



McKinley Memorial
LIBRARY
PUBLIC LIBRARY OF NILES

2022-2024 Strategic Plan

**Approved by the Board of Trustees on
December 13, 2021**

2022 – Year 1 Quarter 3 Update



McKinley Memorial
LIBRARY
PUBLIC LIBRARY OF NILES

Our Mission

McKinley Memorial Library creates opportunities for community connections, provides information in many formats, and encourages lifelong learning for all.

Our Vision

McKinley Memorial Library is the always evolving centerpiece of Niles, connecting people to each other and to the ideas of the past, present and future.

Our Values

Service

We hold all of our patrons and colleagues in high regard, acknowledging them as diverse individuals and treating them with fairness, caring, and integrity.

Cooperation

We believe that flexibility and understanding are necessary in order to treat patrons and colleagues equitably and inclusively, to work together effectively, and to continually grow as an organization.

Intellectual Freedom

We uphold the right of library users to access information that spans the spectrum of knowledge and opinions by acquiring and managing diverse collections and by providing a wide range of programming.

Curiosity

We encourage lifelong learning, creativity, innovation and fun, and we provide the guidance needed to support exploration.

Community and Family Support

We continuously seek to understand the needs and aspirations of our community. We strengthen individual, family and neighbor connections through appropriate and effective partnerships, programs, resources and services.

Our Future: Strategic Goals

1. Ensure that Library infrastructure supports current and future community needs and aspirations.
2. Impact lives through responsive programming and services.
3. Expand partnerships for maximum community effectiveness.
4. Deepen the community's awareness of the Library.

Introduction

The McKinley Memorial Library embarked on a strategic planning process in order to propel the Library successfully into the future. An expanded focus on building connections between people and on supporting community needs and aspirations was instrumental in the consideration of the Library's future. Already perceived as the physical center of the community, the Library desires to be the anchor of the community, impacting the lives of those they serve through the provision of relevant spaces, programs and services. Conversations were held at all levels of the organization, and the plan reflects these discussions. The FY2022-2024 strategic plan provides a framework for celebrating the history of the community, meeting the needs of today and preparing to fulfill future aspirations.

The strategic plan is organized around four overarching strategic goals, each supported by strategic objectives and action items. The plan serves as a template for decision-making and the effective allocation of resources. Most importantly, the FY2022-2024 strategic plan upholds the Library's new mission and values while supporting its vision to be "the always evolving centerpiece of Niles, connecting people to each other and to the ideas of the past, present and future."

The Process

The McKinley Memorial Library entered into a strategic planning process in July 2021. Information was acquired from a community survey which focused on a variety of library-related services as well as open-ended questions focused on community challenges, needs and aspirations. The survey was distributed online and in print from July 9 – August 14, 2021. Online distribution occurred via the Library's website, social media accounts and email blasts. Print distribution occurred in the Library and at Niles Artisan Farmer's Market, Niles Community

Services and S.C.O.P.E. Senior Center. A total of 381 participants fully or partially completed the survey. In addition, two Focus Groups were held on July 19, 2021, with a combined total of 33 participants. Many of the survey questions were used in the Focus Groups along with some additional questions.

The information acquired from the surveys was shared with the Board of Trustees and the Library's management team. Feedback from the surveys indicated positive community feelings about the Library while also expressing a desire for increased programming, enhanced collections and more outreach. There were also comments regarding the need for increased accessibility, including easy access to the second floor, more flexible hours, increased parking and a variety of meeting spaces that would allow the community to come together. Participants identified several key challenges faced by the community. These included a lack of transportation, a need for better communication within the community and a desire for a stronger sense of community.

The Board of Trustees met on September 16, 2021, for a four-hour retreat to review the mission and vision of the library. The Board decided to create new mission and vision statements and to develop a set of core values for the Library. The Board then reviewed the information from the community survey and utilized the knowledge gained from the survey in the context of a SWOTA analysis (Strengths, Weaknesses, Opportunities, Threats and Aspirations), which was essential to the creation of the new strategic goals.

