

# Picturing Our Future

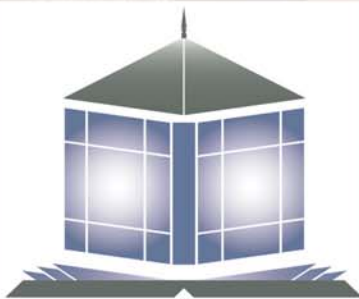
Create Young Readers

Connect to the Online World

Stimulate Imagination

**Create Young Readers**  
**Connect to the Online World**  
**Stimulate Imagination**  
**Satisfy Curiosity**

Satisfy Curiosity



**Wadsworth Public Library**  
**Strategic Plan**  
**2011-2013**

## Vision

The Wadsworth Public Library will be the pride of our community. The Library will:

- Be a community center
- Welcome all of our users into an environment that fosters the passion for life-long learning, the love of reading, the use of technology, the search for information and the creative use of leisure time
- Be an active partner within our community
- Serve the needs of our community
- Respect the rights of individuals

## Mission

To be our community's preferred provider of information in a welcoming environment.

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During the fall of 2010, the Wadsworth Public Library entered into a process of community engagement to develop a new strategic plan for the years 2011-2013. The Library invited the following group of volunteers to serve as the Library's Strategic Planning Committee:

Bill Elsass	Winston Byrd
Rev. Jim Winkler	Ryan Dean
Stuart Turk	Deborah Foster-Koch
Dani Crookston	Scott Webb
Teresa Giorgio	Tim Manion
Dale Fortner	Frank Jeglic
Robin Laubaugh	Joan Fagan-Hoffman

Led by Wayne Piper, from the Ohio Library Council, the group was asked to review various service responses, each of which portrayed a typical library scenario that could help to meet the perceived needs of the community. These service responses are set forth in the Public Library Administration's publication, *Planning for Results*. The group selected four responses:

- Create Young Readers, Early Literacy
- Connect to the Online World
- Stimulate Imagination: Reading, Viewing and Listening for Pleasure
- Satisfy Curiosity: Lifelong Learning

The writing of the plan and development of goals and objectives was given over to a staff writing committee. Committee members were:

Maggie Orchard, Chair  
Barb Black  
Carrie Bryniak  
Abby Hindulak  
Luci Meager  
Mohamed Ragheb  
Debi Woodruff

The trustees were charged with developing a set of strategic initiatives that would support the overall direction of the plan, ensuring that the Library's infrastructure, finances, etc. are adequately placed to deal with the proposed goals and objectives. The final plan was approved at the trustees' meeting on December 13, 2010.

**This strategic plan is intended to guide the Library from 2011-2013 dependent on our financial situation and the uncertainty which surrounds State support of local government. Due to the Library's current finances, the items listed in bold, black type will only be attempted if revenues increase during the life of this plan.**



## Board of Trustees' Strategic Initiatives

### Communications

- By March 2011, the board of trustees will approve a communications plan that incorporates methods to communicate the Library's services and mission to the community.

### Outreach Services

- By mid-2011, the overall concept of library outreach will be reviewed and reformulated using industry "best practices" to maximize exposure and services to those who do not typically visit our facility. This will include plans and recommendations on the number of bookmobiles that will be maintained as well as optimal usage of the current outreach facility.

### Library Funding

- By March 2011, the board of trustees will develop goals and objectives to facilitate negotiations for a PLF distribution agreement with the Medina County District Library. The current agreement expires at the end of 2011.
- By mid-June 2011, a decision will be made on whether – and, if so, when - to request additional operating levy revenue. The deadline for the May primary election is the beginning of February.
- Seek outside grant funding a minimum of two times per year
- Dedicate an annual meeting of the board of trustees to brainstorm ideas for creative fundraising

### Human Resources

- By the end of 2012, the employee compensation system will be reviewed, updated and revised to include performance-based pay.
- Develop and implement a health and wellness initiative by the end of 2012 in order to minimize health insurance costs and to maintain a healthy workforce
- By June 2011 the Library will establish a social networking policy to provide guidelines in the use of social networking technologies.

