



# Worthington Libraries

## Strategic Plan

2005-2008

*"Building upon 200 years of excellence."*

Researched and prepared by the Worthington Libraries  
Board of Trustees and staff with advisement from the  
Community Strategic Planning Group

Adopted by the Worthington Libraries  
Board of Trustees on May 16, 2005

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## STRATEGIC PLANNING PROCESS TIMELINE 2004-2005

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| <b>Wednesday, June 2, 2004</b>               | <b>STAFF TREND TRACKING COMMITTEE MEETING</b><br>2:30 pm, Old Worthington Library Conference Room  |
| <b>Tuesday, June 8</b>                       | <b>ALA CONFERENCE PREPARATION MEETING</b><br>2:30 pm, Old Worthington Library Conference Room  |
| <b>Wednesday, June 9</b>                     | <b>STAFF LEADERSHIP GROUP MEETING</b><br>2:30 pm, Old Worthington Library Meeting Room   |
| <b>June 9-August 23</b>                      | <b>Staff does TREND TRACKING</b>   |
| <b>Monday, June 21</b>                       | <b>BOARD MEETING</b><br>7 pm, Old Worthington Library Meeting Room<br>Provided progress reports on the 2004/2005 Action Plan, the 2001-2004 Strategic Plan and the list of major expenditures and repairs. Practice session for the community forum.                               |
| <b>Thursday, June 24</b>                     | <b>PUBLIC FORUM</b><br>Led by the library board, all library stakeholders and the larger community invited to participate in a discussion of the future of library service.  |
| <b>June, July &amp; August</b>               | <b>INFORMATION GATHERING</b><br>Library staff attended the American Library Association annual conference to gather information on the future of library service. Staff Trend Tracking completed and representative staff invited to present findings at the August board meeting. |
| <b>Friday, June 30</b>                       | <b>ALA CONFERENCE ATTENDEES DEBRIEFING MEETING</b>   |
| <b>Tuesday, July 6</b>                       | Meribah Mansfield and Lisa Fuller met with consultant Mary Merrill to develop community interview questions.   |
| <b>Wednesday, July 7</b>                     | <b>STAFF LEADERSHIP GROUP MEETING</b><br>2:30 pm, Old Worthington Library Meeting Room<br>Presentation from staff who attended ALA conference; review of Trend Tracking progress.  |
| <b>Tuesday, July 15 and Tuesday, July 22</b> | <b>INTERVIEW TRAINING</b><br>Mary Merrill trained members of the staff Leadership Group to conduct one-on-one interviews with community members.   |
| <b>July 15-August 23</b>                     | <b>COMMUNITY INTERVIEWS</b><br>Community interviews conducted by members of the staff Leadership Group.  |
| <b>August 2-13</b>                           | <b>CORE VALUES AUDIT</b><br>Staff, trustees and Friends board surveyed to find out if the library is "living" its core values as defined in the 2001-2004 Strategic Plan.  |

