



Westerville Public Library

D E L I V E R I N G T H E F U T U R E

OUR STRATEGIC PLAN

2013-2016



JULY 23, 2013

OUR VISION

The Westerville Public Library will be a leading public Library in America. Through innovation and imagination we will provide an environment where people of all backgrounds and ages may dream their dreams, exercise their imaginations, feed their intellects, nurture success and otherwise enhance their lives.

OUR MISSION STATEMENT

The Westerville Public Library provides materials, programs and services to residents of all ages in Franklin and Delaware counties to assist in their pursuit of information and resources to meet their educational, professional and personal needs. Particular emphasis is placed on delivering quality reference services and providing popular materials of high interest to the residents of the Westerville City School District. The Library also serves to stimulate young children's interest and appreciation for reading and learning.

WHAT WE OFFER

The Library provides a rich variety of materials, electronic information, programs, and services for persons of all ages. The following segments of population receive services tailored to their interests and needs.

Babies through Middle School-Aged Children

Our Collection

From board books for babies to ebooks for older children, we offer materials to foster a love of reading and discovery in children. Materials include books for all interests, large print books, and magazines for juveniles, reference books, picture books, graphic novels and even puzzles. Media Services items for children include read-alongs, music CDs, DVDs, audiobooks on CD, Playaways and art prints with juvenile themes. Materials in the Spanish and Somali languages are also available.

Our Electronic Offerings

Offerings include the Kids portal on the Library's website with information of interest to children, parents, educators and homeschoolers. Topics covered include early literacy initiatives; book recommendations by grade or age group, homework help tips, online chat reference, online database access, and over 25 different subject guides for popular school topics and assignments.

In-house technology offerings include a technology lab for kids with 12 multi-purpose computer stations, 6 Early Literacy computer stations, 10 circulating laptops and an adaptive technology station for children with disabilities.

Our Services/Programs

We help children (and parents) find the information they seek and the materials they want and need. Programs include five seasonal storytime sessions for birth through preschool ages, and a weekly family storytime on Saturday mornings, including a deaf-interpreted storytime the first Saturday of each month. Three summer reading programs--pre-readers, kids, and teens--provide incentives, related special events and craft days. Throughout the year, there are book clubs for primary grades, tweens and teens, as well as a gardening club and a chess club. A variety of special events focus on literary themes, crafts, music and the arts in general.

Tours and Library use instruction are provided to any group upon request and are especially popular with homeschoolers and scout troops. Onsite and offsite visits for schools, daycares and preschools are offered to facilities within the Westerville City School district for booktalks, storytimes, career day presentations and Library card registration. Outreach services include Library Link and book delivery to selected preschools.

High School-Aged Students, Adults and Outreach Customers

Our Collection

Adult Library customers will find the materials they require for their personal and professional needs. These include reference books, periodicals, fiction books, non-fiction books, books specifically for adults who are new readers, paperbacks, study guides, local newspapers on microfilm, book discussion kits, materials in the Spanish and Somali languages and a variety of ebooks. Media Services offerings include Blu-ray, DVDs, music, and audiobooks on CD, Playaways and art prints.

Our Electronic Offerings

The Library's website contains over 50 different subject guides for popular topics of interest to adults, including taxes, voting and election coverage, consumer education, literary criticism, business and legal resources, English as a second language and more. Other online services provided include reader's advisory, an online resume builder, foreign language learning software, social media interaction, an electronic collection of historical photographs and a wide offering of ebooks, magazines, audiobooks and online databases.

In-house technology offerings include a technology lab with 24 multi-purpose computer stations and 3 advanced digital media stations, 20 circulating laptops, a technology lab for teens with 8 multi-purpose computer stations, a gaming room with 2 different gaming systems and a variety of video games, Library-wide wireless Internet access and a computer station with text magnifying and voice reading software for customers with disabilities.

Our Services/Programs

The Library staff provides answers to reference questions and offers advice on reading choices by phone, in person, by mail, by email and by social media. A variety of computer classes are offered, as well as one-on-one assistance on the use of the Library catalog, ebooks, ebook readers and the Internet. Customers are welcomed to demonstrations of how to search the Internet relating to specific topics, e.g., genealogy, finding the right college and job searches. Annual summer and winter reading programs feature book recommendations by the public and offer prizes. Outreach Services delivers Library materials to homebound residents and senior/nursing facilities.

