

DANIEL BOONE REGIONAL LIBRARY



STRATEGIC PLAN 2009-2017

Foreword

The Daniel Boone Regional Library (DBRL) is a complex organization comprised of three library districts - Callaway County, Boone County, and the City of Columbia. The 19-person DBRL board consists of all of the trustees serving on the boards of each of these library districts.

In 2008, influenced by a ballot defeat and findings from a community study, the DBRL board determined that the time had come to develop a new strategic plan. As a result, the DBRL board president appointed a Strategic Planning Team (Planning Team).

Comprised of community, library board and staff representatives, the Planning Team adopted a highly participatory and transparent planning process. That process included:

- meetings with civic leaders
- “drop in” public meetings in 10 communities
- web site and postcard input from the public
- library staff and management input
- ongoing web site and media updates

During the strategic planning process, we heard two important recurring messages. First, the public told us that DBRL has an excellent staff and administration that works well together and on behalf of our diverse communities. Second, the public clearly stated that they want more library services - increased hours, greater access and more patron convenience.

The combination of a highly participatory planning process and insightful community input guided the work of the Planning Team. The thoughtful comments of three community members – Lee Fritz, Callaway County Presiding Commissioner; Teresa Maledy, Commerce Bank President; and Craig Brumfield, Business Development Officer, the Callaway Bank – broadened our perspective and helped assure that the planning was a public process.

The result is an eight-year strategic plan that focuses on three key areas of emphasis. The first addresses expansion and enhancement of services - our patrons are asking for more materials, longer open hours, more access to computers and greater web site capabilities, among other things. We are committed to providing more of the things our patrons want, while being mindful that we must always work within specific fiscal restraints.

The second key area of focus in this strategic plan involves community awareness. We want to greatly increase the public’s familiarity with the wide variety of materials, programs and services available to them from their libraries. We want our patrons to know that they can look to us to find information that is relevant and useful to their needs. And we want our taxpayers to know that we are careful and prudent stewards of the funds they have provided to us.

Third, we plan to address improvements needed for our organizational development. The board will review the structure of the city and county library districts and work on increasing its efficiency and effectiveness. Library managers will identify appropriate staffing models and training needed to successfully implement our plan and achieve our goals.

Who are the beneficiaries of this Strategic Plan? The people of Boone County, Callaway County and the City of Columbia Library Districts, whether at home, at work, in school or at our facilities. Our goal is to provide the best possible library services throughout our regional system.

Rosie Gerding, Chair, 573-449-1599 or rosie@gkccpas.com

On behalf of the entire Strategic Planning Team:

Susan Breyfogle, Columbia Trustee

Craig Brumfield, Callaway Bank Business Development Officer

Mary Fennel, Callaway County Trustee

Lee Fritz, Callaway County Presiding Commissioner

Terry Higgins, DBRL Board President & Callaway County Trustee

Tiff Lauffer, Boone County Trustee

Jim Loveless, Columbia Trustee

Teresa Maledy, Commerce Bank President

Patricia Powell, Past DBRL Board President & Boone County Trustee

David Webber, Columbia Trustee

Melissa Carr, DBRL Director

Elinor Barrett, DBRL Associate Director

Ellen G. Miller, Facilitator

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Executive Summary

The Daniel Boone Regional Library (DBRL) board authorized the development of a strategic plan during the summer, 2008. The Strategic Planning Committee (Planning Team) gathered input from library staff and board members. An extensive community participation process included meetings with civic leaders, 10 public “drop-in” meetings, and short postcard and web site questionnaires.

The Planning Team, comprised of board, staff and community members, held five planning meetings. The Strategic Plan covers 2009-2017.

Vision statement: DBRL’s vision is to encourage reading and lifelong learning. Everyone in our diverse communities will have open access to library services that expands minds, empowers individuals and enriches lives.

Mission statement: DBRL connects our communities to the world of information and ideas.

Values: Our core values are the foundation upon which we perform our work and interact with each other and our communities. We believe in:

- Service Excellence
- Free and Equal Access to Library Services
- Integrity and Trust

Strategic Goals:

1. Expand and enhance library services and the patron experience.
Patrons throughout the library’s service area will have timely and easy access to expanded or enhanced patron-focused library services that provide positive experiences and excellent value.
2. Increase awareness of the library’s value.
Our community will gain a greater understanding of DBRL’s value, relevance and stewardship.
3. Enhance organizational effectiveness.
The library will have an organizational structure and development plan that effectively support delivery of high quality library services to our growing population.