- Wednesday, August 4**      **STAFF LEADERSHIP GROUP MEETING**  
Trend Tracking Presentations  
2:30 pm, Old Worthington Library Meeting Room
- Monday, August 23**      **BOARD MEETING**  
7 pm, Old Worthington Library Meeting Room  
Representatives of the staff Leadership Group presented information about library trends to the Board.
- Saturday, September 18**      **COMMUNITY PLANNING GROUP MEETING**  
9 am-Noon, Old Worthington Library Meeting Room  
Facilitated by Mary Merrill. A representative group of community members and all library trustees discussed the future goals and service options for the Library. A report on the community interviews provided focus. The group advised the library board by helping to identify key goals and set priorities.
- Monday, September 20**      **BOARD MEETING**  
7 pm, Northwest Library Meeting Room  
Discussed Community Planning Group meeting.
- Tuesday, September 21**      **STAFF LEADERSHIP GROUP MEETING**  
Brainstormed ideas to include in the strategic plan.
- Monday, October 18**      **BOARD MEETING**  
7 pm, Old Worthington Library Meeting Room  
Strategic Planning Session with Mary Merrill.
- Tuesday, October 19**      **STAFF LEADERSHIP GROUP MEETING**  
Began narrowing scope of strategic plan.
- Monday, November 15**      **BOARD MEETING**  
7 pm, Northwest Library Meeting Room  
Reviewed draft strategic plan.
- Tuesday, November 16**      **STAFF LEADERSHIP GROUP MEETING**  
Reviewed draft strategic plan.
- Monday, November 29 &  
Tuesday, November 30**      **FACILITIES PLANNING MEETINGS WITH STAFF &  
DESIGNGROUP**  
Kick-off of the comprehensive facilities planning process.
- Thursday, December 2**      **COMMUNITY PLANNING GROUP MEETING**  
7-9 pm, Old Worthington Library Meeting Room  
Community Planning Group reconvened to review progress and direction of strategic plan. Meeting facilitated by Mary Merrill.
- Tuesday, December 7**      **FAR NORTH COLUMBUS COMMUNITIES COALITION**  
Meribah Mansfield attended meeting to review strategic plan and get feedback.
- Monday, December 13**      **BOARD MEETING**  
7 pm, Old Worthington Library Conference Room  
Reviewed draft strategic plan.

**Wednesday, December 15** Draft strategic plan made available to the public and all staff.

**January 2005**

**STAFF DEPARTMENTAL MEETINGS**  
Meribah Mansfield discussed draft strategic plan with staff at nine departmental meetings.

**Thursday, January 6** **COMMUNITY MEETING WITH DESIGNGROUP**  
Facilities planning.

**Thursday, January 20** **WORTHINGTON PARK PTA**  
Meribah Mansfield and Michael Louisin, president of the Far North Columbus Communities Coalition attended meeting and discussed strategic plan.

**Wednesday, January 12** **FRIENDS OF WORTHINGTON LIBRARIES BOARD MEETING**  
Meribah Mansfield attended meeting of the Friends Board to discuss the strategic plan draft.

**Monday January 17** **OLD WORTHINGTON BUSINESS ASSOCIATION**  
Meribah Mansfield, architect Jack Hedge and trustee Beth Sommer attended meeting and discussed future plans.

**Monday, January 24** **BOARD MEETING**  
7 pm, Northwest Library Meeting Room  
Reviewed comments received about the strategic plan.

**Wednesday, January 26** **FAR NORTHWEST COALITION**  
Meribah Mansfield, architect Jack Hedge and three trustees attended meeting and discussed future plans.

**Thursday, February 3** **COMMUNITY MEETING WITH DESIGNGROUP**  
Facilities planning.

**Friday, February 11 & Saturday, February 12** **ANNUAL BOARD RETREAT**  
5:30-9 pm on Friday, 9 am-2 pm on Saturday  
On Friday, the board reviewed the library's strategic plan with community stakeholders. Saturday, the board discussed the levy campaign.

**Tuesday, February 22** **BOARD MEETING**  
7 pm, Old Worthington Library Conference Room  
Board reviewed revisions to the new strategic plan.

**Monday, March 21** **BOARD MEETING**  
7 pm, Northwest Library Meeting Room  
Board considered adoption of the new strategic plan and suggested further revisions based on state funding situation.

**Monday, April 18** **BOARD MEETING**  
7 pm, Old Worthington Library Conference Room  
Board considered adoption of revised plan.

**Monday, May 16** **BOARD MEETING**  
**7 pm, Northwest Library Meeting Room**  
Board approved and adopted the strategic plan.

### **Community Strategic Planning Group**

Janet Brown  
Danielle Chatfield  
Michelle Geissbuhler  
Lisa Kuhn  
Stephen Kuusisto  
John Litchfield  
Kathy Moore  
Carmen Perkins  
Dan Province  
Chris Rayis  
Marc Schare  
Jennifer Wene  
Julie Zorb

### **Library Board of Trustees**

Elizabeth A. Sommer, President  
Cham W. Bell, Vice President  
Jeff Lyttle, Secretary  
Janet L. Brown  
L. Richard Bradley  
Martin D. Jenkins  
Michelle Shinew

### **Library Administration**

Meribah Mansfield, Director  
Chuck Gibson, Associate Director of Public Services  
Bonnie Holland, Associate Director of Support Services  
Lisa Fuller, Community Relations and Development Director  
Phyllis Winfield, Human Resources Coordinator  
Pam Beretich, Executive Assistant

### **Library Staff Leadership Group**

All librarians, circulation managers and the administrative team.

