



# **Strategic Plan 2023-2025**

Approved by the Board of Trustees  
November 21, 2022

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## Mission Statement

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Medina County District Library enriches life in our communities with outstanding and innovative library services for all.

## Vision Statement

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Medina County District Library, a national leader in libraries, is an inclusive hub of thought, learning, innovation, collaboration, and leisure, which stimulates the vision and ideals of our communities. Medina County District Library provides the best work environment for job satisfaction and career development.

## Core Beliefs (Values)

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### **Intellectual Freedom**

We believe all people have the right to free and open access to information that spans the range of current and past knowledge and philosophies.

### **Knowledge**

We value the role of lifelong learning in enhancing the growth of our staff, patrons, and communities. We are the premier provider of resources that support diverse educational, informational, and leisure pursuits.

### **Inclusion**

We provide service that is accessible to all and reflects our belief that every person has value, worth, and deserves respect and fair treatment.

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### **Exploration**

We encourage curiosity, creativity, and innovation. We provide an exciting and fun environment combined with the necessary resources to support and promote continual inquiry by our staff and community members.

### **Nurturing Environment**

We value community connectedness and provide service and support to each other and the members of our communities. We actively encourage collaboration and communication to empower individuals and create a positive experience for all.

### **Stewardship**

We instill community pride by managing our facilities, collections, services, and local history with integrity and fiscal responsibility.

## **Culture Statement**

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We are Medina County District Library.

We are working together in an environment of respect, kindness, and integrity to enrich the quality of life county-wide. Through innovation, collaboration, and inclusion, we create community connections. We inspire greatness in each other and the communities we serve.

We find joy in our work and our colleagues. The library is strengthened by our unique personalities, ideas, and experiences. We recognize the importance of encouraging a healthy work/life balance.

We inspire the public and each other to be lifelong learners. We strive to create an engaging library environment which is welcoming to all.

## **Our Future: Strategic Goals**

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1. Engage the community.
  2. Nurture innovation and adaptability.
  3. Enhance communications strategies for maximum impact.
  4. Foster an exceptional work environment.
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# Introduction

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Medina County District Library began the strategic planning process in April 2022 in order to prepare for its future. Medina County District Library is committed to serving its community and was equally committed to involving the community in the strategic planning process via Focus Groups and a Community Survey. The new strategic plan focuses on furthering community engagement, exploring innovative programming and services, enhancing communication strategies, and maintaining an exceptional work environment.

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 Medina County District Library's commitment to its values, vision, and mission as it inspires thought, learning, innovation, and collaboration in the community.

## The Process

Medina County District Library gathered input from the community through an online survey and focus groups. The information acquired from the surveys and focus groups was shared with the Board of Trustees and the management team of the library. The survey and focus groups indicated that Medina County District Library maintains a high level of satisfaction in the community with many offering compliments to the library staff, programs and services, and the overall welcoming environment the library provides. The library is viewed by many as the central hub of information, entertainment, and services in the community. Several suggestions for specific programs and services were offered including hybrid programming, makerspace equipment at all branches, drive-up book drops, and café spaces. Focus group participants put forward accessibility concerns including website usability, shelving for mobility issues, and more variety in programming times. In addition, focus group participants discussed the threat of book challenges and censorship to the library and the community.

During a half-day retreat in June 2022 the Board of Trustees renewed the library's mission, vision and values. The Board of Trustees also utilized the knowledge gained from the surveys and focus groups in the context of a SWOTA (Strengths, Weaknesses, Opportunities, Threats, and Aspirations) analysis which was essential to the formation of new strategic goals.

The Board of Trustees' retreat was followed by two Staff Planning Sessions on June 28, 2022, in which the staff worked in small groups to brainstorm ideas around the themes of relevancy, healthy solutions, diversity and inclusion, failure and innovation, and partnerships. Ideas were compiled and provided to the management team. A four-hour Leadership Team retreat was held in July 2022 to consider the strategic goals through five library-specific perspectives (Customer, Staff, Internal Processes, Financial Resources, and Non-financial Resources), resulting in objectives to be employed in achieving the stated goals. The management team also participated in a session devoted to creating action items using the SMART (Specific, Measurable, Achievable, Relevant, Time framed) method. All the compiled information was then used by the Leadership Team and staff to create and prioritize the action steps identified in the plan.

The themes from the survey, focus groups, and staff sessions are carried throughout the plan and are supported by objectives and action steps that propel Medina County District Library on its course for the future.

