



## 2016-2020 GRRL Strategic Plan

*Service Priorities, Organizational Priorities & Goals*

### OVERVIEW

For over 45 years, the residents of Benton, Morrison, Sherburne, Stearns, Todd and Wright have looked to Great River Regional Library for excellent and efficient public library services.

Our new five-year plan outlines how we will improve and enhance the lives of our residents and users. Our services will focus on Literacy, Access and Lifelong Learning. We will leverage our internal strengths. By Exceptional Service, Operational Excellence and Community Focus we will deliver outstanding public library services over the next five years and into the future.

### MISSION & VISION

**Mission:** Explore, Learn, Connect.

**Vision:** The Neighborhood Gateway: Inspiring Central Minnesota to shape the future through exploration, knowledge and connection.

### CORE VALUES

**Core Values:** Great River Regional Library is a **PATRON CENTERED** organization, and we express this commitment through three **Core Values**:

#### EXCEPTIONAL SERVICE

- We are an **empowered, knowledgeable staff**.
- We speak and act with **honesty** and **integrity**.
- We operate with **respect for all**, and **appreciate our opportunity to serve**.
- We provide **free and equal access to information**.

#### FORWARD THINKING

- We **challenge ourselves** to always do better.
- We explore **innovation and new ideas**.
- We are **responsive** to a changing world, and will **build on past success**.
- We promote **lifelong learning**.
- We **anticipate future service needs**.

#### COMMUNITY FOCUS

- We build **trust** with one another, and operate as a **team**.
- We **communicate** openly.
- We **create partnerships** throughout the communities that we serve, to **promote our libraries and services**.
- We are **inclusive**, and **embrace diversity**.

## SERVICE PRIORITIES

### LITERACY

- All users will have the resources they need to **develop and improve their literacy skills** in order to succeed in school, meet their personal goals and fulfill their responsibilities as students, parents, citizens and workers.

### ACCESS

- All users will have **access to reliable sources of information** in welcoming virtual or physical spaces that **support community connection and engagement**.

### LIFELONG LEARNING

- All users will have the resources they need to **explore topics of personal interest, continue to learn and complement their quality of life**.

## ORGANIZATIONAL PRIORITIES

### EXCEPTIONAL SERVICE

- We will be an empowered, engaged, well-trained staff ready to **provide exceptional service**.

### OPERATIONAL EXCELLENCE

- We will use resources effectively in order to be **adaptable to future needs**.

### COMMUNITY FOCUS

- We will enhance our service to current and future patrons by **embracing the diversity of our communities**.

## GOALS & OBJECTIVES

### SERVICE PRIORITY: LITERACY

*All users will have the resources they need to develop and improve their literacy skills in order to succeed in school, meet their personal goals and fulfill their responsibilities as students, parents, citizens and workers.*

**Goal 1:** Provide materials and services that encourage users to develop and maintain their literacy skills.

OBJECTIVE 1: Communities will find improved or expanded literacy efforts to locally underserved populations.

OBJECTIVE 2: Adults will continue to have targeted digital literacy efforts, such as basic Internet classes and technology training, available to assist them with maintaining or increasing their skills and accompanying confidence levels.

OBJECTIVE 3: Library users will have one-on-one library assistance available on demand for at least 10-minute sessions at all library locations.

### SERVICE PRIORITY: ACCESS

*All users will have access to reliable sources of information in welcoming virtual or physical spaces that support community connection and engagement.*

**Goal 1:** Residents will have clean and comfortable facilities that promote community connection and enhance access to physical library services.

OBJECTIVE 1: Complete full evaluation of existing library services to identify underserved communities and facilities in need of improvement.

OBJECTIVE 2: Evaluate existing program schedules to enhance access to users at times best suited to meet community needs.

OBJECTIVE 3: Meet with community stakeholders where needed library facility improvements have been identified. With community stakeholders, develop an action plan for each library to address any known issues.

OBJECTIVE 4: Expand services available to residents unable to physically visit the library through enhanced partnership with local community organizations.

**Goal 2:** Residents will access library services through a unified and user-friendly online library experience that provides relevant information for making decisions and exploring topics of personal interest.

OBJECTIVE 1: A plan to enhance library website access to mobile devices and improve user experience will be created and implemented.

OBJECTIVE 2: A plan to maintain library website content will be created and implemented.

OBJECTIVE 3: A solution to improve catalog search functionality will be implemented.

## SERVICE PRIORITY: LIFELONG LEARNING

*All users will have the resources they need to explore topics of personal interest, continue to learn and complement their quality of life.*

**Goal 1:** Library users will have the resources and services they need to identify, locate and evaluate information. They will find pleasurable reading, viewing, and listening experiences in pursuit of lifelong learning at all libraries.

OBJECTIVE 1: Children, teens and adults will have professional library assistance for homework help and digital literacy questions available to them virtually through cooperative chat service.

OBJECTIVE 2: Library users will have materials available through regional lending and interlibrary loan services.

OBJECTIVE 3: Library users will find an up-to-date and relevant eBook, eAudiobook and database collection available through the library website.

OBJECTIVE 4: Library users will find an up-to-date and relevant physical collection of library materials that meet their lifelong learning needs.

## ORGANIZATIONAL PRIORITY: EXCEPTIONAL SERVICE

*We will be an empowered, engaged, well-trained staff ready to provide exceptional service.*

**Goal 1:** Library users will encounter well-trained, engaged and empowered team members at all libraries to meet their current and future information needs.

