Hackley Public Library

Strategic Planning Process

The Hackley Public Library has been a centerpiece of downtown Muskegon for over 125 years, first as part of the Muskegon Public Schools and now as an independent district library. The library is located in a beautiful and historic building, the gift of Charles Henry Hackley in 1890. The library building—a 27,214 sq. ft. facility that has been named a Michigan historical site—has stunning architectural details, including original woodwork and stained glass windows, but is in need of renovation.

Since 2000, the number of patron visits to the Hackley Public Library has increased nearly 300%, and circulation of items has nearly tripled. A decline in Muskegon property values negatively impacted property tax revenues. In addition, the state of Michigan's financial recession of 2008-2013 contributed to a loss of revenue from state funds. The resulting decrease in library income led to a significant reduction in staff, a loss in hours the library is open, and delayed repairs to the building. In 2011, the library embarked upon a fundraising campaign entitled "The Building of Character." The campaign raised over 1.2 million dollars in donations, and a number of improvements were made to the library. However, the need of additional upgrading and improvement remain. With the strong support of the community a building bond was approved in 2014, allowing the Library Board and staff to identify significant renovation and repairs that will commence in 2016.

At the same time as planning for library building enhancements progressed, the Library Board and Director identified a need to plan strategically for the future of the library. A previous strategic plan of the Hackley Public Library was generated in 2004 and provided direction for the years 2004-2008. The newly developed plan covers the years 2016-2010.

The process began with the library consultants, Marianne Hartzell and Joseph Mika, meeting with library director, Marty Ferrity. This preliminary meeting determined the scope of the planning project and identified library stakeholders to be involved in the process. The consultants then met with library staff in a focus group session to explain the process and receive staff input on generating ideas, issues, and concerns to be explored during planning sessions. In order to gather public comments, a survey was developed resulting in 236 responses from community members and library users. The results were used in the two planning sessions and by the consultants as the plan was developed.

The Strategic Planning Committee was composed of representatives from the community, members of the Friends of Hackley Public Library, staff members, and the Library Board. During the committee planning sessions held on July 13 and August 3, 2015, library core values and primary services were identified, the vision and mission statements were revised, and a number of goals and strategies were developed to address the library's primary services, resulting in a draft plan. The staff, library director, and the consultants further refined the draft plan.
The strategic plan and resulting goals and strategies are intended to serve as guiding principles for the library's staff, Director, and Board for 2016-2020. It will provide assistance in defining what library services are to be addressed, in making decisions, in prioritizing staff and resource allocation, and in identifying activities that will enhance library services and result in better library experiences for users and the community.
The mission of the Hackley Public Library is to inform, inspire, and delight our diverse community by providing access to information, knowledge, literature, new technologies, and traditional and innovative programs, while respecting the past and embracing the future.

Hackley Library Mission Statement 2015

Board of Trustees – 2015

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Barbara VanFossen, Vice President
Clayton Hardiman, Treasurer
Kevin Huss, Secretary
John Derbin
Judy Greer
Doris Rucks

Martha Ferriby, Library Director
Hackley Public Library Community Long Range Planning Committee

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  Lynn Ames
  John Derbin
  Marty Ferriby
  Sue Gawron
  Judy Greer
Cassandra Hamilton
Clayton Hardiman
Theresa Horne
  Kevin Huss
Charles Johnson
Mildred Johnson
  Don Kalisz
Craig Monette
Connie Nesbary
  Garry Olson
Loretta Robinson
Damien Rostar
  Doris Rucks
  Jocelyn Shaw
Kathleen Snider
  Barb VanFossen

Facilitators: Marianne Hartzell & Joseph Mika
Hartzell-Mika Consulting, LLC
HACKLEY PUBLIC LIBRARY
STRATEGIC PLAN  2016 - 2020

CORE VALUES

Core Values are the fundamental beliefs of an organization. Core values influence the library’s vision and mission. The Hackley Public Library values:

- Equal Access for All
- The Free Exchange of Ideas and Information
- Personal Connections between the Staff, the Community, and the Board
- The Diverse Cultural Heritage that is and has Shaped Muskegon
- Respect for the Past and Embracing the World of Possibilities