## Planning Team

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### ***Board of Trustees***

Ryan E. Carlson, President  
Dr. Maria Griffiths, Vice President  
Brian Harr, Secretary  
William Koran  
Mark Krosse  
Caleb Parker  
Kyle White

### ***Administration***

Julianne Bedel, Director  
Suzie Muniak, Assistant Director  
Kelly Conner, Fiscal Officer  
Jason Brzezinski  
Jenna Elswick  
Tina Sabol  
Sue Schuld  
Chris Weaver-Pieh

### ***Leadership Team***

Katie Graefnitz  
Christine Gramm  
Laura Kettering  
Lauren Kuntzman  
Eric Lucius  
Tammy Nandrasy  
Ann Plazek  
Jamie Stilla  
Connie Sureck

Strategic Planning Facilitator: Northeast Ohio Regional Library System

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Regional  
Library System



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# Strategic Goal 1

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## Engage the community.

*Outcome: Community organizations welcome the Library's presence and the Library is recognized as an involved partner. Innovative collection development, programs, and services meet current and changing needs and actively involve the community.*

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## Strategic Objectives and Action Items

### 1. Embed library staff in community organizations through outreach and community partnerships which advance the Library's mission.

- Create a working group to develop a rubric by which to evaluate existing partnerships by end of second quarter 2023. Make recommendations to Admin Team on potential changes and three partnerships to enhance by end of fourth quarter 2023.
- Innovation Team will research, develop and launch a new book bike program to advance literacy by distributing materials in our community while also promoting library services and programs. Book bike will be operational by second quarter 2024.
- Children's Team and grant writer will seek partner agencies or grant opportunities to support funding and distribution of Caregiver Kits and Kindergarten Kits beyond library walls. Double the number of kits distributed from 2023 to 2024 and sustain kit distribution at this level or greater through at least 2025. All kits contain information or promotions from partner agencies.

### 2. Continue to evolve the collection and resources to meet patron needs.

- Send a library representative to Medina County Chamber membership meetings, when possible, and give a library promotional presentation including library materials, programs and services by the end of 2023.
  - Establish a working group to create a survey for the business community. Solicit feedback on which library services and resources may be needed or useful to them to identify and fill any existing gaps. Distribute this completed survey to community businesses at our local chamber membership meetings and/or through electronic distribution lists. Complete and evaluate survey and make any collection or service recommendations to Administration by close of 2024.
  - Administration will coordinate with local Board of DD to audit all branch public service department configurations and services for inclusiveness and accessibility by end of 2024. Evaluation and changes to physical space and services will be recommended, reviewed and implemented as needed by end of 2025.
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### **3. Implement creative methods to captivate community members.**

- Staff training for serving patrons with dementia will be implemented at Staff Day 2023. Outreach Services staff, with Innovations Team, will research dementia-friendly programming and implement two new programs through Outreach or at a branch by fourth quarter 2024, with the goal of ongoing programming in 2025 and beyond.
- Create a workgroup that will research service trends in libraries that are inclusive of individuals with neurodiversity and identify ways to incorporate best practices in programming and services. Present training to all staff beginning of third quarter 2023.
- A shared working group of Customer Service Team and Community Engagement staff will launch a library card sign-up campaign to engage and entice the community to enter our buildings for card activation in 2023.
- Adult Services Team will research potential library services or programs to provide in partnership with women's shelter services, recovery housing, and new emergency housing shelter and implement at least one service with a new partner agency by end of 2025.

## **Strategic Goal 2**

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### **Nurture innovation and adaptability.**

*Outcome: Library programs and services are assessed regularly for effectiveness, relevance and viability. Library staff are encouraged and supported in the pursuit of new ideas. Financial processes support creative projects and are reflective of long and short-term goals.*

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### **Strategic Objectives and Action Items**

#### **1. Evaluate collections, programs, and services regularly.**

- By second quarter 2023, Director's Team will select at least two major programs or services to review in 2024 and annually thereafter, such as ADA-friendliness, sustainability and green initiatives, programming for adults ages 20-30 years, etc.
  - By third quarter 2023, Director's Team creates/assigns working group(s) to establish methods and criteria for evaluating each program and/or service selected for review.
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- By the end of third quarter 2024, working group(s) will complete evaluations and submit recommendations to Director's Team for adding/sunsetting of services and programs.
- By end of fourth quarter 2024, Director's Team implements decisions regarding working group(s)' recommendations.

## **2. Champion the development of new ideas.**

- By the end of first quarter 2023, Innovation Team will establish at least one new method of eliciting innovative and creative ideas from staff at all levels across the system, such as an online idea sharing board, and encouraging attendance at the 2024 PLA Conference.
- By the end of 2023, Innovation Team will conduct at least four visits to staff groups, such as department meetings, to explain new methods of sharing ideas and generate staff excitement and participation, with a goal of generating at least ten ideas from at least five branches/departments.
- Beginning in first quarter 2024 and ongoing, Innovation Team will report quarterly on the progress of implementing ideas submitted by staff and recognize staff as the source of innovative ideas system-wide utilizing SharePoint and other methods, such as a system-wide Innovation Day.

