

*Bringing the Power of
Information, Imagination, and
Inspiration to
Our Community.*

The Strategic Plan for Anchorage Municipal Libraries

2003-2008



REVISIONS: DECEMBER 15, 2004

Library Advisory Board
Anchorage Municipal Libraries
Approved: July 16, 2003

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Joint Board Retreat Participants: April 26, 2003

John Alexander, Friends of the Library
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Focus Panels: April 17-22, 2003

Thanks to the fifty-five participants in the community focus panels
Ron Felde, Focus Panel Facilitator and Mollie Bynum, Focus Panel Recorder.

Staff Focus Panels: April 23-May 6, 2003

Special thanks to all staff who contributed their ideas and insights for a better library service.
Chris Bristah, Facilitator
Jason Kinikin, Facilitator
Mary Ellen Wilson, Facilitator.

Introduction

Anchorage Municipal Libraries, anchored by the majestic Z.J. Loussac Library, is poised for greatness. The necessary ingredients are already in place for lofty achievements. These ingredients are:

1. **A supportive community.** “Residents of the Municipality of Anchorage wholeheartedly believe the library system is very important to the community (91%). Almost two-thirds of the people who live here consider it very important to their own households (61%).” *From: A Market Research Report. Prepared by the Craciun Research Group, February 10, 2003.*
2. **Strong board leadership.** Anchorage Municipal Libraries is supported and advised by three boards comprised of civic leaders. The Anchorage Library Foundation, in existence for over 20 years, has members who have been involved with the library over this entire time span. The Library Advisory Board has a history of handling difficult issues, most recently addressing the concerns over library exhibits. The Friends of the Library has staged prestigious community events, including the popular Rare Book Auction and black tie galas such as Saturday Night in the Stacks.
3. **Progressive staff.** The staff of Anchorage Municipal Libraries is dedicated to customer service. From staff discussions, dedication to the customer was the one of the most highly valued goals of their jobs. A survey of 610 households in January 2003 revealed that a well informed staff was highly valued by the people of Anchorage. Indeed, many staff members are recognized experts in specialized areas. Staff have been active in the community, leaders within state and national professional organizations and have made substantial contributions to the field of librarianship.

As in all endeavors, Anchorage Municipal Libraries will face challenges and must overcome them to achieve greatness. The competition for public dollars and charitable contributions is fierce, especially in a state that has experienced dramatic “boom or bust” economies.

No challenge can be met without a plan of action. This outline, designed to guide Anchorage Municipal Libraries to the year 2008, is intended to be this plan. As unanticipated developments take place in our community, our nation, and our profession of librarianship, the plan must be a living document, annually reviewed and revised as changes occur. We hope the result of this plan will be a better-educated, more vibrant community anchored by a great library system.

Strategic Plan Development

With a change in administration in December 2002, the stage was set for developing an entirely new strategic plan. Previously developed strategic plans had been exhausted.

A strategic planning committee was formed and held its first organizational meeting in January of 2003. This committee was charged with gathering data for decision making and developing a process that would result in a completed strategic plan for review by the Library Advisory Board by June, 2003. Data collection included:

1. **A Market Research Report.** This was a survey commissioned by the Anchorage Library Foundation and co-sponsored by the Friends of the Library. The survey was conducted by the Craciun Research Group during the month of January, 2003. The purpose of this survey is stated in its introductory remarks:

“. . .to determine the attitudes and opinions of residents toward the municipality’s libraries, to assess their usage and satisfaction levels, and to determine whether residents’ needs are being met by the current facilities and services.”

2. **Community Focus Panels.** To gain further insight into the community’s attitudes toward library service, especially from pre-selected demographic groups, the strategic planning committee contracted with a consultant to conduct five focus discussion groups. Local consultant Ron Felde assisted the strategic planning committee in targeting specific groups, which included the Bridge Builders, senior citizens, teenagers, a suburban community served by a branch library, and a mix of the general population.
3. **Staff discussion groups.** The entire library staff, with the exception of senior administration, participated in structured discussion groups to identify strengths, weaknesses, and a desirable future for the library system. The intention was to determine how the library system can better serve the community, and what is needed to be a supportive and empowering employer.
4. **Unified board retreat.** Member of all three boards affiliated with Anchorage Municipal Libraries met on April 26, 2003 to discuss the future of the library system. This retreat addressed such issues as governance of the library system, its image within the community, and a renewed commitment to the growth of the library system.

The Mission .”-Anchorage Municipal Libraries is to bring the power of information, imagination, and inspiration to the people of our community.