### Facilities

- By the end of 2012, a complete review of the physical plant will be conducted in order to establish maintenance and replacement needs and priorities. This is especially important as the main facility will be ten years old in 2013.
- Conduct a space utilization study by the end of 2012
- Explore the concept of becoming a "third place" for our community and develop a plan to insure that, by the end of 2013, the Library establishes the requisite social environment.
- Continue to work with the Wadsworth Public Library Foundation and other funders to create a technology center.

### Collaboration

- Explore ways of collaborating with nearby libraries or other entities on a continuing basis in order to achieve cost savings.
- Evaluate the relationships between the Library, Friends of the Library, and Wadsworth Public Library Foundation and explore ways for a more integrated effort to promote and support the Library.



## Create Young Readers Early Literacy

*Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.*

**Goal – Customers will have access to a wide variety of early literacy initiatives**

**Objective – Increase yearly attendance at early literacy programming by two percent of the preschool population by 2013.**

Representative Activities:

- Determine the number of preschoolers in the Wadsworth School District population after the 2010 Census data is released to be sure that we have the most up-to-date data
- Re-evaluate the type of statistics gathered at each early literacy program
- Send electronic copies of Library events calendars to target groups (i.e. WHYS groups, principals, daycares, churches, athletic associations, etc.) for inclusion in their newsletters.
- Locate and participate in blogs for new parents in the Wadsworth area
- Re-evaluate required age levels for program attendance and adjust as necessary to offer a minimum of one preschool-age program per month in addition to story time programs
- Evaluate former Baby Packet program to find a means of adapting it to our current service model

**Objective – Improve the retention rate of early literacy program attendees.**

Representative activities:

- By the end of 2011, develop a manner of tracking repeat customers attending story time sessions
- Using the data collected regarding repeat story time customer visits, evaluate the retention rate at the end of 2013
- Develop partnerships with other early literacy groups such as Head Start, Salvation Army, or physicians' offices, in order to foster a mutually beneficial relationship
- **Increase our story time collection (both print and realia, such as scarves etc.) by 50 percent with special focus on the Fun with Mother Goose (6-24 months of age) materials.**
- **Replace the picture book area furniture with more family-friendly furniture that encourages parents and children to spend time in the Library reading together**
- Purchase educational toys for toddlers to be used in the new family area
- Purchase a new shelving system for the picture book area that is child friendly, allowing easier access for the children selecting books and better sight lines for staff and parents

**Objective – Supplement our early literacy collection to provide a wider variety of materials for our customers.**

Representative Activities:

- Develop a method for expanding access to the existing circulating toy collection offered by the Library's partner agency, the Society for Handicapped Citizens

- Increase the number of copies and the number of titles in the board book collection by 50 percent
- With teacher input, develop classroom collections of titles (multiple copies of a title) with a focus on early grades

**Goal – The Library will expand its current literacy initiatives to meet changing community dynamics and to promote school readiness**

**Objective – By 2012, the Library will study the feasibility of participating in Dolly Parton’s “Imagination Library” program which mails brand-new, age-appropriate books each month to every child under five in participating communities.**

Representative Activities:

- Define the geographic area
- Conduct a cost analysis of program
- Solicit possible sponsorship for program

**Objective – The Library will expand its children’s summer reading program by 2012 to include those from birth - Grade 6.**

Representative Activities:

- Allow customers with young infants to register for program, providing them with a tip sheet on literacy activities for their families
- Explore the feasibility of expanding the Mother Goose story time during the summer months
- Explore the feasibility of having two Summer Reading programs simultaneously – one as a “Read to Me” program, the other as an “Independent Reading” program, with appropriate incentives for each
- **The Library will have the financial ability to hire performers for the Children’s Summer Reading Program catering specifically to the preschool population, in addition to performers suitable for all ages**

