



# Strategic Plan 2021-2023

Approved by the Board of Trustees on  
December 8, 2020

**Findlay-Hancock County Public Library**

## **Strategic Plan 2021-2023**

### **Executive Summary**

The administration of the Findlay-Hancock County Public Library recognizes the unique opportunity provided by the global pandemic's disruption to normal services in 2020. As such, the formal strategic planning process for 2021-2023 began in July of 2020, with a focus on serving the community both during and post-pandemic. As with three prior strategic plans, the framework used for this process was *Strategic Planning for Results*, developed specifically for libraries in conjunction with the Public Library Association. This collaborative process engages community members, the Board of Trustees and the library staff to determine the library's priorities for the length of the plan. Dr. Brian Treece of the Findlay-Hancock County Community Foundation served in the critical role of meeting facilitator. His assistance was greatly appreciated.

During August of 2020, three groups meet in separate sessions to identify community needs. These included the library's Board of Trustees, the library staff and a Community Planning Committee, made up of community members representing various stakeholders and constituencies. The *Strategic Planning for Results* process places services that can be provided by libraries into different categories, or service responses. The library elected to use an updated list of 21 service responses created by the State Library of Ohio.

At each of the three meetings, the participating group selected primary service responses for our library. The library Board utilized the information gathered at those meetings in addition to the service responses selected at each to identify four priorities for the library's strategic plan:

#### **Celebrate Diversity: Cultural Awareness**

The community will have access to programs and services that promote appreciation and understanding of their heritage and their neighbor's heritage. There will also be programs to expand knowledge of other cultures in the United States and around the world.

#### **Adult, Teen and Family Literacy: Reading and Writing Fluency**

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

#### **Accessibility for All**

Library users will have access to all library materials, facilities, programming, and technology, regardless of ability, minority classification, socioeconomic situation, education level, background information, or any other factor that may be a barrier to library users.

#### **Know Your Community: Community Resources and Services**

Library users will have a central source for information about the wide variety of programs and activities provided by community organizations. Library staff will be knowledgeable of partnerships with the library, as well those community offerings that stand alone.

After the service responses were selected, the library staff used their expertise and experience to both identify existing programs and services that should remain a priority, as well as to identify new opportunities to meet the community's needs. Recognizing the insight available from all members of the library staff, each was assigned to work on a Service Response Team. These teams meet September through November to create goals, objectives and activities encompassing these programs, services and opportunities.

The completed plan was approved by the Board of Trustees at the December 8, 2020 Board meeting. In December, the completed plan was shared during a virtual community presentation.

**Celebrate Diversity: Cultural Awareness** was initially identified as a Service Response in the 2018-2020 Strategic Plan. Under that plan, the library created a Cultural Awareness Committee and began a concerted effort to promote cultural diversity through the library's collection, displays and programs. The current plan builds on that effort and identifies goals for celebrating our diverse resources both through special displays and events and by ensuring they are incorporated into general library promotions and programs.

**Adult Teen and Family Literacy: Reading and Writing Fluency** returns to the strategic plan this year after a previous appearance in the 2011-2014 Strategic Plan. Items addressing this service response focus on multiple literacies and opportunities to partner with community organizations, both as experts in specific literacies and as venues to share library staff expertise.

**Accessibility for All** is a new service response for the 2021-2023 Strategic Plan. Library staff identified opportunities to make library services more accessible for the county-wide community, recognizing that for the library to be accessible to all, all members of our community must feel welcome and as though they belong at the library.

Finally, **Know Your Community: Community Resources and Services** returns to the strategic plan for the third time. The library will continue to serve as a clearinghouse for community information, ensuring a staff well versed in community resources. Opportunities will be sought to promote awareness of the community through cross promotion with library resources.

While the strategic plan will be a guiding document for the next three years, it is important to acknowledge that many important library activities not specifically included in this document will continue. The library will continue to provide a broad collection of materials in several formats to meet the educational and entertainment needs of the community. The library will continue to provide excellent customer service to our patrons in all interactions. The library will continue to be safe, clean and well maintained.

