



## **Strategic Plan 2023-2025**

*Approved by the Board of Trustees on  
Wednesday, August 17, 2022*



## **Our Mission**

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Twinsburg Public Library responds to the ever-changing needs of our communities by providing information, entertainment, education, and inspiration in a safe place to meet, speak, think, work, and create.

## **Our Vision**

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Twinsburg Public Library is the epicenter of continual individual and community enrichment.

## **Our Values**

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### **Welcoming Community Hub**

We provide our patrons with an accessible experience that is safe, creative, fun, and exciting, and a space where community members feel invited and enjoy spending time.

### **Excellent Customer Service**

We value our patrons and serve everyone with respect, honesty, empathy, and expertise. We are committed to responding effectively and thoughtfully to the needs of those we serve.

### **Diversity and Inclusion**

We seek to engage all community members by acknowledging and honoring the full range of human experiences and voices. We provide equitable and accessible services, programming, and resources that enable participation from everyone.

### **Innovation**

We believe that creativity and flexibility are essential to staying current and to developing state-of-the-art services, programming, and resources.

### **Lifelong Learning**

We believe in the importance of learning for all ages, and we provide relevant and necessary resources for continual exploration.

### **Stewardship**

We honor the support of our communities by acting as responsible stewards of our resources and by providing those we serve with high quality materials and experiences.

# Our Future: Strategic Goals

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- 1. Expand outreach and collaboration to extend the Library's impact.**
- 2. Develop innovative lifelong learning opportunities that engage our communities.**
- 3. Design and maintain creative, current, and accessible spaces to effectively connect community members to Library resources.**
- 4. Maximize staff excellence.**

## Introduction

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The Twinsburg Public Library has a strong history of strategic planning for success. The Library began a new strategic planning process in January 2022 in order to prepare for its future. The Library is committed to serving its community and was equally committed to involving the community in the strategic planning process through a focus group and a community survey. The new strategic plan seeks to serve the community through expanded outreach and collaboration initiatives, current and accessible spaces, and innovative programming. The plan also builds upon the Library's strong tradition of staff excellence.

The strategic plan is organized around four 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 Twinsburg Public Library's commitment to its values, vision, and mission, positioning it as the epicenter of continual individual and community enrichment.

### The Process

The Twinsburg Public Library gathered input from the community through an online and print survey yielding 1,007 responses. In addition, a focus group was held on January 18, 2022 with 10 participants.

The information acquired from the survey and focus group was shared with the Board of Trustees and the management team of the Library. Responses from the surveys and focus group indicated that the Twinsburg Public Library enjoys a high level of support from the

community; 74.2% of survey respondents replied that they were Very Satisfied with the way their tax dollars were at work in the Library. Respondents shared their gratitude for the friendly, professional, and responsive staff and the excellent customer service. Others noted they value the library's collections, including physical and digital offerings, the "library of things," and the delivery service. People also appreciate the welcoming and safe environment of the library. Focus group participants indicated that the Library increases the quality of life of patrons and is an asset to the community. The Library's response to COVID-19 was cited multiple times with special mention of the attention to safety, exceptional virtual programming, and the eventual reopening of the building. The focus group participants discussed the Library as an intergenerational gathering space that provides intentional outreach, diverse programming, and a celebration of other cultures. There were specific programming suggestions including nature classes, therapy dogs, and poetry. Several survey respondents and focus group participants mentioned it would be beneficial to reinstitute the volunteer program. There were suggestions for improvements to the website, increased restroom accessibility, increased drive-through accessibility, and extended evening and weekend hours.

The Board of Trustees reviewed and revised the current mission, then created a new vision and a set of core values during a four-hour retreat on February 23, 2022. The Board of Trustees also utilized the knowledge gained from the survey and focus group 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 Trustees' retreat was followed by a four-hour Management Team retreat held on March 17, 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 met again on March 31, 2022 for a one and a half hour Action Items Formation Session in which they worked on creating action items that were SMART (Specific, Measureable, Achievable, Relevant, and Time-Bound).

The themes from the survey are carried throughout the plan and are supported by objectives and action steps that will propel the Twinsburg Public Library on its course for the future. Twinsburg Public Library strategic plans are reviewed on an annual basis for progress and adjustments.

# Planning Team

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## ***Board of Trustees***

- Holly Toth, *President*
- Mark Durbin, *Vice President*
- Suzanne Hawthorne-Clay, *Secretary*
- Matt Cellura
- Walter Hoffmann
- Mary Johnson
- Sam Taylor

## ***Administration***

- Laura Leonard, *Director*

## ***Management Team***

- Heidi Brown-Beuck, *Acquisitions Manager*
- Mike Dixon, *Building and Grounds Supervisor*
- Cari Dubiel, *Adult Learning and Information Services Manager*
- Kevin Kelly, *IT Manager*
- Jill Liepins, *Administrative Assistant*
- Jodie Lyons, *PR Marketing Librarian*
- Carolyn Vana, *Circulation Manager*

### Former Staff:

- Allison Chance, *Fiscal Officer*
- Julia Fisher, *Special Projects Coordinator*
- Maria Pioske, *Youth Services Manager*

Strategic Planning Facilitator: Northeast Ohio Regional Library System



# Goal 1

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## **Expand outreach and collaboration to extend the Library's impact.**

*Outcome:* The Library has a clear and achievable vision for outreach services. Continuous assessment and improvement of outreach efforts ensure the greatest impact on the community. The Library has developed strategic partnerships which expand their reach into all facets of the community. The public is aware of all the Library's diverse services and is the first place they think of for their informational, educational, and entertainment needs and wants.

