



**UAPL STRATEGIC
PLAN
2011-2012**

INTRODUCTION

The mission of the Upper Arlington Public Library (UAPL) is to help the community explore current topics, Upper Arlington's heritage and world issues, to provide a central place for the citizens of Upper Arlington to gather and share ideas, and to encourage its residents to grow through a lifetime of learning.

This Strategic Plan will guide the Library in fulfilling its mission to the community. The goals and objectives of this plan provide direction in the following key areas: financial accountability of our shrinking resources, community connections to maximize library services through community partnerships and staff innovation for exceptional service.

The most significant challenge facing the Library in the next two years is the loss of more than one million dollars in state funding from our annual budget. The question that the current budget poses for the Library leadership is how to adjust to this new funding level while still focusing on our mission and meeting the high expectations of users. This loss will impact our ability to carry out our mission in the manner that this community expects. Nevertheless, the Library is moving forward with a renewed commitment to engage in 'best practices' and with a resolve to provide the excellent customer service our patrons want and deserve. Based upon increased usage and multiple patron survey results, the administration and Board of Trustees believe that the Library is needed now more than ever in Upper Arlington.

To begin the process, an internal strategic plan committee of staff members was assembled based on their knowledge, expertise and role in the organization. The work of the staff committee was to gather and analyze information in four different areas: UA demographics, emerging information and technology trends, internal operations and resources, and finally, ways to gather ideas and opinions from our patrons and our staff. In addition, the UAPL Leadership Team completed a SWOT analysis to determine the strengths, weaknesses, opportunities and threats to the system.

The strategic plan committee created two electronic surveys, one for patrons and one for staff members. Emails were sent to card holders living in the three UA zip codes inviting them to participate. The patron survey sought to gauge their satisfaction with current operations, materials, programs and services. Others wanting to participate were invited to do so via a link on the Library's website. Staff members participated through an anonymous online survey. The results were synthesized in a Strategic Plan draft document presented to the Board of Trustees. The Board established an ad hoc committee that met with the staff strategic plan committee. In addition, the Library hosted a conversation with community representatives to gather their input about our future direction.

At the hosted conversation, members of the community talked about Library strengths, weaknesses, opportunities and threats and concluded that the Library is vital to the entire Upper Arlington community – students, retirees, business owners, employees, families, and empty nesters alike. The group agreed that the Library, as a place for knowledge and a resource for early literacy learning, is strongly valued in Upper Arlington. They shared their perspective on the effectiveness of the Library's communication of our values in these key areas: customer service, finance, internal procedures and staff. Some significant themes emerged. One, the Library's value message is not consistent or clearly understood by the community. Two, the community did not feel the impact of the Library's reductions in staffing, operating hours, materials and general expenses in response to

state budget cuts. And, three, the Library needs to communicate a compelling case to the community for sustaining its operations.

MISSION

The threefold Mission of the UA Library is to help the community *explore* current topics, UA heritage, and world issues, to provide a central place for the citizens of UA to *gather* and share ideas, and to encourage its residents to *grow* through a lifetime of learning.

VISION

The hallmark of the Upper Arlington Public Library is excellent personal service. As a focal point of the community, the UAPL is committed to meeting community needs for lifelong learning through a current and comprehensive collection, instructive and cultural programs, outreach services and community partnerships.

CORE VALUES

As we look to the future, the following core values guide our actions:

Integrity We adhere to professional standards, take care with fiscal stewardship and embrace transparency.

Knowledge We love to learn and to support the lifelong learning that transforms lives.

Service We focus on providing the best user experience possible.

Tradition We respect the tradition of families, neighbors and community that make up the proud heritage of Upper Arlington and pledge ourselves to its preservation.

AREAS OF STRATEGIC FOCUS

Each area is defined by several broad goals, measurable and time sensitive objectives, and possible activities to achieve these goals:

Financial accountability to exercise careful stewardship of our shrinking resources

Community Connections to maximize library services through community partnerships

Staff Innovation to create an exceptional user experience

FINANCE

Good stewardship of financial resources will ensure the delivery of high touch/high tech library services in a responsible and efficient manner.

Goal #1: Develop additional funding sources to supplement lost income from the state.

Objective: Assist the Board to create a Fundraising Steering Committee during the first quarter of 2011.

Activities:

- Determine a fund raising strategy and establish fundraising goals
- Explore grant funding opportunities

Goal #2: Maximize the value of current resources.

Objective: Analyze library-wide finance practices/policies by end of 2011.

Activities:

- Create a standardized RFP process
- Standardize use of vendor contracts
- Develop a centralized selection system for all library materials
- Enable online fine payment or in-person credit card payment of library fees

Goal #3: Provide quarterly financial and budgetary information to the public.

Objective: Increase community knowledge of the Library's finances by the beginning of 2012 and measure the effect in annual patron and community surveys.

Activities:

- Develop annual reports for 2010 and 2011
- Identify four new locations (print or electronic) to disseminate financial information to our community

Goal #4: Update all three UAPL facilities to meet health and safety standards.

