drew from the experiences of excellent libraries around the country, and provided an invaluable roadmap as we sought to produce a realistic, robust plan that responded to patron needs.

As we considered many exciting possibilities for our Library over the next four years, we found that our goals could be divided into two categories: organizational goals and service goals. We are aware that as a public institution committed to offering outstanding service in the most financially responsible way; we must do more than suggest broad goals with vague approaches to assessing our progress. As a result, we've worked to be very clear not only about our goals, but on how we will achieve them and assess our progress. Therefore, after the statement of each organizational goal, we've identified a supporting initiative to be achieved within a clear time frame.

Due to variation in the kinds of goals we selected, we used a slightly different format for our service goals. After each goal statement involving service to patrons, we included:

- a clear objective focused *not* on what the Library will do, but *instead* on the target audience and the benefit it will receive
- activities which will assist us in achieving this objective
- a deadline for achieving the objective
- a measurement to let us know if we've been successful

These goal statements will provide a clear guideline for us to refer to over the next four years as we assess our progress.

Organizational Goals

Organizational Competency

GOAL 1: The Library will improve efficiency in workflow processes in all departments, leading to improved public services.

Initiative-By December 2010, conduct an audit of work in each department to include workflow, processes, work and storage space, staffing, volunteer service and quality issues.

GOAL 2: The Library will improve communication at all levels.

Initiative-By January 2010, assess internal communication at the Library by identifying methods and media, and creating a Communication Plan, that includes all staff and volunteers.

GOAL 3: The Library will develop a process to ensure that new ideas and responses to patron needs and staff concerns will be resolved in a timely fashion.

Initiative-By January 2010, develop a plan for responding to new ideas, patron needs and staff concerns within a designated time frame.

Initiative-By January 2010, develop a plan to reward staff initiative.

GOAL 4: The Library will nurture a cohesive Library staff and create an environment where everyone is respected and each specific job is understood.

Initiative-By July 2010, the Library will decide upon a clear strategy to encourage work teams with members across branches, departments and job categories.

Initiative-By July 2010 the Library will establish celebrations and practices, such as thank you notes, lunch room events, incentives and welcome committees and meetings for all staff.

GOAL 5: The Library will provide more staff training, including job training, customer service training, supervisory training, cross-training and perhaps most important of all, training to enable staff to embrace new technology.

Initiative-By December 2010, develop a training plan, based on a training needs analysis and the goals and objectives of our Strategic Plan for 2009-2013.

Initiative-By July 2010, develop a comprehensive training program for substitutes.



Technology

Our Technology Plan, 2009-2013 (Appendix E) identifies which systems and services will best fulfill our mission, meet our user needs and provide a framework for such valuation of services and systems. Within the section on Changes and Improvements are additional goals, not listed here.

GOAL: The Library will bridge the gap between current Farmington Community Library technology and innovative technology advances.

Initiative 1 - Continue to develop two-way communication with patrons using technology

Activities:

- By July 2010, evaluate and enhance our use of traditional technology, such as PC-based application, Web browsers and chat
- By October 2010, enable our Web site and Catalog display legibly and be usable on mobile devices
- By January 2011, expand our communication abilities to interface with patrons' chat services and disseminate information about Library programs and services with targeted Library Twitter accounts and e-mail newsletters

- By June 2011, enhance reference services by equipping public service Librarians with Web-enabled mobile phones, establishing SMS (text messaging) capabilities for receiving and responding to patrons' directional and information questions and tablet PCs for roving reference service

Initiative 2 - Add the ability for patrons to review catalog titles and select materials based on personalized subject tags, to contribute reviews and view reviews for titles in the catalog.

Activities:

- By March 2010, implement Library Thing –Polaris reviews and tagging clouds
- By March 2010, promote the service –in house, in print, articles, bookmarks and on the Web

Initiative 3 - Give Library staff the ability to create and maintain subject specific Web resources according to their collection assignment.

