Strategic Planning: Parts of a Plan

The following components are required by MBLC for a submitted plan:

A. Mission Statement
B. Vision Statement
C. User Needs Assessment
D. Multi-year Goals and Objectives
E. Planning Methodology Description
F. Governing Board Approval
G. Annual Action Plan Updates

Parts of a Plan Defined:

**Mission Statement:** a concise declaration of the purpose of an organization, specifying the fundamental reason for its existence and identifying its major service roles and the major user groups at which they are directed.

**Vision Statement:** an uplifting and inspiring declaration of the values and hopes of an organization and optimally what you want to accomplish as an organization.

**User Needs Assessment:** Description of the needs of the community the library serves; includes a gathering of information based on an analysis of the population, results of surveys, and a description of the library's existing services in relation to the community's needs. Libraries might want to look to their parent institutions strategic plans to see what needs they have identified for the community, school, institution, etc.

**Planning Methodology:** identification of a specific planning process if used, or, if a library has not used a particular process, a description of what was done, who participated, to what extent, how and what data was gathered, and during what period the plan was developed.

**Goals:** Broad statements describing desirable end results toward which the library will work over the long term, encompassing a vision of what services should be available. Not measurable, may or may not actually be reached during the plan’s duration.
Objectives: Specific, short range statements of results to be achieved to implement a goal; they define how it will be done, who will do it, and when and under what conditions. Measurable and sometimes ranging over multiple years.

Actions: The means to accomplish an objective; specific tasks; specific time to accomplish. An Action Plan template has been created by the MBLC for use by libraries.

Examples of Goals, Objectives and Actions

Goals can be identified by core areas of service and library operations. This makes up the various categories, and then it is further defined by a specific goal, what is the objective of that goal, and then specific action that is measurable to achieve that objective and meet the overall goal.

Note: Some libraries classify the broad category of goal as “Service Responses” or just use the Specific Goal in their plan, depending on the methodology used.

Broad Category for Goal: Personnel and Staff Development

Specific Goal: To recruit and retain outstanding library staff, equip them with the skills and training they need to succeed in their work, and provide staff with an attractive environment where good work is acknowledged and rewarded.

Objective: Library personnel will work together as an organization that is responsive to the changing information and future trends in the library environment.

Action 1: The Director will perform an annual review of staffing needs, including new configurations for scheduling and job responsibilities.

Action 2: Department Heads will survey current staff regarding job satisfaction and retention concerns by end of 2nd Quarter.

Broad Category for Goal: Collections

Specific Goal: To develop, maintain and preserve collections in a variety of formats and locations.

Objective: Library users will have access to materials that are most relevant to the library

Action 1: Library staff will annually review and assess collections.

Action 2: Head of Collections will prepare acquisition reports on a monthly basis and prepare budget accordingly.