

- Reed Memorial Library -

Strategic Plan

2018 - 2020



REED MEMORIAL
LIBRARY

Mission

Reed Memorial Library will create exciting, enriching, engaging experiences for discovery and growth with a commitment to every person.

Vision

Everyone who utilizes the library will have their best possible experience.

- We will offer programs and services that meet or exceed our patrons expectations
- We will establish roots in the community through strategic partnerships
- We will utilize innovative tools and technologies to make an impact on our organization and the lives of our patrons
- We will treat every person with care, respect and enthusiasm
- We will refresh, renew and revamp the impression of the library

Tagline

Empowering Everyone

Organizational Priorities

Stimulate imagination and discovery
Support and complement local schools
Be a community hub
Create lasting memories

Strategic Focuses

Incorporate a Continuous Improvement Program to focus on the following areas:

Equipment, Systems and Space - page 2

To make the library a multi-use destination where everyone feels welcome, comfortable and energized and we fully utilize our physical and virtual spaces to provide complete access to our services and resources.

Patron Experience - page 4

To create a dynamic and enriching environment where patrons have a consistently outstanding experience and look forward to their next visit.

Healthy Organization - page 5

To strengthen the policies, practices and culture of our library to make it an efficient and fiscally responsible organization that supports staff with opportunities for growth.

Community Hub and Public Relations - page 6

To deepen our commitment to the community we serve by engaging staff locally and exploring the ways we can most effectively reach our patrons through new and traditional mediums.

Collections and Services - page 8

To better understand the needs and interests of our patrons and to provide them with timely, relevant and interesting collections, services and programming.

Equipment, Systems and Space

To make the library a multi-use destination where everyone feels welcome, comfortable and energized and we fully utilize our physical and virtual spaces to provide complete access to our services and resources.

Strategy 1 - Physical Spaces

Objective 1.1: Find the best and most efficient way to utilize our physical spaces.

Activity 1.1.1: Conduct a facility usage study and create a space usage plan to explore the feasibility and cost of the following modifications:

Target Date - 2018, Q2-Q4	Date Completed – 2019, Q2
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- A multi-use outdoor space for activities and programming

Target Date - TBD	Date Completed -
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- Repurposing the following spaces with respect to needs, space usage and functionality:

- Second floor IT office
- Teen Space
- Magazine Room
- Printer room
- Grandfather clock corner
- Fax room

Target Date - TBD	Date Completed -
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- Replace Main Street entrance drop box with Express Computer location

Target Date - 2018, Q2-Q3	Date Completed – 2018, Q4
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- Improve shelving and lighting in non-fiction area

Target Date - TBD	Date Completed -
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- Replace carpet

Target Date - 2018, 2019, 2020	Date Completed – ON HOLD
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Activity 1.1.2: Implement low to no-cost changes with immediate payoff toward enhancing our physical space

- Find a solution for patrons who need to charge devices. Review options for in-ground outlets

Target Date - 2018, Q1-Q2	Date Completed - Q2 2018
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- Upgrade upholstered seating in the magazine room

Target Date - 2018, Q1-Q2	Date Completed - Q2 2018
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- Provide AV and videoconferencing equipment for public use in the meeting rooms

Target Date - 2018, Q2-Q3	Date Completed – 2019, Q4
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- Provide more dramatic play opportunities in the Children’s space

Target Date - 2018, Q3	Date Completed – 2019, Q2
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- Identify photographs and artwork that will enhance our space

Target Date - 2018, Q4 and 2019, Q1	Date Completed -
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- Determine a solution for noisy fire suppression compressor

Target Date - TBD	Date Completed - Q1 2018
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Activity 1.1.3: Reevaluate our computer and technology offerings to reduce barriers to usage and make them accessible for all patrons.

- Reevaluate our printing and computer reservation software

Target Date - 2018, Q4 and 2019, Q1	Date Completed -
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- Evaluate wireless printing services

Target Date - 2018, Q4	Date Completed -
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Strategy 2 - Navigation

Objective 2.1: Make it easier find materials and navigate our physical space.

Activity 2.1.1: Reevaluate, update and add signage to better guide patrons through the library

Target Date - 2018, Q4 and 2019, Q1-Q2	Date Completed - ONGOING
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Activity 2.1.2: Assess and evaluate multi-use passive and/or touch monitors for guiding patrons through the library and providing information

Target Date - 2020, Q1-Q2	Date Completed -
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Activity 2.1.3: Assess and evaluate the use of touchscreen devices as catalog terminals

Target Date - 2019, Q3-Q4	Date Completed -
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Strategy 3 - Technology

Objective 3.1: Make our virtual spaces easy to discover.