Key Elements:

- **“To bring”** signifies the intent to be pro-active in the delivery of service. A public library service is not a static process, but one in which the boards and staff reach out to the community to communicate the benefits of public library service for all people.
- **“the power”** signifies that information and the literary arts have traditionally been the cornerstone of human development, providing the materials for the advancement of civilization. The libraries of ancient civilizations were the result of advanced human

creativity in government, the sciences, philosophy, and the arts. Today's public library serves all people, not just an educated elite. The information found in libraries has helped creative people develop new inventions, assisted entrepreneurs in developing commercial enterprises, and given people the opportunity to lead a more fulfilling life.

- **“information”** signifies the mission of selecting and organizing authoritative, accurate, and current information. This is accomplished through professional librarians, assisted by a well-trained support staff.
- **“imagination”** signifies the creativity of humans to develop concepts, ideas and intellectually challenging thoughts that have led to new discoveries about our universe and have been transformed into novels, brilliant music, and visual arts.
- **“inspiration”** signifies the process that motivates humans to express the emotions that have made possible personal success and fulfillment, either through the literary or performing arts.
- **“people of our community”** signifies that the Municipality of Anchorage is a unity of neighborhoods and communities, each with its own unique qualities.

Four Core Values of Anchorage Municipal Libraries.

- 1. We will be active in bringing together with books and other media that best fit their needs for information and inspiration.**

Our success shall be measured in book circulation, material turnover rates, virtual visits to our web-site, and the number of registered library users as presented to the Municipality of Anchorage in our performance model.

- 2. We will be a community gathering place by creating lively activity centers.**

Our success shall be measured by the number of visits to our libraries as well as program attendance, as presented to the Municipality of Anchorage in our performance model.

- 3. We will be a progressive library system, embracing new ideas for service to the people of Anchorage.**

A successful library service cannot maintain its relevance to the people without anticipating and adapting to the changes of a constantly evolving society.

- 4. We will be a leader in library service for Anchorage and Alaska, achieving national recognition within our profession.**

In a global society, we are all interconnected in some way. Library service is locally developed, but it is supported by interlibrary cooperation as well as participation in statewide and national organizations. The institutions that coordinate and cooperate with the profession become leaders.

Anchorage is an international crossroad for commerce as well as a destination for national and international tourism. Popular travel guides direct visitors to the Z.J. Loussac Library. We will be judged against the finest libraries in the United States, Canada, and countries overseas. We intend to stand among the best.

Executive Summary of Goals and Objectives

The Collection: Anchorage Municipal Libraries' collection will be current and user-focused, reflective of the community interests, including but not limited to a general collection for adults and youth, a reference collection, electronic resources, world language materials, a progressive media collection, and an Alaskana collection.

Highlighted Objectives:

- Systematic schedule for analyzing use of the collection
- Strengthening the world language materials with input from the community.
- Merchandizing the collection

Programs: Anchorage Municipal Libraries offers regularly scheduled well-attended and pertinent programs for all ages and groups.

Highlighted Objectives:

- Involve the community in the selection of programs
- Increase the number and variety of programs

Public Relations: Anchorage Municipal Libraries tells its story with a popular, relevant and engaging image in the community.

Highlighted Objectives:

- Increase visibility throughout the community
- Build community partnerships for public awareness and support
- Promote more events

Staff Development: Anchorage Municipal Libraries will nurture a well-trained staff who constantly strive for improved standards of communication, customer service, and cooperation with co-workers, volunteers, and library support groups.

Highlighted Objectives:

- Provide more training opportunities for staff
- Encourage and facilitate more internal communications
- Create a staff empowerment task force

Technology: The citizens of Anchorage will have convenient access to information resources through state-of-the-art, dependable technology and reliable telecommunications at their public library.

Highlighted Objectives:

- Commit to scheduled hardware and software upgrades
- Plan and implement RF/IF inventory control and circulation systems
- Provide network access through wireless communications

Epilogue: This strategic plan attempts to address the concerns of citizens and staff as expressed during the data collection phase of this project. These final goals and objectives are listed to assure that Anchorage Municipal Libraries is responsive to its constituents.

Highlighted Objectives:

- Increase and standardize hours of operation
- Extra effort to hire a diverse workforce
- Develop a comprehensive facilities plan

THE COLLECTION

Goal Statement: Anchorage Municipal Libraries' collection will be current and user-focused, reflective of the community interests, including but not limited to a general collection for adults and youth, a reference collection, electronic resources, world language materials, a progressive media collection, and an Alaskana collection.