Objective: Develop and implement a five year plan for capital repairs at all three UAPL locations by the first quarter of 2011.

Activities:

- Prioritize the list of needed repairs with associated costs and timelines
- Find/allocate financial resources to make these repairs possible

COMMUNITY CONNECTIONS

Broadening library/community connections will help the library meet its other goals – including increasing circulation, promoting better communication and community participation in library programs and initiatives.

Goal #1: Maximize Library services through community partnerships.

Objective: Expand opportunities for the Library to reach out beyond its walls to the community.

Activities:

- Increase opportunities to partner with Franklin County libraries on shared programming (e.g. Job Help Day and other collaborative initiatives) as led by our Community Relations Manager
- Expand our opportunities to collaborate with the schools, Chamber of Commerce and the City to promote library services
- Generate new strategies for social media tools to connect with our community in new ways
- Identify and implement an annual staff community service project
- Present five new programs out in community venues during 2011 and 2012
- Partner with schools for a community reads project in 2011
- Expand Library role in community events such as the 4th of July Parade, Taste of UA and other events
- Enhance youth and adult programming offerings with presenters from community organizations through the end of 2012

Goal #2: Proactively promote volunteer opportunities at the Library to our community.

Objective: Increase the number of volunteer hours by 10% by end of 2012.

Activities:

- Create formal recognition program for volunteers by end of first quarter of 2011
- Use social media to publicize volunteer positions

STAFF INNOVATION

Staff needs continuing education, skills and tools to provide patrons with an exceptional user experience.

Goal #1: Create an exceptional user experience.

Objective: Assemble staff R&D team to identify, prioritize, and implement new initiatives by the second quarter of 2011.

Activities:

- Compile the ideas from the Inservice Day, staff, patron and online surveys and managers sessions for this core group to prioritize and implement
- Develop effective administrative communication vehicle to promote feedback to staff as to the status of their suggestions

Objective: Increase circulation of all library materials by 5% each year of the plan.

Activities:

- Develop online learning videos to showcase library materials and aids in searching the catalog
- Boost library presence at schools and at other UA venues
- Increase the usage of Interlibrary Loan/MORE programs by proactive marketing of these services to patrons
- Maintain the condition of all materials in the collection (for example, surface of DVDs)
- Create a media learning introduction to the library for all patrons
- Launch express collection of bestsellers

Objective: Develop a formalized staff training program built upon state and national standards by the end of 2011.

Activities:

- Offer continuous training opportunities
- Provide formal mentoring for staff by manager and fellow employees
- Introduce and connect new staff with community organizations
- Develop training for staff to increase knowledge of social media and other new technologies

Goal #2: Increase efficiency in all library departments/locations.

Objective: Identify and implement ten new procedures/activities that improve efficiency within the system by the end of 2011.

Activities:

- Analyze all department processes for return on investment (ROI), including workforce costs vs. outsourcing costs
- Examine all department expenditures for cost sharing opportunities

Objective: Improve staff efficiency through the expansion of automated processes by the second quarter of 2012.

Activities:

- Develop an internal library website to improve staff communication
- Educate staff on the list of online reports and develop procedures for greater staff access to them
- Implement system-wide staff scheduling software
- Explore ways to combine the public program calendar and staff intranet calendar
- Evaluate self-service options for public to book meeting rooms
- Implement new automated phone system

Goal #3: Develop best practices for use in all departments/locations by the end of 2012.

Activities:

- Implement best practices for effective internal communication and consistent customer service
- Identify commonly encountered situations for each department/location and develop an employee guide to include written procedures for all staff to reference

CONCLUSION

Next steps

The Strategic Planning committee will meet quarterly to direct and monitor the progress of the plan. The Library will continue to communicate actions taken back to the community.

Finally

A special “thank you” to the following partners for the time, energy and strategic insight they gave toward the development of this document that will guide the Library in the next two years.

Library Staff Strategic Plan Committee

Jason Brunswick	Information Technology
Alina Butler	Miller Park
Adam Cassell	Circulation
Pam Cole	Lane Road
Jennie Day	Media Services
Liane Fenimore	Adult Services
Kate Hastings	Youth Services
Kate Hemleben	Administration
Erin Hendricks	Reference
Patty Landis	Technical Services
Ruth McNeil	Community Relations
Ann Moore	Administration
Kate Porter	Administration

Library Board of Trustees

Amy Sharpe*	President/Operations Committee
Caroline Diwik	Vice President/Personnel Committee
Garrett Scanlon*	Secretary/Finance Committee
John Burtch	Finance Committee
Mark Shy	Operations Committee
Krista Sisterhen*	Personnel Committee

*Strategic Plan Ad-hoc Committee members

Community Conversation Group

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Marianne Mitchell	Hollie Goldberg	Elizabeth Dilz
Johnny DiLoretto	Andrew Miller	Matt Shad
Ron Wigington	Lynn Early	Diane Sturges
Linda Readey	Debbie Johnson	Bryce Kurfees
Barbara Davis	Renee Houser	

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