



Marigold Library System STRATEGIC PLAN 2016 – 2018

VISION 2018

MISSION: Marigold cultivates a collaborative library community to support a range of responsive, quality library services

VISION: Leaders in library service and innovation

VALUES: Leadership, Respect, Responsiveness, Communication, Integrity, Inclusiveness, Accountability



CREATING A RESPONSIVE THREE YEAR PLAN OF SERVICE FOR MARIGOLD 2016 - 2018

Marigold members and staff are fully committed to providing exceptional public library service: The engagement is stimulating! This is the journey:

February – May 2015: Marigold started the strategic planning process, led by the Board’s Standards and Services Committee.

- In February the Committee began gathering information about various strategic planning methods.
- Facilitator Anne Smith was invited to the May 26 Standards and Services Committee meeting to clarify her process for gathering feedback from stakeholders.
- Based on Smith’s recommendations, the Committee drafted a Strategic Planning Survey. Survey data was later summarized and shared with targeted focus groups: Marigold staff, member library managers, and the Executive and Standards & Services Committees.
- The Committee recommended a 3 year time frame for the Plan: 2016 - 2018.

June 2015: Respondents to Marigold’s Strategic Planning Survey identified the five most critical challenges facing Marigold.

- Funding for Marigold to support service to a growing population.
- Limited functional space at Headquarters restricting Marigold operations.
- Getting the word out about Marigold and the value of libraries.
- Marigold’s ability to assist member libraries in meeting changing and increasing demands for library services and content.
- Balancing traditional services and new services requiring different resources and expertise.

July 2015: Smith spent several days at Marigold Headquarters working with targeted focus groups.

- Marigold’s service population has increased 2 ½ times in 10 years. Because of more member libraries and patrons, diversification and expansion of public library services, and an aging building and inefficient space, participants engaged in lively discussion about the need for an expanded building for Headquarters to be a key element of the strategic plan. All groups overwhelmingly agreed that space limitations facing Marigold Headquarters impact the organization’s ability to take effective action in other areas such as increasing services and enhancing technology.
- Participants called for a strengthening of advocacy and targeted communication strategies to secure funding for a new building and for increased awareness about Marigold. Members also expressed their eagerness for a new logo and rebranding of Marigold.

August 2015: Anne Smith led Marigold Board members through a process to evaluate and confirm which service areas should be priorities for Marigold.

- Again, there was lively discussion about the need for an expanded building for Headquarters to be a key element of the strategic plan.



September 2015: Headquarters staff prepared a draft of the goals and objectives for the Standards and Services Committee based on the feedback received from the survey, focus groups and Marigold Board.

- Standards and Services Committee met to review, refine and confirm the service areas, goals and objectives, and to set performance measures.
- Vision 2018 will be presented to the Marigold Board on November 14, 2015.
- Marigold Board will review the rate of progress with respect to each objective on an annual basis.

Throughout the entire process, staff and Board representatives had the opportunity to review Marigold’s Vision statement. All groups agreed that the current Vision Statement, *Leaders in Library Service and Innovation*, will serve Marigold Library System well through 2016 - 2018. Marigold will continue to promote this Vision within the Marigold Community*.

The November 2014 Member Satisfaction Survey indicated a high level of customer satisfaction with current Marigold Services. Focus groups and Board discussions confirmed that current services, Marigold staff and the value of the services provided by Marigold are all strengths Marigold can build upon.

Marigold wishes to express its deep appreciation to all who helped to align Marigold’s priorities and to set a path for the next three years.

VISION 2018 objectives define the strategies and performance measures that Marigold Library System will pursue to achieve four strategic goals in the 2016-2018 timeframe:

GOALS	SERVICE AREAS
1 Marigold will invest in its operational assets and capacity to allow for service expansion.	Headquarters
2 Marigold will increase its services to member libraries, as space at Headquarters and staff time permit.	Service Delivery
3 The Marigold Community will better understand the purpose and value of Marigold.	Advocacy and Communication
4 Marigold will capitalize upon and nurture the knowledge, skills, and abilities of its Community.	Training and Professional Development

*The Marigold Community (capital “C”) refers to staff and volunteers from Marigold member libraries and municipalities, Marigold Board members, Marigold Headquarters staff and partners.

Detailed results of both the Marigold Strategic Planning Survey and the July 2015 Focus Groups are available upon request.



SERVICE AREA

Headquarters

To provide a work environment for Marigold Headquarters that supports Board and staff engagement to better serve the Marigold Community.

OBJECTIVES

GOAL 1

Marigold will invest in its operational assets and capacity to allow for service expansion.

- 1.1 Conduct a feasibility study to determine space needs, building options, and costs for expanded Marigold Headquarters facility.
- 1.2 Investigate and pursue sources of funding for a repurposed or new space.
- 1.3 Develop a short-term strategy for managing the space limitations at Headquarters facility.
- 1.4 Maintain and build on Marigold's position as an employer of choice by strengthening recruitment, retention, and succession practices for Marigold Board and staff.
- 1.5 Complete development and implementation of the Business Continuity Plan for Marigold Headquarters.

PERFORMANCE INDICATORS

- Headquarters facility options for expansion or new building identified
- Funding options for Headquarters facility investigated and pursued
- Work space to support current Headquarters operations improved
- Sustainability plans approved and implemented
- Salary and benefits review conducted and adjusted as budget allows



SERVICE AREA

Service Delivery

To provide efficient and innovative services and support for member libraries.

OBJECTIVES

GOAL 2

Marigold will increase its services to member libraries, as space at Headquarters and staff time permit.

- 2.1 Position Marigold to implement innovative technologies and programs.
- 2.2 Provide redesigned websites for Headquarters and member libraries.
- 2.3 Enhance Marigold's technological infrastructure.
- 2.4 Ensure eContent is appealing and has value for the Marigold Community.

PERFORMANCE INDICATORS

- eContent quantity and selection increased
- Websites redesigned and website training delivered
- Internet capacity increased
- Technology Plan updated and implemented
- Member satisfaction excellence sustained



SERVICE AREA

Advocacy and Communication

To represent and assist the Marigold Community in informing and influencing decision-makers and stakeholders.

OBJECTIVES

GOAL 3

The Marigold Community will better understand the purpose and value of Marigold.

- 3.1 Implement strategies to inform stakeholders and decision-makers about Marigold.
- 3.2 Provide resources to educate stakeholders to be able to articulate the value of being a member of Marigold.
- 3.2 Strengthen partnerships within and outside of the organization.

PERFORMANCE INDICATORS

- Rebranding and new logo completed
- Targeted communication strategy developed and launched
- Cardholder statistics increased
- Member satisfaction excellence sustained



SERVICE AREA

Training and Professional Development

To provide opportunities for training and professional development to support Marigold Headquarters staff, member library staff, and Board members in developing and applying their knowledge, skills, and abilities.

OBJECTIVES

GOAL 4

Marigold will capitalize upon and nurture the knowledge, skills, and abilities of its Community.

- 4.1 Investigate core skills and training requirements for member library staff.
- 4.2 Provide training opportunities in management skills and applied technologies for the Marigold Community.
- 4.3 Extend reach of eContent through targeted training for patrons and stakeholder groups.

PERFORMANCE INDICATORS

- Strategic training schedule developed
- Training resources increased
- Member satisfaction excellence sustained