PRIMARY SERVICES

The primary services that the patrons of the Hackley Public Library community expect from the library, that the library is best equipped to provide, that meet community needs, and that support the library’s vision and mission are:

| Offering books, periodicals, newspapers, and reading materials | Offering a place to stay out of the cold |
| Delivering free services | Assuring a safe place |
| Providing free internet access | Providing access to local history and genealogy |
| Answering questions | Being a community information resource |
| Directing people to information | Providing access to government / tax filing information |
| Providing research resources | Providing access / connection to information on the Affordable Care Act, the Michigan Secretary of State, and unemployment assistance |
| Offering programs | Offering reader’s advisory service |
| Providing technology | Offering face-to-face service |
| Delivering programming to fill needs / gaps | |
| Providing entertainment – DVDs, CDs, downloadable books, etc. | |
| Promoting literacy / supporting training | |

The library’s vision and mission flow from the core values and primary services.

VISION STATEMENT

The vision of the Hackley Public Library is to make a positive impact on the community by:

1. Promoting access to knowledge, understanding, and wisdom
2. Overcoming ignorance, intolerance, and indifference
3. Promoting literacy and the free exchange of ideas, and
4. Conserving and celebrating our diverse national and local cultural heritage
MISSION STATEMENT
The mission of the Hackley Public Library is to inform, inspire, and delight our diverse community by providing access to information, knowledge, literature, new technologies, and traditional and innovative programs, while respecting the past and embracing the future.

GOALS AND STRATEGIES

GOAL 1: BUILDING – PROVIDE PHYSICAL FACILITIES THAT MEET THE CURRENT AND FUTURE NEEDS OF THE COMMUNITY.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>TIMELINE</th>
<th>RESPONSIBILITY</th>
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<tbody>
<tr>
<td>Prioritize needs and undertake renovation, painting, repairs, and improvements to the library</td>
<td>January – December 2016</td>
<td>Director, Staff, Board</td>
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GOAL 2: COLLABORATION – ENCOURAGE COLLABORATION AND COOPERATION WITH COMMUNITY INSTITUTIONS AND ORGANIZATIONS TO MEET THE NEEDS OF THE COMMUNITY AND TO SUPPORT THE MISSION OF THE HACKLEY PUBLIC LIBRARY.

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>A. Establish relationships with high schools, middle schools, and elementary schools to enlist support for summer reading programs and obtain summer reading lists</td>
<td>Annually, by May 2017; 2018; 2019; 2020</td>
<td>Children’s and YA Staff</td>
</tr>
<tr>
<td>B. Review partnership options with Baker and MCC downtown campuses</td>
<td>By December 2017; then annually 2018-2020</td>
<td>Director, Board, Staff</td>
</tr>
<tr>
<td>C. Identify individuals and groups that influence parents, children, and others and develop a mechanism to promote the library</td>
<td>By October 2017; ongoing</td>
<td>Director, Staff</td>
</tr>
<tr>
<td>D. Identify and invite business, teachers, home school parents, church, and non-profit leaders to participate in focus groups to determine their needs</td>
<td>Bi-annually, by July 2018; July 2020.</td>
<td>Director</td>
</tr>
<tr>
<td>E. Identify appropriate organizations for collaboration and cooperation</td>
<td>Annually, by November 2017; 2018; 2019; 2020</td>
<td>Director, Staff</td>
</tr>
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Additional actions to consider:
- Invite business leaders to coffee in the mornings on a semi-annual basis
- Establish a liaison within each school building to assist in collaboration
- Explore library involvement in distance learning opportunities, including proctoring examinations, offering MOOCs, etc.
• Continue participation in and leadership of groups working on pre-school access for Muskegon children (such as Read Early / Read Often)
• Maintain a liaison with the Nelson Neighborhood Improvement Association
• Connect with high school English departments concerning required summer reading (especially for AP/advanced English/college prep. students who have multiple books to read in the summer)
• Explore morning coffee groups
• Explore possibilities for library involvement by using meeting room areas for community service events, for example: vaccinations, community resources fairs, employment fairs, education for what-to-do/where-to-go in the case of a "community emergency," etc.