Objectives and Actions:

- A) Establish and evaluate methods of budget allocation and acquisition of library materials
- a) Evaluate the new order schedule and ordering twice monthly. Submit report to Public Services Coordinator
 - Target: December 31, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished: Ongoing**
 - b) Evaluate Kenagy funding formulas and materials budget allocation and incorporate any recommended changes to the following budget year.
 - Target: December 31, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished: Ongoing**
 - c) Evaluate First Look selection lists from Baker and Taylor. Submit report to Public Services Coordinator
 - Target: December 31, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished: Will review and develop RFP for book acquisition in 2005**
 - d) Develop system-wide guidelines for high-demand books to ensure adequate copies are available system-wide to cover holds
 - Target: December 31, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished**
 - e) Evaluate, in terms of cost and delivery, how best-sellers are obtained, including such methods as the McNaughton Plan, First Look, local purchase, and other alternatives. Report with recommendations submitted to Public Services Coordinator
 - Target: December 31, 2004
 - Responsibility: Collection Development Coordinator
 - **Accomplished: Will review and develop RFP for book acquisition in 2005**
- B) Develop a system-wide weeding schedule to completely weed entire collections every three years
- a) Develop a schedule for central and all branch libraries.
 - Target: September 30, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished: On going**
 - b) Assign goals to selectors and subject specialists
 - Target: December 31, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished: On going**

- c) Evaluate weeding schedule for its effectiveness. Implement changes and submit report to the Public Services Coordinator.
 - Target: December 31, 2006
 - Responsibility: Collection Development Coordinator
 - Accomplished: On going
- C) Analyze Collections
- a) Evaluate new formats for possible addition to the collection and recommend formats to be phased out or eliminated (examples: video games, e-books, MP3). Submit report to Public Services Coordinator.
 - Target: June 30, 2004
 - Responsibility: Media Librarian
 - Defer to June 30, 2006
 - b) Inventory selected areas of the collection to clean up catalog and determine loss rate.
 - Media
 - Target: December 31, 2003
 - Responsibility: Media Librarian
 - Defer to December 31, 2006 or adaptation of RF/ID
 - Loussac fiction and nonfiction
 - Target: December 31, 2004
 - Responsibility: Collection Development Coordinator
 - Defer to December 31, 2006 or adaptation of RF/ID
 - Branch inventories
 - Target: December 31, 2005
 - Responsibility: Collection Development Coordinator
 - Defer to December 31, 2006 or adaptation of RF/ID
 - Develop inventory schedule for the entire system
 - Target: March 31, 2005
 - Responsibility: Collection Development Coordinator
 - Defer to December 31, 2006 or adaptation of RF/ID
 - c) Conduct shelf availability study to determine budget allocations.
 - Target: March 31, 2005
 - Responsibility: Collection Development Coordinator
 - Defer to December 31, 2006 or adaptation of RF/ID
- D) Strengthen and expand the adult and youth world-language collections for the predominant ethnic populations in Anchorage by increasing the number of titles and currency of the general interest nonfiction and popular fiction materials available in those languages.
- a) Identify language collections needing improvement using information from sources such as the Planning Department, Anchorage School District, and circulation statistics. Submit report to Public Services Coordinator.
 - Target: September 30, 2003
 - Responsibility: Collection Development Coordinator
 - Accomplished: On going
 - b) Determine optimal size of collections for each language.
 - Target: September 30, 2003
 - Responsibility: Collection Development Coordinator
 - Accomplished: On going

- c) Determine annual fund allocation necessary to build and maintain world language collection.
 - Target: September 30, 2003
 - Responsibility: Collection Development Coordinator
 - **Accomplished: On going**
 - d) Determine space needs and appropriate location for expanded collections.
 - Target: September 30, 2004
 - Responsibility: Collection Development Coordinator
 - **Accomplished: On going**
 - e) Evaluate approval programs for materials in target languages and make recommendations to Public Service Coordinator for acquiring materials by this method.
 - Target: March 31, 2004
 - Responsibility: Collection Development Coordinator
 - **Accomplished: On going**
 - f) Obtain input from the target communities concerning specialized needs.
 - Target: December 31, 2004
 - Responsibility: Collection Development Coordinator
 - **Defer to September 30, 2005**
 - g) Make each language easy to search by using its own language.
 - Target: June 30, 2004
 - Responsibility: Technical Services Coordinator
 - **Defer to September 30, 2005**
 - h) Develop world language catalog, periodical indexes and databases.
 - Target: December 31, 2005
 - Primary Responsibility: Technical Services Coordinator
 - ~~Secondary Responsibility: Access Services Coordinator~~
 - i) Provide collections in identified world languages that would be headquartered at the Z.J. Loussac Library and rotated to libraries throughout the state.
 - Target: December 31, 2007
 - Responsibility: Collection Development Coordinator
- E) Merchandize the collections to increase use and explore ways to make them easier for patrons to use.
- a) Develop fiction and general interest booklists on paper and on the website.
 - Target: June 30, 2004
 - Responsibility: Collection Development Coordinator
 - **Accomplished: On going**
 - b) Have new arrival/staff pick displays of Alaskana.
 - Target: June 30, 2004
 - Responsibility: Alaskana Bibliographer
 - **Accomplished: On going**
 - c) Look for new ways to display materials. Implement bookstore methods of merchandizing books and media.
 - Target: September 30, 2004
 - Responsibility: Adult Services Coordinator
 - **Accomplished: On going**