OBJECTIVE 1: All new library staff will participate in a competency-based training program which will instill an understanding of GRRL Core Values and increase their knowledge regarding effective, courteous, and efficient library service.

OBJECTIVE 2: The library will set aside 8 hours of staff training time per employee for an annual All Staff Training day covering topics such as new technology, reader's advisory, and customer service.

OBJECTIVE 3: Existing team and workgroup structures will be evaluated for effectiveness and suitability to meet future library service needs. Structures and team assignments will be adjusted to increase transparency, improve communication, cooperation and understanding between staff from all library departments and locations.

OBJECTIVE 4: Develop training, performance management, and succession plans around a competency-based model which includes leadership development for staff at all levels of the organization to provide greater retention of existing staff, promotional opportunities, and smooth transitions in all departments.

## ORGANIZATIONAL PRIORITY: OPERATIONAL EXCELLENCE

*We will utilize resources effectively in order to be adaptable to future needs.*

**Goal 1:** Library users will experience effective and efficient library service and up-to-date library technology each time they use GRRL through a well-maintained infrastructure focused on continuous improvement and process simplification.

OBJECTIVE 1: The effectiveness of library technology, literacy and access services, including programs and outreach activities, will be evaluated annually through user and community feedback.

OBJECTIVE 2: Processes in need of improvement are identified for streamlining and analyzed by cross-departmental teams.

**Goal 2:** Explore options for new funding sources and for streamlining existing processes to ensure stable and sustainable funding for regional library services for residents now and into the future.

OBJECTIVE 1: Develop a Finance Committee structure within the GRRL Board to bridge understanding about the relationship between funding and library operations.

OBJECTIVE 2: Explore and develop new fund development initiatives that support new and existing library services.

## ORGANIZATIONAL PRIORITY: COMMUNITY FOCUS

*We will enhance our service to current and future patrons by embracing the diversity of our communities.*

**Goal 1:** Communities will have strong library partners to serve their unique and diverse needs, promote understanding between residents, and avoid duplication of effort. Residents will have a broader awareness of the library services available to them as potential users.

OBJECTIVE 1: All libraries will develop a list of community organizations that offer technology services and resources to easily refer community members in the event additional services are needed.

OBJECTIVE 2: The library will maintain a list of community organization for regular distribution of information about library services and resources.

OBJECTIVE 3: Library leaders will develop and maintain ongoing relationships with community leaders.

OBJECTIVE 4: The library will evaluate and improve existing marketing and outreach efforts to enhance community member awareness of library services available and to expand services provided to meet local community needs.

## CONCLUSION

Great River Regional Library is a six-county consolidated regional public library system providing public library services to the 480,017 residents in the counties of Benton, Morrison, Sherburne, Stearns, Todd and Wright.

During the first year of this plan, the anticipated cost for the GRRL operating budget is \$9,400,602. This budget will provide the staff, materials, and resources to reach the goals outlined below. Staffing is set at approximately 140 FTE. In order to accomplish the goals of this plan, GRRL will employ staff in the following areas:

- Patron service, including professional librarians trained in program delivery, reference services, library data privacy, and library management;
- Collection development, including professional librarians trained in selection, acquisitions, and de-acquisition;
- Information technology, including staff with expertise in the areas of computer programming, systems maintenance, integrated library systems and web development;
- Accounting, including staff with expertise in the areas of accounting operations and audit oversight;
- Human resources, including staff with expertise in the areas of recruitment, performance management and training;
- Public relations, including staff with expertise in the areas of marketing and fund development.

Collection Development will be provided through a regional model of service. The physical collection of materials will be provided through a regionally managed floating collection and centralized delivery system. Collection size will remain at approximately 965,000 items. The GRRL Digital Library will provide approximately 194,000 electronic items to users throughout the region. Access to electronic databases will also be provided through the regional website.

Physical facilities are provided in 32 cities throughout the six-county area: Albany , Annandale, Becker, Belgrade, Big Lake, Buffalo, Clearwater, Cokato, Cold Spring, Delano, Eagle Bend, Elk River, Foley, Grey Eagle, Howard Lake, Kimball, Little Falls, Long Prairie, Melrose, Monticello, Paynesville, Pierz, Richmond, Rockford, Royalton, Saint Cloud, Saint Michael, Sauk Centre, Staples, Swanville, Upsala, and Waite Park. As part of this plan, GRRL will continue to monitor its library facilities to ensure optimal accessibility for persons of all physical abilities.

Open hours for all facilities vary throughout the region. All libraries are open at least 20 hours weekly. Additional open hours are available in communities with larger facilities and population bases, such as Buffalo, Elk River, St. Cloud, St. Michael, Little Falls, and Monticello, which range between 43 and 59 hours weekly. Other locations are open in a range between 23 and 40 hours weekly.

Examples of the library services available at all GRRL locations in addition to book lending include public access technology, wireless access, summer and winter reading programs, early literacy programs, lifelong learning programs, and ready reference services. Additionally one-on-one reference services are available through appointment with professional librarians at all locations.

GRRL will continue to work with library partners including Central Minnesota Library Exchange and Minitex in order to provide access to the widest possible array of resources and to continue to deliver the highest quality and most efficient public library services possible in Central Minnesota.