**Objective – The Children’s Department will increase its off-site story time locations to five a year by 2013.**

Representative Activities

- Work with locations such as Head Start, Northside Christian Church and First Christian Church to establish regularly-scheduled visits for reading to groups
- Determine process that an agency must follow to request a presentation and promote that process to various local agencies and groups

**Objective – Determine feasibility of purchasing an Early Literacy Station for the Children’s Department and Early Literacy Passports (computer plug-ins that are pre-loaded with literacy/educational content for use with a home computer) for circulation to the public by 2013.**

Representative Activities:

- Determine cost of Station and Passports
- Investigate the purchase of different computer furniture that does not include individual carrels. Emphasis should be on acquiring flat tables to encourage group use and provide open sight lines. This will encourage family use of the Station and other public computers.

- Determine circulation policy for Early Literacy Passports
- **Purchase 10 Early Literacy Passports for the circulating collection and install an Early Literacy Station in the Children’s Department.**

### **Objective – Determine feasibility of creating a “concept books” section in the collection**

#### Representative Activities:

- By 2012, determine which titles in the collection meet the definition of a “concept book” (books about numbers, colors, or shapes)
- Purchase spine stickers to identify concept books
- Determine appropriate shelving area for books

# Connect to the Online World

*Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet. They will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.*



**Goal - Customers will have the skills to effectively locate/evaluate information**

**Objective - By 2013, three percent of library cardholders will have attended training sessions or used training materials to locate/evaluate new formats.**

Representative Activities:

- Create face-to-face programs informing cardholders where to find, how to use, and what is available in new formats
- Create online vehicles to instruct users in information availability
- Create passive material (wayfinders) to direct users to new formats
- **Conduct a usability study of our website and catalog**

**Objective - Each year of the Plan, the number of people who access information online will increase by 10 percent.**

Representative Activities:

- Promote and increase the number of new formats available such as readers, translators, etc.
- Increase the number of computers, allowing some to be allocated for specific database/website use, i.e. journals or newspapers
- **Create a new staff position responsible for Electronic Resources Management**
- Create pathways and links to information which are obvious to the user

**Objective – Ninety-five percent of users surveyed will rate as “satisfactory to excellent” the materials and training they receive from the Library on how to locate and evaluate information**

Representative Activities:

- Continue training staff about the hardware and software of our technology
- Continue training staff on customer service
- Peer evaluation of programs, classes, instructional, and promotional materials
- Devise survey to evaluate customer satisfaction with instructional materials and training

## **Goal - Adults and teens will utilize an in-house Technology Center to explore new technologies**

**Objective - By the end of 2013, 5000 Wadsworth Library cardholders will have utilized the Technology Center.**

Representative Activities:

- **Determine an area within the Library for the Technology Center**
- **Secure funds to acquire a wide variety of technological devices for display, trial and use**
- **Train staff to assist customers on the use of the new technologies available in the Center.**

**Objective - By 2012, 60 percent of the Technology Center users will find the specific technology they were seeking.**

Representative Activities:

- **Investigate the new technologies available that Wadsworth Public Library can incorporate into use**
- **Determine which new technologies are most likely to be of interest to our customers**
- **Annually update the collection**

**Objective – Ninety-five percent of adults and teens surveyed annually will respond that the Technology Center provided the experience they were seeking.**

Representative Activities:

- **Devise a survey to evaluate the Technology Center**
- **Supply digital tutorials for customers to use**
- **Have manuals readily available for individuals exploring a specific device**

## **Goal - Customers and library staff will have access to training opportunities that ensure maximum utilization of the technology provided**

**Objective - All library staff will be satisfied with the technology training provided every training session.**

Representative Activities:

- **Supervisors will determine staff technology needs related to their position; technology department will provide the training**
- **Provide training to staff on the new technologies**
- **Ensure staff skills are in accordance with Library goals**

**Objective - By 2013, eight community partners will participate in technology training.**

Representative Activities:

- **Open a dialogue with community partners such as governmental agencies, charitable agencies, elder centers, clubs and religious organizations to determine how Wadsworth Public Library can enhance their members' use of technology**
- **Devise on-site and/or remote training specific to their needs or desires**

**Objective - By the end of 2012, five percent of our cardholders will have attended training on the use of technology.**

Representative Activities:

- Host a series of basic computer training classes to focus on how to use the technology and online resources.
- Participate in ConnectOhio's Every Citizen Online training program. ConnectOhio is a comprehensive statewide initiative to improve broadband Internet access and dramatically increase the use of related technology.
- Offer specific advanced technology classes to fit customers' needs.
- Provide intergenerational training opportunities to augment staff supplied training.