- d) Research book store categories to use in place of LC subject headings for use on signs and displays. Prepare study with recommendations for implementation for the Public Services Coordinator.
 - Target: December 31, 2004
 - Responsibility: Adult Services Coordinator
 - e) Develop “If you like . . .then” links on the automated system.
 - Target: December 31, 2004
 - Responsibility: Adult Services Coordinator
 - Accomplished though altered under the “Bookletters” project.
- F) Improve access to the collection.
- a) Move Alaska fiction to the general fiction area. Move non-circulating Alaska fiction, classification number “AK-R,” to storage.
 - Target: December 31, 2003
 - Responsibility: Public Services Coordinator
 - Accomplished.
 - b) Acquire display shelving for music compact discs in order.
 - Target: September 30, 2004
 - Responsibility: Media Librarian
 - Defer Indefinitely
- G) Revise Collection Development Policy.
- Target: December 31, 2004
 - Responsibility: Collection Development Coordinator

PROGRAMS

Goal Statement: Anchorage Municipal Libraries offers regularly scheduled well-attended and pertinent programs for all ages and groups.

Objectives and Actions:

- A) Involve the public & staff in determining types of library programs offered.
 - a) Develop a survey of staff to identify both personal & professional interests and strengths to be tapped for programs.
 - Target: December 31, 2003
 - Responsibility: Public Services Coordinator
 - Attempted but no participation
 - b) Develop a teen advisory board.
 - Target: December 31, 2003
 - Responsibility: Youth Services Coordinator
 - Accomplished.
 - c) Develop a survey of the public to determine programs of interest.
 - Target: March 31, 2004
 - Responsibility: ~~Public Services Coordinator~~ Adult and Youth Services Coordinators
 - Deferred to September 30, 2005
 - d) Survey staff & public for program interests.
 - Target: September 30, 2005

- Responsibility: ~~Public Services Coordinator~~ Adult and Youth Services Coordinators
- B) Use staff, volunteers and resources to provide quality programs.
- a) Devise a master annual program calendar to assist in sharing programs system wide.
 - Target: September 30, 2003
 - Public Services Coordinator
 - Deleted
 - b) Develop a Youth Services program policy draft.
 - Target: March 31, 2004
 - Responsibility: Youth Services Coordinator
 - Deferred to December 31, 2005
 - c) Develop an Adult Services program policy draft.
 - Target: March 31, 2004
 - Responsibility: Adult Services Coordinator
 - Deferred to December 31, 2005
 - d) Create an ongoing master program file for ease in sharing programs system wide.
 - Target: December 31, 2004
 - Primary Responsibility: Adult Services Coordinator
 - Secondary Responsibility: Youth Services Coordinator
 - Deleted
 - e) Offer staff a presentation skills workshop.
 - Target: December 31, 2004
 - Responsibility: Public Services Coordinator
 - Deferred until December 31, 2006
- C) Increase the variety and number of library programs, on and off-site, to meet the diverse needs of the public.
- a) Offer at least one adult and one youth program per month in the Gates computer lab.
 - Target: September 30, 2003
 - Primary Responsibility: Adult Services Coordinator
 - Secondary Responsibility: Youth Services Coordinator
 - Deferred: Re-evaluating the Gates Lab.
 - b) Develop a Mother/Daughter book discussion group at the Samson-Diamond Branch Library .
 - Target: March 31, 2004
 - Responsibility: Samson-Diamond Branch Librarian
 - Attempted but program unsuccessful. Discontinued
 - c) Reinstate the adult book club at the Z. J. Loussac Public Library.
 - Target: March 31, 2004
 - Responsibility: Adult Services Coordinator
 - Accomplished.
 - d) Develop a children's book discussion group at the Z.J. Loussac Public Library.
 - Target: March 31, 2004
 - Responsibility: Youth Services Coordinator
 - Attempted but program unsuccessful. Discontinued