An All-Staff Planning Session was held on October 11, 2021, in which the staff reviewed the mission, vision and values, making suggestions which were incorporated into the final statements presented here. The staff then focused on brainstorming around specific topics (Relevancy, Innovation and Failure, Healthy Solutions, Partnerships, Diversity and Financial Resources) as related to the proposed goals. The information from the All-Staff Planning Session was provided to the Leadership Team for consideration during their retreat.

The Library Leadership Team met on October 28, 2021, for a four-hour retreat in which they examined each of the strategic goals through five library-specific perspectives (Patron, Staff, Internal Processes, Financial Resources and Non-financial Resources). The themes that emerged from this retreat resulted in the objectives under each strategic goal and the action items used to implement the strategic plan.

The resulting strategic plan is based on community needs and input as expressed through the surveys and focus groups. The plan has been designed to positively impact the lives of community members.

Planning Team

Board of Trustees

John Yuhasz, *President*

James A. Yuhasz, *Vice President*

Meredith Elliott, *Secretary*

Sandy Bilovesky

Kadie Bowen

Michelle Gray

Jeffrey W. Thomas

Administration and Leadership Team

Michelle Alleman, Director

Christine Vinion, Fiscal Officer

Carrie Kibby, Public Services Manager

Sonya Picuri, Circulation and Technical Services Manager



Strategic Planning Facilitator: Northeast Ohio Regional Library System

Strategic Goal 1

Ensure that Library infrastructure supports current and future community needs and aspirations.

Outcome: The Library is viewed as the anchor of Niles because it provides full accessibility to everyone in the community and accommodates the changing and varied requirements of the community.

Strategic Objectives and Action Items

1. Plan for infrastructure sustainability.
 - a. Create a Master Facilities Plan for the Library. **COMPLETED**
Y1Q1: Scheduled to be completed during 2022 quarter 2. Multiple bids have been gathered and will be presented to the Library Board of Trustees in April 2022.
Y1Q2: Estimate completed a site visit on June 6, 2022. A Master Facilities Plan is on track to be completed and presented to the Library Board during Y1Q3.
Y1Q3: On July 11, Library Director Michelle Alleman, Fiscal Officer Christine Vinion, and Facilities Manager Ed Sciullo met with estimate to review the Master Facilities Plan for the Library. The Master Facilities Plan was presented to the Library Board at the September 8 meeting, with a review of needed repairs to the Library.
 - b. Create a Master Facilities Plan for the Birthplace Home. **COMPLETED**
Y1Q1: Scheduled to be completed during 2022 quarter 2. Multiple bids have been gathered and will be presented to the Library Board of Trustees in April 2022.
Y1Q2: Estimate completed a site visit on June 6, 2022. A Master Facilities Plan is on track to be completed and presented to the Library Board during Y1Q3.
Y1Q3: On July 11, Library Director Michelle Alleman, Fiscal Officer Christine Vinion, and Facilities Manager Ed Sciullo met with estimate to review the Master Facilities Plan for the Birthplace Home. The Master Facilities Plan was presented to the Library Board at the September 8 meeting, with a review of needed repairs to the

Birthplace Home.