## **MISSION**

The mission of Worthington Libraries is to encourage lifelong learning within the community by providing exemplary services and promoting equal access to information.

## **VISION**

Worthington Libraries serve as community centers dedicated to lifelong learning, the exploration of new ideas and cultural exchange. As a vital part of the diverse community they serve, the libraries capitalize on opportunities to build innovative partnerships and aggressively promote services and programs. The libraries keep promises made to the community by exhibiting careful stewardship of resources and demonstrating fiscal responsibility through the collections and services provided.

## **CORE VALUES**

*Communication.* We engage in the open exchange of information as a critical process for creating synergy of ideas within our library and with our community.

*Quality Service.* We anticipate needs and exceed expectations in delivering service.

*Future Oriented.* We respond appropriately to emerging practices and technologies in library and information science and related fields, and anticipate changes in our community's needs.

*Diversity.* We strive to be inclusive, and we recognize the dignity of all people from all backgrounds; we value contributions and ideas from all members of our diverse community.

*Intellectual Freedom.* We are committed to providing open access to library resources which interest, inform and enlighten all people in our community.

*Integrity.* We act with honesty and fairness as we conduct our business with patrons and each other; we assume personal responsibility for accomplishing the goals of the organization.

*Teamwork.* We work together in a spirit of cooperation, supporting each others' efforts to achieve organizational excellence and provide quality service.

## **CURRENT SITUATION**

Worthington Libraries has the distinction of being one of the three oldest libraries in the State of Ohio. Founded in 1803, it has served the residents of Worthington for more than 200 years.

Over the course of its long history, the Library has faced one particular challenge several times: what to do with increased use in limited space. It's a challenge borne of success and community demand for library service, but a challenge nonetheless.

The library's current situation can best be described as, in the words of Yogi Berra, "déjà vu all over again."

Use of our library system has increased at such a tremendous rate that both facilities are nearing capacity, the point when they will be unable to sustain their present levels of service. We simply don't have the staff, space or resources to serve everyone who needs and wants to be served by the two existing facilities as they are currently configured.

Circulation, the number of items checked in and out, is the most reliable way to gauge how busy a library is. Worthington Libraries currently circulates more than 2.4 million items per year, with each library circulating over 1.2 million items. Worthington Libraries is now the 9<sup>th</sup> busiest library system in the state, behind only the eight metropolitan library systems. Circulation has increased 39% in four years!

The fact that library use has increased in tandem with a decline in state funding (down 8.3% since 2000) further intensifies the issue, as the library's cash reserves are now being depleted at a much faster rate than originally anticipated. At a time when new resources, services and staff should be added to accommodate growing demand, the Library has had to reduce program offerings, such as CyberSchool computer training, and eliminate staff positions. The library must pass an additional operating levy before cash reserves are completely exhausted in 2007 or additional and more drastic cuts will be made, including the possibility of closing one library.

The library's funding situation continues to worsen as the Board considers adoption of this strategic plan. Governor Taft's proposal for the 2005-2007 state biennium budget will, if approved, mean a 20%, or \$1.1 million, loss in funding for Worthington Libraries. The proposed 5% reduction in the LLGSF (Library and Local Government Support Fund) will result in an annual loss of \$131,494 for the Library. An additional \$552,273 would be lost annually if the personal income tax is reduced by 21% over five years (funding for the LLGSF comes from the personal income tax). And, if the tangible personal property tax is eliminated in the next few years, it would result in an annual loss of \$420,452 for Worthington Libraries. For additional information on library funding, including the history of state funding cuts since 2001, please visit [www.worthingtonlibraries.org/libraryfunding](http://www.worthingtonlibraries.org/libraryfunding).