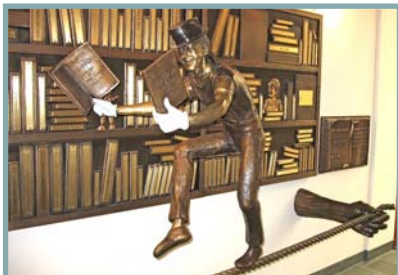
Activities:

- By July 2010, implement Content Management System
- Bring together Web sites, databases, e-books, and select catalog titles by subject area

Initiative 4 - Develop brief instructional videos, podcasts and/or print materials for public use.

Activities:

- By January 2011, train staff on use of specific software programs, as needed
- By July 2011, prioritize patron needs to determine instructional projects
- By July 2011, assign staff and allocate time necessary to complete projects



Library Funding

GOAL: The community will provide support for continued funding to the Library to maintain the current level of excellent service.

Initiative 1 - Voters will approve a renewal of the millage ending 2013.

Initiative 1 - Voters will approve a renewal of the millage ending 2013.

Activities:

- Develop clear goals and strategies for long-term funding stability by December 2010
- By December 2010, establish a Funding Committee to create a plan and timetable for continued tax support after millage ends in 2013
- Tapping community resources, develop and implement a public relations program to increase the Library visibility and to establish its position as an outstanding community resource, by December 2011

Initiative 2 - The Library will optimize alternative resource funding, including additional philanthropy and charitable giving to the Library, in order to increase general donations by 10%, as well as to provide a \$20,000 increase to the Endowment Fund.

Activities:

- By December 2011, develop a plan to promote the ways to make donations to the Library, and specifically to increase the Endowment Fund
- By December 2012, develop the position of a grants coordinator to seek grants to enhance and supplement our Library programs and collections
- Pursue grant proposals in collaboration with community partners for shared goals
- By May 2011, explore the potential for increased revenues from the collection of fines and fees, the use of an online payment system or the services of a collection agency
- Increase public printing revenue by enabling printing from wireless

Initiative 3 - The Library will demonstrate wise stewardship of Library resources by pursuing efficiencies for Library operations and maintenance of the infrastructure.

Activities:

- By May 2010, begin a Library-wide staffing needs audit, by department, including increased assistance of volunteers
- By July 2010, develop a plan to increase use of the self-check units and other self-service options
- By September 2010, update the annual Capital Improvements Plan
- Establish and follow a schedule to review service contracts at least every three years to obtain the best value, beginning with vending service and auditing service, by the end of December 2010, and the Telephone system by September 2011
- By July 2011, the Go Green Committee will expand its efforts to explore energy efficiency and to reduce operational costs

Marketing and Community Relations

GOAL: The Library will increase the community's awareness of services and programs offered by the Farmington Community Library.

Initiative 1 - Establish marketing strategies to ensure greatest reach.

Activities:

- By July 2010, establish a standing Marketing Committee to assist the Library in implementing the marketing objectives
- By December 2010, review, update our marketing plan and distribute it to staff
- By January 2011, review and update the Publication and Promotional Guidelines, with a template to ensure consistency
- By July 2011, evaluate the use of the marketing plan by staff, and review results with marketing specialist
- By July 2010, establish ways to effectively use word-of-mouth marketing by staff, Library Board, volunteers and friends

Initiative 2 - Establish and use communication tools effectively to disseminate information about the Library

Activities:

- Conduct semi-annual reviews of the Library Web site with staff and patrons
- Conduct annual audits of the content and design of the Library newsletter mailed to all households in Farmington and Farmington Hills
- By July 2010, establish an eNewsletter or other e-mail postings
- Use new technology such as RSS feeds, Facebook, Twitter, to publicize services to new audiences, with implementation beginning by July 2010
- Add an interactive kiosk directory to Main Library by September 2010
- Distribute Library information to community partners, on a regular/monthly basis



SERVICE GOALS

Service Response: Create Young Readers

GOAL: Children from birth to five will have programs and services designed to support their readiness to read, write and listen.