- c. Assess priorities along with needed resources for future planning.
Y1Q3: The Operations Committee of the Library Board will begin meeting to set priorities and to determine a strategy for completing needed repairs.
 - d. Generate financial projections to use as a tool for determining funding for identified improvement needs.
 - e. Investigate funding opportunities, including grants and donations, to support space improvements.
2. Develop a plan that enhances accessibility and space utilization.
- a. Conduct a space utilization study.
Y1Q3: Williams Architects conducted a site assessment on September 21 – 22 and will be providing a report.
 - b. Conduct a feasibility study.
Y1Q1: Prior to conducting a feasibility study, the McKinley Memorial Library Board of Trustees, Library Director, Fiscal Officer, and the National McKinley Birthplace Memorial Board will meet with an architect to discuss design challenges. The Library issued a Request for Prequalification for Professional Design Services on March 15, 2022 with a deadline of April 26, 2022.
Y1Q2: The Library established a file of Prequalified Design Professionals. On June 1, members of the Library Board and Memorial Board attended an educational seminar about Feasibility Studies hosted by Peter Bolek of HBM Architects. The Library issued a Request for Qualifications for a Feasibility Study Professional Design Services on June 9, 2022 with a deadline of June 30, 2022. A Selection Committee comprising of Michelle Alleman, Michelle Gray, and Christine Vinion met on June 30, 2022 to review submissions and decided to interview top firms in July 2022 in order to present the selected firm and negotiated price to the Library Board.
Y1Q3: The Selection committee interviewed 3 firms in July 2022 and completed negotiations with the selected firm, Williams Architects. On September 8, the Library Board approved the process and contract with Williams Architects to complete a Feasibility Study. On September 21 and 22, Williams Architects conducted Kick-off Meetings with library employees and trustees. A site assessment was also completed as well as the gathering of data and drawings.

3. Refine the collection to maximize space and usage.
 - a. Update the Collection Development Policy for the Library.
COMPLETED
Y1Q1: A revised Materials Selection Policy will be presented to the Library Board for approval in April 2022.
Y1Q2: A revised Materials Selection Policy was approved by the Library Board in April 2022.
 - b. Create a Collection Development Policy for the Birthplace Home.
 - c. Conduct an inventory of the collection at the Library. **COMPLETED**
Y1Q1: Completed by library staff during the first quarter of 2022.
 - d. Conduct a usage analysis of the collection at the Library.
Y1Q3: Collection and Circulation Data from the past 5 years was gathered and submitted to Williams Architects as part of the Feasibility Study, which includes analysis of the Library's collection.

Strategic Goal 2

Impact lives through responsive programming and services.

Outcome: The community views the Library as meeting its needs through the provision of relevant and timely programs on a wide range of topics, in traditional and innovative formats and at times and locations that are accessible. The Library is seen as regularly assessing its policies and procedures in order to provide the community with services that are effective, efficient and helpful.

Strategic Objectives and Action Items

1. Design a unified approach to program creation and delivery.
 - a. Develop a program calendar to unify all programs and facilitate budgeting, planning, and assessment. **COMPLETED**
Y1Q1: The library is returning to quarterly print newsletters in June 2022, and the Public Services Manager will hold regular meetings with adult and youth public services staff to facilitate planning and budgeting of programs.

- b. Create and implement a standardized workflow system to be used for all programs from conceptualization to assessment. **COMPLETED**
Y1Q1: Completed by library staff during the first quarter of 2022.
 - c. Provide program planning space and time for all staff. **COMPLETED**
Y1Q1: The McKinley Birthplace Home is being used for off-the-floor library programming. The Public Services Manager has implemented a schedule for youth staff to stagger weekly shifts at the home for program planning. As programming continues to increase, especially in summer 2022, the Public Services Manager will ensure adult staff have scheduled time off-the-floor at the home for planning.
 - d. Promote library collection and services in every library program.
2. Focus on program and service evaluation and assessment.
 - a. Create a survey to assess community wants and needs for programming and services.
 - b. Design an evaluation form to be used after all programs to provide feedback on program delivery, topic, and future desires.
Y1Q1 – Q3: Staff are working on an evaluation form based on the Public Library Association’s Project Outcome.
 - c. Incorporate a quarterly cost/benefit assessment of programs.
 - d. Incorporate an annual cost/benefit assessment of services.
3. Provide technology, tools, training and supplies in support of innovative programming and services.
 - a. Evaluate need for technology to support programs and services.
 - b. Assess current programming technology, tools, and supplies to identify the need for updates and additions.
 - c. Train staff to support library services, including databases and e-media.
4. Expand Community Outreach.
 - a. Investigate potential of homebound services including financial costs and needed staffing.
 - b. Strengthen partnership with the schools.

