Madison Public Library
Strategic Plan 2012-2014
Approved by Library Board on 2/7/2013

MADISON
PUBLIC
LIBRARY

Introduction

In the spring of 2012, library staff began a strategic planning process utilizing a scenario planning approach developed by Joshua Morrill of Morrill Solutions Research. A three-year planning time frame (2012-2014) was established to take the plan through the opening of the new Central Library, as the committee expected the service delivery model at a new Central Library to have many implications for service delivery at Madison's eight branch libraries. A three-year time frame was chosen both to allow the library to reassess and learn from the first year of service at the new Central Library and to allow the library to be more responsive to rapid technological change.

Committee members spent several months gathering staff input, analyzing customer data and external trends and demographics, and developing suggested priorities and actions based on different scenarios. At the end of scenario planning, staff identified six areas of priority, resulting in six strategic initiatives and a series of suggested tasks associated with each initiative.

Work on the strategic initiatives began in 2012 with the process of identifying new vision and mission statements for the library (approved by Library Board on December 7, 2012). Strategic initiative #1 (Communicate library's new vision and mission) focuses on sharing our new vision and mission statements within the organization and throughout the community, and the development of a core values statement that communicates what our community can expect from library service. Strategic initiative #2 (Map core services based on community needs) resulted in staff identifying seven core services for the library, as outlined on pages 4-8. By June 2013, library staff will complete strategic initiatives #3-#6, and begin work on associated action plan items for each core service.

The strategic plan will be evaluated quarterly by library administrators and yearly by the Library Board. Planning for the next strategic plan will begin in early 2014 with the goal of being complete by August 2014 to inform budget decisions for the following year.

Vision and Mission

Madison Public Library Vision
Madison Public Library: your place to learn, share, and create.

Madison Public Library Mission
Madison Public Library provides free and equitable access to cultural and educational experiences. We celebrate ideas, promote creativity, connect people and enrich lives.

Approved by the Library Board, December 6, 2012

Strategic Initiatives

1. Communicate library's new vision and mission
1. Engage all staff in the significance of the change to the library's vision & mission.
2. Develop core values statement emphasizing our commitment to the community.
3. Publicize the library's vision, mission and values throughout the community.

2. Map core services based on community needs
1. Define, inventory and cost current services.
2. List, prioritize and identify audiences for core services. Plan for service delivery.
3. Identify and evaluate unmet community needs to inform future library services.

3. Adapt staffing and organizational structure to address the changing role of libraries
1. Recommend actions to achieve a nimble, responsive organizational culture.
2. Recommend actions to improve staff morale and internal communication.
3. Identify core competencies for every staff person, including technology skills.
4. Examine and make recommendations regarding the organizational structure, both short and long term.
5. Identify hiring, recruitment and retention practices that will improve staff diversity.

4. Develop diverse funding strategies
1. Develop guidelines for collaboration and partnerships.
2. Define working relationship with Friends groups and Foundation.
3. Explore changes to City of Madison sponsorship policy and/or develop a sponsorship policy for the library.
4. Examine existing and potential fee-based services.
5. Develop a prioritized wish list for future projects and partnerships.
6. Develop guidelines for improving grant application process.

5. Plan for space and facilities, based on community needs
1. Develop recommendations for siting of current and future facilities.
2. Plan library spaces that reflect community needs, support the library's program and promote efficient operation.
3. Develop recommendations to promote a more consistently excellent experience for library visitors.

6. Enhance communications, marketing and public relations
1. Identify underserved groups/populations.
2. Develop a flexible marketing plan to encompass several possible service scenarios.
3. Investigate options for creating in-house graphic design and production expertise.
4. Recommend actions to improve internal communication.

Core Services

1. Collections and Content

Strategic Focus:
Provide books and other content to patrons in their preferred formats. In an era during which the library must provide *both* print and digital content to the Madison community, while formats and devices continue to change rapidly, the library is challenged as never before to select, acquire, and distribute books and other content.

> **Goal 1:** Create a Collection Management Department.
>
> **Goal 2:** Improve collection discoverability by adding features to the LINKcat catalog, and exposing collections through other websites.
>
> **Goal 3:** Enhance collections through digital formats including E-book publishing, apps, and streaming video.
>
> **Goal 4:** Expand collections in languages other than English.
>
> **Goal 5:** Promote collections through outreach, partnerships, and community events.