Objective 1 - All parents will have services and resources to promote early literacy experiences to their children.

Activities:

- Establish and promote the Books for Babies program to every new parent in Farmington and Farmington Hills, with media publicity by January 2010
- Develop a plan to promote and distribute 101 Picture books for preschoolers and to offer the Curious Kids at the Library as on-going reading programs, targeting parents and grandparents of young children, by January 2010
- Develop a method of communication with new parents to promote Library collections and programs, by July 2011
- Review and evaluate our Busy Bee Outreach Services newsletter and blog to childcare professionals, by September 2010
- Increase collaboration with community partners to provide and publicize programs and classes on topics, such as parenting and early literacy

Measurement: By 2011, parents and caregivers will be surveyed to get a baseline response to the following, including reading, speaking, listening, writing and playing:

- The Library plays an important role in helping children enter school ready to read, speak, listen, write and play
- The Library's services for preschoolers are very good or excellent

By 2012, we will seek a 10% increase in the number of respondents who agree or strongly agree with these statements.

Service Response: Information Assistance

GOAL: Residents of all ages will have the skills and resources they need for personal goals, daily decisions and life-long learning.

Objective 1 - Adults will consider the Library to be their primary information provider and will use the virtual and print reference services, electronic databases and eBooks frequently as efficient tools.

Activities:

- Develop a public awareness campaign to promote all modes of reference and reader's advisory assistance, including telephone reference, chat, and e-mail, especially electronic databases. Campaign will include print and e-mailings, media, presentations and word-of-mouth marketing
- Provide instruction in the use of Library resources through a variety of methods

Measurement: By 2010, the Library will develop baseline data on the use of individual electronic databases, chat and Web-based reference assistance. By 2012, the Library will seek a 10% increase in the usage of electronic databases, of chat and/or Web-based reference assistance requests.

Objective 2 - Library patrons will be able to easily find and use the information and resources in print and digital formats.

Activities:

- Institute focus group meetings twice a year with staff and patrons to obtain user feedback regarding content and usability
- Conduct more training on electronic databases and other Library services for staff in all departments, including sessions at Staff Day
- Provide handouts and/or online tutorials to help users navigate Web pages, resources and electronic databases
- Partner with middle schools and high schools to promote the use of databases not available in the schools
- The Info Exchange will include a regular feature which introduces or highlights a particular information resource

Measurement: By 2011, an online survey will be conducted to get a baseline response to the following statements:

- The Library Web site is easy to use and helpful in learning how to find, evaluate and use information
- The training sessions and online tutorials are effective

By 2012, we will seek a 10% increase in the number of respondents who agree or strongly agree with these statements.

Twice-yearly focus group responses from 2010 to 2012 will provide insight on the usability of the Library Web site.

Service Response: Connect to the Online World: Public Internet Access



GOAL: Residents will have high speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Objective 1 - Individuals will receive help to use the Library computers and printers, the Library catalog and Web resources.

Activities:

- Assign volunteers and Library pages to provide computer help in the computer lab and commons areas at both buildings
- Hold one-time introductory classes and/or hands-on help sessions to help individuals get started using databases
- Develop hand-outs and instructional aids to assist patrons in the use of computers, databases, and software

Measurement: Beginning in July 2010, a task analysis of questions asked at the service desk and the times of peak use will be conducted. This analysis will be repeated in July 2011 to determine whether patrons are finding a greater ease of use with technology.

Over the next four years, simple questionnaires will be periodically distributed to patrons using the computers to assess the extent of their use of technology and the ease with which they use electronic resources.

Service Response: Lifelong Learning: Satisfy Curiosity

GOAL: Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Objective 1 - Older adults and recent retirees will make greater use of the Library as they learn more about the classes, programs, book discussions and free materials for reading, viewing and listening.

