

## **MATTESON PUBLIC LIBRARY**

### **STRATEGIC PLAN**

**2006 - 2009**

Prepared by

**The Matteson Public Library Board of Trustees**

and the

**Matteson Public Library Staff**

801 SCHOOL ST • MATTESON, ILLINOIS • 60443-1897

PHONE: 708-748-4431 • FAX: 708-748-0579

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Annual Updates: by the regular March meeting of each year, an update of the action plan for the following fiscal year (May to April).

## **I. Mission, Values and Vision**

### **MISSION**

The Mission of the Matteson Public Library is to make a positive contribution in the community by providing popular materials and services to help meet informational recreational, educational, and intellectual needs with timely, accurate information in a variety of formats.

### **VALUES**

- We value our customer's needs and individuality
- We value the love of knowledge and the journey to achieve
- We look for ways to say **yes**, measuring our success by the loyalty of our patrons and the community
- We stand for Intellectual Freedom providing a wide diversity of views including those that may be unpopular

### **VISION**

Our vision is to provide a library that is at the heart of the community. The Matteson Public Library will be an intellectual center of the Southland, providing access to the world.

We will be available either physically or electronically, 24/7 year-round.

We will keep in touch with the changes in technology and provide those which will enhance access to information to our patrons.

We believe the residents of Matteson deserve nothing less than the best in library service and that it is our job to provide it.

## **II. INTRODUCTION**

### **AN ASSESSMENT OF USER NEEDS**

The Matteson Public Library serves the traditional function of a library as a source and procurer of information. Like libraries throughout the country, though, it plays an increasingly important role as a community gathering place, a technology center, and a forum to share and discuss ideas (see Appendix D.) As background for development of the plan, the planning committee considered a number of factors relating to public library service in the 21<sup>st</sup> century.

The Library suffered through a budget crisis from 1997 - 2004. It caused cutbacks in maintenance, staffing, purchasing and programming with repercussions yet today.

#### **A. Facilities**

The current physical facility presents major challenges to the Library. On the positive side:

- The Library's location is popular with residents.
- It is conveniently located next to the Community Center and by Oakwood Park.
- It is housed in an architecturally significant building.

The Library, though, lacks sufficient space to meet the needs of the community.

- The Library building's 23,000 square footage is significantly less than the libraries located in comparable south suburban locations.

<b>Library</b>	<b>Population</b>	<b>Square Footage</b>	<b>% Larger</b>
Matteson	16,579	23,000	100%
Homewood	19,543	34,000	148%
Park Forest	23,462	37,500	163%
New Lenox	17,771	56,000	243%

Lack of space limits the Library's ability to:

- Increase its collection significantly.
- Present programs at the most requested times; and, allow for public use of the meeting room.
- To create unique teen programs and collections.
- Offer computer labs for daily patrons and classroom use
- Provide adequate desk and office space for staff. For example, the Youth Services department has two people sharing one desk and computer workstation in another part of the building.
- Offer a coffee bar or refreshment area

#### **B. Collections**

The Library's FY 05-06 budget for books, audio-visual and electronic resources was increased by 42%. Yet, the Library still does not have sufficient volumes to meet the Illinois Library Association (ILA) Growing Level of service (see Appendix C). The residents of Matteson deserve the best Library possible serving the community at the Established or Advance level. However, our building limits the number of items we can accumulate.

C. Programming

The Library has expanded programming for all ages in recent years. Feedback and attendance has been positive for new offerings such as special exhibits, book discussions, baby story-times, anime training sessions, and financial seminars. Despite recent additions, the Library is not currently able to meet demand for a greater variety of programming due to space and budget constraints.

D. Technology

The role of computer technology is essential to the operation of the Library. The Library plays an increasingly important role in helping residents become informed and comfortable with new developments in technology.

Increased funding will be necessary in order to operate more efficiently by offering more self-checkout stations and e-notification, and to expand services such as downloadable audio books.