2. Patron Experience

Strategic Focus:
The library will continue to offer friendly, helpful service while exploring new models and methods of serving patrons, including use of technology, community outreach, and evaluation of staffing patterns to best maximize resources and provide a consistently excellent patron experience that leaves library visitors with more than they expected.

> **Goal 1:** Expand public technology assistance and training classes.
>
> **Goal 2:** Develop partnerships to enhance services including job assistance and social services assistance.

Goal 3: Incorporate newer technologies to improve patron satisfaction and extend our reach into the community.

3. Community Spaces

Strategic Focus:
The library recognizes the value of being the "third place" in the community and of having welcoming and comfortable facilities, as well as amenities like fireplaces, quiet reading areas, children's play and learning spaces, and wireless internet. As physical libraries become more of a destination for educational and social opportunities, library buildings need to be more flexible to accommodate more interaction. Likewise, community spaces will be marketed to new community groups, particularly those who don't currently use libraries.

Goal 1: Ensure the New Central Library and other library building projects meet community expectations.

Goal 2: Streamline meeting room reservations system-wide for staff and patrons.

Goal 3: Evaluate meeting and study room use for each location, and establish policy changes that will result in improved access and usage.

Goal 4: Utilize all library locations to showcase the work of area artists and makers.

4. Computers, Internet, and Technology

Strategic Focus:
The library must Increase computing capacity through faster wired and wireless connections, and an expanded offering of personal computers and technologies. The library will create an organizational culture that embraces the use of technology in new and innovative ways with patrons and amongst staff.

Goal 1: Increase bandwidth to a minimum of 30 mpbs at all locations.

Goal 2: Provide high quality wireless service to users at all locations.

Goal 3: Provide access to software commonly used within creative professions to support needs of entrepreneurs, small-business owners, students, and other learners.

Goal 4: Provide a wider range of consumer technology to patrons, for individual loan and for use in library community spaces.

Goal 5: Investigate, purchase, and support best technology products and services to enable staff to increase efficiency and productivity and work collaboratively.

5. Classes, Events and Programming

Strategic Focus:
Offer programs with an emphasis on our new vision of learning, sharing, and creating. Provide cultural and educational experiences for all, and address important issues facing Madison citizens including education, poverty, economic development, and quality of life.

Goal 1: Offer highly visible, culturally relevant, system-wide programming efforts.

Goal 2: Implement The Bubbler at the Central Library and expand The Bubbler concepts to all locations. The Bubbler presents opportunities for library visitors to be exposed to a variety of local experts and promotes a culture of content creation and innovation in Madison.

Goal 3: Expand programming efforts to include more classes and events for several target audiences: at-risk children and their families; college students and young professionals; empty nesters and seniors; new readers; and technology learners.

Goal 4: Promotion of print and digital literacies in the Madison community, with an emphasis on reducing the achievement gap and supporting new learners.

6. Outreach and Community Partnerships

Strategic Focus:
Expand services to youth throughout the City. Establish or strengthen partnerships with learning, cultural, and social welfare organizations and continue to build relationships with City of Madison agencies and other potential community partners.

> **Goal 1:** Identify underserved populations through demographic analysis and create targeted efforts to reach out to these audiences.

> **Goal 2:** Extend library services beyond library buildings and into the community, by offering mobile library experiences, pop-up Bubbler programs, and establishing a presence at community events.

> **Goal 3:** Partner with local government, local schools, neighborhoods, support organizations, and community groups by offering space, shared resources, research expertise, and promotion of their services.

> **Goal 4:** Strengthen ties with existing City of Madison and Dane County support organizations and agencies that have similar goals and create methods to evaluate partnerships.

> **Goal 5:** Expand awareness of library services and events through active partnerships with local media including radio, television, and online media.

> **Goal 6:** Support local entrepreneurship and economic development.

7. Online Branch

Strategic Focus:
Transform the library's digital services into an Online Branch that will meet patrons' changing information needs and demand for 24/7 online services.

> **Goal 1**: Explore options for facilitating the creation, storage, and sharing of locally produced content.

Goal 2. Utilize social media, linked content, apps and open data to share library services with patrons via technology of their choosing, and to expand community conversation about libraries.

Goal 3. Enhance website usability and enable patrons to access additional services online, such as library card registration, room reservations, and fine payments.

Goal 4: Expand staff expertise in emerging technologies.