Although, as stated above, increased use coupled with a need for funding is a recurrent theme in the library's history, the funding outlook has rarely been this bleak. In response, we continue to listen to the community and to modify our plans with the ultimate goal of preserving the Library and positioning it for positive change in the future.

## **INTRODUCTION TO THE STRATEGIC PLAN**

Strategic planning is meant to be a fluid process that culminates, through meaningful progression and open exchange of ideas, with a concrete vision of the future and a list of goals that, when achieved, will result in a vastly improved organization. This particular planning process, however, has been overshadowed by uncertainty. Not knowing what the outcome or impact of the next state budget will be has made it difficult to determine a reasonable and clear direction for the future of the Library. Just as the

library board prepared to adopt this plan in March 2005, additional concerns about proposed state funding cuts made it necessary to revise a number of our original initiatives, including the proposal to build a third facility to serve northeast neighborhood residents.

The spirit of this document, however, remains unchanged. The 2005-2008 Strategic Plan is a call to action, a blueprint for success and the visionary embodiment of positive change. Designed to guide Worthington Libraries through its next stage of development, the plan was researched and written by the Worthington Libraries Board of Trustees and staff with significant input from the community.

During the summer, the library staff interviewed nearly 50 community residents to find out what people like and don't like about the Library. The staff also conducted extensive research on technology, education, economic and societal trends to learn more about how library use will be impacted by future changes. Their discoveries can be found online at [www.worthingtonlibraries.org](http://www.worthingtonlibraries.org) under "What is the Future of Libraries?" and resulted in many of the exciting service initiatives outlined in the strategic plan.

The overarching goal of this plan is to provide patrons with the best library service possible with the implicit understanding that this will mean different things to different people. We know that, for as many people who want the Library to provide the latest technology and advanced services, there is an equally strong contingent who would prefer the Library remain exactly the same. Rest assured the library's primary mission, "to encourage lifelong learning within the community," will not change.

The Library will always be a place where curiosity reigns supreme, where a love of reading is encouraged, where children and parents gather for story times, where technology is embraced and made familiar, where all people are welcome and where information representing all points of view is openly shared.

This strategic plan is a thoughtful and reasonable response to the changing needs of the community and the reality of our funding situation. **The Library must pass an additional operating levy within the timeframe of this plan to carry out many of the goals listed here.** A chart detailing what can be accomplished with and without additional funding is attached to this plan.

The library has actively engaged community members in the development of this strategic plan and will continue to provide means for communication as we move forward. The library's future is not certain and this plan, even when adopted, must remain flexible enough to adapt to the shifting landscape. We are confident, however, that if we continue to listen to the community and implement the plan to the best of our ability, the result will be a vastly improved and financially stable library system.

## **STRATEGIC PRIORITIES:**

1. **Services:** Promote equal access to information and enhance outreach to all areas of the community to provide service to diverse populations, stimulate use of library resources and encourage familiarity with changing technology.
2. **Children & Families:** Serve as a primary and comprehensive educational partner for students, parents and teachers to support young people as they work to achieve their academic goals and future dreams.
3. **Stewardship:** Evaluate and improve the organization and its operation in a continuing effort to provide the community with effective, efficient library service.

## **NARRATIVE SUMMARY OF PROPOSED SERVICE ENHANCEMENTS**

**Buildings:** We will conduct an extensive analysis of the library's current locations and work with the community to determine the specific service needs of the entire library district (which has the same boundaries as the Worthington School District) and its individual populations (students, seniors, people with disabilities, etc.). We will consider building a library in the northeast section of our service district and will modify Old Worthington Library and Northwest Library to meet determined community needs. Although a third facility will help to reduce the strain on the two current buildings, construction of an additional library is not possible without a substantial increase in funding. We will continue to work with the Delaware County District Library, Columbus Metropolitan Library and government officials to develop a regional library solution to serving southern Delaware County residents and northeast neighborhood residents.

