



STRATEGIC PLAN

2007-2009

BACKGROUND

In June 2006, the Board of Trustees of the Upper Arlington Public Library decided to use the Public Library Association's (PLA) "Planning for Results" model to create the Library's next long-range plan. This planning process engages community leaders in a discussion of the community's vision and needs. Shared with the staff, this vision translates into a long-range plan that positions the Library to be responsive to expressed needs as a vital part of a dynamic community. In addition, a telephone survey was completed to get feedback about the Library from a representative sample of Upper Arlington residents.

When community leaders met on July 25, 2006, and August 1, 2006, they were asked to complete the phrase "We see a community where. . ." Their collective response reflected a community with high standards and high expectations.

Representative responses included:

- other cultures are welcome.
- there is a diversity of disabilities, abilities, and ideas.
- children are respected and valued.
- there are opportunities for cultural and intellectual enrichment.
- life-long learning is embraced.
- art is integrated in everyday life.
- technology AND humanity are embraced.
- there are meeting spaces for groups.
- there is community collaboration around shared resources.
- civil discourse on issues and ideas is welcomed and respected.
- everyone matters and is respected.
- educators have tools to educate their students to their peak potential.

From these ideals, community leaders recommended that the Library focus its energies and resources on the following five service areas:

- Commons
- Cultural Awareness
- Current Topics and Titles
- General Information
- Lifelong Learning

The goals and strategies outlined in the pages that follow indicate how over the next three years Library trustees and staff plan to develop services and facilities that position the Library to be an efficient steward of community resources as well as an integral and effective part of the community of Upper Arlington.

MISSION STATEMENT

The Upper Arlington Public Library—

- Helps the community **explore** current topics, Upper Arlington's heritage and world issues
- Provides a central place for the citizens of Upper Arlington to **gather** and share ideas
- Encourages its residents to **grow** through a lifetime of learning

COMMONS

The Library serves as a central gathering point for residents to meet and interact with others in their community.

Goal:

The Upper Arlington Public Library will provide residents with a welcoming, safe and vibrant environment in which to pursue their educational, recreational and social needs.

Objectives:

1. In 2007, the Library will conduct a space analysis for the Tremont and Lane Road libraries to insure that existing space is used to its greatest benefit. Specifically, the Library wishes to explore:

- a dynamic teen space at the Tremont library encompassing technology and current materials
- areas for informal gathering and quiet study spaces in both libraries
- a coffee shop or café at the Tremont library
- updated furniture to suit a variety of uses in the Library
- development of a personal business center which may include business equipment and services.

2. The Library will prioritize and redesign areas for specific community and library needs upon completion of space analysis.

3. The Library will work closely with the City, schools and other community organizations to collaborate on the best use of commonly shared spaces and resources during each year of the plan.

4. The Library will enhance its online/virtual common space.

Activities:

- Participate in meetings of the UA Parks and Recreation Board and continue the Library's relationship with other community organizations such as the Chamber of Commerce and the Upper Arlington Public Schools.
- Develop the potential for public art and art displays in all Library locations.
- Offer current technologies such as RSS feeds and podcasts as part of our web services—virtual common space.
- Serve as a place for teens and technology to come together.

CULTURAL AWARENESS

The Library serves as a place for community residents to acquire information and understanding about culture heritage.

Goal 1:

Area residents will have access to resources, programs, and services that enrich their understanding and appreciation of local traditions and the community's ethnic and cultural diversity.

Objectives

1. The Library will present or cosponsor annually at least two programs and/or other activities that will feature cultural interests.
2. The Library will promote and highlight the special collections of the Ohio Room.
3. The Library will review its multicultural print, audiovisual, database, and web resources by the end of 2007.
4. The Library's annual Inservice Day will include cultural awareness training for all staff.

Activities

- Present programs that emphasize the cultural richness of the community.
- Create displays on the history and culture of the community as well as exhibits that feature the culture and cultural identity of diverse groups who reside in Upper Arlington.
- Develop a marketing plan to increase community awareness of the Library's cultural materials as well as special collections located in the Ohio Room.
- Use vendor catalogs and nontraditional review sources as additional selection tools.

CULTURAL AWARENESS

Goal 2:

The Library will establish or strengthen partnerships with local cultural, historical, and educational groups to increase the community's cultural and knowledge base.

Objectives

1. The Library will continue to expand its partnership with the UA Historical Society by increasing the historical image collection and by digitizing the UA Historic Inventory of Homes for the UA Archives project; future cooperative archival projects may include the addition of oral histories.
2. The Library will partner with the City and other community organizations to provide at least two artistic and cultural activities each year.
3. The Library will collaborate with the UA Schools and other local organizations to provide information about the Library's multicultural services, programs, and collections and will become more knowledgeable about the activities of these organizations.