Our Convenience Features

- ◆ Online reserve and renewal of items
- ◆ Mobile Library applications
- ◆ Coffee and beverage services
- ◆ Online program reservations
- ◆ Credit card payment online and in the Library
- ◆ Printouts of a customer's account records
- ◆ Self-checkout machines offering express checkout
- ◆ Laptop computers for loan within the Library
- ◆ Carrying baskets that can be checked out with Library materials
- ◆ Online and smartphone catalog
- ◆ ***Library Link***, the daily delivery of materials to all schools within the district
- ◆ QR codes for easy reserves in the Library

- ◆ Online meeting room and equipment bookings
- ◆ Drive-up window for reserved item pick-up
- ◆ Filling of requests for materials from libraries in *SearchOhio* and *OhioLink*, as well as nationwide
- ◆ “Just Returned” areas for browsing in all Library departments
- ◆ Meeting rooms, tutor rooms, small group study rooms, study carrels
- ◆ Friends Shoppe

OUR COMPETITION

The Library is in competition with those businesses, institutions or events that provide the same services, information or programs to potential and present customers.

The Library’s *“brand”* competition, or competition that operates on the same level as the Library and offers the same brand of materials and services. Those public libraries that are closest to Westerville are branches or cooperatives of the Columbus Metropolitan Library system and include Worthington, Northwest, Karl Road, New Albany and Gahanna. The Community Library of Sunbury, Delaware County District Library, and their Orange Road Branch Library are within a 10-mile radius of our Library. The Otterbein University campus Library, Courtright Memorial Library, is within walking distance. A few libraries in Central Ohio are considered Mid/Size libraries along with Westerville; they are the Delaware County District Library, Worthington Public Library, Upper Arlington Public Library and the Southwest Public Libraries in Grove City, Ohio. To belong to the Ohio Mid/Size Library (*ETM*) group, a Library must have over a \$4 million operating budget, staff size of over 75, circulation over 1 million and a collection over 250,000 items.

The Library’s *“form”* competition is those competitors that offer the same products. Our form competition includes businesses or places that provide books, other information materials and services, and Internet access to potential customers. These providers include Amazon.com, new and used bookstores, children’s bookstores, mega bookstores, half-price bookstores, and businesses offering free Internet access. Uptown Westerville is home to three rare and used bookstores, Foul Play mystery bookstore and Children’s Hour Book Shop—within walking distance of each other and four or more blocks from the Library.

“Generic” competition for the Library’s services is those competitors that vie for the time and interests of our potential customers. The two area senior centers provide competing programs, both educational and entertaining, to a segment of the Library’s market. The Westerville Parks and Recreation Department offers programs and sites that compete for the leisure time of customers. Television, movies and video games vie for the same free time. Increased Internet access at home and in the office is in competition with the Library’s in-house Internet access.

The Library fares well in comparison with the brand competition. Even though a greater number of Library materials are owned by the Columbus Library system, those materials from the competing libraries are available to all Westerville customers by means of the free interLibrary loan service. Through the Library’s *SearchOhio* and *OhioLink*, our customers have free access to over 70 million items held by other Ohio libraries. Through the *Ohio eBook Project*, our customers have additional access to over 99,000 ebooks, 27,000 audiobooks and much more. Westerville customers also have at their disposal a greater number of computers offering Internet access, than are available at the nearest libraries. The Library’s drive-up window for reserve item pick-up is one-of-a-kind service and is being emulated nationwide.

The obvious edge the public Library has over its form and generic competitors is the availability of all materials at no cost to the customer. Storytimes and most programs offered by the Library are free, with the advantage of free books and other formats to borrow that complement the presentations; i.e., a performance

in the Library meeting room of Gershwin songs by area performer Tom Battenburg is the site for a table laden with CDs, and books about the composer. The training of librarians as information specialists provides an advantage. The expertise required of Library staff to advise customers in their selections exceeds that of the retail salesperson.

As a provider of information and research opportunities, the Library takes full advantage of the Library website. Customers can save time by using Library services from offsite. From the home or office, Library website visitors find helpful and informative links, and can get more information at the Ask-a-Librarian cyber reference desk on the home page. Customers can reserve Library materials by phone or Internet access, and then pick them up at the drive-up window. Partnerships with the program organizers at the senior centers and the parks have produced outlets for promoting Library programs and for co-sponsoring events.

