

## Memorandum

To: MPL Board of Trustees  
From: Kristin Stoeger, Library Director  
Re: Strategic planning for MPL  
Date: March 8, 2018

Our current strategic plan concludes at the end of 2018. For the remainder of 2018, I would like for this committee to work on developing a process for evaluating our current strategic plan, establish a process for developing our next strategic plan, and move forward with implementation of that process. There are many options available to us to accomplish this goal. I will have copies of various strategic plans at the meeting for us to assess.

Here are the steps in the process I would recommend we take:

1. Evaluate current strategic plan: elements we would like to continue focusing on – elements we still need to work on – elements we accomplished – elements which are no longer essential moving forward
2. Assess community needs to determine how best to position the library for the next 5 years to meet those needs (ALICE study, gap analysis, etc.)
3. Survey the community needs, wants and perceptions related to the library
4. Survey the staff and Board needs, wants and perceptions related to the library
5. Analyze direction of other libraries and communities within our area and/or of our population size
6. Analyze data to provide focus for next five years
7. Develop 5 year strategic plan

Here are some ideas on how to move forward:

- We could contract with an outside consultant to provide feedback and direction in this process.
  - Leede Research – Two Rivers recently contracted with them to complete their strategic plan. The cost came in around \$8,000 to conduct market research: in-house, online and direct mail surveys
  - WiLS - WiLS (formally Wisconsin Library Services) is a non-profit membership organization that facilitates collaborative projects and services to save our members time and money and to advance library service, primarily in the state of Wisconsin. They would be able to assist in this planning process.
  - Russell Consulting – outside consultant firm currently used by PLSR
- We could conduct in-house market research, analysis and compilation of data. There is an additional amount of time and staff resources needed to accomplish this.
- We could re-approve our current plan for the next five years. I would not recommend this course of action. I think we really want to take this opportunity to assess our

current needs and the needs of our community. We want to make sure we are staying relevant in our community.

Due to the extended leave I will be taking in the middle of 2018, I would recommend at this time moving forward with a consultant for this next strategic planning process. Otherwise, I fear this will not be accomplished successfully in 2018.

In addition, we need to establish a regular, monthly meeting for the long range planning committee in 2018 to implement and move forward with this process.

Thank you for your consideration.