## Stimulate Imagination - Reading, Viewing and Listening for Pleasure

*Customers who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among options.*

**Goal - Customers will benefit from a current collection and resources (in print, electronic, and other formats) that anticipate their interests and meet their demands**

**Objective - The Library will increase the annual budget for library materials to 17 percent of the total budget by 2013.**

Representative Activities:

- Investigate and create giving opportunities to expand the Library's collection such as an "adopt a book/shelf" or "adopt a subscription" program to support specific areas of the collection
- Continue to develop and promote our memorial gift book program
- Work with the Friends of the Library to identify annual fundraising goals to support the library collection in 2012

**Objective - Annually analyze collection use trends to determine spending allocations based on customer demand**

Representative Activities:

- Utilize the Library's integrated library software system to determine usage statistics for our circulating collection
- Conduct an annual public survey to determine our customers' wants and solicit feedback on areas of our collection that need improvement
- Ongoing review of Search Ohio requests to determine gaps in our collection

**Objective - The Library will increase the number and assortment of materials formats in the Library's collection by 2013.**

Representative Activities:

- Re-examine the Library's collection development policy and practices in 2011
- Increase purchasing of new popular materials by five percent in 2012
- Investigate, test and purchase new popular information formats for inclusion in the Library's collection as they become available
- **Increase number of circulating laptops by 10 percent by the end of 2012**
- **Explore implementing a circulating collection of electronic items such as GPS, Nooks, MP3 players, Flip cameras, etc. by 2013**

## **Goal - Customers will have timely and convenient access to materials that provide pleasurable reading, viewing and listening**

### **Objective - The Library will provide our customers timely access to materials.**

#### Representative Activities:

- Make new releases available to the public on the publisher's authorized "street date" 100 percent of the time
- Investigate expanding "Best-Seller Express" option for new items to include non-book formats in 2011
- Weed the entire collection annually
- Continually monitor the number of copies purchased based on the number of holds for each title
- Customers will receive reserved items within 45 days of placing a hold

### **Objective - The Library will provide our customers convenient access to materials.**

#### Representative Activities:

- **Provide longer or more varied hours of service by 2012**
- **Investigate subscribing to an authority control service in 2012**
- Update and customize our online catalog to create a more customer-friendly experience by the end of 2012
- **Provide listening and viewing stations to allow customers to preview materials by 2013**
- In 2013, implement and provide convenient access to or pick up of materials during the hours the Library is closed
- Implement and provide convenient access to materials at the new Wadsworth Community Center in 2013

## **Goal - Customers will be more informed and engaged in reading, viewing and listening for pleasure**

### **Objective - The Library will actively promote library materials and resources to increase public awareness.**

#### Representative Activities:

- Regularly participate in community events to showcase what the Library has to offer
- Collaborate with schools and community organizations to increase communication about our materials and resources
- Increase promotion of new material acquisitions
- Beginning in 2011, use the Library's website to highlight recent purchases
- Promote materials and resources of our collection that are not frequently used or accessed
- Create informal book discussions or book clubs for all ages through a blog or other online format
- Promote and encourage customer comments and ratings on our website

**Objective - Circulation of materials (all formats) will increase by three percent annually over the life of the Plan.**

Representative Activities:

- By 2013, increase the number of active cardholders by five percent
- In 2011, investigate a means in the Library's integrated library software to count the number of active cardholders listed on Family Cards
- Develop an e-mail alert to notify customers about new titles in 2011
- Make user-contributed book reviews easily accessible in 2011
- **Investigate the addition of a café or new vending services to be implemented by 2012**

