

Director and Senior Leadership Team Goals 2021

Drafting goals this year feels like a difficult if not impossible task. But, with that said, it is important to continue with the process. However, it is important to create a roadmap for the second half of 2021 and beyond and these performance goals do achieve that end.

- 1) MCPL Management Team will implement and foster an organization-wide effort to foster healthy communication and continuous learning among all MCPL staff
 - a) The Human Resources Team will lead the development procedures and guidelines to ensure alignment with MCPL mission, vision, and values
 - b) MCPL Tactical Team will continue working together on healthy communication techniques
 - c) MCPL Management Team will adopt these techniques throughout their areas
 - d) Senior Leadership Team will support continuing to build the environment of continuous learning initially developed in 2020.
- 2) Evaluate and prioritize system-wide services to optimize organizational capacity
 - a) MCPL Senior Administration Team will develop organizational criteria for evaluating existing services and new opportunities
 - i) Potential areas: Programming, Processing, Warehousing and Central Collection Warehouse
 - b) Tactical Team will inventory and evaluate existing system-wide services using the criteria established by the MCPL Senior Administration Team in 2019
- 3) Revisit and Update the Organizational Pillars
 - a) Chief Operating Officer will review and update processes around Collections, especially focusing on Community Programming, Youth Services Programming, and Materials Acquisitions
 - b) Community Relations and Planning Director will review the external Communications processes, especially focusing on social media and target market communication
 - c) Finance and Facilities Director with the Capital Projects manager will develop a draft Capital Maintenance plan
 - d) Development Director will review campaigns and strategies to supplement private giving, especially focusing on “consumable” services
 - e) Human Resources Director will review policies and practices to assure MCPL provides internal opportunities for diversity, equity and inclusion
 - f) Chief Technology Officer will review Technology environment and assure that the current direction and practices place the library in the best place to provide service
- 4) Evaluate the Strategic Plan Priorities and Progress
 - a) Evaluate all data inputs and demographics
 - b) Develop a plan to conduct 2 to 4 community needs assessments once the public health situation makes it possible
 - c) Develop as structure for Community Needs Assessments at the branch / community level

Definitions

In the goals and action steps above, several groups are referenced, however, these groups are internal definitions. Below is a glossary defining the groups identified above.

MCPL Senior Administration Team – This is the Library Director and his direct reports including the Assistant Director, Chief Experience Officer, Chief Technology Officer, Human Resources Director, Finance and Facilities Director, Development Director, Community Relations and Planning Director, and Internal Communications Director. When considering the Capital Plan, the Senior Administrative Team can also include the Capital Projects Manager. When considering strategic action focused on public services, the Senior Administrative Team may include the Associate Directors for Public Services

MCPL Management Team – This is the entire leadership group mostly defined by people that supervise and manage other people

MCPL Staff – This is all MCPL staff of all levels, categories, and classifications

Human Resources Team – This is the Human Resources Director and the Chief Experience Officer and their direct reports

Tactical Team – This is a combination of public service and support service managers. The initial purpose of this team was to foster cross departmental cooperation and collaboration. In “lean” this might be considered a cross-functional team. This is comprised only of managers. The Chief Technology Officer as representative from Senior Leadership and helps to facilitate discussion but should not be considered the team leader