- e) Offer a Mother Goose, Lapsit, or Storytime program in a library location 6 of 7 days a week
 - Target: September 30, 2005
 - Responsibility: Youth Services Coordinator
 - **Accomplished: Adjusted to five days post re-organization**
- f) Present Storytime in Spanish.
 - Target: September 30, 2005
 - Responsibility: Youth Services Coordinator
- g) Have a kindergarten library card drive.
 - Target: September 30, 2005
 - Primary Responsibility: Youth Services Coordinator
 - **Deferred: Will seek volunteer group**
- h) Offer a book discussion group at the Chugiak-Eagle River Branch Library.
 - Target: March 31, 2006
 - Responsibility: Chugiak-Eagle River Branch Librarian
 - **Deleted.**
- i) Expand childcare outreach program.
 - Target: September 30, 2006
 - Responsibility: Youth Services Coordinator
 - **Delete**
- j) Offer library programs at Recreation Centers.
 - Target: December 31, 2006
 - Primary Responsibility: Youth Services Coordinator
 - **Deleted.**
- k) Offer outreach programs at Boys and Girls Clubs.
 - Target: December 31, 2007
 - Responsibility: Youth Services Coordinator
 - **Deleted.**
- l) Offer outreach programs at Senior Centers.
 - Target: December 31, 2007
 - Primary Responsibility: Adult Services Coordinator
 - **Delete**

PUBLIC RELATIONS

Goal Statement: Anchorage Municipal Libraries tells its story with a popular, relevant and engaging image in the community.

Objectives and Actions:

- A) Empower staff to represent library service to the community.
 - a) Train staff in the techniques of advocacy for the library system. Develop plan that clarifies roles and legal restrictions on advocacy.
 - Target: March 31, 2004
 - Responsibility: ~~Public Services Coordinator~~

- **Deferred and will be re-assigned.**
 - b) Through staff orientation and periodic training sessions, train staff in appropriate behaviors for customer service. Schedule of training session and a staff orientation plan to be submitted to the Municipal Librarian.
 - Target: December 31, 2004.
 - Responsibility: ~~Public Services Coordinator~~
 - **Deferred and will be re-assigned.**
 - c) Train professional staff on publicity techniques, press releases, and public service announcements.
 - Target: June 30, 2004
 - Responsibility: ~~Public Services Coordinator~~
 - **Deferred and reassigned to Community Relations Coordinator**
 - d) Raise staff awareness about Anchorage. Invite representatives from the Planning Dept., Vision Anchorage, Chamber of Commerce, and other such civic development agencies to inform staff about Anchorage's neighborhoods and future plans. Objective can be met at staff training day or other venue.
 - Target: December 31, 2005
 - Responsibility: ~~Public Services Coordinator~~
 - **Deferred and will be re-assigned**
- B) Increase visibility of library throughout the community.
- a) Participate in community events. Develop display materials and interactive activities to be used at community festivals.
 - Target September 30, 2005
 - Responsibility: ~~Public Services Coordinator~~
 - **Deferred and reassigned to Community Relations Coordinator**
 - b) Develop list of publications and electronic media (cable TV scrolls) that routinely receive AML news and events.
 - Target: June 30, 2004
 - Responsibility: ~~Public Services Coordinator~~
 - **Deferred and reassigned to Community Relations Coordinator**
 - c) Develop press release and PSA templates for AML publicity. Configure fax machines to provide mass distribution for press releases to television, radio, and print media.
 - Target: June 30, 2004
 - Responsibility: ~~Public Services Coordinator~~
 - **Deferred and reassigned to Community Relations Coordinator**
 - d) Expand AML newsletter distribution. Deliver to all outlets participating in newsletter distribution. Set up mailings to identifiable library users and support groups.
 - Target: September 30, 2004
 - Responsibility: ~~Public Services Coordinator~~.
 - **Deferred and reassigned to Community Relations Coordinator**
 - e) Engage in "push marketing" via email bulletins, distributions of new book lists, and newsletters.

