



McKINLEY MEMORIAL LIBRARY

2022-2024 Strategic Plan

**Approved by the Board of Trustees on
December 13, 2021**



McKINLEY MEMORIAL LIBRARY

Our Mission

McKinley Memorial Library creates opportunities for community connections, provides information in many formats, and encourages lifelong learning for all.

Our Vision

McKinley Memorial Library is the always evolving centerpiece of Niles, connecting people to each other and to the ideas of the past, present and future.

Our Values

Service

We hold all of our patrons and colleagues in high regard, acknowledging them as diverse individuals and treating them with fairness, caring, and integrity.

Cooperation

We believe that flexibility and understanding are necessary in order to treat patrons and colleagues equitably and inclusively, to work together effectively, and to continually grow as an organization.

Intellectual Freedom

We uphold the right of library users to access information that spans the spectrum of knowledge and opinions by acquiring and managing diverse collections and by providing a wide range of programming.

Curiosity

We encourage lifelong learning, creativity, innovation and fun, and we provide the guidance needed to support exploration.

Community and Family Support

We continuously seek to understand the needs and aspirations of our community. We strengthen individual, family and neighbor connections through appropriate and effective partnerships, programs, resources and services.

Our Future: Strategic Goals

- 1. Ensure that Library infrastructure supports current and future community needs and aspirations.**
- 2. Impact lives through responsive programming and services.**
- 3. Expand partnerships for maximum community effectiveness.**
- 4. Deepen the community's awareness of the Library.**

Introduction

The McKinley Memorial Library embarked on a strategic planning process in order to propel the Library successfully into the future. An expanded focus on building connections between people and on supporting community needs and aspirations was instrumental in the consideration of the Library's future. Already perceived as the physical center of the community, the Library desires to be the anchor of the community, impacting the lives of those they serve through the provision of relevant spaces, programs and services. Conversations were held at all levels of the organization, and the plan reflects these discussions. The FY2022-2024 strategic plan provides a framework for celebrating the history of the community, meeting the needs of today and preparing to fulfill future aspirations.

The strategic plan is organized around four overarching strategic goals, each supported by strategic objectives and action items. The plan serves as a template for decision-making and the effective allocation of resources. Most importantly, the FY2022-2024 strategic plan upholds the Library's new mission and values while supporting its vision to be "the always evolving centerpiece of Niles, connecting people to each other and to the ideas of the past, present and future."

The Process

The McKinley Memorial Library entered into a strategic planning process in July 2021. Information was acquired from a community survey which focused on a variety of library-related services as well as open-ended questions focused on community challenges, needs and aspirations. The survey was distributed online and in print from July 9 – August 14, 2021. Online distribution occurred via the Library's website, social media accounts and email blasts. Print distribution occurred in the Library and at Niles Artisan Farmer's Market, Niles Community Services and S.C.O.P.E. Senior Center. A total of 381 participants fully or partially completed the survey. In addition, two Focus Groups were held on July 19, 2021, with a combined total of 33 participants. Many of

the survey questions were used in the Focus Groups along with some additional questions.

The information acquired from the surveys was shared with the Board of Trustees and the Library's management team. Feedback from the surveys indicated positive community feelings about the Library while also expressing a desire for increased programming, enhanced collections and more outreach. There were also comments regarding the need for increased accessibility, including easy access to the second floor, more flexible hours, increased parking and a variety of meeting spaces that would allow the community to come together. Participants identified several key challenges faced by the community. These included a lack of transportation, a need for better communication within the community and a desire for a stronger sense of community.

The Board of Trustees met on September 16, 2021, for a four-hour retreat to review the mission and vision of the library. The Board decided to create new mission and vision statements and to develop a set of core values for the Library. The Board then reviewed the information from the community survey and utilized the knowledge gained from the survey in the context of a SWOTA analysis (Strengths, Weaknesses, Opportunities, Threats and Aspirations), which was essential to the creation of the new strategic goals.

An All-Staff Planning Session was held on October 11, 2021, in which the staff reviewed the mission, vision and values, making suggestions which were incorporated into the final statements presented here. The staff then focused on brainstorming around specific topics (Relevancy, Innovation and Failure, Healthy Solutions, Partnerships, Diversity and Financial Resources) as related to the proposed goals. The information from the All-Staff Planning Session was provided to the Leadership Team for consideration during their retreat.

The Library Leadership Team met on October 28, 2021, for a four-hour retreat in which they examined each of the strategic goals through five library-specific perspectives (Patron, Staff, Internal Processes, Financial Resources and Non-financial Resources). The themes that emerged from this retreat resulted in the objectives under each strategic goal and the action items used to implement the strategic plan.