Service Goals:

4. Promote a love of reading in young children.
Children and their parents will benefit from programs and services designed to support children's ability to enter school ready to learn, read, write and listen.
5. Promote lifelong learning.
People of all ages will have access to programs and services that facilitate exploration of personal interests and independent learning, and encourage the development of lifelong learning skills.
6. Encourage reading, viewing and listening for pleasure.
Patrons will have access to programs, services and materials that entertain and stimulate the imagination.
7. Facilitate information fluency and use of information.
Patrons will view the library as their preferred source for locating, evaluating and using reliable information resources.
8. Provide comfortable physical and virtual spaces.
Library users will enjoy welcoming, comfortable and easily accessible facilities, and complementary virtual spaces and services that expand access to information and online services.
9. Provide connections to the online world.
Everyone in the community will have the opportunity to access and connect to the online world through library technology.

The Planning Team identified objectives to carry out each goal. To link the Strategic Plan with the annual budget, staff will prepare an annual companion action plan that outlines the priorities and steps to be taken that year to achieve our objectives.

Vision

DBRL's vision is to encourage reading and lifelong learning. Everyone in our diverse communities will have open access to library services that expand minds, empower individuals and enrich lives.

Mission

DBRL connects our communities to the world of information and ideas.

Values

Service Excellence. We are patron focused and pride ourselves in delivering positive experiences. We are committed to accessibility for all and the continuous improvement of our services. Our knowledgeable staff and board demonstrate leadership and involvement in our community and are proactive in understanding and meeting our communities' varied needs for library services.

Free and Equal Access to Library Services. We support intellectual freedom and the open exchange of information and ideas that represent multiple points of view. We respect the rights of individuals to confidentiality in their use of library materials. We honor each request without bias and provide all services in a nonjudgmental manner that protects and respects every user's right to know and to read.

Integrity and Trust. We serve the public with financial integrity and are careful stewards of the public's trust. We strive for transparency and accountability in our fiscal processes and policy decisions. We collaborate and cooperate with other community agencies to make efficient and effective use of funds for the public good.

Goals and Objectives

DBRL created two types of goals, Strategic and Service. Our strategic goals focus on enhancing the library's services and increasing awareness of the library and its resources. Our service goals address the priorities of our patrons and how we can best serve their needs.

Strategic Goals and Objectives:

1. Expand and enhance library services and the patron experience.
Patrons throughout the library's service area will have timely and easy access to expanded or enhanced patron-focused library services that provide positive experiences and excellent value.
 - 1.1. Continually monitor and improve access, convenience and quality of patron services and experiences.
 - 1.2. Create a strategic properties and facilities plan.
 - 1.3. Seek strategic opportunities to expand access to library resources throughout the region.

2. Increase awareness of the library's value.
Our community will gain a greater understanding of DBRL's value, relevance and stewardship.
 - 2.1 Develop targeted methods of communicating DBRL's plans for services, programs and facilities.
 - 2.2. Increase board and trustee participation in advocating for DBRL.

3. Enhance organizational effectiveness.

The library will have an organizational structure and a staff development plan that effectively support delivery of high quality library services to our growing population.

3.1. Study, prepare, and communicate recommendations for a city-county merger.

3.2. Improve board efficiency and effectiveness.

Service Goals and Objectives:

4. Promote a love of reading in young children.

Children and their parents will benefit from programs and services designed to support the children's ability to enter school ready to learn, read, write and listen.

4.1. Enhance early literacy programs and services.

4.2. Partner with other community agencies to provide services and programs that support early literacy efforts.

4.3. Enhance services to parents and child-care providers.

5. Promote lifelong learning.

People of all ages will have access to programs and services that facilitate exploration of personal interests and independent learning, and encourage the development of lifelong learning skills.

5.1. Provide leadership to connect organizations engaged in lifelong learning services and to facilitate discussion on collaborative projects.

5.2. Develop new approaches to library services that reflect the needs of the aging generation of baby boomers and active older adults.

5.3. Identify and provide assistance for life skills such as reading and computer literacy.

5.4. Provide appropriate facilities and programs to serve as a community forum, learning center and a place for community connections and civic engagement.