## **3. Review financial goals throughout the fiscal year to facilitate the implementation of innovative ideas.**

- By end of second quarter 2023, the Finance Office will develop a user-friendly reporting system that clearly identifies expenses, encumbrances, and budgeted amounts.
- Beginning in third quarter 2023, and annually thereafter, Finance Office will provide mid-year reports to managers and department heads summarizing actual expenses to budgeted expenditures, and meet to reevaluate financial priorities for the remainder of the year.
- Beginning in 2023 and annually thereafter, the Fiscal Officer and Facilities Manager will review Building Fund 401 expenses semi-annually to determine if budgeted items are still relevant.
- Beginning in 2024, Finance Office staff will continue to review financial processes to streamline and simplify common staff actions, such as creating electronic purchase requisitions, etc.

## **Strategic Goal 3**

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**Enhance communications strategies for maximum impact.**

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*Outcome: Community members receive high-quality and engaging library information and promotions through multiple digital platforms and in print. Marketing initiatives are developed to target specific community populations. Library staff are given the tools, resources, and responsibility to support marketing efforts effectively.*

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## **Strategic Objectives and Action Items**

### **1. Review print and digital marketing to seek improvements in our comprehensive approach.**

- Community Engagement will review the current marketing plan to determine outdated or untapped mediums by end of second quarter 2023.
- Community Engagement and Technology Department will identify benefit/cost analysis of marketing software and invest in ones that best fit our needs by end of second quarter 2023.
- Community Engagement will implement and/or remove four marketing mediums by first quarter 2024.
- Community Engagement and Technology Department will review existing hardware and identify need for updates/investment to support marketing initiatives by 2024.
- A working group with Community Engagement will research, develop, and launch a marketing campaign geared at non-users and one additional targeted population by the beginning of 2025.

### **2. Invest in marketing solutions to support the targeted strategies.**

- Redistribute staffing to support more centralized social media presence by first quarter 2023.
- Working group will establish a committee to investigate social media best practices by end of 2023.
- Working group with Community Engagement and the Technology Department will identify benefit/cost analysis of social media software and invest in ones that best fit our goals by second quarter 2024.
- Beginning in 2024, Community Engagement and the Technology Department will establish a reorganized structure for MCDL social media creators.

### **3. Ensure library employees are well informed and able to effectively communicate information regarding the library to community members.**

- Community Engagement will reinstitute and maintain semi-monthly staff newsletter for marketing initiatives by second quarter 2023.
  - Community Engagement will update COM Guide with updated marketing techniques and distribute to staff through multiple means by first quarter 2025.
  - Community Engagement will launch an internal communications campaign to educate staff of their responsibilities and expectations with regards to promotions by first quarter 2025
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## Strategic Goal 4

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### **Foster an exceptional work environment.**

*Outcome: The Library's employees are well-informed and able to effectively communicate information regarding the Library to community members and each other. Community members receive excellent service from well-trained, knowledgeable and highly skilled employees. The work of Library employees is valued and recognized by Library administration and the community. The Library's policies and procedures are current and support the work of all employees.*

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### **Strategic Objectives and Action Items**

#### **1. Cultivate a culture of clear and consistent internal communication.**

- Beginning second quarter 2023, SharePoint page-owners will commence a quarterly review and update of all Intranet site pages to ensure accurate and up-to-date content.
- By end of second quarter 2023, Admin Team will establish an internal communication plan.
- By third quarter 2023, Technology Department will institute updated system-wide staff Intranet site training; also, to be incorporated into new employee orientation.

#### **2. Improve employee job satisfaction.**

- Beginning first quarter 2023, Supervisors will offer two optional check-in meetings annually outside of existing performance management meetings.
  - By third quarter 2023, a Working Group led by Human Resources will conduct a management review and update of supervisor training, resulting in an updated comprehensive supervisor training program to be available to all supervisors, and new supervisors thereafter beginning in 2024.
  - Beginning fourth quarter 2023, Human Resources will conduct a management review and update of the internal leadership training program available to emerging leaders, to commence at the beginning of the second quarter of 2024, and annually thereafter.
  - Beginning second quarter 2024, Human Resources will conduct annual total compensation analyses to ensure competitive employment, and annually thereafter with results communicated to all staff.
  - By end of third quarter 2024, a Working Group led by Human Resources will conduct a comprehensive review of staffing levels, scheduling models, staff allocation, including impact of Flex positions on small branches.
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- Beginning first quarter 2025, Human Resources will transition performance management to an automated system, enhancing goal attainment and overall employee performance.

### **3. Enhance employee engagement.**

- By first quarter 2023, Human Resources will survey newly hired staff at the end of their probation period to identify orientation and onboarding improvement opportunities.
  - By third quarter 2023, Human Resources will conduct a management review and update of new hire orientation and onboarding, and annually thereafter.
  - Beginning first quarter 2024, Human Resources will transition employee training and development to an automated system, allowing for training that is more engaging, interactive, and streamlined.
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