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## **Objectives and Action Items:**

### **1. Craft a defined outreach vision.**

- Establish Outreach Mission and Policy to frame expectations for the Outreach Manager and team.
- Develop priorities for bookmobile routes and services.
- Identify neighborhoods and locations for bookmobile stops beyond the schools, nursing homes, day cares, and community centers.

### **2. Promote a culture of ongoing assessment.**

- Review past assessment activities and identify gaps.
- Establish qualitative and quantitative assessments at scheduled intervals for all outreach services, including bookmobile service, homebound, cultural events, continuing education, and sharing of local resources to the public, to determine the most effective use of staff and resources.

### **3. Collaborate with mission relevant partners.**

- Expand access to social service resources with the hiring of a part-time social worker in 2023 to meet with library service area residents on a weekly basis.
- Partner with the school district or Emergency Assistance Center to make their resources available to the whole community at the library or via the bookmobile.

### **4. Grow marketing and PR initiatives.**

- Engage with a branding and marketing company to create an updated and unified brand across the library's services.
- Use new branding to update and improve website design and implementation.

## Goal 2

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### **Develop innovative lifelong learning opportunities that engage our communities.**

*Outcome:* The Library utilizes a set of criteria to determine overall success of Library programs. The Library provides programs to engage, educate, and entertain based on the interests and needs of the community. Innovative learning opportunities are developed with consideration to current and future trends.

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### **Objectives:**

#### **1. Equip staff with programming benchmarks and best practices.**

- Utilize PLA's "Project Outcome" to analyze and measure the impact of programs.
- Implement use of "40 Developmental Assets for Teens" for the planning of teen programming.

#### **2. Build innovative programming around community interests and shifts in cultural trends.**

- Expand programming partnership with schools, Kent State Twinsburg Academic Center, and community groups.
- Reestablish monthly Cultural Encounter Programs to introduce residents to the various cultures that make up the school district community.
- Convene a civil discourse program to train public on discussing political and societal issues without hostility.
- Host a quarterly civic program on an on-going basis.
- Establish programs for basic life skills such as basic estate planning, taking care of elderly parents, disciplining children, understanding mental illness, etc.

## Goal 3

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### **Design and maintain creative, current, and accessible spaces to effectively connect community members to Library resources.**

*Outcome:* The Library provides community members with functional and accessible physical and virtual spaces so they may fully utilize the wide array of materials, services, and programming. Spaces are creative and welcoming and meet current technology, social, and learning needs. A comprehensive plan has been established to ensure sustainability of the Library infrastructure and technology.

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### **Objectives:**

#### **1. Champion a multi-faceted accessibility strategy.**

- Replace meeting room furniture with flexible and adjustable tables and chairs.
- Review meeting room layouts to provide accessible meetings.
- Implement suggestions from facilities assessment to enhance the accessibility of the book return, service window, and drop off location for seniors and disabled persons.

#### **2. Ensure creative and effective space utilization.**

- Engage a professional space planning group to evaluate current Adult Learning and Information Services spaces; maximize efficiency and effectiveness of services and provide improved access points for patrons.
- Implement space plans that impact human behavior and productivity and include open, activity-based, and unassigned workspace.
- Align technology with current and future space usage.
- Pursue partnership with Twinsburg High School to provide access to school maker spaces for community and provide access to materials for their students, using the Mentor Public Library's "The Hub" at the Mentor High School as a model.
- Plan for sustainability of infrastructure and technology.



## Goal 4

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### **Maximize staff excellence.**

*Outcome:* The Library reinforces staff success and development throughout the career of the employee. All aspects of internal communication are clear and consistent. The Library is known for its commitment to a culture of diversity, equity, inclusion, and accessibility for staff and the community.

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### **Objectives and Action Items:**

#### **1. Support staff through all phases of employment.**

- Create a training and continuous learning plan that spans from hire to exit.
- Streamline hiring and exit processes.
- Cover costs of receiving and maintaining Ohio Public Library Certification and renewal for librarians in order to encourage constant and continual learning.
- Provide continuous training through use of the Niche Academy software and in-person training focused on the principles of intellectual freedom, professional neutrality and equitable service to all.
- Establish a mentoring program pairing long term staff with new employees in order to share the institutional knowledge of the building facility, library traditions and community standards, and provide needed skills for positions in management.
- Identify key competencies and skills necessary for positions with key personnel nearing retirement.
- Review Library administrative structure to ensure efficient use of library resources.
- Create a leadership vision statement.
- Identifying the organizational climate strengths and weaknesses and how to take concrete action steps towards a healthier workplace environment

#### **2. Strengthen avenues of communication.**

- Restore quarterly all-team meetings to share library vision and goals and give staff opportunities to share concerns and ideas.

- Provide digital form for anonymous staff suggestions for the improvement of customer service and staff satisfaction.

### **3. Foster a tradition of empathy, diversity, equity, inclusion, and accessibility.**

- Host a poverty simulation event for staff, board, and community to help with understanding the pressures of the working poor and those living in poverty.
- Examine barriers to service from all points of view (socioeconomic, race, ethnicity, etc.).
- Offer quarterly staff trainings on DEIA topics by a staff inclusion team, examining the meanings of diversity, equity, inclusion, and accessibility.
- Train managers to implement inclusion practices into their performance evaluations and monthly meetings.

