



Strategic Plan

FY2020-2022

**Approved by the Board of Trustees on
October 12, 2019
Resolution 2970-19**

Our Mission - Our Everyday

The mission of the Avon Lake Public Library is to foster and enrich the community through collaboration, services and resources.

Our Values - Our Everyday

Avon Lake Public Library values:

Innovation

The Library is a leader of smart and efficient sustainability and forward-thinking uses of technology and programming. The staff are creative problem-solvers and learn from individual and collective challenges.

Integrity

The Library is a reliable source with the highest standards of transparency, responsibility and fiscal stewardship.

Lifelong Learning

The Library is committed to the individual pursuit of learning and discovery by providing equal access to materials, services, resources and programming.

Openness

The Library is an environment that welcomes everyone and supports equality, diversity and space for peaceful assembly and the discussion of ideas.

Service

The Library is where people come first, internally and externally. The staff listens, is helpful, collaborative, approachable, friendly and professional.

Our Vision - Our Future

The vision of the Avon Lake Public Library is to be the premier community destination and the model for innovation, discovery and lifelong learning.

Our Goals - Our Future

1. Spark ideas and actions that optimize access and the user experience.
2. Build creative outreach partnerships and programming initiatives.
3. Inspire a cohesive organizational culture that supports our values.

Planning Team

Board of Trustees

Rebecca Schaltenbrand | President

Cheryl Arnold | Vice President

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Management Team:

William Rutger | Director

Lorie Scheer | Fiscal Officer

Gerry Vogel | Assistant Director/Adult & Teen Services Manager

Sybil Wendling | Children's Services Manager

Dianne Russell | Circulation Services Manager

Shea Alltmont | Communications Manager

Linda Janesz | Discovery Works Manager

Nick Kelley | Technology Services Manager

Dan Cotton | Page Supervisor



Strategic Planning Facilitator: Northeast Ohio Regional Library System

Strategic Goal 1

Spark ideas and actions that optimize access and the user experience.

Community members will benefit from increased physical and digital access to the rich resources of the Avon Lake Public Library. Knowledgeable and informed staff will provide expert service at all service points. The Avon Lake Public Library will be known for its ability to create innovative and responsive services and programming.

Strategic Objectives

1. Enhance the patron experience on-site and digitally.
2. Shape staff skill sets for maximum impact on our mission and values.
3. Create mechanisms to enhance internal communication and idea sharing.

Strategic Goal 2

Build creative outreach partnerships and programming initiatives.

The Avon Lake community will be served by a variety of relevant outreach initiatives. Spaces and staffing will be designed and utilized to accommodate an active and successful outreach program. Partnerships will be mutually beneficial and will provide maximum community impact using existing resources.

Strategic Objectives

1. Develop an outreach blueprint with a focus on Avon Lake, its residents and businesses in furtherance of our values.
2. Design a staffing structure that supports community outreach.
3. Expand partnerships in conjunction with established community activities.

Strategic Goal 3

Inspire a cohesive organizational culture that supports our values.

The community will experience the benefit of a dynamic and empowered staff that models the stated values and works as a team to serve patron needs. Staff will be able to assist patrons efficiently and effectively and act as well-informed and enthusiastic advocates for the Library and its programs and services. An environment of cooperation and support will act as a catalyst for excellence.

Strategic Objectives

1. Integrate stated values into daily staff work activities.
2. Design a framework that fosters strong peer to peer relationships and collaboration.
3. Create multi-faceted opportunities for staff participation in decision-making and professional development.
4. Generate baseline standards for staff knowledge and skills.

Summary

The Avon Lake Public Library has consistently utilized the process of strategic planning to set goals, measure progress and move into the future with strength and relevancy. The FY2016-2019 plan was characterized by a focus on six broad areas with associated goals and objectives. The new strategic plan is organized around three overarching strategic goals, each supported by strategic objectives and action items and emphasizes outreach partnerships, access and the user experience and staff excellence. The plan serves as a template for decision-making and the effective allocation of resources. Most importantly, the FY2020-2022 strategic plan clearly adheres to the Library's mission and supports its vision to "...be the premier community destination and the model for innovation, discovery and lifelong learning."

The Process

The Avon Lake Public Library entered into a new strategic planning process in May 2019. The Library gathered input from the community through an online survey (770 responses) and a community Focus Group which met on June 25, 2019 with 14 attendees.

The information acquired from the survey and Focus Group was shared with the Board of Trustees and the library's management team. Feedback from the survey indicated that the library has strong community backing, is an organization that improves their quality of life and is a source of community pride. In addition, there were requests for more lifelong learning opportunities, STEAM programs, circulation of non-traditional items, more adult classes, and increased digital materials. Respondents also indicated a desire for the library to join CLEVNET. The Focus Group felt strongly that the library needed to market their programs and services in a variety of new ways.

The Board of Trustees met on July 25, 2019 for a four hour retreat to review the mission and values of the Library and a decision was made to refine both. The Board also created a vision statement. The Board utilized the knowledge gained from the survey in the context of a SWOTA analysis (Strengths, Weaknesses, Opportunities, Threats and Aspirations) which was essential to the creation of new strategic goals.

The Library Management Team then met on August 19, 2019 for a four hour retreat to consider the strategic goals through five library-specific perspectives (Customer, Staff, Internal Processes, Financial, and Non-Financial Resources), thus resulting in objectives under each goal. The information from that retreat was compiled and was used by the Library Management Team and staff to create the action items used to implement the plan.

The staff of the library met on August 26, 2019 for a one and a half hour planning session during which the new mission, vision and value statements were reviewed and the goals introduced. The staff worked in small groups to brainstorm ideas around topics such as partnerships, relevancy, innovation and failure, healthy solutions, and diversity and inclusion. Ideas from that session were considered as part of the action item formation process.

The themes from the surveys are carried throughout the plan and are supported by goals and objectives which will spark ideas, build outreach partnerships and inspire a culture that supports the library's values.