Activity 3.1.1: Contract with a qualified web design firm to:

- Develop a new website with responsive (mobile-friendly), flexible and fresh design that makes it easy for patrons to get the information they need; programs, services, meeting room reservations and collections (physical and digital)

Target Date - 2019, Q3-Q4 and 2020, Q1	Date Completed – 2020, Q4
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Activity 3.1.2: Evaluate options for a library-specific mobile application through existing products or having one created

Target Date - 2020 Q1-Q3	Date Completed – 2020, Q4
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Objective 3.2: Stabilize and upgrade technological systems and equipment.

Activity 3.2.1: Draft and complete a technology plan for three years beginning in 2019 which considers the following:

Target Date - 2018, Q2-Q3	Date Completed – 2018, Q4
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- Printer/copier/fax fleet replacement

Target Date - 2019, Q3-Q4	Date Completed – 2019, Q4
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- Upgrade of programming iPads

Target Date - 2018, Q4	Date Completed – 2018, Q4
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- Necessary network upgrades or reconfiguration

Target Date - 2019, Q2 and 2020, Q2	Date Completed -
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- Ongoing staff and public computer replacements

Target Date - Ongoing	Date Completed – ONGOING - major updates 2021, Q1
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Patron Experience

To create a dynamic and enriching environment where patrons have a consistently outstanding experience and look forward to their next visit.

Strategy 1 - Patron-Centered

Objective 1.1: Instill a commitment to customer service excellence in our organization by providing staff with the training, support and feedback needed to deliver the best possible experience for our patrons.

Activity 1.1.1: Develop and implement a comprehensive customer service excellence training program for new and existing staff

Target Date - 2020, Q1-Q2	Date Completed -
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Activity 1.1.2: Create an ongoing method by which staff can share their experiences in customer service excellence

Target Date - 2018, Q1	Date Completed - Q2 2018
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Activity 1.1.3: Create basic library service expectations for staff based on the premise “*if a patron can do it, so can I*”. Train all relevant staff to be able to assist a patron on those standards

Target Date - 2019, Q1	Date Completed -
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Objective 1.2: Create opportunities for patrons to improve and enhance our services.

Activity 1.2.1: Implement a “Sorry/Thank you” list for staff to provide direct feedback from patrons to managers and administration to help guide decisions on policy, practice and services

Target Date - 2018, Q2	Date Completed -
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Strategy 2 - Environment

Objective 2.1: Create an interesting and dynamic environment for patrons.

Activity 2.1.1: Identify ways to provide unique experiences for patrons. This can include:

- Live music or vocal performance
- Rotating art exhibits
- Food Truck Friday
- Interactive experiences or displays
- Pop-up Events or Programs

Target Date - Ongoing	Date Completed - ONGOING
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Healthy Organization

To strengthen the policies, practices and culture of our library to make it an efficient and fiscally responsible organization that supports staff with opportunities for growth.

Strategy 1 - Support and Recognize

Objective 1.1: Create an environment where staff are supported and recognized for their work.

Activity 1.1.1: Explore the formation of a recognition committee

Target Date - 2018, Q1	Date Completed – 2018, Q3
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Activity 1.1.2: Create a method for staff to receive appropriate and relevant answers to their human resources questions.

Target Date - 2019, Q1-Q2	Date Completed -
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Activity 1.1.3: Explore options, benefits and interest in a wellness program for employees

Target Date - 2019, Q1-Q2	Date Completed -
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Strategy 2 - Develop and Train

Objective 2.1: Create a consistent and formalized process for training

Activity 2.1.1: Establish and implement a standardized, comprehensive in-house orientation and training program for all new and existing staff

Target Date - 2018, Q1-Q3	Date Completed – 2019, Q2
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Activity 2.1.2: Establish and implement a consistent process for ongoing internal training that includes staff feedback on training subjects, and customized one-on-one and small group training appropriate to workflow needs

Target Date - 2018, Q3-Q4 and 2019, Q1	Date Completed - ONGOING
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Activity 2.1.3: Reevaluate the current Staff Day model

Target Date - 2018, Q4	Date Completed – 2020, Q3
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Strategy 3 - Communicate

Objective 3.1: Encourage effective communication amongst staff, managers and administration

Activity 3.1.1: Evaluate an internal staff wiki or other tools for ongoing communication

Target Date - 2019, Q2-Q3	Date Completed – 2019, Q3
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Activity 3.1.2: Create a method for staff to submit ideas or concerns to managers

Target Date - 2019, Q2	Date Completed -
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Activity 3.1.3: Evaluate and establish opportunities for staff, managers, and administration to work on communication skills

Target Date - Ongoing	Date Completed -
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Objective 3.2: Achieve regular face-to-face contact between supervisors and direct reports that encourages ongoing feedback and improvement of work outputs.