**Funding:** The goals of this plan cannot be accomplished without additional financial support in the form of an operating levy passed by taxpayers in the Worthington Libraries service district. Funds for construction of a third library, if deemed feasible, will be raised through a voted bond issue, by bonds sold with levy revenue as collateral and/or through private fundraising. Additional fundraising will be done by the library's community relations and development director who will research and apply for grants and seek corporate sponsorship of library programs. The Library will continue to lobby state legislators in support of continued funding for libraries through the Library and Local Government Support Fund (LLGSF).

**Students & Schools:** This is a community that values education. Our goal is to make our relationship with the Worthington Schools as fluid, seamless and integrated as possible. Worthington Libraries will do everything it can to support the mission and vision of area schools and educators, including homeschoolers, by providing resources, services and programs to meet the changing needs of students and to help them prepare for the future and achieve their potential. This includes helping Worthington Schools establish resource sharing through INFOhio, promotion of HomeworkNow and online tutoring, and making teacher collections available.

**Children and Families:** Apart from their role as students, children come to the Library to explore, imagine and have fun. If they are to be comfortable using the Library when they are students, it's important they be introduced to it at a young age. We created the position of outreach services coordinator to develop partnerships with area daycare centers and other organizations serving the needs of young children to ensure a future generation of library users. We will work to make all facilities more family-friendly by redefining space for families to gather and by encouraging them to spend time together in a warm, comforting environment. We will offer support to busy parents through educational programs and the availability of online resources. We will provide seniors with a place to continue learning, interact with others and, when they are unable to physically come to the Library, we will bring the Library to them with homebound service and other outreach programs.

**Teens:** Teens are a unique group. They are students, children and family members, but they are also emerging adults with distinct lifestyles, interests and identity. As they are the next generation of parents and voters, the future of the Library hinges upon getting teens, who have grown up in a world dominated by technology, interested and excited about using the Library. We will provide programs, teen advisory boards and community service venues and will consistently look for other opportunities to meet the unique needs of teens. This includes giving teens a voice in the future direction of the Library, with the hope they will be transformed into lifelong learners and library supporters and users.

**Technology:** Worthington Libraries will remain at the vanguard of technological advancement, providing patrons with greater access to technology and using it to effectively and efficiently deliver outstanding library service. With adequate funding, CyberSchool computer training can again be offered at both libraries. Each library will feature wireless internet access. More computers will be purchased and a dedicated computer lab in at least one library will offer the latest computer equipment, such as scanners and laser printers, and computer software (Microsoft Office, Publisher, Powerpoint, etc.). Each library will have the best assistive technologies designed to help persons with a disability. Use of Radio Frequency Identification (RFID) to identify materials and speed the checkout process will gradually be integrated into all libraries. The library's web site will continue to provide patrons with 24-hour reference service, online tutoring and homework help, and a host of other unique resources. In keeping with the community's interest and pride in local history, the Library will digitize local historical newspapers to make their content available online through Worthington Memory ([www.worthingtonmemory.org](http://www.worthingtonmemory.org)). We will create the position of digital library leader to direct and coordinate the library's online presence. Emerging technologies will be continually evaluated and implemented as their use becomes clear and their cost becomes reasonable.

**Staffing:** People will remain the library's most precious resource and staff will continue to be highly skilled, highly motivated and service-oriented. The Library recently began the implementation of a staff-directed work redesign effort to improve the organization's ability to respond quickly to changing service needs. The personnel system will be evaluated and the organizational structure will be continually reviewed and improved to increase productivity, staff satisfaction and, most importantly, customer service.

**Collection:** The community expects the Library to have an extensive collection and we will strive to maintain its depth while increasing the availability of popular items. Moving to a centralized selection method will help us obtain new materials in a more timely manner. As all information formats become increasingly available in the digital realm, the Library will strive to maintain a balance between print and digital collections. We will create the position of collection development coordinator in order to take a systemwide approach to developing the collection.

