

Leadership



Group

Strategic Plan for the



October 2019

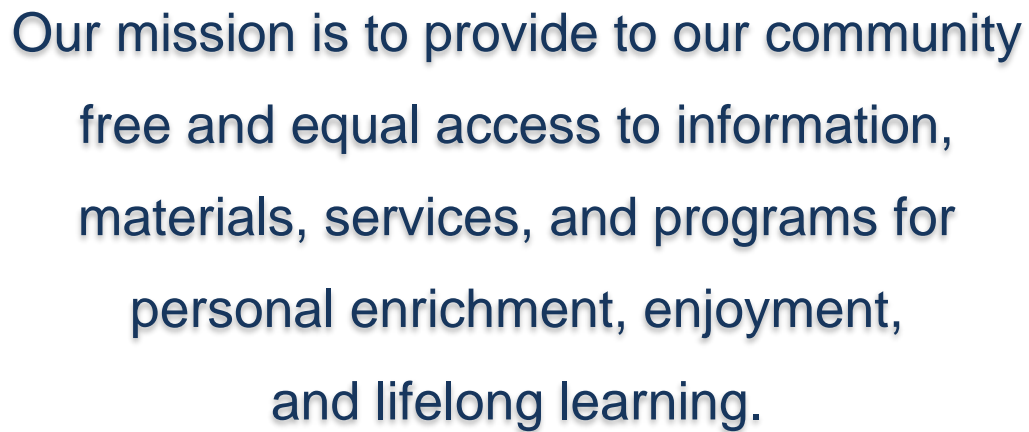


Leadership Strategies Group
Developing Tomorrow's Leaders

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Mission Statement



Our mission is to provide to our community
free and equal access to information,
materials, services, and programs for
personal enrichment, enjoyment,
and lifelong learning.

Signatures of Staff and Trustees

Message from the Executive Director

Our strategic plan is the work of the library's Board of Trustees, the staff, and community members and leaders who participated in community stakeholders' discussion and SWOT analysis process for this plan. We have seen in the past that times change, our community changes, our patrons change, and so do the goals, resources, and needs. Preparing and planning for the future is necessary in order to meet the needs and interests of our community, as well as to keep up with the rapidly changing technology.

Our goals for the Library includes being an effective part of the community and having well-trained and engaged staff members who love their work and the difference we make in people's lives. We want a facility that is accommodating and meets the community's needs. We strive to help children be prepared for school, provide necessary support for children already in school and provide resources that enrich the lives of all of us who are fortunate enough to live and work in Murray Calloway County.

Most importantly, I would like to thank the many residents of our community who provide us with valuable feedback and continue to let us know on a daily basis how and what we can do better. I would like to thank the entire CCPL team for their openness to this process and willingness to speak frankly about their views of our organization. We extend our gratitude to the Leadership Strategies Group who partnered with us to bring together a strategic plan which will provide us with important insight into our library. We look forward to progressing together and implementing this plan to make our library one of the most effective and community oriented.

Mignon Reed, Director

Message from the Board of Trustees

**Calloway County Public Library
Board of Trustees
710 Main Street
Murray KY 42071**

September 11, 2019

Michael Trivizadakis, PhD MBA
1733 Campus Plaza Ct #7
PO Box 1529
Bowling Green KY 42101

Dear Dr. Trivizadakis:

This letter is to confirm that the CCPL Board of Trustees will strive to implement the elements of the Draft (May 14) Strategic Plan for our library.

We had assigned Goal #1 to Mr. Riley Ramsey; Goal #2 to Dr. Winfield Rose; Goal #3 to Mr. Joe Walker; and Goal #4 to myself, Mark Kennedy.

Thus far we have only been able to formulate a working course of action for Goal #4, due to the fact that Ms. Audrey Neal resigned from the board on August 10 and Mr. Joe Walker withdrew his name for consideration for a full term upon his unexpired term ending August 15.

We have addressed the need to have replacements for their positions and will be sending two candidate names to the KDLA after our meeting this week on September 10. We intend to send the other two candidate names to the KDLA after our October 8 meeting.

The proposed course of actions outlined in your draft proposal provide an excellent pathway forward that we will strive to incorporate into our day-to-day board functions for strategic planning purposes.