Activities

- Develop a plan to promote library services, materials, and programs to the UA Schools and local cultural organizations.
- Develop a presentation for staff and volunteers to use in meetings with local cultural, historical, and educational groups.
- Identify and partner with community organizations that serve culturally and ethnically diverse populations.
- Survey the community's cultural, historical, and educational groups to ascertain how their interests may be featured in Library programming and displays.
- Conduct an annual cultural awareness fair that involves the City and community organizations.

CURRENT TOPICS AND TITLES

The Library will provide a current collection with sufficient copies of titles in high demand in all formats to ensure customer requests are met quickly. The library strives to have an unbiased collection representing many points of view and embracing a variety of formats and technologies. The Library's collections will be organized in ways that make items easy to find and will be merchandised to the public through the use of displays and display shelving.

Goal:

The Library will provide access to current and popular topics in a variety of media to satisfy the needs and interests of the community.

Objectives

1. The Library will continually update its collection to reflect the library's responsibility to provide a current and balanced collection.
2. The Library will increase circulation of materials by at least 5% each year.
3. The Library will increase the number of popular titles purchased in order to decrease waiting time for these items by 2007.
4. The Library will develop an express collection of popular materials by 2008.
5. The Library will appoint a collection development team to assess the collection and assist with ordering by 2008.
6. The Library will provide better access to materials by reassessing loan periods, number of copies purchased, shelving, and self-serve checkout and reserves by 2008.
7. The Library will continue to increase the size of the materials budget each year with a goal of reaching 20% (of the total Library budget) by the year 2009.

Activities:

- Review materials regularly and create a formal library-wide weeding schedule to maintain a collection tailored to community interests.
- Continue regular training for all staff in reader's advisory services.
- Provide programming on timely subjects that does not replicate other community activities and appeals to all age levels.
- Work with local schools to continue building the school reading collection according to the needs of the local educational community.
- Market the collection with displays, programming, publications and better use of physical space.
- Maintain statistics that enable more effective collection development, such as number of patron requests for items on a certain topic.
- Assess which languages besides English are spoken in the community and reach out to those populations through programming and collection development.
- Continue to promote our digital collections.
- Set-up a download station in the library for patrons to download digital materials.
- Promote patron posts of online reviews of library materials in our catalog.
- Provide a method for area book groups to communicate ideas and for Library to provide resources to existing groups.

GENERAL INFORMATION

The community and Library continue to value traditional library services. Therefore, the Library will strive to excel in maintaining both a superior collection and a well-trained staff. The activities below enhance traditional library services.

Goal 1:

The Upper Arlington Public Library will provide patrons with current and accurate information to meet their needs.

Objectives:

1. The total number of reference questions asked in all departments will increase by 5% annually during the next three years. Questions may be asked in person, by phone or online.*
2. All returned items will be made available for recirculation within twenty-four hours of check in.
3. Circulation of non-fiction print and audiovisual collection will increase yearly.
4. Implement self-check out and adjust materials security system to make this service possible.

Activities:

- Develop/update reader's advisory tools such as bibliographies and booklists about topics such as health, business, financial, career and school resources.
- Streamline shelving process to get items into circulation faster.
- Decrease processing time for new materials.
- Create non-fiction book displays highlighting resources available.
- Promote portions of the website and develop or update our collection policy for online links.
- Track the number and type of reference questions asked in order to assess the effectiveness of our service.
- Increase electronic database budget by 50% by end of 2009.
- Upgrade all patron workstations to enhance the services we offer. May include but not limited to digital camera card readers, DVD burners, flat panel monitors and photo editing software with the ability to add software for future needs.
- Provide online payment of fines with a credit card.

*Libraries keep track of the number and type of questions patrons ask. There are reference questions (an information contact that involves the use, recommendation, or instruction in the use of one or more information sources, or knowledge of such sources by a member of the library staff) and other questions (any question not properly categorized as a reference question such as a directional, policy or an administrative question). In 2005, 121,680 other questions were asked and 206,492 reference questions were asked at UAPL.

GENERAL INFORMATION

Goal 2:

The Library will provide friendly, knowledgeable staff to assess patron needs and locate appropriate materials to meet those needs.

Objectives:

1. All full-time staff will participate in professional development opportunities on an annual basis.
2. The Library will develop and implement ongoing standard public service training for all staff.
3. Staff members will develop personal and professional development plans and will be evaluated on their progress annually.
4. The Library will evaluate service provided to our patrons on a regular basis.