KEYS TO OUR SUCCESS

The Westerville Public Library's key to success is based on our ability to focus. Often libraries attempt to be all things to all people, resulting in too many priorities and thus limiting their chance of success. The following are the important elements we wish to focus on over the next three years.

- ◆ Provide convenient and mobile access to our programs and services on the user's devices.
- ◆ Increase visibility of the Library program and service offerings to our existing market. This requires increased marketing in electronic formats, mobile devices and social media outlets.
- ◆ Leverage our technology capabilities to reach new markets through such programs as *Library Link*, *SearchOhio* and *OhioLink* and other cooperative ventures and continue to grow our networking capabilities.
- ◆ Re-design of the Library's website to enhance the user experience, convenience of use and marketing capabilities.
- ◆ Increase the size of the Homework Help Center and investigate the need for a new position to staff the center and coordinate volunteers.
- ◆ Increase programming in Outreach to include the senior center, daycare centers and other opportunities as the means to take the Library to the people. Continue to identify additional facilities to support our Outreach program.
- ◆ Continue to develop grant opportunities and corporate partnerships to add to leverage the financial resources of the Library.
- ◆ Develop innovative means to display and merchandize Library materials throughout the Library.
- ◆ Investigate the implementation of RFID (Radio Frequency Identification). Utilizing chip technology will greatly enhance the efficiency of the Library staff and increase customer service to our patrons.

DEMOGRAPHICS

Market Geographics - The Westerville Public Library is one of seven public Library systems in Franklin County. The Westerville Public Library is a school district Library serving a population of over 90,000 people in northeast Franklin County and southeast Delaware County. As a school district Library, our geographic boundaries are the same as the Westerville City School District.

Market Demographics - Our service district is divided so that 27.6% are under age 18, 64.52% are between the ages 18-63, and 7.8% are 65 years of age, or older. The average median age is 41.2. Single parent families are increasing but not at a rapid rate. The population of our service area has more than doubled since 1975. The average median housing cost is \$211,800 compared to the national average of \$118,900. Nearly 90.6% of our citizens over age 25 have completed high school and 42.3% have completed college. Unemployment is at the state average and stands at 8.4%.

The district's diversity is increasing rapidly: In 2013, our district is comprised of 68.7% white; 19.3% African American; 6.6% multi-racial; 3% Hispanic and 2.3% Asian-Pacific Islander. In our district, 25.3% are considered economically disadvantaged; 7.8% have limited English proficiency; and 73 native languages are spoken.

There are approximately 1,500 businesses located in the city of Westerville and the immediate environs. The majority of businesses are professional and service oriented. The largest employers are Chase Bank with 5,600 employees; Westerville City Schools with 2,100 employees; and Mt. Carmel /St. Ann's Hospital, 1,200. Much suburban development is occurring in the school district. Since 2003, construction began on more than 1.3 million feet of office space. A burgeoning Westerville Area Chamber of Commerce has a membership of more than 720.

The number of households in Westerville increased by 8 percent during the '80s and by another 10 percent between 1990 and 2000. Projections estimate less than a 4 percent increase in households through 2013 for Westerville proper and growth is expected to continue for the next 10 years albeit at a slower rate than the previous decade.

The Westerville City School District has a current enrollment of over 15,000 students. The district includes three high schools, four middle and 14 elementary schools. Eighty percent of Westerville high school students go on to post secondary schooling. St. Paul's Catholic Church located in Westerville operates a parochial school serving grades K-8. Three private schools and more than two-dozen preschools and daycare facilities are located in the area. Otterbein University is located in the heart of Westerville. It is a private, independent, co-educational, four-year liberal arts institution with an enrollment of over 2,800 students.

The Westerville Parks and Recreation Department has more than 400,000 registrants annually for recreational and educational programs, a program surpassed in central Ohio only by Ohio State University. The department manages 26 parks. The Westerville Community Recreation Center, a 96,500 sq. ft. facility opened in 2001, along with the newly opened Highlands Water Park are sources of great pride in Westerville and both are heavily used.

Market Psychographics - Our customers are busy people. The Library is often one of many stops in an afternoon or evening of errands and appointments, as well as lessons, practices and sporting events for the children. Convenient and mobile access to our services will determine their use of the Library and its resources. The staff's familiarity with the materials and expertise in finding answers is crucial, but today's customer is accustomed to competition in the area of customer service. Customers expect friendly,

convenient and immediate help with their information needs. However, our customers are self-reliant and wish to locate, select and check out their own materials. Our customers are technologically savvy. They are drawn to new technologies. Visitors to our Library truly embrace new technology and insist that the Library keep pace with their needs, both in the Library and on their new mobile devices.