**Outreach and Volunteers:** The community wants the Library to be everywhere all the time. We will create the position of outreach coordinator to organize and prioritize the library's outreach activities. This person will also be in charge of coordinating and developing the library's volunteer base. By using trained volunteers, the Library will be able to expand its reach in the community without overextending the staff, thereby conserving resources. For the duration of this strategic plan, outreach efforts will focus on schools, organizations which serve children and families, seniors, persons with

disabilities, businesses, new residents and the growing immigrant, or foreign-born population.

**Programs:** We will continue to present programs that complement our collection and enhance our role as a community gathering space. Book discussions, music programs, story times, children's programming, teen programming and author visits will remain as the backbone of the library's program offerings. In addition, we will offer more programs to serve target audiences (book discussion groups for seniors, citizenship classes for new Americans, etc.) and provide forums to encourage community discourse about important issues.

**Marketing:** The community interviews conducted by library staff as part of this planning process stressed a need for increased marketing and more effective communication by the Library. Marketing initiatives are reflected in each strategic priority and increasing the use and awareness of the Library will be a major goal during the implementation of this plan and beyond.

**Partnerships:** The Library will continue its successful partnership with the Columbus Metropolitan Library in the operation of Northwest Library, participation in the Summer Reading Club for children and through the 2005 launch and promotion of a new Discovery Place catalog and circulation system, which will provide greater opportunities to enhance library service. The Library will also work to establish resource sharing agreements with other public, school and academic libraries. We will continue to build on community partnerships with Worthington Schools, Worthington Area Chamber of Commerce, City of Worthington, Worthington Historical Society and Worthington Arts Council, among others.

## **GOALS:**

While ultimate success of this plan will be measured in a variety of ways, what follows is a list of the major goals to be accomplished.

### **Services**

- Establish and successfully promote programs to target audiences.
- Increase the number of library cardholders by 10% through 2008.
- Consider providing varying hours at both facilities without adding to the total number of weekly hours the library is currently open.
- Integrate wireless service and RFID.
- Create a computer lab in at least one library that provides equipment, office software and space to get work done.
- Increase attendance at Signature programs.\*
- Make computer training once again available in the libraries.
- Grow and monitor the collection to meet community needs.

### **Children & Families**

- Increase use of HomeworkNow and online tutoring by 10%.
- Provide outreach to daycare centers and other institutions serving the needs of children.
- Promote each library as a comprehensive homework center where students can find the resources and help they need in the building and online.
- Make teacher collections available.
- Involve teens in the planning and future development of the Library.

### **Stewardship**

- Pass an operating levy to maintain collection and services currently provided by the Library.
- Consider building a library to serve residents in the northeast area of the district and, if deemed feasible, secure capital funds for its construction.
- Continue to work toward finding a regional solution to providing library service to residents in the northeast area of our service district and southern Delaware County.
- Modify Old Worthington Library and Northwest Library to make library service more efficient and meet the goals of the strategic plan.
- Advocate to maintain funding for libraries through the state's Library and Local Government Support Fund.
- Establish an advisory council for the endowment fund and proactively seek contributions through planned giving and estate planning.
- Conduct staff-directed work redesign and revise the library's staffing structure to achieve the goals outlined in this plan and meet the needs of a third location.
- Secure grants to fund library programs and initiatives.

*\*Signature programs are defined as those the library has become known for and include Common Ground (a series of educational and cultural programs for adults), February by the Fire concert series, Northwest Library concert series, Showcase Worthington author series and Behind the Bestsellers author series, among others.*