GOAL 3: COLLECTIONS – MAINTAIN, EXPAND, AND PROVIDE ACCESS TO A COMPREHENSIVE, INNOVATIVE COLLECTION.

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<tr>
<td>A. Develop a “wish list” to alert the public of materials and resources to expand the collection, including placing the list on the website</td>
<td>By October 2016; ongoing</td>
<td>Staff</td>
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<tr>
<td>B. Explore corporate underwriting for specific materials, resources, programs, and projects</td>
<td>By December 2017; ongoing</td>
<td>Director, Board, Staff</td>
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<tr>
<td>C. Develop a mechanism to encourage monetary donations to support the physical, eBook, and materials collections</td>
<td>By December 2017; ongoing</td>
<td>Director, Staff</td>
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<tr>
<td>D. Encourage newly released items to be donated to the library and Friends</td>
<td>By February 2017; ongoing</td>
<td>Staff</td>
</tr>
<tr>
<td>E. Review policies / procedures for adding items to, and removing items from, the collection</td>
<td>By June 2017 and June 2019</td>
<td>Director, Board, Staff</td>
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</table>

Additional actions to consider:
• Promote services, such as interlibrary loans, to meet patrons’ needs
• Identify weaknesses in the collections and develop an acquisition schedule
• Designate space for study rooms and/or quiet space
• Link wish list titles to Amazon and/or other book buying sites to allow purchase directly by patrons

GOAL 4: CUSTOMER SERVICE – PROVIDE FRIENDLY, INFORMATIVE (AND DELIGHTFUL) CUSTOMER SERVICE TO ACCOMMODATE AND EXCEED THE EXPECTATIONS OF LIBRARY VISITORS.

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>A. Provide ongoing continuing education and training for staff (e.g., difficult patrons;)</td>
<td>Annually, by April 2017; 2018; 2019; 2020</td>
<td>Director, Staff</td>
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<tr>
<td>STRATEGY</td>
<td>TIMELINE</td>
<td>RESPONSIBILITY</td>
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<tr>
<td>B. Investigate replacement of existing self-checkout stations to provide a better and faster customer experience</td>
<td>By July 2017</td>
<td>Director, Staff</td>
</tr>
<tr>
<td>C. Utilize checkout receipts to solicit feedback on customer service / patron experience (e.g., &quot;How Are We Doing?&quot;)</td>
<td>By October 2017</td>
<td>Staff</td>
</tr>
<tr>
<td>D. Investigate options for adding an online satisfaction / feedback survey to the website</td>
<td>By October 2017</td>
<td>Staff</td>
</tr>
<tr>
<td>E. Develop and implement a staff recognition system for exemplary customer service</td>
<td>By January 2018</td>
<td>Director, Board, Staff</td>
</tr>
</tbody>
</table>

Additional actions to consider:
- Review public hours annually to assure they meet community needs
- Conduct an annual in-house survey to measure customer satisfaction
- Investigate creation of a Friends Store / Gift Shop
- Investigate possibility of a library café or vending area
- Consider positioning a staff member or volunteer at the door to welcome and direct visitors
- Add elevator signage to identify specific areas / library services (2 = children's room)
- Provide comfortable seating
- Consider automated phone calls to patrons before due date of checked-out material
- Investigate emailing receipts to patrons with a link to satisfaction survey / feedback
- Promote local coffee shops with reciprocal promotion of the library

**GOAL 5: LOCAL HISTORY AND GENEALOGY - INCREASE THE AWARENESS, PRESERVATION, CONTRIBUTIONS, AND ACCESS TO OUR LOCAL HISTORICAL AND GENEALOGICAL COLLECTIONS.**