FORECAST

At the final Library Board Retreat held on November 28, 2012, it was determined that the Library will focus on five segments of our population as identified the community survey conducted by OrangeBoy, Inc. These target audiences reflect our current demographics, as well as those determined to be our future growth areas.

➤ **Dependables (19.3%)**

This market segment is defined as *Heavy Library Users*. They represent 19.3% of our users. They are frequent visitors, reading 20-29 books per year. They utilize the drive-up window and reserve room frequently and 49% of this group owns or plans to own an ebook reader within the next twelve months.

➤ **Heavyweights (14.3%)**

The heavyweights are frequent users of the Library, reading over 40 books per year. They represent 14.3% of our customer base. They are primarily users of adult Library materials, 41% currently own an ebook reader with an additional 15% planning to purchase one within the next six months.

➤ **Brainy Bunch (15.0%)**

These customers primarily use children materials. They routinely attend children programs, services, storyhours, etc. They represent 15% of our customer base and read between 20-29 books per year, although many read much more than the average. 57% of this group currently owns an ebook reader with another 16% planning to purchase one during the upcoming year. 89% of this group has children under the age of 18.

➤ **Double Feature Customers (14.1%)**

This group represents the users of the media services. While they are very heavy users of A/V materials, they also read 11-19 books per year. Only 26% of this group has children younger than 18 years of age. Not quick to join e-reader technology, they are doing so at a somewhat slower pace. 36% of this group owns an e-reader, while 13% have plans to do so.

➤ **Technologically Savvy Customers (17.9%)**

These customers are classified as Digitarians and Staying Connected. We have combined these two elements because of their similarities. They are heavy users of the Library, utilizing the Technology Center and our Laptop Loan Program. They both frequent the Library at least once per week and many on a daily basis. They are technologically savvy customers and expect their Library to keep pace with them. They expect convenience and

they expect the materials and services to be available on their mobile devices. They are demanding customers, but also a most appreciative audience. While technology is a focus, they also like to browse Library shelves, and read between 19-40 books per year, about one-half in print format.

NEEDS

The commercial and residential growth pattern of the district, increase in diversity and the changing age groups within the Westerville population are three factors that determine our market needs. With the increasing numbers of commercial start-ups in the Westerville area, there is also an influx of new business owners, managers and workers. The Library is rich with materials, meeting space and Internet resources to assist them. We will work, in partnership with the Chamber of Commerce and the Uptown Merchants' Association to better serve the businesses in the district.

Westerville is a community of neighborhoods with strong resale value. This characteristic, coupled with the new housing growth north of the city in Genoa Township/Delaware County, provides an influx of new residents to the Library District. Providing them with the information resources they need, within 3 months of their moving to the district, is a marketing challenge we will address.

In a community that sends 80% of its high school students to further schooling and whose children log more than 40,000 books during every summer reading program, books and reading are a top priority. Our schools view our librarians as rich resources and partners in fostering in their students a love of reading. We will increase our support of reading in the schools by delivering Library materials to all Westerville schools through an expansion of our *Library Link* program.

Many senior citizens take advantage of the lifelong learning opportunities provided by the Library. We will team with the Westerville Senior Center to expand our services. We will continue to enhance our outreach services to senior resident facilities and homebound persons.

The Library will investigate and pursue opportunities to increase parking for the Library. The ideal solution continues to be the property on the south side of the Library, however other opportunities may be presented in the future. We will continue to actively pursue all opportunities to make the Library ore accessible.

SWOT ANALYSIS

STRENGTHS

Staff: Our professionally trained staff members are specialists in information services. Library staff members are dedicated to providing outstanding customer services to the people of the Library district. They are passionate about public libraries.

Collection: 378,000 items that incorporate the latest in formats, i.e., DVD and ebooks, audiobooks, and mobile formats.

Technology: Latest in information technology, offer free access to databases that normally charge fees to the public. *SearchOhio* and *OhioLink* provide our customers with access to over 70 million items. The Library provides complete Wi-Fi coverage throughout the facility.