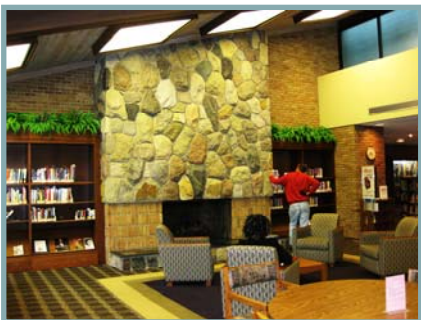
Activities:

- Host more programs during the day to reach out to the growing number of retirees and older adults
- Publicize Library programs and resources, including large print materials, to community

Measurement: By December 2012, the number of programs offered to retirees and older adults will increase by 10%, as will the number of patrons attending.

By December 2012, satisfaction surveys will be distributed to older patrons using the Library, and the results analyzed and used in future planning. This analysis will also include evaluation of awareness of the services of the Outreach Program.

Service Response: Visit a Comfortable Place



GOAL: Visitors will have safe and welcoming places to meet and quietly interact with others or sit, read and study.

Objective 1 - By December 2010, teens using the Library will regard it as a springboard for information and services rather than a recreational center.

Activities:

- Library staff and monitors will work together to communicate and enforce the *Expected Library Behaviors*
- Library staff will communicate to parents regarding the *Expected Library Behaviors*, and alternative after school activities for their children
- Library staff will consult the Teen Advisory Board and other young adults for ideas on how to accomplish this change
- Library staff will develop creative approaches to effectively handle interactions with energetic teens before behavioral problems arise

Measurement: In May 2010, Library staff, after-school teen users and Library patrons using the Library from 2:30 p.m. – 5:30 p.m. will respond to survey assessing the atmosphere of the Library during after school hours. We will look for 80% agreement with statements such as:

- The Library is a welcoming environment which supports my needs to accomplish after school learning activities
- The Library is an orderly place where study, research, and computer use can be accomplished effectively without undue distraction

If there is not strong agreement on these statements, Library staff will use the above activities to continue to work toward the goal.



Implementation

The development of the strategic plan is only a beginning step. As Peter Drucker states, “Efficiency is doing things right; effectiveness is doing the right things.” We believe that the goals and objectives we’ve developed are, indeed, the “right thing” for the Farmington Community Library and will significantly increase our effectiveness as a public institution. Be clear, however, that this strategic plan doesn’t mean a major change in the Library. The plan builds on the very solid foundation of excellent services and organizational competence which are already the hallmark of the Farmington Community Library. We’ve been doing the “right thing” as a natural part of our work, and will continue in this tradition. The deadlines and measurements we’ve included will undoubtedly increase our efficiency and allow us to “do things right.”

We believe that the goals and objectives we’ve developed are, indeed, the “right thing” for the Farmington Community Library...

The supporting documentation includes a timeline of activities to guide us throughout the next four years as we go about this business of doing things right. There is much work, however, to be done before we reach the culminating point of each deadline.

As we plan our work, various Library personnel will be given responsibility for different parts of the plan. Naturally enough, this may engender some apprehension from staff members as it may appear that the implementation of the plan will simply mean more work and more responsibilities. Our challenge, of course, is finding ways to reallocate our use of resources of all kinds – time, staff, and finances – so that we can accomplish our goals.

Immediately after the approval of the Strategic Plan, we will begin our efforts.

The timelines have been chosen with an eye for putting first things first. Thus, our initial focus will be on organizational goals which will improve our efficiency in delivering the results promised by the rest of the plan. Other deadlines have been selected based on a similar rationale. Many dates are considered a starting point, with ongoing efforts to succeed in our goals.

As we become engaged in this process, mini-action plans will be developed for various parts of the Strategic Plan. These will clarify roles and responsibilities and break large tasks into doable smaller pieces. Everyone who works at the Library – from the Library Director, the branch managers, and department heads to the volunteers and Library pages – may be asked to reconsider the way things have always been done and to try new approaches. The result, we believe, can be an energized staff and improved service to our patrons.

We are eager to begin.