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<thead>
<tr>
<th>STRATEGY</th>
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<th>RESPONSIBILITY</th>
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<tbody>
<tr>
<td>A. Explore mechanisms to target non-traditional donations and sponsorships</td>
<td>By June 2017</td>
<td>Local History Staff</td>
</tr>
<tr>
<td>B. Create a “Did You Know?” campaign promoting the genealogy department’s resources</td>
<td>By January 2018</td>
<td>Director, Local History Staff</td>
</tr>
<tr>
<td>C. Investigate sponsors to help cover costs of the preservation of the collections</td>
<td>By November 2017</td>
<td>Director, Local History Staff, Board</td>
</tr>
<tr>
<td>D. Develop programs to increase awareness of the collection and offer presentations</td>
<td>By January 2017; then offered on an ongoing basis</td>
<td>Local History Staff</td>
</tr>
<tr>
<td>E. Explore increased use of volunteers in Local History and Genealogy</td>
<td>By April 2017; ongoing</td>
<td>Local History Staff</td>
</tr>
</tbody>
</table>
Additional actions to consider:
- Continue to solicit thank you gifts from out-of-town users
- Seek opportunities to offer programs for community groups
- Institute an open house to publicize resources and attract material donations
- Encourage people to donate local history / genealogy items
- Review increasing local history hours
- Seek grant funding for preservation of local history materials
- Continue to post mini-website exhibits on the local history portion of the library's website featuring images and information about the area and groups in the area, changing the information / artifacts biannually

**GOAL 6: MARKETING AND PUBLIC RELATIONS – PROMOTE THE USAGE AND SUPPORT OF HACKLEY PUBLIC LIBRARY RESOURCES AND PROGRAMS.**

<table>
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<tr>
<th>STRATEGY</th>
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<th>RESPONSIBILITY</th>
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<tr>
<td>A. Investigate marketing / public relations services by creation of a staff position, or consulting services, or creating a marketing internship</td>
<td>By January 2017</td>
<td>Director, Board</td>
</tr>
<tr>
<td>B. Update the marketing plan incorporating survey results</td>
<td>By March 2017</td>
<td>Director, Staff</td>
</tr>
<tr>
<td>C. Develop a systematic approach for the marketing of library programs / events</td>
<td>By March 2017</td>
<td>Director, Staff</td>
</tr>
<tr>
<td>D. Explore instituting a regular column in the &quot;Muskegon Mirror&quot;</td>
<td>By April 2017</td>
<td>Staff</td>
</tr>
<tr>
<td>E. Offer presentations to provide information about the library to community groups and organizations</td>
<td>By September 2017; ongoing</td>
<td>Director, Staff, Board</td>
</tr>
</tbody>
</table>

Additional actions to consider:
- Keep current the PR / Marketing contact list for use by library staff in disseminating programs and events information
- Encourage supporting and embedding (through release time) key staff participation in community organizations and boards (i.e., Rotary, United Way, etc.)
- Review the idea of renting the library out for special events, weddings, balls, etc.
- Seek opportunities to provide brief “facts” about the library, its collections, and services for inclusion in newsletters, church bulletins, on non-profit websites, etc.
- Consider naming a “patron of the month” award

**GOAL 7: OUTREACH – BRING THE RESOURCES OF THE HACKLEY PUBLIC LIBRARY INTO THE COMMUNITY.**

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<tr>
<td>A. Investigate creation of “Hackley Public Library on the Road” (e.g., kids book giveaways at festivals; book cart at local hospitals and area parks;</td>
<td>By June 2018</td>
<td>Staff</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>TIMELINE</td>
<td>RESPONSIBILITY</td>
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<tr>
<td>A. Continue to emphasize and invite local experts as speakers for programs (county museum, art museum, local colleges)</td>
<td>Annually, by March 2017; 2018; 2019; 2020</td>
<td>Director, Staff</td>
</tr>
<tr>
<td>B. Develop programs to coordinate with local community events (i.e., Irish Fest)</td>
<td>By January 2017; ongoing</td>
<td>Staff</td>
</tr>
<tr>
<td>C. Develop a mechanism to monitor social media for programming ideas</td>
<td>By August 2017</td>
<td>Staff</td>
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<tr>
<td>D. Consider developing programs to enhance library skills for teenagers</td>
<td>By March 2017</td>
<td>Staff</td>
</tr>
<tr>
<td>E. Investigate hiring a programming coordinator</td>
<td>By January 2017</td>
<td>Director, Board</td>
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</table>

Additional actions to consider:
- Refine mechanisms to collect feedback and/or suggestions for programs from the community (through questionnaire at circulation desks or in computer room / online surveys)
- Ensure programs meet the needs of our diverse community
- Consider programming after hours, e.g., library lock-in, slumber party
- Investigate offering programs with a later start time in the evening