Thank you for your support and guidance.


Mark Kennedy
Interim Board President

The Strategic Planning Process

The Board of Trustees of the Calloway County Public Library initiated the development of the strategic plan, with Michael Trivizadakis of Leadership Strategies Group facilitating the process.

The planning process began with an initial presentation of the importance to have a well thought strategic plan, followed by five (5) SWOT analysis sessions; two sessions with the staff (allowing the normal operation of the library), one with community stakeholders, one session with the Board members, and one with the Executive Director. The results were compiled in a report that was provided to the Director and shared with the Board.

Significant part of the process included communication (phone calls and emails) to ensure the Strategic Plan aligns with the needs of the organization being reflected in the results from the SWOT analysis. This led to the development of the draft version of this plan, which was submitted for review. Based upon comments and continued input from the involved members, revisions were made. The Board of Trustees adopted the final version at their May 14, 2019 meeting.

Following that, roles were assigned for board members, managers, and staff to monitor and evaluate the strategic plan according to a timeline. That effort will increase engagement as well as the collaboration between the various constituents. There are four strategic goals, each one having a list of objectives. Two managers are assigned to monitor and evaluate each goal with one board member supporting/overseeing their efforts. Each one of the seventeen objectives will be monitored/evaluated by staff members.

The plan will be evaluated quarterly and necessary revisions will be made during the annual review. The current document presents the strategic plan including all the information regarding the timeline and the roles of the constituents assigned to monitor and evaluate it.

Michael Trivizadakis, Planning Facilitator
Organizational Leadership Consultant
Leadership Strategies Group

Action Plan For 2019-2020

Strategic Goal #1: Improve library facilities to meet current industry's standards and be prepared for future needs.

**Board member
supporting/overseeing this
strategic goal:**

Debbie Bell

**Managers in charge of this
strategic goal and responsible
for its evaluation:**

Wyneth Herrington
Mignon Reed

-
- 1) Evaluate current options/suggestions/recommendations and make a decision moving forward by January 31, 2020.
 - Evaluate feasibility study and make adjustments as necessary.
 - Agree on action plan for building/facilities.
 - Evaluate alternatives (e.g. sharing facilities, offering programs at other locations, etc.)
 - 2) Create an operation plan during the transition phase by February 28, 2020.
 - Clearly communicate the transition phase to the public/patrons.
 - It is important to keep the younger population engaged
 - 3) Develop an emergency action plan in case of Security/threats by July 31, 2020.
 - For the property (building, facilities, material)
 - For the people (Patrons/Citizens, Employees)

4) Evaluate the possibility of using a book mobile by March 31, 2020.

- This feature will:
 - provide assistance during the transition phase
 - act as a marketing/promotion element
 - maintain and increase the engagement of the community with CCPL

Strategic Goal #2: Maintain, improve & expand services, programs and materials.

**Board member
supporting/overseeing this
strategic goal:**

Winfield Rose

**Managers in charge of this
strategic goal and responsible
for its evaluation:**

Sandy Linn

Sierra Foster

1) Develop a system to analyze the data from the library cards by March 31, 2020.

- Identify current top 5 services and programs
- Determine what services are used more often, when, by whom, etc.
- This system can determine current and future needs at any time
- It will also provide useful information for the Marketing strategy

2) Evaluate 2014 needs assessment using current library cards data by January 31, 2020.

3) Identify needs for new programs/services by July 31, 2020.

- Feedback/input through website, filled out forms, discussions, other ways
- 3D printing, online security, other needs for the digital era
- Other use for the facilities (e.g. Outside green space for festivals)
- Web/virtual environment (e.g. Online courses)
- What other successful libraries are doing, needs, trends in the industry
- Business support services

4) Create schedule/theme for rotating services and programs by August 31, 2021.

- This should be aligned with the Marketing strategy/plan

5) Identify new ways to engage the public by September 30, 2021.

- Potential target groups: young kids, young families, international population, MSU/college students, young professionals, retired, seniors, other.

Strategic Goal #3: Create an organizational culture that focuses on inclusiveness, employee development and exceptional customer service.