It is also important to note that this plan guides library activities, but does not speak to long range plans for library facilities. Building needs will continue to be evaluated by the library administration.

This plan will serve an important role in the next three years of library services. The Management Team will meet quarterly to evaluate progress toward stated goals, ensuring the plan is a living document, informing library decisions. Thank you to the library's Board of Trustees, staff and community for your thoughtful contributions to the future of our library.

## **Celebrate Diversity: Cultural Awareness**

*The community will have access to programs and services that promote appreciation and understanding of their heritage and their neighbor's heritage. There will also be programs to expand knowledge of other cultures in the United States and around the world.*

### **Goal 1: The Findlay-Hancock County Public Library will provide multicultural materials to the community.**

Objective 1.1: The Collection Development Committee will develop a plan for a diversity audit for Adult, Children's, Media, and Teen collections and report to the Director by June 30, 2021.

Activity 1: The Technical Services Manager will develop consistent subject headings for diverse topics.

Activity 2: The Collection Development Committee will complete a diversity audit of a portion of each department's collection quarterly.

Activity 3: The Collection Development Committee will report the results of the diversity audit on each collection to the Director upon completion.

Objective 1.2: The Collection Development Committee will track multicultural materials added to the collection and report to the Director quarterly.

Activity 1: The Collection Development Committee will develop an appropriate method to track diverse materials as they are added to the collection.

Activity 2: The Collection Development Committee will set a standard for the percent of each materials budget to be directed to diverse titles, authors, or subjects by December 31, 2021.

Activity 3: Selectors will utilize "Best of" and award lists to help guide them in purchasing diverse materials.

Activity 4: Selectors will purchase items in languages other than English in various formats, including media and digital.

### **Goal 2: The Findlay-Hancock County Public Library will celebrate the diversity of our community with a diverse presentation of the collection in displays and promotional materials.**

Objective 2.1: The Cultural and Community Awareness Committee will create two new display spaces for diverse materials annually.

Activity 1: The Adult, Youth, and Media Managers will review existing spaces for additional display locations.

Activity 2: The Director will consider end of range slat walls to add additional display space.

Activity 3: The Adult Services Manager will consider reallocating space in the Large Print Collection for display opportunities.

Objective 2.2: The Cultural and Community Awareness Committee will track diverse materials included in displays and promotional material and report to the Director quarterly.

Activity 1: The Cultural and Community Awareness Committee will develop an appropriate method to track diverse materials as they are featured in displays and promotional material.

Activity 2: The Cultural and Community Awareness Committee will recommend standards for the percent of each display or promotional item to be directed to diverse titles, authors, or subjects to the Director.

Activity 3: The Cultural and Community Awareness Committee will coordinate displays and promotional material focused on diverse or multicultural topics across the Library.

**Goal 3: The Findlay-Hancock County Public Library will offer programs that promote appreciation and understanding of diverse perspectives.**

Objective 3.1: The Adult Services Manager, Youth Services Manager and Teen Services Associate will offer at least four programs each for adults, children and teens celebrating diversity annually, once in person programming resumes.

Activity 1: The Youth Services Manager will consider offering bilingual Storytime events.

Activity 2: The Arlington Branch Library will consider offering diverse Storytimes.

Activity 3: The Media Services department will consider presenting a cultural movie night.

Objective 3.2: The Adult Services and Youth Services Managers will track diverse representation in the materials used in general library programs and report to the Director quarterly.

Activity 1: The Adult Services and Youth Services Managers will develop an appropriate method to track diverse materials as they are featured in library programs.

Activity 2: The Adult Services and Youth Services Managers will consider a diversity audit of past program materials.

Activity 3: The Adult Services and Youth Services Managers will set a standard for the quantity and variety of diverse perspectives to be included in library program materials.

Activity 4: The Adult Services Manager will diversify book discussion selections.

Activity 5: The Youth Services Manager will include multicultural themes for Storytime and the StoryWalk®.

## **Adult, Teen, and Family Literacy**

*Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.*

**Goal 4: The Findlay-Hancock County Public Library will provide adults with resources, services, and programs to improve their literacy skills.**

Objective 4.1: The Read for Life Administrator will increase the number of enrolled students by at least 15% annually in 2022 and 2023.

