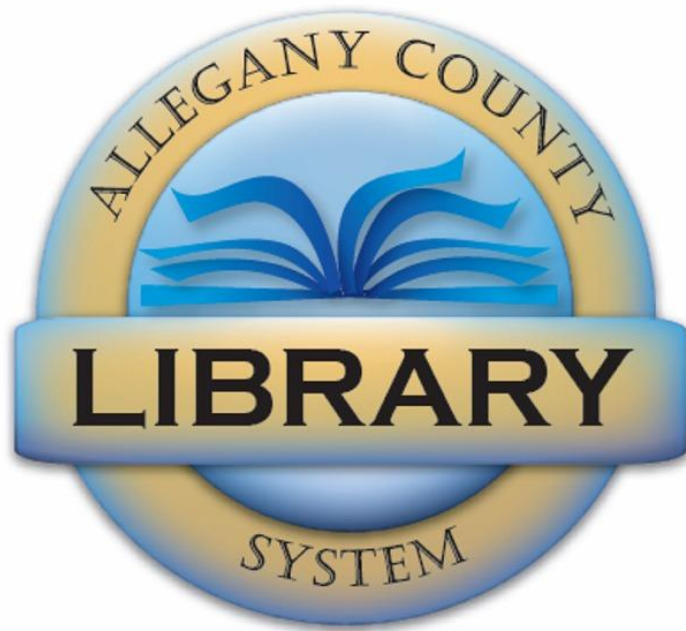


**Strategic Plan
FY2011 - FY2013**



**March 2010
Allegany County Library System**

Something for Everyone!

Background

In the fall of 2009 a coordinating committee was assembled and met regularly to develop the next strategic plan for the Allegany County Library System. Staff suggestions, and comments were solicited at each stage of plan development via email and direct contributions to drafts on the plan posted on the staff wiki. The coordinating committee determined that it would create a strategic plan for the period covering Fiscal year 2011 through Fiscal year 2013. The coordinating committee limited the scope of their work to address the delivery of library services during the current and continuing economic downturn.

The planning committee assembled a current state assessment of the library system from a variety of public and staff surveys taken prior to the work of the coordinating committee. Throughout the process, the planning committee presented updates and preliminary drafts to stakeholders at regularly scheduled meetings.

The strategic plan presented here is grounded in the results of the current state assessment and is aligned with the service areas identified in that assessment.

The Library System gratefully acknowledges the participation and energy of the many people who contributed to the development of this plan.

CORE VALUES AND GUIDING PRINCIPLES

Shared Values: What ACLS believes is important in accomplishing its mission, and its daily operational practices.

Guiding Principles: Codes of conduct that describe expected behavior honoring the value.

Excellent Customer Service

- We serve each customer in a considerate and professional manner.
- We constantly examine our actions seeking ways to improve.
- Each staff acknowledges the ability to help patrons and each other.
- We strive to exceed customer expectations

Integrity

- We act with purpose and the highest ethical standards of honesty, fairness, and discretion.
- We seek and respect different view points when making decisions.
- We keep commitments to ourselves and others.

Equity of Access

- We share our knowledge, collections, resources, and services freely with others.
- We strive to serve all our customers equally.

Open Communication

- We are open, clear, and truthful in all communications.
- We give complete information to build and maintain trust, while respecting confidentiality.
- When in doubt, we ask questions and seek help.

Accountability

- We enforce library policies and procedures to ensure fair, equitable, and consistent service and treatment of our customers.
- Staff acts fully within their defined roles and responsibilities.
- We take responsibility for our actions and their consequences.

MISSION

The Allegany County Library System enriches people's lives by providing information, materials, services, and entertaining programs to promote our community, lifelong learning, and opportunity for all.

CUSTOMERS

Primary

Public
ACLS Staff

Secondary

Community Partners

Goals, Objectives, & Performance Measures

Goal: A statement that describes a long-term (FY 2009) desired end state, result, or outcome.

Objective: A specific, measurable, attainable, result-oriented and time-bound statement that outlines performance targets or major steps to achieve the goal.

- Performance Measures: The specific characteristics or behaviors measured to track the performance of an objective.

The Allegany County Library System will be a model of an efficient, engaged, progressive, positive, and service oriented community partner.