# Satisfy Curiosity: Lifelong Learning

*Customers will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives*



**Goal - Children and teens will have the resources and services to satisfy their curiosity about topics of personal interest**

**Objective - By the end of 2013, 90 percent of elementary-age Library customers surveyed will report that library resources fill their need for exploring topics of personal interest.**

Representative Activities:

- Collect responses from customers about topics of personal interest through child- and parent-friendly means, e.g., surveys geared to young children; creative use of an appealing suggestion box with forms that encourage children to participate; and displays that feature customer input regarding their interests
- Implement a wiki that allows elementary-age customers to share their topics of personal interest
- Expand programming efforts to include popular topics related to elementary-age customers' personal interests, encouraging customer participation in planning and execution
- **The Library will develop a homework center staffed by a professional tutor and volunteer tutors that will operate in the Children's Department throughout summer and the school year**

**Objective - By the end of 2013, 90 percent of teen library customers surveyed will report that library resources meet their need to continue pursuing topics of personal interest and satisfy developing curiosity.**

Representative Activities:

- Collect responses from teen customers about personal interests in ways that encourage teen participation
- Utilize social networking to highlight and share topics of personal interest
- Encourage teens to review and tag materials via Encore (the Library's online catalog)
- Tailor teen programs to the personal interests identified in the survey
- Staff will reflect a welcoming, supportive presence to encourage teens to visit the Library in order to satisfy their curiosity
- The Library will encourage teen customers to design and exhibit displays of personal interest in the showcase outside the Loft
- The Library will encourage participation by teen volunteers to both assist the staff and learn about library work
- The Library will further develop the collection of required middle and high school teen reading list books in order to meet demand in a timely and convenient manner, including access to this collection at the new Wadsworth Community Center in 2013

- The Library will encourage the development of a Junior Friends of the Library to foster community service and careers in librarianship

## Goal - Adults will have the resources to explore continuing education topics supporting lifelong learning

**Objective - By the end of 2013, 90 percent of adult library customers surveyed will report that the Library fulfills their need for access to resources to explore continuing education topics.**

Representative Activities:

- Survey adult customers regarding their personal interest in continuing education topics
- The Library will promote non-traditional sources for learning that are technology-based, e.g., online language instruction
- The Library will host regular programs/speakers that address continuing education topics of interest as determined by the survey
- Leverage educational opportunities accessible via teleconference and distance education through the technology center
- The Library will solicit and display information regarding other means of meeting adult customers' desire for continuing education opportunities

## Goal - Customers will have the resources to expand their cultural knowledge by exposure to and/or participation in the arts

**Objective - By the end of 2013, 90 percent of adult library customers surveyed will report that the Library fulfills their need for local exposure to culture and the arts.**

Representative Activities:

- Survey adult customers regarding their personal interest in culture and the arts
- The Library will create displays that promote materials already in the collection that reflect the interests shared in the customer survey
- The Library will encourage increased customer input into purchasing decisions based on customer survey responses regarding personal interest in culture and the arts
- The Library will encourage greater promotion of local cultural and art events as well as customer reviews of those events through use of a wiki
- Adult customers and community members will be encouraged to use the lobby display case and public bulletin board to share their personal interest in culture and the arts
- The Library will explore the possibility of hosting poetry slams and open mic events to encourage adult customers and community members to share their personal interest in culture and the arts
- The Library will determine the future of the circulating framed art collection by the end of 2011
- **The Library will explore the feasibility of securing paid speakers and performers (including a return of the Sunday Syncopations concert series) to satisfy customers' and community members' desire for local exposure to arts and culture**

Photos used in this document:

"Forewarned is Forearmed Exhibition" by alexhealing (Mother and baby)  
 "Listening to Music on the Train" by CarbonNYC  
 "Books on Bases, Smiles on Faces" by familymwr  
 "Old People and Computers" by Sea of Legs

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