Activity 1: The Read for Life Administrator will offer tutor trainings at least four times annually.

Activity 2: The Read for Life Administrator will develop partnerships with at least three local organizations annually to reach new audiences.

Activity 3: The Read for Life Administrator will develop at least one new functional literacy training for tutors annually.

Objective 4.2: The Adult Services Manager will develop at least two new programs annually to promote the advancement of functional literacy skills to be presented in the Library or in partnership with community organizations.

Activity 1: The Adult Services Manager will create a list of potential literacy programs to develop by contacting Listservs and other local library systems.

Activity 2: The Adult Services Manager will determine which programs require staff expertise and which require outside partnerships.

Activity 3: The Adult Services Manager will contact organizations that can assist with literacy programming that requires specialized training.

Activity 4: The Adult Services Manager will present the new programs to a library audience at least one time before offering them at non-library locations.

Activity 5: The Adult Services and Extension and Outreach Services Manager will develop partnerships with at least two agencies to offer programs at non-library locations.

Activity 6: The Adult Services and Extension and Outreach Services Manager will consider delivery methods, such as in person, Zoom or prerecorded, that will meet the needs of partner agencies.

Activity 7: The Adult Services Manager will create a catalog of program options for community organizations.

**Goal 5: Teens will know that the Findlay-Hancock County Public Library is a source for services and materials that will assist them on the paths to their goals.**

Objective 5.1: The Teen Services Associate will provide at least four programs annually in the Library's teen life skills series to help teens build and improve their functional literacy skills.

Activity 1: The Teen Services Associate will provide at least one life skills program annually for teens on topics that will prepare them for adulthood. Topics may include banking, budgeting, car maintenance, or cooking literacy.

Activity 2: The Teen Services Associate will develop partnerships with local organizations focused on college preparedness to offer at least one program each year. Possible partners may include the University of Findlay, Owens Community College, or Sylvan Learning Center.

Activity 3: The Teen Services Associate will develop partnerships with local organizations focused on career preparedness to offer at least one program each year. Possible partners may include Millstream, Explorers Club, or local trade unions.

Objective 5.2: The Teen Services Associate and Extension and Outreach Services Youth Associate will develop at least two programs for presentation at non-library locations by December 31, 2021.

Activity 1: The Teen Services Associate and Extension and Outreach Services Youth Associate will develop a partnership guide that can be provided to organizations, detailing options for program structure and content.

Activity 2: The Teen Services Associate and Extension and Outreach Services Youth Associate will develop a program that provides an overview of the Library and its services for teens.

Activity 3: The Teen Services Associate and Extension and Outreach Services Youth Associate will develop a book talk program that can be adapted for a variety of audiences.

Activity 4: The Teen Services Associate and Extension and Outreach Services Youth Associate will develop a virtual library tour.

Activity 5: The Teen Services Associate and Extension and Outreach Services Youth Associate will contact at least two local organizations working with teens annually to explore partnership opportunities and provide program information.

Activity 6: The Extension and Outreach Services Youth Associate will attend school and community events on an annual basis to build stronger partnerships with organizations serving teens.

Objective 5.3: The Teen Services Associate will strengthen teen literacy services by evaluating and addressing gaps in the teen collection and reporting to the Youth Services Manager annually.

Activity 1: The Teen Services Associate will request lists of required reading from Findlay City and Hancock County schools annually and purchase copies for the collection as needed.

Activity 2: The Teen Services Associate will provide Accelerated Reader information on all new teen fiction books added to the collection.

Activity 3: The Teen Services Associate will determine what new materials are needed to assist struggling readers and order a selection annually.

Activity 4: The Teen Services Associate will coordinate with the Adult Services Manager to ensure the career and educational resources collection meets the needs of teen patrons.

**Goal 6: The Findlay-Hancock County Public Library will support parents as the first teachers of their children.**

Objective 6.1: The Youth Services Manager will develop a new collection within the Youth Services Department to support family literacy and parenting skills by December 31, 2023.