- Target: June 30, 2005
 - Responsibility: Adult Services Coordinator
 - Accomplished: "Book Letters".
- f) Advertise in a variety of media. Commit to 0.5% of the operational expenses to advertise services and opportunities within the community.
- Target: June 30, 2007
 - Responsibility: Municipal Librarian
- g) Arrange for an annual supplement on library services in the Anchorage Daily News.
- Target: September 30, 2004
 - Responsibility: ~~Municipal Librarian~~
 - Deferred and reassigned to Community Relations Coordinator
- h) Commit to a Community Relations position to cover public relations coordination, volunteer coordination, and grant coordination.
- Target: December 31, 2007
 - Responsibility: Municipal Librarian.
 - Accomplished
- i) Create dialog with community councils on library service.
- Target: Presentation at all community councils by December 31, 2004
 - Responsibility: Municipal Librarian
 - Accomplished: On-going
- C) Build community partnerships for public awareness and support.
- a) Develop partnership for library awareness with the school libraries and the Consortium Library. Develop activities for mutual gain of library agencies throughout Anchorage.
- Target: September 30, 2004
 - Responsibility: Municipal Librarian
 - Accomplished. Future objectives will be re-defined
- b) Develop partnerships with local commercial interests for mutual gain.
- Target: Two partnerships in place by June 30, 2005
 - Responsibility: Municipal Librarian
- c) Develop partnerships with local not-for-profit agencies.
- Target: Partnerships formalized with two not-for-profit agencies, resulting the advancement of library service by June 30, 2005
 - Responsibility: Municipal Librarian
- d) Install information kiosks at mall locations.
- Target: Two kiosks installed by September 30, 2006
 - Responsibility: Municipal Librarian
 - Deleted
- e) Develop programming partnerships, supported by IMLS grants, with area museums.
- Target: One successful program by December 31, 2006
 - Responsibility: Adult Services Coordinator
- f) Attend Chamber of Commerce events.

- Target: Four events per year, first four completed by December 31, 2004
 - Responsibility: Municipal Librarian
 - **Active member of Commonwealth North**
- D) Encourage innovative ideas to spread goodwill.
- a) Promote fundraising events beyond library traditions. Work with Friends to expand such events.
 - Target: Two new programs staged by June 30, 2005
 - Responsibility: Municipal Librarian
 - **Accomplished: On-going**
 - b) Develop creative and “user-friendly” options to collect outstanding fines and fees owed to the library.
 - Target: Two programs developed by September 30, 2004
 - Responsibility: Municipal Librarian
 - **Accomplished and re-defined**
 - c) Commit to building upgrades, current and accurate signage, and directory boards.
 - Target: Upgrades and signs corrected by December 31, 2007
 - Responsibility: Facilities Manager

STAFF DEVELOPMENT

Goal Statement: Anchorage Municipal Libraries will nurture a well-trained staff who constantly strive for improved standards of communication, customer service, and cooperation with co-workers, volunteers, and library support groups.

Objectives and Actions:

- A) Maintain a well-trained and well-oriented staff.
 - a) Create a program of morale-boosting activities to familiarize new staff with functions, staff, and unit areas of the Anchorage Municipal Libraries (examples: orientation scavenger hunt, staff skills contest).
 - Target: September 30, 2003
 - Responsibility: ~~Circulation Supervisor~~
 - **Deferred and will be reassigned.**
 - b) Review current procedures relating to public service; ~~produce timeline for updating and creating staff procedures.~~
 - Target: December 31, 2003
 - Responsibility: Deputy Director
 - **Deferred to March 31, 2005**
 - c) Provide library and job information needed to supplement initial municipal orientation through the staff information found on the staff Intranet.
 - Target: September 30, 2004
 - Responsibility: ~~Access Services Coordinator~~
 - **Deferred and will be assigned at a later date.**