**Board member
supporting/overseeing this
strategic goal:**

Vonnie Adams

**Managers in charge of this
strategic goal and responsible
for its evaluation:**

Sandy Linn, Sierra Foster
Cyndi Curtis

1) Develop a comprehensive plan for an organizational culture of inclusiveness by November 30, 2021.

- Inclusiveness, togetherness
- Develop managers-leaders
- Maintain the excellent relationship between management and employees
- Develop an internal support program for employees/staff (e.g. discuss hot topics/issues in the field, help develop managers-leaders)
- Clearly display organizational structure chart so everyone knows

2) Develop a continuous education/training program for employees focused on professional development.

- Include both new and advanced employees

3) Review the orientation program for new employees

4) Evaluate salary and benefits for all employees

5) Identify best practices used at the best-in-class libraries and evaluate their implementation at CCPL

Strategic Goal #4: Align our actions with the mission, vision and values of the CCPL.

**Board member
supporting/overseeing this
strategic goal:**

Mark Kennedy

**Managers in charge of this
strategic goal and responsible
for its evaluation:**

Mignon Reed, Sandy Linn
Wyneth Herrington, Sierra Foster

1) Update/develop a strong Marketing strategy/plan.

- Develop a Marketing plan that has no or minimal cost and short term impact utilizing the following constituents:
 - Website
 - Targeted newsletters (based on data from library cards)
 - Generic newsletter
 - Other
- Evaluate the Marketing campaign (outsourcing) considering: cost, impact, timeframe, media (social media, radio, TV, paper, etc.).
- Educate the public about the library and all the offered services
- Continue outreaching with strategically targeted groups
 - current groups
 - new target groups (international communities, local major employers, other)
- Evaluate strategic partnerships with the community.
- Engage friends of the library group.
- Collect and evaluate feedback.

2) Define roles in the Marketing strategy

- Director/Managers/staff/board
- Friends of the library group
- Other

3) Evaluate the Strategic Plan quarterly.

Appendix

Evaluation forms

1.4

Staff member evaluating this objective: Sandy Linn, Cyndi Curtis
Responsibility transferred to: Mignon Reed

4) Evaluate the possibility of using a book mobile by March 1, 2020.

- This feature will:
 - provide assistance during the transition phase
 - act as a marketing/promotion element
 - maintain and increase the engagement of the community with CCPL

2.1

Staff member evaluating this objective: Sierra Foster, Sandy Linn
Responsibility transferred to: Mignon Reed

1) Develop a system to analyze the data from the library cards by March 1, 2020.

- Identify current top 5 services and programs (date _____)

- Determine what services are used more often, when, by whom, etc.

Parameters: _____

Current needs	Future needs

- Additional information useful for the Marketing Strategy

Staff member evaluating this objective: S. Linn, S. Foster

Responsibility transferred to: Mignon Reed

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Staff member evaluating this objective: S. Linn, S. Foster
Responsibility transferred to: Mignon Reed

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Staff member evaluating this objective: S. Linn, S. Foster, M. Daubert

Responsibility transferred to: Mignon Reed

- Potential target groups: young kids, young families, international population, MSU/college students, young professionals, retired, seniors, other.

[illegible]

Staff member evaluating this objective: Sandy Linn
Responsibility transferred to: Mignon Reed

- Inclusiveness, togetherness
- Develop managers-leaders
- Maintain the excellent relationship between management and employees
- Develop an internal support program for employees/staff (e.g. discuss hot topics/issues in the field, help develop managers-leaders)
- Clearly display organizational structure chart so everyone knows

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Staff member evaluating this objective: W. Herrington, S. Foster, C. Camp

Responsibility transferred to: Mignon Reed

[illegible]

Staff member evaluating this objective: S. Foster, S. Linn, D. Daubert

Responsibility transferred to: Mignon Reed

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3.5

Staff member evaluating this objective: S. Linn, W. Herrington, M. Johnson, E. Lewis, S. Foster

Responsibility transferred to: Mignon Reed

5) Identify best practices used at the best-in-class libraries and evaluate their implementation at CCPL

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Staff member evaluating this objective: Sandy Linn
Responsibility transferred to: Mignon Reed

- Director/Managers/staff/board
- Friends of the library group
- Other

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