Activity 3.2.1: Managers will establish regularly scheduled off-floor meetings with each of their direct reports

Target Date - Ongoing	Date Completed -
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Activity 3.2.2: Managers will provide prompt positive and constructive feedback

Target Date - Ongoing	Date Completed -
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Activity 3.2.3 Evaluate methods such as third party facilitated sessions for staff to provide feedback on manager's performance.

Target Date - 2020, Q1-Q2	Date Completed -
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Strategy 4 - Policy and Practice

Objective 4.1: Conduct a study of organizational structure and make necessary changes to align work roles, duties, responsibilities and policy with mission and strategy.

Activity 4.1.1: Conduct internal audit of all positions and update job descriptions

Target Date - 2018	Date Completed – 2019, Q1
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Activity 4.1.2: Update organizational structure and roles to align with strategy

Target Date - 2018	Date Completed – 2019, Q1
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Activity 4.1.3: Reevaluate desk assignments to maximize staff time and still meet patron's needs

Target Date - 2018, Q1-Q2	Date Completed -
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Objective 4.2: Create internal processes that support healthy, effective and efficient work environment

Activity 4.2.1: Review and revise policies and procedures as needed to maintain a fair and equitable workplace

Target Date - Ongoing	Date Completed - ONGOING
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Activity 4.2.2: Reformat current policy manuals to allow for better ease of use

Target Date - 2018, Q4 - 2019, Q1-Q2	Date Completed - ONGOING
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Objective 4.3: Ensure the operating efficiency and financial viability of the library

Activity 4.3.1: Develop a 10-year financial forecast tool to facilitate long-term strategic planning and implementation within budgetary limits, with annual and long-range savings and expense targets

Target Date - 2018, Q1	Date Completed - Q3 2018
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Community Hub and Public Relations

To deepen our commitment to the community we serve by engaging staff locally and exploring the ways we can most effectively reach our patrons through new and traditional mediums.

Strategy 1 - Partner and Engage

Objective 1.1: Instill a culture of partnership in all Library employees that naturally extends itself into the community.

Activity 1.1.1: Create or identify tools that will serve as a go-to source on area organizations and provides the following:

- description of services
- contact information for an organizational liaison
- program partnering opportunities
- volunteering opportunities

Target Date - 2019, Q4 - 2020, Q1	Date Completed -
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Activity 1.1.2: Explore training for staff on identifying and creating partnerships

Target Date - 2019, Q1-Q2	Date Completed -
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Objective 1.2: Be the first consideration when a community member or organization is trying to address a need.

Activity 1.2.1: Continue and better integrate the Community Engagement project into our daily work and decision making through a formal process of reporting and communication

Target Date - 2018, Q2-Q3	Date Completed -
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Activity 1.2.2: Explore the benefits and possibility of extending the Community Engagement assignment to all staff

Target Date - 2020, Q1	Date Completed -
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Objective 1.3: Increase our reach and effectiveness to all patrons.

Activity 1.3.1: Establish a program with Ravenna School District that provides a library card for every student in the district

Target Date - 2019, Q3-Q4	Date Completed - ONGOING
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Activity 1.3.2: Identify ways to better collaborate with other Portage County library systems and provide consistent service or benefit from shared knowledge

Target Date - 2019, Q1-Q2	Date Completed - ONGOING
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Strategy 2 - Outreach

Objective 2.1: Create memorable presences in the community.

Activity 2.1.1: Form a "Serendipity Squad" that will encourage all staff to identify fun and unique ways to make our presence known to the community

Target Date - Ongoing	Date Completed - ONGOING
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Activity 2.1.2: Create a Library To-Go kit which will enable any staff to provide as many possible library services anywhere

Target Date - 2018, Q3-Q4	Date Completed -
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Strategy 3 - Marketing

Objective 3.1: Better communicate to our patrons where they are.

Activity 3.1.1: Evaluate and identify text-notification options for program and services notification

Target Date - 2019, Q1	Date Completed – 2019, Q1
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Activity 3.1.2: Evaluate the placement of flyers in Library restrooms

Target Date - 2018, Q1	Date Completed - Q1 2018
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Activity 3.1.3: Design a welcome package and determine a method for distributing it to new residents

Target Date - 2018, Q4	Date Completed -
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Objective 3.2: Present a holistic brand identity.