- B) Maintain an informed staff.
- a) Train staff on e-mail communication tools
 - Target: December 31, 2003
 - Responsibility: ~~Access Services Coordinator~~
 - **Deferred and will be assigned at a later date**
 - b) Post, in a timely manner, all current information on the staff Intranet, including meeting notes, policies and procedures, schedules, and directories.
 - Target: December 31, 2003
 - Responsibility: ~~Access Services Coordinator~~
 - **Accomplished: On going.**
 - c) Provide information for all staff concerning current events and upcoming issues.
 - Target: September 30, 2003
 - Responsibility: Municipal Librarian
 - **Accomplished: On going.**
- C) Provide training to staff on delivering superior customer service.
- a) ~~Create and~~ communicate to all staff a shared vision of superior customer service objectives.
 - Target: March 31, 2004
 - Responsibility: Municipal Librarian
 - **Deferred and will be re-defined.**
 - b) Include customer service as part of Staff In-Service Day, emphasizing delivery of superior customer service for both the public and co-workers.
 - Target: September 30, 2003
 - Responsibility: Adult Services Coordinator
 - **Accomplished**
 - c) Create a customer service empowerment committee. Since different parts of our system face different customer service challenges, develop orientation, training, and customer service programs for all individual units within the Anchorage Municipal Libraries.
 - Target: March 31, 2005
 - Responsibility: ~~Municipal Librarian~~
 - **Deferred and will be re-defined**
- D) Develop and implement a training program at all levels aimed at enhancing staff autonomy, ownership, trust and responsibility.
- a) Create a task force on employee empowerment to present to DAC a training program for all staff.
 - Target: December 31, 2003
 - Responsibility: Municipal Librarian
 - **Deferred and will be re-defined**
 - b) Include empowerment exercises as part of the 2004 Staff In-Service Day, emphasizing communication, trust, and interdependence between supervisors and employees.
 - Target: December 31, 2003

- Responsibility: Municipal Librarian
 - Re-defined to communications workshop to be conducted in 2005
- c) Evaluate the progress on procedures development by the employee empowerment task force in regards to increased staff autonomy relating to ownership, problem definition, and creative problem solving.
- Target: June 30, 2004
 - Responsibility: Municipal Librarian
 - Deferred and will be re-defined
- E) Create and implement parameters across staff levels to encourage a commitment to community and professional visibility across all levels of staff.
- a) Post on Intranet lists of all groups which include participating staff members.
- Target: September 30, 2003
 - Responsibility: Adult Services Coordinator
 - Accomplished
- b) Revise current position descriptions at all levels to enable staff to more freely participate in community groups and professional organizations.
- Target: March 31, 2004
 - Responsibility: Municipal Librarian
 - Deferred to March 31, 2007
- F) Devise a program to increase interactive communication between sections within the entire library system.
- a) Implement a system of reporting on meetings across section and unit lines, including meeting notes on the staff Intranet and representatives reporting back from meetings in other staff units.
- Target: September 30, 2003
 - Responsibility: ~~Access Services Coordinator~~
 - Deferred and will be re-defined
- b) Create a program of morale-boosting activities to familiarize staff with co-workers and build professional relationships across section and unit boundaries (examples: orientation scavenger hunt, talent show.)
- Target: September 30, 2003
 - Responsibility: ~~Circulation Supervisor~~
 - Deferred and will be re-assigned.
- c) Implement cooperative job-sharing and job rotation between sections within Anchorage Municipal Libraries.
- Target: December 31, 2004
 - Responsibility: Public Services Coordinator
 - Deleted
- G) Develop procedures for providing volunteer support for staff.
- a) Develop policies and procedures for recruiting, utilizing, and rewarding volunteers who provide staff support.
- Target: December 31, 2003
 - Responsibility: ~~Public Services Coordinator~~

- **Accomplished: Re-assigned to Community Relations Coordinator**
- b) Post policies and procedures on the staff Intranet and provide training for staff in updating and maintaining forms and shared databases.
 - Target: December 31, 2003
 - Responsibility: Adult Services Coordinator
 - **Accomplished.**

TECHNOLOGY

Goal Statement: The citizens of Anchorage will have convenient access to information resources through state-of-the-art, dependable technology and reliable telecommunications at their public library.

Objectives and Actions:

- A) Continue to investigate technological enhancements in hardware and software for the library system's program of service to meet the informational needs of the community.
- a) Upgrade current integrated online library system (SIRSI Classic) to Unicorn in cooperation with UAA, ARLIS, and the Museum libraries.
 - Target: December 31, 2004
 - Responsibility: ~~Access Services Coordinator~~
 - **Organizational work accomplished: Reassigned to Automation Coordinator**
 - b) Provide additional network access for the public within the library buildings through the addition of Ethernet ports and wireless access points for portables.
 - Loussac Target: March 31, 2005
 - Branch Target: June 30, 2005
 - Responsibility: Automation Specialist
 - **Deferred and will be re-defined**
 - c) Maintain public PC replacement cycle and software upgrades.
 - Target: June 30, 2006
 - Responsibility: ~~Access Services Coordinator~~: Automation Coordinator
 - d) Plan and implement Radio Frequency Identification (RFID), incorporating self-checkout systems
 - Loussac Target: December 31, 2006
 - Branch Target: December 31, 2007
 - Responsibility: ~~Technical Services Coordinator~~ Automation Coordinator
- B) Continue to expand information resources, online services and subscription databases to meet patron needs.
- a) Implement virtual reference in cooperation with the Alaska State Library.
 - Target: December 31, 2003
 - Responsibility: Adult Services Coordinator
 - **Accomplished.**