Activity 1: The Youth Services Manager will create a space within the Children's Department's Early Literacy Center for the collection.

Activity 2: The Youth Services Manager will evaluate the current Parent/Teacher Collection for titles that will be moved to the new collection.

Activity 3: The Youth Services Manager will evaluate the Literacy and Career collections for titles that need additional copies purchased or items that will move to the new collection.

Activity 4: The Youth Services Manager will coordinate with the Read for Life Administrator and compile a list of new resources that should be added to the collection.

Objective 6.2: The Youth Services Manager and the Facilities Services Manager will add at least one new StoryWalk® location annually.

Activity 1: The Youth Services Manager will apply for grant opportunities to support funding of Pop-Up StoryWalks®.

Activity 2: The Youth Services Manager and Extension and Outreach Services Coordinator will contact community leaders and partners for feedback on city and county locations.

Activity 3: The Youth Services Manager will recommend the location of new permanent StoryWalk® installments to the Director by May 30th of each year.

Activity 4: The Youth Services Manager will develop partnerships with community organizations to establish a network of volunteers to help maintain the StoreWalk® sites.

Activity 5: The Facilities Services Manager will install new StoryWalks® in the selected location by December 31 of each year.

## **Accessibility for All**

*Library users will have access to all library materials, facilities, programming, and technology, regardless of ability, minority classification, socioeconomic situation, education level, background information, or any other factor that may be a barrier to library users.*

### **Goal 7: Findlay-Hancock County Public Library's services will be accessible and engaging for those with different levels of ability.**

Objective 7.1: The Adult Services and Youth Services Manager will host four programs annually in 2022 and 2023 that are inclusive of those with different ability levels or that support their caretakers.

Activity 1: The Adult Services and Youth Services Managers will contact local agencies to determine needs and potential partnerships.

Activity 2: The Youth Services Manager will investigate offering a Sensory Storytime.

Objective 7.2: The Extension and Outreach Services Manager will contact all of the assisted living facilities in Hancock County to promote the Homebound Service annually.

Activity 1: The Extension and Outreach Services Manager will create and maintain a contact list for facilities.

Activity 2: The Extension and Outreach Services Manager will develop a rotating schedule for contacting facilities.

### **Goal 8: The Findlay-Hancock County Public Library will increase accessibility to literacy programs and resources throughout the county.**

Objective 8.1: The Extension and Outreach Services Manager will make the Bookmobile available to participate in special events outside of normal Bookmobile service at least six times annually.

Activity 1: The Extension and Outreach Services Manager will create and maintain a list of special events that are suitable for the Bookmobile to ensure equitable representation around Findlay and Hancock County.

Activity 2: The Extension and Outreach Services Manager will develop guidelines for Bookmobile participation in special events to ensure minimal disruption to regular Bookmobile service.

Objective 8.2: The Circulation Services Manager will maintain an efficient and easily accessible Digital Library Card program for patrons in Hancock County.

Activity 1: The Circulation Services Manager will develop a set of procedures guiding the Digital Library Card program.

Activity 2: The Circulation Services Manager will ensure the appropriate library staff are available to maintain the program with minimal wait times.

Activity 3: The Circulation Services Manager will track Digital Library Card acquisitions and transfers to regular library cards.

Objective 8.3: The Extension and Outreach Services Manager will place outreach collections at two new locations in Hancock County annually.

Activity 1: The Extension and Outreach Services Manager will develop a set of procedures guiding the outreach collections.

Activity 2: The Extension and Outreach Services Manager will create a list of potential partners and prioritize contacts to increase access.

**Goal 9: The Findlay-Hancock County Public Library will be a welcoming and inclusive space for everyone.**

Objective 9.1: The Management Team will perform a comprehensive review of forms, applications, brochures and signage for equity, diversity, inclusion, and accessibility by December 31, 2023.

Activity 1: The Management Team will develop a comprehensive list of relevant documents to track review and updates.

Activity 2: The Management Team will recommend to the Director documents for inclusion on the Library's website.

Activity 3: The Management Team will identify opportunities for video instruction to supplement instructional handouts.