**GOAL 9: TECHNOLOGY – PROVIDE UP-TO-DATE WEBSITE AND TECHNOLOGY TO OUR COMMUNITY.**

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<tr>
<th>STRATEGY</th>
<th>TIMELINE</th>
<th>RESPONSIBILITY</th>
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<tbody>
<tr>
<td>A. Review, update, and redesign the library website</td>
<td>By December 2016</td>
<td>Staff, Director</td>
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<tr>
<td>B. Investigate development of mobile website and a</td>
<td>By September 2017</td>
<td>Staff</td>
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<tr>
<td>corresponding app</td>
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<tr>
<td>C. Provide tablets and/or laptops for use on all</td>
<td>By January 2018</td>
<td>Staff</td>
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<tr>
<td>floors within the library</td>
<td></td>
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<tr>
<td>D. Investigate customer payment utilizing smart</td>
<td>By October 2017</td>
<td>Director, Staff</td>
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<tr>
<td>card technology</td>
<td></td>
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<tr>
<td>E. Review, assess, and modify the library technology plan</td>
<td>Annually, by February 2017, 2018, 2019, 2020</td>
<td>Staff</td>
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Additional actions to consider:
- Evaluate internet security
- Maximize the use of social media
Hackley Public Library

Strategic Plan – Time Line

2016

January – December 2016

Goal 1
Prioritize needs and undertake renovation, painting, repairs, and improvements to the library

October 2016

Goal 3 / Strategy A
Develop a "wish list" to alert the public of materials and resources to expand the collection, including placing the list on the website (then ongoing)

December 2016

Goal 9 / Strategy A
Review, update, and redesign the library website

2017

January 2017

Goal 5 / Strategy D
Develop programs to increase awareness of the collection and offer presentations (then ongoing)

Goal 6 / Strategy A
Investigate marketing / public relations services by creation of a staff position, or consulting services, or creating a marketing internship

Goal 8 / Strategy B
Develop programs to coordinate with local community events (i.e., Irish Fest) (then ongoing)

Goal 8 / Strategy E
Investigate hiring a programming coordinator

February 2017

Goal 3 / Strategy D
Encourage newly released items to be donated to the library and Friends (then ongoing)

Goal 7 / Strategy C
Refine existing outreach projects such as the Black History Month calendar / children's community yard sale (then ongoing)

Goal 9 / Strategy E
Review, assess, and modify the library technology plan

March 2017

Goal 6 / Strategy B
Update the marketing plan incorporating survey results
Goal 6 / Strategy C | Develop a systematic approach for the marketing of library programs / events

Goal 8 / Strategy A | Continue to emphasize and invite local experts as speakers for programs (county museum, art museum, local colleges)

Goal 8 / Strategy C | Consider developing programs to enhance library skills for teenagers

April 2017

Goal 4 / Strategy A | Provide ongoing continuing education and training for staff (e.g., difficult patrons; customer service orientation)

Goal 5 / Strategy E | Explore increased use of volunteers in Local History and Genealogy (then ongoing)

Goal 6 / Strategy D | Explore instituting a regular column in the “Muskegon Mirror”

May 2017

Goal 2 / Strategy A | Establish relationships with high schools, middle schools, and elementary schools to enlist support for summer reading programs and obtain summer reading lists

June 2017

Goal 3 / Strategy E | Review policies / procedures for adding items to, and removing items from, the collection

Goal 5 / Strategy A | Explore mechanisms to target non-traditional donations and sponsorships

July 2017

Goal 4 / Strategy B | Investigate replacement of existing self-checkout stations to provide a better and faster customer experience

August 2017

Goal 7 / Strategy B | Develop a library card program to reach all children in grades K-1

Goal 8 / Strategy C | Develop a mechanism to monitor social media for programming ideas

September 2017

Goal 6 / Strategy E | Offer presentations to provide information about the library to community groups and organizations Genealogy (then ongoing)

Goal 7 / Strategy D | Develop options for providing demonstrations / workshops on library services offsite (i.e., Overdrive, databases, etc.)
Goal 9 / Strategy B  Investigate development of mobile website and a corresponding app

**October 2017**

Goal 2 / Strategy C  Identify individuals and groups that influence parents, children, and others and develop a mechanism to promote the library (then ongoing)

Goal 4 / Strategy C  Utilize checkout receipts to solicit feedback on customer service / patron experience (e.g., "How Are We Doing?)