E. Communications

While there seems to be high general awareness of the Library in the community, the anecdotal evidence suggests much of the community lacks specific knowledge of:

- many of the Library's service expansions.
- financial constraints.

It will become increasingly important for the Library to raise awareness of these specific services and its growing financial needs.

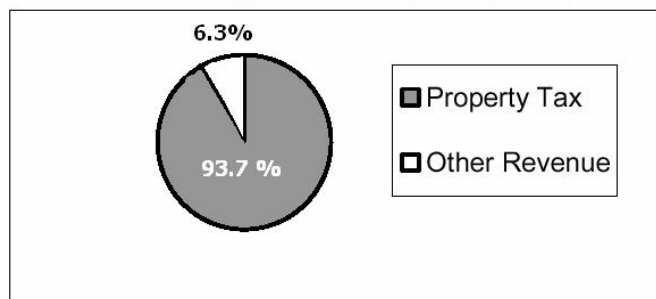
F. Staffing

Due to the past fiscal crisis, the Library has been doing more with less for the recent past. Current staffing levels are just above the ILA recommended Growing level. (See Appendix C.)

Residents praise staff in terms of its knowledge and helpfulness. There is a high expectation that the Library will continue to employ an excellent, diverse staff, at the levels needed to provide the best service to the community.

G. Funding

The Library's primary source of funding is property tax (93.7%).



Since the Village of Matteson is not home rule, the law requires that the Library's annual budget increase stay at the tax cap level which is either 5% or the annual Consumer Price Index (CPI), whichever is less; and, less 15-25% annually in tax refunds.

Against this backdrop, other sources of revenue such as grants and fundraising will become increasingly important for the Library.

### **III. CONTEXT FOR PLANNING**

The Matteson Public Library operates under a three-year planning cycle. Within this framework of our mission, priorities, and goals are reviewed annually and adjusted as needed.

The Library prepared a SWOT Analysis, a powerful technique for understanding the organization and its environment with the assistance of Kathryn Deiss, Director of Strategic Learning for the Metropolitan Library System. It is the first stage of planning and helps management to focus on key issues. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

We used three groups to do this analysis, the Board of Trustees, key staff members and a focus group of community members. This type of analysis enables us to discover opportunities; and, by understanding the weaknesses of the library, we can manage and eliminate threats that would otherwise catch us unaware.

The following is the consensus of the groups.

**Strengths:**

- Youth Programming
- Economic draw for the community
- Excellent patron service

**Weaknesses:**

- Building issues
- Staffing; more staff, better trained
- Marketing - to increase circulation; raise attendance; and enhance fundraising

**Opportunities:**

- Technology expansion
- Providing educational opportunities to patrons
- Exploring the communities demographics

**Threats:**

- Costs of keeping current with technology
- Public funding – Tax caps, tax refunds and unfunded government mandates
- Outside relationships – Village, County, and State governments, as well as school districts and other libraries.

### **III. GOALS AND OBJECTIVES**

Based on the results of the SWOT analysis the Library has developed these goals and objectives. Based on the standards specified in *Serving Our Public*, the primary objective will be to increase Matteson Public Library's facilities to achieve the Growing level while aiming for the Established level of service.

#### **Goal #1          Advocacy**

The Staff and board of the MPL will work locally, statewide, and nationally to promote legislation and establish relations with other agencies that are in the best interests of the library's future and those of its patrons.

##### **Objectives:**

- Closely monitor community demographics
- Oppose tax caps and seek supplemental sources of revenue
- Work with local businesses and agencies to enhance MPL's current status as an economic draw for the community

#### **Goal #2          Building and Grounds**

The Staff and Board will finish correcting long standing maintenance and safety issues; and, lay the ground work to enlarge the facilities.

##### **Objectives:**

- Complete electrical repairs
- Weather-strip and caulk all windows
- Replace the ceiling and roof
- Conduct a needs assessment of the facilities
- Complete a feasibility study of the community and the best means to provide the needs of the future residents of Matteson

#### **Goal #3          Financial Stability**

Ensure the future financial stability of the Library through planning, marketing, investments and fundraising.