Partnerships: The Library and local schools have developed outstanding partnerships with such services as *Library Link*, Accelerated Readers and Lexile. The Library also provides many story-hours, Library card sign-up programs and other school visits throughout the year.

Facility: Attractive, modern building, public meeting and showcase spaces, convenient drive-up window and beverage services. The Library is a community place.

WEAKNESSES

Funding: A 2.0-mill permanent levy for local support, passed in November 2011, has provided the Library stable funding. However, continued cuts in state funding would continue to erode the financial stability of the Library and limit our ability to meet the needs of our customers.

Location: Serving a widespread district; landlocked; heavy traffic, lack of sufficient parking.

Visibility: Notification of services and programs provided primarily through print medium. A more active marketing presence is needed using social media, text messaging, mobile devices and a re-imagined web site.

OPPORTUNITIES

New Businesses in Area: Westar business start-ups bring owners, employees and families to district.

Partnerships: Chamber of Commerce, and City leadership, Westerville City School District, the Senior Center, Otterbein University, and the Parks and Recreation Department.

Economy and Image: The local economy is outstanding and the image of the public Library is strong and vibrant, representing a great opportunity to gain additional local funding support, if state funding cuts continue.

THREATS

Funding: The Library is overly reliant on State funding that does not keep pace with the rapid growth in the community, the high cost of technology, and the need for additional staff, particularly if branch facilities are added.

Competition: Busy lifestyle, TV, sports; family obligations, etc. take away from Library time. Customers expect more, faster, and better service. Customers expect the Library to be available where and when they need the service. Direct research and reference material is available on the Internet for free.

Internet Accessibility/Growth: 24/7 information availability is now the expectation. Increased services must be provided on mobile devices.

CRITICAL ISSUES

The strengths of the Library are constantly expanding and building. The expertise of the staff in serving the information needs of customers is demonstrated not only in the personal service they provide, but also in the collection they offer. Expanded and renovated in 1998 and again in 2006, the facility continues to change in

response to community needs. The addition of a beverage service in the atrium, the opening of a drive-up window, the Media and Teen Centers, Youth Computer Lab and other innovations have made the Library a welcoming gathering place for customers of all ages.

Opportunities for advancing Library and information services away from the facility should be acted upon. This movement should take place at several levels. The first is to explore expanding our Outreach Services by providing more programs out in the community. Another movement outward from the Library is the promotion of services and programs. The partnerships with local business and service groups in the district can be used as conduits for promoting the Library.

The advances in technology that are the hallmark of the Library must continue to lead to better service to more customers. Open communication with local groups such as schools and businesses will present more avenues of cooperation in the areas of technology.

WESTERVILLE FINANCIAL OBJECTIVES

The Westerville Public Library receives funding from the State of Ohio's Public Library Fund. State funding represents over 33% of the Library's total revenue, while, 62% of the library's revenue is generated by a 2.0 mill permanent property tax levy. State funding has not been stable and does not keep pace with the rapid growth of our district or the increasing demands of our customers. In fact, funding from the State is currently at 1998 funding levels.

Fortunately, the Westerville community supports the Library through 2.0-mill permanent operating levy, which has offset many of the cuts in state funding. However, continued cuts in the PLF may require additional requests for local support in the future. The Library will actively promote the need for continued state support for Ohio's public libraries and continue to seek local support as needed to maintain the high level of programs and services our community needs and has come to expect.

GOALS AND OBJECTIVES

The strategic plan will focus on current customers and their changing needs with a marketing emphasis on our programs and services to non-users within the district.

I. Embrace Diversity and Cultural Awareness

GOAL: *All residents will have access to materials, programs and interactive experiences that focus on embracing the variety of cultures within our community.*

Objective 1A: Establish and maintain minority population interest group by the end of 2013.

Objective 1B: Relocate and promote multi-cultural language materials for ease of access.

Objective 1C: Develop Library user guides and brochures in multiple languages.

Objective 1D: Develop a policy for encouraging Library staff to learn sign language or other second language.