ACLS has the library spaces, materials, and services to assist, welcome, and delight customers every time

- By January 2011 ACLS will maintain access to excellent collections and library services for all ages by continually evaluating and allocating resources to anticipate and meet the needs of the public.
- By July 2012 ACLS will develop and implement a programming and outreach plan that engages our public through proactive programming and promotional initiatives that provide greater visibility to the library's collections and services.
- By July 2011 ACLS will develop a management plan for Facilities by reviewing workflows and surveying staff and users to determine needs.
- By July 2011 ACLS administration will develop strategies to effectively communicate and solicit feedback on library wide strategic initiatives and values.
- Throughout the plan, ACLS will upgrade and simplify the current information technology infrastructure and its services to enable all users to find what they need and want.

ACLS has the library staff to assist, welcome, and delight customers every time.

- By July 2011 ACLS will revise, implement, and assess the comprehensive and on-going training program to create and maintain an engaged, customer focused and enthused staff.

- By July 2012 ACLS administration will revise the evaluation system to support, guide and reward the creation of an engaged, positive, and service oriented community partner.

ACLS has the adaptive capacity to be a sustainable high performing organization.

- By July 2013 ACLS will re-evaluate, develop, and revise policies, procedures, and operations models to maximize resources and improve core functions and services.
- By January 2011 ACLS will develop a management plan for Financial Systems by reviewing workflows and surveying staff and users to determine needs.
- By July 2011 ACLS will develop a simplified plan for Communications by reviewing workflows and surveying staff and users to determine needs.
- By July 2011 ACLS will develop a management plan for Human Resources Systems by reviewing workflows and surveying staff and users to determine needs.
- By July 2013 ACLS will develop a management plan for Planning and Implementation Systems by reviewing workflows and surveying staff and users to determine needs.
- Throughout the plan, ACLS will upgrade and simplify the current information technology infrastructure and its services to enable all users to find what they need and want.

Performance Measures by Fiscal Year

Throughout the plan, ACLS will upgrade and simplify the current information technology infrastructure and its services to enable all users to find what they need and want.

FY 2011

- By January 2011 ACLS will maintain access to excellent collections and the library services for all ages by continually evaluating and allocating resources to anticipate and meet the needs of the public.
- By January 2011 ACLS will develop a management plan for Financial Systems by reviewing workflows and surveying staff and users to determine needs.
- By July 2011 ACLS will develop a simplified plan for Communications by reviewing workflows and surveying staff and users to determine needs.
- By July 2011 ACLS will revise, implement, and assess the comprehensive and on-going training program to create and maintain an engaged, customer focused and enthused staff.
- By July 2011 ACLS administration will develop strategies to effectively communicate and solicit feedback on library wide strategic initiatives and values.

FY 2012

- By July 2012 ACLS administration will revise the evaluation system to support, guide and reward the creation of an engaged, positive, and service oriented community partner.
- By July 2012 ACLS will develop a management plan for Human Resources Systems by reviewing workflows and surveying staff and users to determine needs.
- By July 2012 ACLS will develop and implement a programming and outreach plan that engages our public through proactive programming and promotional initiatives that provide greater visibility to the library's collections and services.
- By July 2012 ACLS will develop a management plan for Facilities by reviewing workflows and surveying staff and users to determine needs.

FY 2013

- By July 2013 ACLS will develop a management plan for Planning and Implementation Systems by reviewing workflows and surveying staff and users to determine needs.
- By July 2013 ACLS will re-evaluate, develop, and revise policies, procedures, and operations models to maximize resources and improve core functions and services.

APPENDIX

Coordinating Committee Members

Lisa McKenney
Public Services Coordinator

Jennifer Spriggs
Administrative Services Coordinator

John Taube
Director

Thanks to the entire staff of the Allegany County Library System who contributed ideas and suggestions throughout the process on our “wiki.”

Glossary of Terms and Acronyms

Shared Values - What ACLS believes is important (beliefs) in accomplishing its mission and also practices

Current State Assessment - An examination of ACLS’s strengths and weaknesses, and the key organizational issues

Customers - The people or organizations for which ACLS serves – a key stakeholder

Goal - A statement that describes a long-term (FY 2009) desired end state, result, or outcome.

Guiding Principles - Codes of conduct that describe expected behavior honoring the value

Mission - A statement of what ACLS does and for whom ACLS does it

Objective - A specific, measurable, attainable, result-oriented and time-bound statement that outlines performance targets or major steps to achieve the goal

Performance Measure - The specific characteristics or behaviors measured to track the performance of an objective