##### **Objectives:**

- Designate funds annually for building repairs above and beyond routine maintenance
- Transfer interest dollars to investment accounts
- Plan one major fundraising event per year
- Utilize marketing capabilities to constantly remind businesses and individuals of the benefits of supplementing library funding

#### **Goal #4          Marketing**

Devote significant resources in dollars and man-hours to marketing in order to increase circulation, raise attendance and enhance fundraising.

##### **Objectives:**

- Redesign and promote a new web page that is aimed at promoting library services, events, reader's advisory, and reference assistance
- Have newsletters professionally printed and mailed to each household
- Have brochures professionally printed
- Support the Public Relations/Marketing Team with funds and staff

**Goal #5      Programs**

Provide community outreach and programs for individuals of all ages.

**Objectives:**

- Provide educational opportunities for the public at all age levels
- Cooperate with other libraries, government entities, and businesses to provide programs to our patrons

**Goal #6      Staff**

Maintain MPL's record of excellent services and continue to build upon this major strength.

**Objectives:**

- Increase the number of staff as the population grows
- Provide more training and educational opportunities for the staff.
- Assess staff duties to ensure they cover new demands
- Ensure that compensation and benefits will continue to attract high quality employees

**Goal #7      Technology**

Provide up to date electronic information technology to its patrons and staff.

**Objectives:**

- Provide the staff with constant training and outside educational opportunities in order to achieve as current a level of knowledge and competence as is appropriate
- Provide adequate funding for training and equipment
- Seek out methods that will improve our service to the public

**Goal #8      Services**

The library will, at minimum, meet standards at the growing level as stated in *Serving Our Public: Standards for Illinois Public Libraries*.

**Objectives:**

- Increase the audio visual collection to no less than 10,802 items
- Increase the book collection to no less than 78,158 items
- Increase the hours open to the public to a minimum of 64 year round
- Increase the number of library cardholders

**Appendix A : Matteson Community Profile**

Matteson is a village in Southern Cook County, in the Chicago metro area. The Village of Matteson is located at the latitude of 41.503N and the longitude of -87.713W. The village was named for Illinois Gov. Joel Matteson.

Total population (2000)	12,928		
Population by age	Under 5 years	832	6.4%
	5 to 9 years	993	7.7%
	10 to 14 years	1,078	8.3%
	15 to 19 years	994	7.7%
	20 to 24 years	729	5.6%
	25 to 44 years	3,501	27.1%
	45 to 64 years	3,408	26.4%
	65 years and older	1,393	10.8%
Population by race	White	4,230	32.7%
	Hispanic or Latino	436	3.4%
	Asian	201	1.6%
	African American	8,098	62.6%
Median age	36.1		
Median family income	\$ 59,583		
Educational level (% of population 25 years or older)	24.6%	High school graduate	
	22.5%	1 or more years of college, no degree	
	7.9%	Associate degree	
	16.7%	Bachelor's degree	
	7.1%	Master's degree	
	1.3%	Professional degree	
	0.4%	Doctorate degree	
Total Households	4,561		
Owner-occupied housing units.	3,737	81.93%	

Source: U.S. Census, 2000.

**Appendix B: Library Profile**

The Matteson Public Library was founded in 1964.

<b>Population Served in 2006</b>	16,579
<b>Children Program Attendance (FY05-06)</b>	7,288
<b>Weekly Hours of Operation</b>	62
<b>Total number of cardholders (4/30/06)</b>	10,491

	<u>2000-2001</u>	<u>2005-2006</u>	<u>Change</u>
<b>Annual Attendance</b>	113,770	163,918	44.08%
<b>Number of Resident Cardholders</b>	8,280	10,491	26.7%
<b>Library Materials Owned</b>			
Books	75,681	77,163	1.96%
Non-print items	8,017	9,714	21.17%
<b>Circulation</b>			
Total	153,551	143,775	-6.37%
Adult	99,605	84,597	-15.07%
Children's	53,946	59,178	9.70%
<b>Financial Resources</b>			
Local government revenue	761,804	1,348,789	77.05%
Materials Expenditures	110,944	155,263	39.95%
Staff Expenditures	512,124	687,357	34.22%