Y1Q1: The Library Director has been attending meetings with school administration, principals, and school librarian with plans to integrate a Summer Reading Program designed for Niles Primary and Intermediate Schools for their summer school students. As a result of these meetings, the Library has been invited to participate and present programs for the schools, including a research program presented for the 5th grade gifted students and a Family Night at the Primary School in April 2022.

The Public Services Librarian has greatly strengthened the new relationship with Niles Preparatory Academy. During quarter one of 2022, all students received Student Cards – a new card recently approved by the Library Board. Every student has been visiting the Library on a regular basis, and the School has invited the Library to participate in events, including an Easter Egg event in April 2022 and a Family Night in May 2022.

- c. Promote library services, including databases and e-media.

Y1Q1: The Community Connections Fair in April 2022 allowed the Library to promote services to a wide audience.

Strategic Goal 3

Expand partnerships for maximum community effectiveness.

Outcome: The Library is viewed as an essential community partner known for effectiveness and best practices in collaboration.

Strategic Objectives and Action Items

1. Foster an environment of staff community involvement.
 - a. Create and implement Staff Expectations for participating in community events.
 - b. Establish a procedure for staff participation in community partnerships.
2. Engage partners as Library advocates.
 - a. Build a directory of community partners to be used for advocacy.
COMPLETED

Y1Q1: Over 35 organizations that serve Niles and Trumbull County have accepted an invitation to participate in the Community Connections Fair in April 2022.

Y1Q2: Based on the spreadsheet of participants from the Community Connections Fair, a directory was created and posted on SharePoint to be used for program planning, communicating library information, and advocating for the library.

- b. Inform partners of Library services and needs on a regular basis.
3. Continually identify and access partnerships.
 - a. Devise a method to identify potential community partners.
 - b. Create an assessment tool to evaluate partnerships on an annual basis.

Strategic Goal 4

Deepen the community's awareness of the Library.

Outcome: The community is continuously aware of all that the Library has to offer in terms of services, resources and programs. Community members have an understanding of and appreciation for the Library as a unique organization within Niles.

Strategic Objectives and Action Items

1. Invigorate marketing presence in the community. **COMPLETED**
 - a. Rebrand the Library with the creation of a new logo. **COMPLETED**

Y1Q1: A new logo designed by Innis Maggiore will be unveiled June 2022. The Library will also be updating its website to give a fresh, new look that includes the new logo and several new features. New signage for Curbside Services and interior signage will also be unveiled in summer 2022.

Y1Q2: Completed by library staff during the second quarter of 2022. A new logo was unveiled on June 1, 2022. New signage at the entry of the library building, at curbside spots, and at the curbside entrance were installed featuring the new logo. Promotional giveaways with the new logo were purchased for distribution at events beginning in June. A redesigned website featuring the library's new branding

guidelines was unveiled on June 1, 2022. The Library hired a Graphic Designer to create promotional pieces and to update the Library's website.

- b. Develop branding standards and train all staff to incorporate into all digital and print marketing. **COMPLETED**

Y1Q1: The Library is working with Innis Maggiore to develop branding standards and will train staff to incorporate them into all digital and print marketing.

Y1Q2: The Library shared branding guidelines that were created by Innis Maggiore. Brand fonts were downloaded on all staff computers. Branding was updated on our promotional software. All staff were given standardized email signatures to use. The new Graphic Designer is implementing these branding standards and working to develop visual consistency of the website.

- 2. Highlight the unique relationship between the library and the McKinley Memorial Museum.

- a. Create a marketing plan to explain the relationship between the Library and the McKinley Memorial Museum.

Y1Q2: A FAQ page was added to the Library's website www.mcklib.org/faq that answers some of the frequently asked questions the library receives – such as requesting to take photos or get married at the Memorial – to clarify what is and is not of the purview of the Library. This will be further explored.

- b. Investigate outdoor signage to assist with wayfinding.