



Strategic Plan

August 1, 2022 – December 31, 2025

Approved by the Board of Trustees on

July 20, 2022

Resolution #22-059



Our Mission

Mentor Public Library enriches people's lives by providing diverse materials, services, and programs. We practice responsible stewardship and adhere to the ideas represented in the American Library Associations' Library Bill of Rights.

Our Vision

Mentor Public Library takes the lead in our community by igniting curiosity, creating connections, and empowering individuals.

Our Values

Relationships

We support everyone by working collaboratively with each other and with the community. Interactions are viewed as partnerships that provide the opportunity to generate a relevant and positive impact.

Diversity and Inclusion

We value the uniqueness of all individuals and treat each other and community members with respect, honesty, and integrity. We ensure equitable access and service for all in an environment that is safe and welcoming.

Innovation and Adaptability

We purposefully envision the changing needs of our community. We are flexible and embrace new ideas and technologies in order to respond with cutting-edge solutions.

Our Future: Our Strategic Goals

- 1. Develop innovative marketing initiatives to increase community awareness.**
- 2. Align outreach services and Library assets with community needs.**
- 3. Expand and enhance Library facilities.**

Introduction

The Mentor Public Library began its strategic planning process in February 2022 in order to prepare for its future. The Mentor Public Library is committed to serving its community and was equally committed to involving the community in the strategic planning process through Focus Groups and a Community Survey. The new strategic plan builds on the Library's historic mission within the community and focuses on community enrichment by heightening awareness of the services and collections offered and by expanding outreach services. Additionally, the plan stresses the importance of creating flexible, accessible, and modernized indoor and outdoor community spaces.

The strategic plan is organized around three strategic goals, each supported by strategic objectives and action items. The plan serves as a guide for decision-making and effective resource allocation. Above all, the plan reinforces Mentor Public Library's commitment to its values, vision, and mission as it takes the lead in the community by igniting curiosity, connections, and empowering individuals.

The Process

The Mentor Public Library gathered input from the community through an online survey yielding 781 responses. In addition, two focus groups were held. The first focus group was held on March 1, 2022 and consisted of eleven students from Mentor High School. The second focus group was held at the Library on March 3, 2022 with 22 attendees. In addition, two All-Staff Planning Sessions were held on April 19, 2022 to elicit input from the entire Library staff.

The information acquired from the surveys and focus groups was shared with the Board of Trustees and the management team of the Library. Similar to the feedback received in 2019, responses from the surveys and focus groups indicated that the Mentor Public Library

continues to enjoy a high level of satisfaction from the community and respondents shared their gratitude for the hard working staff and for the quality of services provided. Respondents see the Library as the place to access materials in a variety of media and enjoy the programs, online and in-person classes, reference assistance, and use of equipment such as the copy machines. There were specific programming suggestions including more programs for adults, outdoor programs, and technology programs. Some respondents were interested in hybrid programs as well. A few participants suggested more diversity in the Library's collections, programming, and staff. A request for longer check out times was mentioned in the survey responses and by focus group attendees, along with requests for expanded home delivery, more pick-up lockers at various locations, and increased marketing of services and collections. Lastly, there were multiple requests for group study rooms and a café or vending area.

The Board of Trustees reviewed and revised the current mission, vision, and values during a four-hour retreat in April 2022. The Board of Trustees also utilized the knowledge gained from the surveys and focus groups in the context of a SWOTA (Strengths, Weaknesses, Opportunities, Threats, and Aspirations) analysis which was essential to the formation of new strategic goals.

The Board of Trustee's retreat was followed by two All-Staff Planning Sessions (each attended by half of the staff) in which the staff worked in small groups to brainstorm ideas around the themes of relevancy, healthy solutions, diversity and inclusion, failure and innovation, and partnerships. Ideas were compiled and provided to the Management Team. A four-hour Management Team retreat was held in May 2022 to consider the strategic goals through five library-specific perspectives (Customer, Staff, Internal Processes, Financial Resources, and Organizational Resources), resulting in objectives to be employed in achieving the stated goals. The Management Team also participated in a session devoted to creating action items using the SMART (Specific, Measureable, Achievable, Relevant, Time-Bound) method. All of the compiled information was then used by the Management Team and staff to create and prioritize the action steps identified in the plan.

The themes from the surveys are carried throughout the plan and are supported by objectives and action steps that propel the Mentor Public Library on its course for the future.