### **Appendix C: Illinois Library Association Standards**

The Illinois Library Association (ILA) has developed a four-tiered standard system based on population. These standards serve as a statewide source of guidance for service levels and are detailed in “*Serving Our Public: Standards for Illinois Public Libraries.*”

Libraries in the Chicago area typically have a heritage of very strong service to their communities. Libraries serving a highly educated population face greater demands for more extensive and sophisticated service. Therefore, it is common for communities comparable to Matteson to exceed the highest Advanced Level.

The preliminary results of the special census the Village of Matteson undertook in 2005 show an increase in population of about 25%. This has caused our library’s category to change. We were serving a population under 15,000, and we met those service levels easily. Budget and space constraints have limited the Matteson Library’s ability to exceed the Growing Level of service based on the formula for a community of 20,000 residents.

	Minimum	Growing	Established	Advanced	<b>Actual</b>
Book Collection	57,000	85,000	100,000	155,000	<b>77,163</b>
Audio-Visual Collection	6,200	10,802	17,000	37,000	<b>9,714</b>
Hours of Service	56	64/Sundays Sep-May	68/Sundays Sep-May	72/Sundays All Year	<b>62/Sundays Sep-May</b>
Staffing Levels (Full-time equivalents)	13	18	26	33	<b>19</b>

- The Matteson Public Library book collection is below the Growing level.
- The Matteson Public Library audio-visual collection is below the Growing level.
- The Matteson Public Library hours of service are just below the Growing level.
- The Matteson Public Library staffing is just above the Growing level.

The board will start estimating population growth at a rate of 5% annually so we may more accurately forecast the growth of the village, and the service level needed to meet the community’s requirements.

The community endorses the current direction of the Library as evidenced by its usage of the Library. However we still have work to do to overcome the damage done by past fiscal challenges.

**Appendix D: Increasing Community Demands**

Although the community, when surveyed, voiced overall satisfaction with the Library, the board feels that the Library could increase its collection to better meet residents' needs. It seeks more:

- AV materials – CD's, DVD's, audio books, e-books, and other electronic formats.
- Popular fiction and non-fiction books both in variety of titles and number of multiple copies purchased, paying particular attention to diversity in our selections.

Please note that comparable neighboring communities often offer larger collections than the Matteson Public Library.

Illinois State Library – Public Library Statistics FY 2003-04

Location	<b>Matteson</b>	<b>Frankfort</b>	<b>Flossmoor</b>	<b>Hazel Crest</b>	<b>Homewood</b>	<b>Park Forest</b>	<b>Tinley Park</b>
Library Name	Matteson P.L.	Frankfort P.L.D.	Flossmoor P.L.	Grande Prairie P.L.D.	Homewood P.L.D.	Park Forest P.L.	Tinley Park P.L.
Population Served	12,928	22,695	9,301	30,985	19,543	23,462	54,342
<b>Holdings</b>							
Books	74,078	89,687	57,607	74,264	109,404	174,594	138,312
Serials	924	2,539	643	707	4,100	3,860	2,750
E-books	0	0	0	549	3,959	3,407	0
Videos / Films	4,937	4,531	209	3,093	6,282	2,991	4,797
Audio Recordings	3,923	5,325	4,177	10,332	4,874	5,083	6,439
Data-bases	10	10	6	5	9	2	7
Print & Microfilm Subscript.	193	272	174	210	260	18	813
Electronic Serial Subscript.	0	2	0	6	2	2	0
<b>Computer-Readable Storage Mediums</b>							
CD-ROM	2,393	5,156	2,386	31	1,000	2,118	4,910
Other	0	2	5	0	0	0	47
Children's Holdings	27,646	0	23,430	30,594	52,819	52,095	62,771
Books Held Per Capita	5.7	4	6.2	2.4	5.6	7.4	2.5

Data most recently available\*