- Objective 1E:** Identify and market Library staff with second language skills. Indicate staff/language on staff name badges.
- Objective 1F:** Market Library services and programs to the African American, Somali, Latino and other diverse populations within our district.
- Objective 1G:** Add more Spanish and Somalia language to the collection in a variety of formats, including electronic.
- Objective 1H:** Translate the Library web site will be in a variety of languages utilizing *Google Translate*.
- Objective 1I:** Plan programs, displays and events will be planned to celebrate diversity.
- Objective 1J:** Develop partnerships to provide awareness of Library services for the diverse cultural communities.
- Objective 1K:** Develop and offer citizenship classes by the end of 2013.
- Objective 1L:** Celebrate and promote three cultural events (such as Cinco de Mayo, Ramadan, Hanukkah each year.
- Objective 1M:** Identify and develop programs and services for immigrant populations.
- Objective 1N:** Provide displays in the Atrium and for important multi-cultural holidays.
- Objective 1O:** Strive for a more culturally diverse staff by advertising job openings in a wider range of diverse locations.

II. Create Young Readers and Promote Early Literacy

- GOAL:** *Children will be exposed to early literacy skills which will prepare them to become successful readers, writers and listeners.*
- Objective 2A:** Increase storytime attendance by 5% each year.
- Objective 2B:** Participation in the Summer Reading Program will increase by 5% each year.
- Objective 2C:** New Partnerships will be developed with organizations that work with young children.
- Objective 2D:** The Library will partner with the Westerville City School District in the Ohio 3rd Grade Reading Guarantee.
- Objective 2E:** The Library will expand its Homework Help Center and provide a staff coordinator for volunteer tutors, accelerated readers and lexile.
- Objective 2F:** Recruit Kent State Library school and Otterbein University students for our Homework Help Center.
- Objective 2G:** Re-design the Youth Services Department for enhancing early childhood development.
- Objective 2H:** Reach out to three additional Day Care Centers each year by providing materials and programs.
- Objective 2I:** Assist all Boy and Girl Scout troops within our district in obtaining their Library and technology merit badges.

- Objective 2J:** Establish and promote book talks and story programs on our web site utilizing YouTube or other means of streaming video.
- Objective 2K:** Develop and provide local history curriculum materials for elementary and middle schools.
- Objective 2L:** Re-establish the monthly meeting with school librarians/teachers to identify areas for Library support.

III. Provide Convenient Access to Library Materials and Resources to our customers when and where they want.

GOAL: *Library customers will have convenient access to Library materials and services.*

- Objective 3A:** Enhance mobile access to our materials and services.
- Objective 3B:** Shift material purchases to meet customer demands each year.
- Objective 3C:** Develop texting reference services.
- Objective 3D:** Outreach staff will provide customer training on the use of electronic Library materials and devices.
- Objective 3E:** Provide customer training on the use of electronic Library materials and devices.
- Objective 3F:** Redesign the drive-up window to provide more separation between the drive-up window and the book drop.
- Objective 3G:** Add electronic resources on multiple devices, such as electronic magazine and newspaper services.
- Objective 3H:** Increase visibility of the Library program and service offerings to our existing market through increased marketing in electronic formats, mobile devices, social media outlets and broadcast e-mails.
- Objective 3I:** Re-design the Library's website to enhance the user experience, convenience of use and marketing capabilities.
- Objective 3J:** Increase programming in Outreach to include the senior center, daycare centers and other opportunities as the means to take the Library to the people. Continue to identify additional facilities to support our Outreach program.
- Objective 3K:** Develop and implement software for Library events and collections.

IV. Make the Library a Community Gathering Place:

- GOAL:** *Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support social networking and interaction.*
- Objective 4A:** Residents will have a safe, clean and welcoming physical spaces to meet and interact with others and will, have open and accessible spaces that support networking.

- Objective 4B:** Replace outdated HVAC Systems.
- Objective 4C:** Renovate the youth and teen areas of the Library to make them more inviting and age appropriate spaces by the end of the first year.
- Objective 4D:** One day a month the Director will walk around the building and ask customers about their Library experience.
- Objective 4E:** Library staff will participate in training that provides techniques for preventing and dealing with security and safety issues.
- Objective 4F:** Continue to investigate and pursue opportunities to increase parking for the Library. The ideal solution continues to be the property on the south side of the Library; however, other opportunities may be presented in the future.
- Objective 4G:** Continue to investigate the possibility and feasibility for branch Library facilities.
- Objective 4H:** Establish a customer advisory group to keep abreast of customers needs and wants.
- Objective 4I:** Provide for a cozy/relaxing area in Adult Services.
- Objective 4J:** Automate the dividing wall in the meeting rooms for increased flexibility.
- Objective 4K:** Develop innovative means to display and merchandize Library materials throughout the Library.