5.5. Encourage use of the library by school-age children and teens.

6. Encourage reading, viewing and listening for pleasure.

Patrons will have access to programs, services and materials that entertain and stimulate the imagination.

6.1. Provide creative and relevant reading programs with broad appeal to the general community.

6.2. Expand, promote and increase access to a diverse collection of materials in a variety of formats.

7. Facilitate information fluency and use of information.

Patrons will view the library as their preferred source for locating, evaluating and using reliable information resources.

7.1. Direct users to authoritative sources of information.

7.2. Provide trained staff and resources to find information.

7.3. Provide patron programs and training on finding and using information.

7.4. Study ways to enhance programs and services for targeted population segments.

7.5. Increase referrals to and partnerships with other community entities.

8. Provide comfortable physical and virtual spaces.
Library users will enjoy welcoming, comfortable and easily accessible facilities, and complementary virtual spaces and services that expand access to information and online services.
 - 8.1. Implement, as appropriate, the findings of the facilities condition assessment.
 - 8.2. Develop plans for expansion of services and information available through the library's virtual branch.

9. Provide connections to the online world.
Everyone in the community will have the opportunity to access and connect to the online world through library technology.
 - 9.1 Expand access to library equipment and electronic services.

Evaluation of Strategic Plan Implementation

Staff will include evaluation measures in the development of the annual action plan. Evaluations will include usage data and community surveys to assess progress. The Long Range Planning Committee will be responsible for reporting the evaluation results to the regional board. Methods for reporting to the public regarding progress on the implementation and evaluation of the Strategic Plan will be included in the board's Communications Blueprint.

2009 Implementation Schedule

Task

March 12, 2009	Strategic Planning Team presents recommendations to the DBRL Board
April 16, 2009	Board action on Strategic Plan
September 2009	Annual Action Plan is prepared by staff and presented to the LRP Committee
October 2009	DBRL Long Range Planning Committee reports progress to the DBRL Board
November 2009	2010 budget, including Strategic Plan items, is presented to the Finance Committee and DBRL Board

Appendix A. Methodology

In 2008, the Daniel Boone Regional Library (DBRL) Board authorized the creation of a new strategic plan. The board selected Ellen G. Miller to facilitate the planning process. The planning team was comprised of representatives from the library board, community and staff.

Planning Phases One and Two

In the first phase of the planning process, the DBRL Design Team met to create the schedule, team composition, and meeting agendas. Members of the Design Team were Ellen Miller, Terry Higgins, Pat Powell, Rosie Gerding, Melissa Carr and Elinor Barrett. [Planning Team members are listed in the roster (see Appendix B).] During this phase, the Design Team discussed triggering factors and evaluated various documents, including previous DBRL strategic and long range plans and planning information from the City of Columbia, the City of Fulton, and Boone and Callaway counties. The outcome was a draft planning process for phase two; after review by the DBRL Long Range Planning Committee and the DBRL full board, that process was approved.

During the second phase of the process, Planning Team members examined key documents and other information resources, including the DBRL web site; the Boone and Callaway county web sites; the City of Columbia web site (with particular emphasis on Imagine Columbia's Future process report and documentation); DBRL's Communications Blueprint; and recent media clips. The first of two draft press releases was prepared for the library's use. Subsequently, regular articles have appeared in the local media about the library's planning process; they are linked on the DBRL web site.

Board, Planning Team, and Community Input

The facilitator solicited Board and Planning Team input to determine expectations for the outcomes of DBRL's strategic planning process. She also conducted telephone interviews with all Planning Team members. Other DBRL board members participated in an e-mail survey. Miller reported emerging themes from these interviews and surveys at Meeting #1.

Staff submitted input to the Planning Team in three ways:

1. The entire staff held a discussion about the library's strengths, weaknesses, threats and opportunities, as well as the community's expectations of the library, on Staff Day 2008. The issues were revisited during a series of regional staff meetings in August and September 2008. Approximately 150 employees participated in these meetings.

2. Staff reviewed the Public Library Association's New Planning for Results' 18 service responses to see which best applied to DBRL. (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.) Following discussions of changing community needs and expectations, and a SWOT analysis of the library's service program, the staff prioritized the service responses. These results were reported to the Planning Team at Meeting #2 on 10/13/08. The six proposed service priorities, in ranked order, were:
 - Understand how to find, evaluate and use information: Information fluency. This includes (a) know your community: Community resources and services; (b) Make informed decisions: Health, wealth and other life choices; and (c) Succeed in school: Homework help.
 - Create young readers: Early literacy.
 - Stimulate imagination: Reading, viewing and listening for pleasure.
 - Satisfy curiosity: Lifelong learning.
 - Connect to the online world: Public internet access.
 - Visit a comfortable place: Physical and virtual spaces.