Goal 4 / Strategy D  Investigate options for adding an online satisfaction / feedback survey to the website

Goal 9 / Strategy D  Investigate customer payment utilizing smart card technology

**November 2017**

Goal 2 / Strategy E  Identify appropriate organizations for collaboration and cooperation

Goal 5 / Strategy C  Investigate sponsors to help cover costs of the preservation of the collections

**December 2017**

Goal 2 / Strategy B  Review partnership options with Baker and MCC downtown campuses

Goal 3 / Strategy B  Explore corporate underwriting for specific materials, resources, programs, and projects (then ongoing)

Goal 3 / Strategy C  Develop a mechanism to encourage monetary donations to support the physical, eBook, and materials collections (then ongoing)

Goal 7 / Strategy E  Investigate options for remote book returns as a convenience to patrons

**2018**

**January 2018**

Goal 4 / Strategy E  Develop and implement a staff recognition system for exemplary customer service

Goal 5 / Strategy B  Create a “Did You Know?” campaign promoting the genealogy department’s resources

Goal 9 / Strategy A  Provide iPads and/or laptops for use on all floors within the library

**February 2018**

Goal 9 / Strategy E  Review, assess, and modify the library technology plan
March 2018

Goal 8 / Strategy A  Continue to emphasize and invite local experts as speakers for programs (county museum, art museum, local colleges)

April 2018

Goal 4 / Strategy A  Provide ongoing continuing education and training for staff (e.g., difficult patrons; customer service orientation)

May 2018

Goal 2 / Strategy A  Establish relationships with high schools, middle schools, and elementary schools to enlist support for summer reading programs and obtain summer reading lists

June 2018

Goal 7 / Strategy A  Investigate creation of "Hackley Public Library on the Road" (e.g., kids book give-aways at festivals; book cart at local hospitals and area parks; mystery bags of books; paperbacks at the beach; provide booths at special events)

July 2018

Goal 2 / Strategy D  Identify and invite business, teachers, home school parents, church, and non-profit leaders to participate in focus groups to determine their needs

November 2018

Goal 2 / Strategy E  Identify appropriate organizations for collaboration and cooperation

December 2018

Goal 2 / Strategy B  Review partnership options with Baker and MCC downtown campuses

2019

February 2019

Goal 9 / Strategy E  Review, assess, and modify the library technology plan

March 2019

Goal 8 / Strategy A  Continue to emphasize and invite local experts as speakers for programs (county museum, art museum, local colleges)
April 2019

Goal 4 / Strategy A  Provide ongoing continuing education and training for staff (e.g., difficult patrons; customer service orientation)

May 2019

Goal 2 / Strategy A  Establish relationships with high schools, middle schools, and elementary schools to enlist support for summer reading programs and obtain summer reading lists

June 2019

Goal 3 / Strategy E  Review policies / procedures for adding items to, and removing items from, the collection

November 2019

Goal 2 / Strategy E  Identify appropriate organizations for collaboration and cooperation

December 2019

Goal 2 / Strategy B  Review partnership options with Baker and MCC downtown campuses

2020

February 2020

Goal 9 / Strategy E  Review, assess, and modify the library technology plan

March 2020

Goal 8 / Strategy A  Continue to emphasize and invite local experts as speakers for programs (county museum, art museum, local colleges)

April 2020

Goal 4 / Strategy A  Provide ongoing continuing education and training for staff (e.g., difficult patrons; customer service orientation)

May 2020

Goal 2 / Strategy A  Establish relationships with high schools, middle schools, and elementary schools to enlist support for summer reading programs and obtain summer reading lists
July 2020

Goal 2 / Strategy D  Identify and invite business, teachers, home school parents, church, and non-profit leaders to participate in focus groups to determine their needs

November 2020

Goal 2 / Strategy E  Identify appropriate organizations for collaboration and cooperation

December 2020

Goal 2 / Strategy B  Review partnership options with Baker and MCC downtown campuses