

# Avon Lake Public Library

*Discovery begins here*

## 2016 – 2019 Strategic Plan

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### I. COMMUNICATION

#### Goal 1.1

**The Library will communicate externally as effectively as possible.**

##### Objective 1.1.A

Continue to document and evaluate “what, how and when” the Library currently communicates with the community and its patrons.

##### Objective 1.1.B

Identify communication goals, targeted populations and various avenues of communication. Survey targeted populations, utilizing technology, where feasible.

#### Goal 1.2

**The Library will communicate internally as effectively as possible.**

##### Objective 1.2.A

Identify lapses and gaps in internal communication; implement solutions.

##### Objective 1.2.B

Provide staff with opportunities for shadowing in other departments.

### II. TECHNOLOGY

#### Goal 2.1

**The Library will mesh technological developments with staff and patron needs.**

##### Objective 2.1.A

Identify patron technology needs; determine which needs to meet, regarding in-house expertise, time and cost.

##### Objective 2.1.B

Survey staff, via the Technology Training Team, identifying technology gaps and needs.

Objective 2.1.C

Stay up-to-date with technology trends; provide public awareness and both staff and public training.

**Goal 2.2**

**The Library will continue to investigate new technologies, and assess feasibility and cost-effectiveness for possible adoption and implementation.**

Objective 2.2.A

Investigate new solutions for existing problems, e.g., data “invisibility,” re the website.

Objective 2.2.B

Facilitate an incremental update and revision of the Library’s website.

**III. COLLECTIONS and MATERIALS**

**Goal 3.1**

**The Library will evaluate the breadth and depth of its collections, vis-à-vis patron usage and trends.**

Objective 3.1.A

Continue to survey patrons and patron use of collections in-house and externally.

**Goal 3.2**

**In light of the rapidly shifting landscape in the world of publishing, the Library will continue to monitor and evaluate advancements in the accessibility of digital content.**

Objective 3.2.A

Stay abreast of developments with digital content, regarding publishers, vendors, aggregators and end users.

Objective 3.2.B

Determine where and when to devote more of the Materials budget to digital content.

## **IV. SERVICES**

### **Goal 4.1**

**The Library will identify and assess unmet service needs in the community, determining the Library's role in filling them.**

#### Objective 4.1.A

Evaluate current community partnerships, programs and services, determining continuation, revision or cessation.

#### Objective 4.1.B

Identify opportunities throughout the community and implement, where feasible and welcomed, outreach programs, e.g., at senior living centers and daycare facilities, including onsite programming and story times.

#### Objective 4.1.C

Reach out to the Avon Lake schools, offering staff and time for book talks, etc.

#### Objective 4.1.D

Expand in-house programming.

## **V. STAFFING**

### **Goal 5.1**

**The Library will continue to monitor staffing levels and skill sets, regarding strategic plan goals and with respect to the collective bargaining agreement.**

#### Objective 5.1.A

Evaluate current staffing, and train where necessary.

### **Goal 5.2**

**The Library will identify and address the need to create and fill positions with specialized skill sets.**

#### Objective 5.2.A

Evaluate each position as it is vacated for additional/different skill sets.

### **Goal 5.3**

**The Library will evaluate the efficiency and effectiveness of job tasks to maximize employee talents and work output.**

#### Objective 5.3.A

Facilitate an in-depth review of all job descriptions by employees, managers and administrators.

Objective 5.3.B

Engage a human resources firm for a new salary survey based on updated/revised job descriptions.

**Goal 5.4**

**The Library will develop succession plans for key employee positions.**

Objective 5.4.A

Unless otherwise noted by future administrations, the current position of Site Manager is the one position in need of a succession plan, primarily by appointing a successor a minimum of six months out in order for the successor to “apprentice” with the current Site Manager.

**VI. BUILDING and GROUNDS**

**Goal 6.1**

**The Library will identify and address weaknesses and vulnerabilities in its disaster preparedness as related to the safety of its staff and visitors in the building and on Library property.**

Objective 6.1.A

Using best security practices as a benchmark, review the current *Disaster/In-Charge Manual* by an ad hoc committee comprised of the Director, Technology Services Manager, Assistant Director, Site Manager and Security Officer.

Objective 6.1.B

Engage the local police department for a review of the Library’s *Disaster/In-Charge Manual* in tandem with an evaluation of the physical plant and best practices from the Lorain County Office of Emergency Management and Homeland Security.

Avon Lake Public Library  
Board of Trustees  
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