3. Management and staff discussed emerging themes, trends and forecasts from existing DBRL, city and county economic and demographic documents with the Planning Team at Meeting #2. These trends include:
 - A growing population in Boone and Callaway counties as well as in Columbia, albeit at different rates.
 - A highly educated community with a desirable quality of life and vibrant business environment.
 - Unprecedented layoffs in the past year and a recent rise in both unemployment and poverty indicators are occurring in this area which has formerly enjoyed both lower-than-average living costs and unemployment rates.

Community input was gathered in four different ways:

1. One-on-one meetings with civic leaders. Letters were sent to community leaders informing them of the planning process and inviting their comments. Sixteen meetings were held. In each meeting, a Planning Team member and the library director met with the civic leader, asking what was happening, being discussed or being planned in the community that might influence the library's planning process and how important the proposed service priorities might be to that community.
2. Community "drop-in" meetings. Conducted by the director or associate director along with one or more Planning Team members, the purpose was to garner input about services and staffing needed to meet *the* future needs of that community. Approximately 65 people participated in meetings held in:
 - Holts Summit
 - Ashland
 - Harrisburg
 - Hallsville
 - Columbia
 - New Bloomfield
 - Fulton
 - Millersburg
 - Auxvasse
 - Sturgeon
3. Postcards. As Planning Team members and library staff met with leaders and community members, they handed out a postcard questionnaire. The postcard requested input on service priorities for this planning cycle, use of the web site and an area for individual comments and suggestions.
4. Web site. The library's web site invited users to respond to questions similar to those on the postcard and provided an additional opportunity to make suggestions and comments. In addition, the web site highlighted news releases and updates regarding the strategic planning process. Links were available so that users could review and evaluate many of the same documents being used by the Planning Team.

Five Strategic Planning Team meetings:

The first meeting was held on 9/8/08. The agenda included:

1. Who we are: Brief review of DBRL facts, statistics, services
2. Triggering factors – definition and categories
3. Emerging themes from planning team telephone calls and board email survey
4. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
5. Length of strategic planning period – 2009-2017. The ending date of 2017 provided an eight-year time frame to achieve the plan's goals.

The second meeting was held on 10/13/08. The agenda included:

1. Staff report on PLA service priorities
2. Staff report on future trends, forecasts for Columbia, for Boone and Callaway counties
3. Update on community input
4. Brainstorm on vision and values
5. Review current mission

The third meeting was held on 11/10/08. The agenda included:

1. Update on community input
2. Review and revision of the vision and values
3. Brainstorming on service goals and on governance/oversight goals
4. Brainstorming on supporting objectives
5. Ideas on evaluating the plan's implementation
6. Decision to hold extra meeting on January 20, 2009

The fourth meeting was held on 12/10/08. The agenda included:

1. Update on community input
2. Staff and manager input on latest draft plan
3. Brainstorming on strategic issues – what should DBRL be doing in 2017; relationship with issues in the external world; fiscal restraints.
4. Reviewing the draft partial plan

The fifth and final meeting was held on 1/20/2009. The agenda included:

1. Staff and manager input on latest draft plan
2. Detailed review of the entire draft plan
3. Brainstorming on the 3/12/09 presentation to the DBRL board.

Appendix B

Rosters

Phase One Design Team

Terry Higgins, DBRL Board President & Callaway County Trustee
Rosie Gerding, DBRL Long Range Planning Committee Chair & Columbia Trustee
Patricia Powell, Past DBRL Board President & Boone County Library Trustee
Melissa Carr, DBRL Director
Elinor Barrett, DBRL Associate Director

Phase Two Strategic Planning Team

Rosie Gerding, Chair & Columbia Trustee
Susan Breyfogle, Columbia Trustee
Craig Brumfield, Business Development Officer, Callaway Bank
Mary Fennel, Callaway County Trustee
Lee Fritz, Callaway County Presiding Commissioner
Terry Higgins, DBRL Board President & Callaway County Trustee
Tiff Lauffer, Boone County Trustee
Jim Loveless, Columbia Trustee
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