Activity 3.2.1: Develop a comprehensive brand identity that is:

- recognizable across media
- consistent with the library's mission, vision and values
- enhances the image of the library as a community asset

Target Date - 2018, Q4	Date Completed – 2019, Q1
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Activity 3.2.2: Develop a brand and communication guidelines document for use by all staff

Target Date - 2019, Q1-Q2	Date Completed – 2019, Q1
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Activity 3.2.3: Develop a social media policy and content calendar

Target Date - 2018, Q2-Q3	Date Completed – 2020, Q4
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Activity 3.2.4: Evaluate new social media platforms to communicate with our patrons

Target Date - 2018, Q3-Q4	Date Completed -
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Strategy 4 - Share the Stories

Objective 4.1: Find ways to engage our patrons by learning and sharing their stories.

Activity 4.1.1: Empower staff with training and techniques to identify interesting stories from patrons

Target Date - 2019, Q1	Date Completed -
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Activity 4.1.2: Identify places to share patron stories in our physical and virtual spaces

Target Date - 2019, Q1-Q2	Date Completed -
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Collection and Services

To better understand the needs and interests of our patrons and to provide them with timely, relevant and interesting collections, services and programming.

Strategy 1 - Provide

Objective 1.1: Re-evaluate and update collection development policy, procedure and practices to ensure we have a representative collection of materials for our current and future patrons.

Activity 1.1.1: Appoint a staff task force to review and develop recommendations for updating the collection development policy by undertaking a thorough analysis and providing actionable policies and guidelines

Target Date - 2018, Q1-Q3	Date Completed – 2019, Q2
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Activity 1.1.2: Using ILS software, evaluate relevant statistics for all staff and create a monthly report that tracks progress on collection goals

Target Date - 2018, Q3-Q4	Date Completed -
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Objective 1.2: Identify policies or practices that make our collections and services readily available.

Activity 1.2.1: Explore the benefits and cost of installing an automated material handling system

Target Date - 2019, Q3 - 2020, Q3	Date Completed – ON HOLD
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Activity 1.2.2: Identify an area near circulation for impromptu patron selections

Target Date - 2018, Q4 - 2019, Q1	Date Completed – 2019, Q3
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Activity 1.2.3: Relocate disc resurfacing to the Circulation department for quicker return to the collection

Target Date - 2018, Q1	Date Completed - Q2 2018
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Objective 1.3: Update and improve department routines to ensure timely access to collections and services.

Activity 1.3.1: Systematically analyze, map and redevelop circulation policies, procedures and practices to enhance efficiency, effectiveness and quality of customer service outputs

Target Date - 2019, Q1-Q2	Date Completed -
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Activity 1.3.2: Update selection, cataloging and processing practices and procedures to streamline and simplify

Target Date - 2018, Q2-Q4	Date Completed – 2019, Q4
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Strategy 2 - Listen

Objective 2.1: Ensure that our ears and minds are open to providing collections and resources for our patrons and community.

Activity 2.1.1: Explore using a patron analysis tool like Analytics on Demand to provide us with specific demographic information to help drive collection and programmatic decisions

Target Date - 2019, Q3-Q4	Date Completed – ON HOLD
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Activity 2.1.2: Identify a tool for both staff and patrons to submit programming recommendations

Target Date - 2019, Q1	Date Completed – 2019, Q4
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Activity 2.1.3: Identify a tool for patron-driven acquisitions of physical and electronic materials

Target Date - 2018, Q4	Date Completed – 2019, Q4
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Strategy 3 - Collaborate

Objective 3.1: Find ways to embrace and utilize resources that already exist and are of interest to our patrons.

Activity 3.1.1: Explore opportunities to partner with the Portage County Historical Society on collections and programs

Target Date - 2018, Q2	Date Completed - Ongoing
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Activity 3.1.2: Partner with outside organizations to host an annual large-scale event that our community looks forward to attending

Target Date - 2018, 2019, 2020	Date Completed – ON HOLD (COVID)
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Activity 3.1.3: Identify events in the larger community that the Library can have a role in and provide an opportunity for staff to attend

Target Date - Ongoing	Date Completed -
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Objective 3.2: Prioritize programs that emphasize exciting, enriching or engaging experiences for patrons of all ages.

Activity 3.2.1: Form a programming committee and program submission process to evaluate and unify our programming efforts

Target Date - Ongoing	Date Completed – 2019, Q2, ONGOING
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Activity 3.2.2: Explore and evaluate the implementation of the Public Library Association’s Project Outcome performance measurement system

Target Date - Ongoing	Date Completed -
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Activity 3.2.3: Reevaluate our practices related to program supplies and purchases to provide staff a timely, cost-effective and efficient process

Target Date - 2018, Q2	Date Completed -
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Activity 3.2.4: Require all staff to read each installment of *Read the News* to remain current on programming and services taking place throughout the Library

Target Date - Ongoing	Date Completed - ONGOING
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