



STRATEGIC / TACTICAL PLAN
2015 - 2016

INTRODUCTION

The Ashland Public Library understands that libraries, along with a wide range of other service and retail organizations, are facing tougher, more numerous challenges than ever before. Our funding model is changing - we are moving from a state funded system to a greater dependence on local funding, and therefore we are more concerned about our voters. Our competition is changing and growing. In many libraries, our circulation figures and foot traffic have plateaued or are decreasing. How do we respond to these trends?

The Board of Trustees and Management Team have identified strategic changes that the Ashland Public Library will implement to meet these challenges. These decisions are fundamental, directional, and overarching. They will be used to guide the organization over the next two years, and influence Ashland Public Library's service, marketing, hiring and training decisions. The tactical decisions, made by the Management team and their staff, will affect the day-to-day implementation of the strategic decisions. Having well thought out **strategic** decisions and clearly articulated **tactical** decisions is important to have success in any organization.

MISSION STATEMENT

Connecting people with ideas, information, and inspiration.

PROVEN RESULTS

In order for the library to be successful, they need to provide an improved patron experience. The measure of that will be a **10% increase in circulation and foot traffic by December 2016** with an emphasis on significant increase in circulation in the children's department.

LIBRARY-WIDE INITIATIVES: HIGH IMPACT / IMPRESSIVE RESULTS

1. Adopt a **bookstore approach** to collection display and shelving. This will include grouping books by subject (not necessarily by the Dewey Decimal System), signage that reflects the book topics, lower shelving units for better sight lines, better lighting, wider aisles for better browsing, no materials on lowest shelf, and out-facing books.
2. Expand circulation through improved collection development strategies that include revising circulation policies, increased attention to popular fiction, weeding, and expanding the library's access to materials by joining a **library consortium**.
3. Reconfigure library spaces to provide **single point of contact** experience for patrons, include a teen space, small business space, community meeting spaces and a more flexible library plan.

TACTICAL PLANNING: SUPPORTING LIBRARY-WIDE INITIATIVES

1. **Staffing**; planning, communication, hiring, training, and evaluation.
2. **Policies**; emphasis on simplifying policies and making the policies patron friendly - taking the focus off of staff and putting it on enhancing the patron experience.
3. **Marketing** / Community Relations; develop a brand, strategy and implementation plan. Provide ongoing marketing. Improve staff marketing skills. Outsources/new position.

SERVICES TO REVIEW, REVISE, ELIMINATE OR RETOOL: LOW IMPACT / HIGH COST

- Bookmobile
- Periodicals
- Computer classes
- Book club collection
- Classroom collections
- Databases

VISION STATEMENT INITIATIVES

1. Excel in customer service

- Retool readers' advisory
- Improve patron technology experience with easier login, smoother printing process, etc.
- Streamline/simplify/clarify all desk procedures
- Improve signage throughout library

2. Be the best choice for information

- Have the most current information in range of formats
- Increase reference / technical training for staff. Staff need to meet core computer competency standards, and have ongoing training to keep technology skills up-to-date
- Focus lifelong learning collection on health, wealth, travel, and education

3. Anticipate and meet changing needs

- Homework help
- Small businesses
- One - on - one training
- Outreach – Homebound Delivery / Focused Community/City (aka voter) stops
- Online training & courses
- Quick Picks/Express Collection
- Improved physical space & infrastructure (technology)

4. Assure equitable access to the library's resources and services

- Review hours
- Drop off / lock boxes

5. Be a dynamic force in the community

- School partnerships; fewer but stronger. Focus on early literacy and homework help
- ESL with Ashland University
- Computer training for business
- Customized programming on-demand for community partners/business/etc.
- Seniors and social media
- Embedded librarianship
- Improve social media presence, training and awareness
- "Staying Current" - adult programming that relates to newsworthy events

ORGANIZATION ACCELERATION

- Management Team must work with their staff to plan implementation, schedule and marketing. **Think beyond Go Live.**
- Management Team needs to meet weekly to **make assignments and report on progress.**
- Management Team needs to meet quarterly **to evaluate progress and tweak the plan** and report to the board.
- Management Team will better **identify library data and how to use it** to improve library usage in the community. The team will also identify new areas of data collection.
- **More cross training** of all staff.
- **Improve response time** - books to shelves, patron requests, maintenance issues, and program implementation.
- **Revise circulation policies** - check out, fines, etc. - to simplify, encourage higher circulation, and be patron-friendly.
- **Remove the clutter!**