Activities:

- Staff will write reports on external professional development to share with fellow staff in a database or other electronic format.
- All staff members will have the opportunity to peruse professional journals and other sources of information—additional copies of popular journals will be purchased.
- Conferences and other development opportunities will be promoted to staff on a regular basis.
- Staff will present internal professional development opportunities annually on topics such as: technology, reader's advisory, customer service, library trends and diversity.
- Administration will continually evaluate service provided to our patrons.
- Improve internal staff communication through more efficient use of technology.

LIFELONG LEARNING

The Library helps address the desire for self-directed personal growth and development opportunities for its residents.

Goal:

Library programs will support the development of skills and interests necessary for continued enrichment for residents of all ages.

Objectives:

1. Total program enrollment will be at least 10% higher in the first 2 years of the plan than in 2006.
2. The Library will develop two or more programs to meet the needs of residents of all ages without duplicating services offered within the community.
3. The Library will specifically target for promotion the following collections: art, lecture sets, electronic resources.
4. The Library will extend our outreach services to additional individuals and groups.

Activities:

- Utilize the Library website and the public relations department to promote programs.
- Provide learning opportunities for parents such as early literacy, discipline, safety, study skills, kindergarten readiness and childcare.
- Provide learning opportunities for teens such as computer skills, standardized testing skills and college selection process, book discussions, babysitting skills, fashion, popular crafts and activities and volunteer/job skills.
- Provide learning opportunities for children such as book discussions, storytimes, crafts, movies and computer skills.
- Provide learning opportunities for adults such as travel, health, finance, computer skills, lecture series on current topics or literature, author visits, book discussions, entertainment, self-improvement and home improvement.
- Present programs each year at the Senior Center, in daycare centers and to other community organizations, highlighting the Library's resources.
- Host an 'Arts Month' in conjunction with the UA Arts Festival.
- Create a computer lab that is staffed to assist patrons with computer questions. Also serves as a place for one-on-one instruction and other hands on computer training.
- Provide storytimes, in addition to classroom materials, to the schools in our Youth Outreach program.
- Develop computer literacy programs for all ages.
- Continue to explore non-traditional sources for learning that may be technology based, for example online language instruction.

ACKNOWLEDGEMENTS

Message from the Library Director

In 2006, our Library developed a new strategic plan based heavily on community vision and needs. What you have read here is the result of the vision, efforts, and dedication of many individuals to bring the Library to a higher level of service and involvement with the Upper Arlington community. I would like to extend my sincere thanks to each of these individuals for their unique experiences and perspectives. Their insight and contribution enable us to develop a clear sense of the direction in which we should proceed. With their guidance and vision, we have begun an exciting journey.

Ann Moore

Community Strategic Planning Group

Phyllis Amato	Upper Arlington Lutheran Preschool
Virginia Barney	City of Upper Arlington
Dan Boda	Former Library Board Member
Sharon Cook	Local Realtor
Riley Cruttenden	2006 Upper Arlington High School graduate
Kate Erstein	Upper Arlington Historical Society
Hollie Goldberg	Northwest Counseling Services
Kip Greenhill	Upper Arlington High School
Loretta Heigle	Former Library Board Member and retired Upper Arlington teacher
Molly Hood	Friends of the Upper Arlington Public Library
Nancy Koerner	Columbus Foundation
Don Leach	Upper Arlington City Council
James Long	First Community Church
Marjory Pizzuti	Upper Arlington Board of Education
Sherlyn Porter	Burbank Early Childhood School
Amy Schossler	Upper Arlington Commission on Aging
Brenda Schwandt	Upper Arlington Chamber of Commerce
Patricia Schwirian	Upper Arlington Commission on Aging
Richard Simpson	Upper Arlington Rotary
David Varda	Former Mayor of Upper Arlington

Library Board of Trustees

John Magill	President/Operations Committee
Charles Motil	Vice President/Finance Committee
John Burtch	Secretary/Personnel Committee
Megan Gilligan	Personnel Committee
Bryce Kurfees	Finance Committee
Brian Perera	Operations Committee and Strategic Plan Board Liaison

Library Staff Writers

Nancy Alonzo	Reference
Wendy Bethel	Adult Services
Pam Cole	Lane Road Branch
Alexa Elgabri	Media Services
Sue Emrick	Miller Park Branch
Kate Hastings	Youth Services
Robyn Kress	Technical Services
Dot Myers	Circulation
Kate Porter	Administration

APPROVAL STATEMENT

This plan was approved by the Board of Trustees of the Upper Arlington Public Library on October 10, 2006.