Planning Team

Board of Trustees

- Christine Henninger, *President*
- Sue Wilcosky, *Vice President*
- Sonja Maier, *Secretary*
- Daniel Hyla
- Melanie Majikas
- Sarah Strang
- Lisa Wiener

Administration

- Cheryl Kuonen, Director
- Jen Grill, HR/Assistant Director
- Colleen Snyder, Fiscal Officer

Management Team

- Amy Senning, Adult Services Manager
- Ariel Johnson, HUB Manager
- Cailey Williams, Branch Services Manager (Lake)
- Craig Mossbrugger, Buildings Services Manager
- Ed Mikolic, IT Manager
- Grace Connolly, Assistant Circulation Manager
- Jason Lea, Community Outreach Coordinator
- Josh Sebrasky, Branch Services Manager (Headlands)
- Judy Schulz, Circulation Services Manager
- Kim Sidorick, Children's Services Manager
- Pam Rose, Collections/Technical Services Manager
- Sue Fram, Administrative Assistant



Strategic Planning Facilitator: Northeast Ohio Regional Library System

Goal 1

Develop innovative marketing strategies to increase community awareness.

Outcome: Community members receive Library information that is of personal interest in a variety of formats that are relevant to them. Community partners publicize Library programs and services actively throughout the area. Library staff augment marketing efforts by promoting the Library and its materials, services and programs, effectively and accurately, in person and through print, website, or social media.

Objectives and Action Items:

1. Focus on targeted marketing using a variety of formats.
 - Promote ongoing services actively, through social media, word of mouth, and print materials, to keep them in front of the community.
 - Hire marketing/graphic design consultant to review practices and create a marketing plan for Library staff implementation.
 - Create targeted and specific e-newsletters for various patron segments (children's, adult programming, reading, etc.) using Patron Point software.
2. Establish mutually beneficial partnerships for marketing services and programs.
 - Work with area organizations and businesses such as restaurants, schools, and daycares to creatively market the Library to new and current patrons.
 - Actively promote Library services to the community by having a table or other marketing presence at local events.
3. Train staff to effectively support marketing efforts.
 - Foster staff and management collaboration in creating individualized elevator speeches promoting the Library and its services.
 - Conduct a Showcase of our "Library of Things" for all staff two times per year.
 - Provide digital service training at annual staff development day.
 - Ensure all staff participate in Cyber security training.

Goal 2

Align outreach services and Library assets with community needs.

Outcome: The Library knows and understands the needs and aspirations of the community through ongoing assessment. Outreach services are developed to meet the needs of the community through the effective and efficient utilization of Library resources. Outreach services staff are perceived by the community as professional, knowledgeable, and community focused.

Objectives and Action Items:

1. Assess community needs and wants.
 - Craft and distribute one-question polls quarterly using a variety of social media and the Library website to enhance engagement and inform future actions.
 - Apply for an Open LSTA Grant to purchase adaptive toys/materials designed to meet the needs of children with various types of disabilities and/or learning needs so that families may try before buying.
2. Evaluate staff capacity for outreach services.
 - Create a new position responsible for fostering outreach relationships and partnerships and identifying and applying for sponsorships and grants.
 - Recruit volunteers from different departments to assist with outreach events as permitted.
 - Investigate the viability of adding a Saturday storytime.
3. Develop staff training specific to outreach services.
 - Identify staff eligible for outreach program training and develop a checklist of training needs.
 - Schedule time at all-staff meetings for staff that perform outreach to share experiences.

Goal 3

Expand and enhance Library facilities.

Outcome: The Library's new and revitalized spaces are adaptable and successfully support excellence in services, access to materials, and programming.

Objectives and Action Items:

1. Implement projects for growth of Library facilities.
 - Adhere to Reserve Replacement Study schedule and use for budgeting.
 - Hire a firm to conduct a feasibility study for Read Property to help guide the Library in the best use of the land to meet Library needs.
 - Explore the viability of expanding service in the Concord/South Mentor geographic area.
 - Sell bricks to patrons, staff, local businesses, and community leaders to build a patio area on the Read Property.
 - Analyze staff time and Library cost implications of adding additional hold lockers throughout the community.
 - Identify and collaborate with community organizations to determine how the Library can best serve their users, including the possibility of adding hold lockers.

2. Create modern and flexible indoor and outdoor spaces to meet community needs.
 - Research moving to RFID for the collection.
 - Remove and remodel the Kilbourne Commons U-shape displayer.
 - Replace bi-fold doors in storytime room.
 - Explore possible locations for a private passport work space.
 - Engage possible donors for picnic tables on Read Property.
 - Replace current key locks with swipe cards for employees and doors/security.

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 19, 1939. Amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; and January 23, 1980; inclusion of "age" reaffirmed January 23, 1996, by the ALA Council.

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