V. Maintain the Library as a state of the art technology Library

- GOAL:** *Library staff and customers will continue to have access to and training for the latest technology.*
- Objective 5A:** Public Services staff will take at least two online classes or webinars to expand their competence and comfort with new technologies each year.
- Objective 5B:** Adult Services Staff will prepare and present at least three database refresher courses for the Library's librarians.
- Objective 5C:** Adult Services staff will present on-going classes for the public covering catalog use, internet searching, and Microsoft office products.
- Objective 5D:** Move Library servers over to the City Data Center.
- Objective 5E:** Investigate the implementation of RFID. Utilizing chip technology will greatly enhance the efficiency of the Library staff and increase customer service to our patrons.
- Objective 5F:** Maintain the Library technology lease program and continue to refresh Library technology on a 36 month schedule.
- Objective 5G:** Investigate creating a new special space within the Library for creative and interactive group projects.
- Objective 5H:** Investigate the need for a mobile technology lab.
- Objective 5I:** Implement software for developing training modules for staff and public use.
- Objective 5J:** Utilize mobile devices and application for delivering Library resources and services.

VI. Reach out to the Business Community

GOAL: *The business community will recognize the Library's critical role in Westerville as a provider of services and resources that benefit local businesses; and as an integral component of the community's economic vitality.*

- Objective 6A:** Develop and implement a plan for expanded outreach to the business community.
- Objective 6B:** Develop two Teleconference/video conference stations for the use of local businesses and organizations.
- Objective 6E:** Present at least three programs at Chamber of Commerce and Rotary Club functions illustrating Library services available to local businesses.
- Objective 6F:** Increasingly engage in community organizations throughout the Westerville Public Library District.
- Objective 6G:** Develop a "We Mean Business" marketing campaign aimed at local business and merchants.
- Objective 6H:** Provide four training courses each year for local business employees on the use of Microsoft Office products, or other business applications.
- Objective 6I:** Establish a Business Interest Group that will help identify ways to support the business community.
- Objective 6J:** Send at least two staff members annually to Leadership Westerville.

VII. Provide for a Financially Stable Library

The Library receives the majority of its funding through Ohio's Public Library Fund and a 2.0 mill permanent property tax levy. Throughout our 80 plus year history, we continue to practice good stewardship of taxpayer dollars through the efficient use of technology, innovative approaches to service delivery, solid financial controls and careful expense management.

- Objective 7A:** Set annual budgets based on known income and library goals established for the year.
- Objective 7B:** Monitor budget to ensure no differences greater than 20% occur in the fiscal year.
- Objective 7C:** Develop creative ways to explore additional sources of funding.
- Objective 7D:** Maintain our core funding sources by advocating with elected state officials.
- Objective 7E:** Participate in the Ohio's State Procurement Program.
- Objective 7F:** Maintain an adequate Contingency Fund.
- Objective 7G:** Practice effective stewardship of library resources.
- Objective 7H:** Create an Efficient and Effective Financial Review, which allows staff to suggest cost-savings to management.

VIII. Provide for Continuous Staff Development

*The Westerville Public Library will hire, train, encourage, reward and celebrate a knowledgeable **and**-dedicated staff. We will build and maintain a capable and proud team of innovative leaders and enthusiastically provide excellent services, programs, and resources to the community.*

- Objective 8A:** Provide a total compensation package commensurate with their training, responsibilities, and in line with salaries and benefits for comparable positions outside the Library.
- Objective 8B:** Plan, design, and implement a comprehensive staff-training program that emphasizes building a creative, knowledgeable and customer-focused team.
- Objective 8C:** Encourage staff attendance at professional meetings and other outside educational opportunities.
- Objective 8D:** Evaluate, improve, and add as necessary, channels for staff communication, input and feedback.
- Objective 8E:** Send two staff members annually to the Westerville Leadership Program.
- Objective 8F:** Institute an annual employee survey that measures the level of employee satisfaction.
- Objective 8G:** Evaluate and enhance the employee recognition program, as needed.
- Objective 8H:** Provide regular opportunities for staff involvement in work teams and task forces that address specific issues.
- Objective 8I:** Hold all administrators, managers, and staff accountable for their roles in supporting the Library's mission, core values, and pursuit of goals and objectives.
- Objective 8J:** Provide employees with a challenging work environment and opportunities to achieve the full extent of their potential.