Activity 4: The Management Team will identify forms to make available electronically.

Activity 5: The Management Team will identify documents to make available in other languages.

Objective 9.2: The Circulation Services Manager will maintain an efficient and easily accessible curbside service for patrons at the Main Library and Arlington Branch.

Activity 1: The Circulation Services Manager will develop a set of procedures guiding the curbside service.

Activity 2: The Circulation Services Manager will investigate developing an online form to allow patrons to self-select a curbside pickup time.

Activity 3: The Information Technology Manager will ensure the curbside service is equipped with the appropriate technology for efficient service.

## **Know Your Community: Community Resources and Services**

*Library users will have a central source for information about the wide variety of programs and activities provided by community organizations. Library staff will be knowledgeable of partnerships with the library, as well those community offerings that stand alone.*

**Goal 10: The Findlay-Hancock County Public Library will enrich and strengthen connections within our community to ensure broad knowledge of available resources to serve our patrons within the county.**

Objective 10.1: The Information Technology Manager and Community Relations Coordinator will create easily accessible links to local resources on the Library's public use computers and website by June 30, 2021.

Activity 1: The Cultural and Community Awareness Committee will compile suggested links for inclusion on public use computers.

Activity 2: The Information Technology Manager will create a homepage on the public use computers with links to local and library services.

Activity 3: The Community Relations Coordinator will ensure a link to Hancock Helps is easily accessible on the Library's website.

Activity 4: Programming staff will include relevant local agencies in program handouts when appropriate.

Activity 5: The Community Relations Coordinator will make program handouts available on the Library's website when appropriate.

Activity 6: The Social Media Coordinator will thank Community Connection organizations on Facebook after staff training.

Objective 10.2: The Community Relations Coordinator will contact local non-profit organizations, schools, and government entities regarding library resources annually.

Activity 1: The Extension and Outreach Services Youth Associate will contact schools annually by August to share information about library resources, school visits and in person and virtual library tours.

Activity 2: The Director will contact local government entities annually to share information about meeting rooms.

Activity 2: The Community Relations Coordinator will contact local nonprofit entities annually to share information about meeting room space, display space and program partnership opportunities.

Activity 4: The Director will consider a policy to make library staff available for service with local nonprofit organizations.

Objective 10.3: The Adult Services, Youth Services and Media Services Managers will cross promote Library and community information through displays, handouts, booklists or social media at least once monthly.

Activity 1: The Adult Services, Youth Services and Media Services Managers will consider additional display areas in each public service area to cross promote the library's collection and community information.

Activity 2: The Community Relations Coordinator and the Director will consider cross promoting the Library's collection and community information in the Library's atrium.

Activity 4: The Community Relations Coordinator will reserve at least one slideshow space to cross promote the Library's collection and community information on the large display monitor in Circulation.

Activity 5: The Community Relations Coordinator will display the Visit Findlay calendar on the community events wall.

Activity 6: The Extension and Outreach Services Manager will consider adding display space to cross promote the Library's collection and community information as appropriate.

Activity 7: The Extension and Outreach Services Manager will make community information available on the Bookmobile as appropriate.

**Goal 11: The Findlay-Hancock County Public Library will provide and promote a well-balanced staff training program which will include a range of formal and informal activities that stimulate communication and better knowledge of the community, and prepare staff for challenges in the workplace.**

Objective 11.1: The Management Team will ensure that full-time staff receive 10 hours and part-time staff receive 5 hours of continuing education annually.

Activity 1: The Human Resource Coordinator will provide a tracking system for staff training.

Activity 2: The Management Team will encourage participation in the Ohio Library Council's certification programs.

Activity 3: The Management Team will develop a cross training program for interested staff members.

Activity 4: The Adult Services Librarian will provide a monthly email based reference training to all staff.

Objective 11.2: The Information Technology Manager will make five staff training laptops and five camera and microphone sets available for staff use by March 31, 2021.

Activity 1: The Information Technology Manager will create a reservation and check out system for training laptops.

Activity 2: The Information Technology Manager will include links to the staff training tracking system on each laptop.