The resulting strategic plan is based on community needs and input as expressed through the surveys and focus groups. The plan has been designed to positively impact the lives of community members.

Planning Team

Board of Trustees

John Yuhasz, *President*
James A. Yuhasz, *Vice President*
Meredith Elliott, *Secretary*
Sandy Bilovesky
Kadie Bowen
Michelle Gray
Jeffrey W. Thomas

Administration and Leadership Team

Michelle Alleman, *Director*
Christine Vinion, *Fiscal Officer*

Carrie Kibby, *Public Services Manager*
Sonya Picuri, *Circulation and Technical Services Manager*



Strategic Goal 1

Ensure that Library infrastructure supports current and future community needs and aspirations.

Outcome: The Library is viewed as the anchor of Niles because it provides full accessibility to everyone in the community and accommodates the changing and varied requirements of the community.

Strategic Objectives and Action Items

1. Plan for infrastructure sustainability.

- a. Create a Master Facilities Plan for the Library.
- b. Create a Master Facilities Plan for the Birthplace Home.
- c. Assess priorities along with needed resources for future planning.
- d. Generate financial projections to use as a tool for determining funding for identified improvement needs.
- e. Investigate funding opportunities, including grants and donations, to support space improvements.

2. Develop a plan that enhances accessibility and space utilization.

- a. Conduct a space utilization study.
- b. Conduct a feasibility study.

3. Refine the collection to maximize space and usage.

- a. Update the Collection Development Policy for the Library.
- b. Create a Collection Development Policy for the Birthplace Home.
- c. Conduct an inventory of the collection at the Library.
- d. Conduct a usage analysis of the collection at the Library.

Strategic Goal 2

Impact lives through responsive programming and services.

Outcome: The community views the Library as meeting its needs through the provision of relevant and timely programs on a wide range of topics, in traditional and innovative formats and at times and locations that are accessible. The Library is seen as regularly assessing its policies and procedures in order to provide the community with services that are effective, efficient and helpful.

Strategic Objectives and Action Items

1. Design a unified approach to program creation and delivery.

- a. Develop a program calendar to unify all programs and facilitate budgeting, planning, and assessment.
- b. Create and implement a standardized workflow system to be used for all programs from conceptualization to assessment.
- c. Provide program planning space and time for all staff.
- d. Promote library collection and services in every library program.

2. Focus on program and service evaluation and assessment.

- a. Create a survey to assess community wants and needs for programming and services.
- b. Design an evaluation form to be used after all programs to provide feedback on program delivery, topic, and future desires.
- c. Incorporate a quarterly cost/benefit assessment of programs.
- d. Incorporate an annual cost/benefit assessment of services.

3. Provide technology, tools, training and supplies in support of innovative programming and services.

- a. Evaluate need for technology to support programs and services.
- b. Assess current programming technology, tools, and supplies to identify the need for updates and additions.
- c. Train staff to support library services, including databases and e-media.

4. Expand Community Outreach.

- a. Investigate potential of homebound services including financial costs and needed staffing.
- b. Strengthen partnership with the schools.
- c. Promote library services, including databases and e-media.

Strategic Goal 3

Expand partnerships for maximum community effectiveness.

Outcome: The Library is viewed as an essential community partner known for effectiveness and best practices in collaboration.

Strategic Objectives and Action Items

- 1. Foster an environment of staff community involvement.**
 - a. Create and implement Staff Expectations for participating in community events.
 - b. Establish a procedure for staff participation in community partnerships.

- 2. Engage partners as Library advocates.**
 - a. Build a directory of community partners to be used for advocacy.
 - b. Inform partners of Library services and needs on a regular basis.

- 3. Continually identify and access partnerships.**
 - a. Devise a method to identify potential community partners.
 - b. Create an assessment tool to evaluate partnerships on an annual basis.

Strategic Goal 4

Deepen the community's awareness of the Library.

Outcome: The community is continuously aware of all that the Library has to offer in terms of services, resources and programs. Community members have an understanding of and appreciation for the Library as a unique organization within Niles.

Strategic Objectives and Action Items

- 1. Invigorate marketing presence in the community.**
 - a. Rebrand the Library with the creation of a new logo.
 - b. Develop branding standards and train all staff to incorporate into all digital and print marketing.

- 2. Highlight the unique relationship between the library and the McKinley Memorial Museum.**
 - a. Create a marketing plan to explain the relationship between the Library and the McKinley Memorial Museum.
 - b. Investigate outdoor signage to assist with wayfinding.