- b) Appoint a task force to determine web site configuration based on priorities of what the web site is supposed to offer.
 - Target: December 31, 2003
 - Responsibility: Automation Specialist
 - **Accomplished: Part of Automation Committee's duties.**
 - c) Implement bankcard use for payment of fees and fines.
 - Target: December 31, 2003
 - Responsibility: Access Service Coordinator
 - **Accomplished**
- C) Continue to support library staff in the use of technology to enhance their job performance.
- a) Implement automated sorting of library materials.
 - Target: December 31, 2006
 - Responsibility: ~~Access Services Coordinator~~ Automation Coordinator
 - b) Implement staff desk scheduling software.
 - Target: June 30, 2004
 - Responsibility: Circulation Supervisor
 - **Deleted**

EPILOGUE

This strategic plan attempts to address the concerns of citizens and staff as expressed during the data collection phase of this project. Some concerns that were prominent during this process have not been addressed within the categories of this plan. These final goals and objectives are listed to assure that Anchorage Municipal Libraries is responsive to its constituents.

GOAL: Anchorage Municipal Libraries will be open in conformance to the hours people expect to use for similar enterprises. We will strive to base our hours to peer enterprises in retail as well as not-for-profit educational and recreational agencies.

Objectives and Actions:

- A) Develop standardized hours of operation at branch libraries.
 - Target: December 31, 2004
 - Responsibility: ~~Public Services Coordinator~~ Branch Coordinator
- B) Increase hours at full-service branch libraries to conform to local commercial enterprises.
 - Target: December 31, 2006
 - Responsibility: ~~Public Services Coordinator~~
 - **Accomplished. Bowl branches expanded to 49 hours effective February 1, 2005**

GOAL: Anchorage Municipal Libraries will make extra effort to provide employment opportunities to all people, with the goal of a diverse workforce that reflects the cultural makeup of our community.

Objectives and Actions:

- A) Develop a recruitment policy for new hires.
 - Target: June 30, 2004
 - Responsibility: Library Advisory Board
 - **Deferred indefinitely**
- B) Develop staff committee for recruitment of new hires.
 - Target: September 30, 2004
 - Responsibility: Public Services Coordinator
 - **Deferred indefinitely**
- C) Staff of Anchorage Municipal Libraries reflects diversity of the community as guided by the available labor pool.
 - Target: December 31, 2006
 - Responsibility: Municipal Librarian

GOAL: Create a more lively and inviting environment at the Z.J. Loussac Library by providing a café or latte stand.

Objectives and Actions:

- A) Develop an RFP for potential concessionaires.
 - Target: December 31, 2003
 - Responsibility: Facilities Manager
 - **Accomplished**
- B) Develop policies concerning food and drink to enable a successful café.
 - Target: December 31, 2003
 - Responsibility: Facilities Manager
 - **Accomplished**
- C) Develop informal programs by the café to encourage use.
 - Target: September 30, 2004
 - Responsibility: Adult Services Coordinator
 - **Deferred to September 30, 2005**

GOAL: Develop a comprehensive facilities plan for the Anchorage Municipal Libraries. Determine what model of library facilities is favorable to the people of Anchorage

Objectives and Actions:

- A) Confer with community councils.
 - Target: June 30, 2004
 - Responsibility: Municipal Librarian

- Accomplished; On-going
- B) Review configurations against peer city/county environments.
 - Target: September 30, 2004
 - Responsibility: Municipal Librarian
 - Accomplished; On-going
- C) Commission consultant study for a comprehensive plan.
 - Target: March 31, 2005
 - Responsibility: Municipal Librarian

GOAL: A diminishing funding base challenges the fulfillment of this strategic plan. Both operating and capital improvements will need to be strengthened as the Municipality of Anchorage grows and demands more from its public libraries.

Objectives and Actions

- A) Partner with the Friends of the Library to identify annual needs and funding support opportunities. Have a plan of action in place annually.
 - Target: March 30, 2004
 - Primary responsibility: Friends Board President
 - Secondary responsibility: Municipal Librarian
 - Accomplished; on-going
- B) Set policy and direction for Anchorage Library Foundation to determine Foundation involvement in capital campaigns as well as endowed services.
 - Target: December 31, 2004
 - Primary responsibility: Foundation Board President
 - Secondary responsibility: Municipal Librarian
 - Accomplished; on-going