Activity 3: The Information Technology Manager will include links to suggested staff webinars on each laptop.

Objective 11.3: The Management Team will ensure staff attend training on equity, diversity and inclusion topics twice annually.

Activity 1: The Cultural and Community Awareness Committee will offer an optional New Perspectives book discussion for library staff.

Activity 2: The Collection Development Committee will train staff in locating diverse materials in the library's collection.

Activity 3: The Management team will ensure staff complete at least one training from the Librarians Guide to Homelessness training series annually, as available.

Activity 4: The Human Resources Coordinator will schedule one outside speaker to offer training to staff on equity, diversity and inclusion topics annually.

Objective 11.4: The Cultural and Community Awareness Committee will provide Community Connections training at least twice quarterly.

Activity 1: The Cultural and Community Awareness Committee will develop a list of potential training partners from local nonprofit organizations and community groups.

Activity 2: The Cultural and Community Awareness Committee will provide all staff with information on the Community Connection presenters, including any handouts or recordings as available.

# **Findlay-Hancock County Public Library**

## **Marketing Actions for the 2021-2023 Strategic Plan**

### *\*Celebrate Diversity: Cultural Awareness*

The community will have access to programs and services that promote appreciation and understanding of their heritage and their neighbor's heritage. There will also be programs to expand knowledge of other cultures in the United States and around the world.

#### Marketing Strategy:

Market programs and services in order to promote appreciation and understanding of all heritages.

#### Actions:

- Feature a different diverse collection chosen by the Adult Services, Media Services or Youth Services Manager 6 times a year in social media/newsletters.
- Explore opportunities to promote programs/services in new places allowing a more diverse group of people exposure to our marketing of these programs/services. Find at least 3 new venues by Summer 2021.
- Provide programming information on flyers/poster in languages other than English for diverse programs when appropriate.
- Feature new diverse displays in social media and in Bookends as they are created.
- Market Diverse Programs as Tier Two (2) Special Programming

### *\*Adult, Teen and Family Literacy: Reading and Writing Fluency*

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

#### Marketing Strategy:

Promote services to help adults and teens improve their literacy skills.

#### Actions:

- Promote Read for Life as Tier Two (2) Special Program at least 8 times per year.
- Promote other literacy programs as Tier Two (2) Special Program at least 5 times a year.
- Promote Pop-Up StoryWalks® with local schools and other targeted groups such as pre-schools, daycares, etc.

*\*Accessibility for All*

Library users will have access to all library materials, facilities, programming, and technology, regardless of ability, minority classification, socioeconomic situation, education level, background information, or any other factor that may be a barrier to library users.

Marketing Strategy:

Promote marketing material to ensure that all library users will have access to all library materials, facilities, programming, and technology, regardless of ability, minority classification, socioeconomic situation, education level, background information, or any other factor that may be a barrier to library users.

Actions:

- Review the website for accessibility and ease of use.
- Promote Curbside Service 5 times a year as Tier Two (2) Special Program.
- Create promotional material for events/programs with an awareness of patrons with different levels of reading ability.
- Develop brochures/fliers promoting Homebound Service and make them available to area nursing homes.
- Create a video about how to get a Digital Card and what it can be used for promoting same on social media and on the website.
- Create videos on instruction where identified by the Management Team.
- Market outreach collections as Tier Two (2) Special Programming.

*\*Know Your Community: Community Resources and Services*

Library users will have a central source for information about the wide variety of programs and activities provided by community organizations. Library staff will be knowledgeable of partnerships with the library, as well those community offerings that stand alone.

Marketing Strategy:

Provide informative material to library users about the wide variety of programs and activities provided by community organizations.

Actions:

- Ensure the Community Events Calendar and Hancock Helps information on the website are easily accessible and kept updated.
- Post on social media about Community Connection trainings using cross promotion guidelines.
- Engage in cross-promotion when appropriate following the guidelines set out in the Marketing Toolkit.
- Include information in Broadway Online about continuing education opportunities at least 3 times a week.
- Highlight community events in Broadway Online sponsored by other community organizations at least once a month