# **STRATEGIC PLAN WORTHINGTON LIBRARIES 2005-2008**

- 1. SERVICES: Promote equal access to information and enhance outreach to all areas of the community to provide service to diverse populations, stimulate use of library resources and encourage familiarity with changing technology.**
  - Provide the resources, equipment and training for people to learn to use and become comfortable with technology, including a digital library encompassing the library's web site, Worthington Memory, KnowItNow/HomeworkNow, online tutoring, and other electronic resources available 24 hours a day to all users.
  - Revise and organize the library's web site to make it accessible, easy-to-navigate and understandable to all, including seniors, persons with a disability and those whose first language is not English.
  - With adequate funding, increase the number of computers in all libraries, establish a computer lab in at least one library and provide access to the latest technology, computer equipment and programs (laser printers, scanners, Powerpoint, MS Office, etc.).
  - Use new technology, including wireless and RFID (Radio Frequency Identification), to improve the Library while remaining focused on people and one-to-one interaction.
  - Introduce the Library to new residents and the growing population of foreign-born residents by providing services, materials and programs, such as literacy classes, to make them feel welcome, expand their knowledge and encourage their sense of belonging.
  - Enhance and encourage library use and information access by seniors.
  - Work with the library's established Community Advisory Committee for Service to Disabled Populations to provide relevant services and increase library use by persons with a disability.
  - Serve as a business, college and career information center for local students, job seekers and the business community at large.
  - Work with the City of Worthington to provide business information, research and services to support the city's economic development plan.
  - Focus on the development of learning-based programs which complement and promote the use of the library's extensive collection of books and other materials, available in the Library and online.

- Maintain the depth of the library's collection while increasing the availability of popular items and encouraging recreational, as well as educational, reading.
- Actively seek corporate sponsorship of library programs to augment support from the Friends of Worthington Libraries.
- Launch a library card campaign to promote use and awareness of Worthington Libraries.
- Enhance the family atmosphere of each building to encourage caregivers and children to be comfortable spending more time learning and enjoying the Library.
- Consider varying the hours each library is open, without adding to the total number of weekly hours, to increase access and enhance convenience.
- Once migration to the new Discovery Place catalog and circulation system is complete, heavily promote its use and the availability of new features.
- Position the Library as an organization at the center of community life as evidenced through its innovative partnerships, programs, services and materials.

**2. CHILDREN & FAMILIES: Serve as a primary and comprehensive educational partner for students, parents and teachers to support young people as they work to achieve their academic goals and future dreams.**

- Support the schools and educators within the library's district and work with them to enhance the education of students through the availability and promotion of online homework help and tutoring services and by providing teacher collections.
- Pilot a homework center in one of the existing library buildings or in a Worthington school building in cooperation with Worthington Schools and possibly with grant support.
- Promote lifelong learning and a love of reading, beginning with infants and preschoolers and extending to adults and seniors, through the Raise-a-Reader program (a packaged reading incentive program for babies and parents delivered through pediatricians and hospitals), yearlong reading clubs, and educational programming.
- Increase teen input and enhance library service to teens through advisory boards, surveys, focus groups and programs.
- Partner with daycare centers and other organizations serving the educational and developmental needs of children.
- Extend the library's outreach to students beyond those who attend traditional public schools to include those who are homeschooled and who attend

parochial schools, the Ohio School for the Deaf, the Ohio State School for the Blind and the United Methodist Children's Home, among others.

- Promote the use of the Library and all its resources to the community through the Ambassador Program, which provides on-site demonstrations and discussions of the library's services, collection and online resources to school and community groups.
- Increase resource sharing and cooperative programming between school, public and academic libraries as a way to share information and resources.

**3. STEWARDSHIP: Evaluate and improve the organization and its operation in a continuing effort to provide the community with effective, efficient library service.**

- Evaluate the present feasibility and long-term sustainability of building a library to serve northeast neighborhood residents (on land the library owns on Sancus Blvd. south of Lazelle Road).
- Continue discussions with the Delaware County District Library, and others, in an effort to find a fair and equitable regional solution to provide library service to residents in the northeast section of our service area and southern Delaware County.
- If funding permits, modify the current libraries to meet diverse community needs and stay abreast of technological changes.
- Restore staffing levels where appropriate and increase the use of library volunteers.
- Conduct a comprehensive review of the library's personnel system.
- Conduct staff-directed work redesign and revise the library's organizational structure to make it more responsive to changing service needs.
- Make the marketing and promotion of the strategic initiatives outlined in this plan a top priority.
- Increase fundraising efforts to support the general operation and future advancement of the Library.
- Continue to maintain and protect library investments, such as buildings and equipment.

## WORTHINGTON LIBRARIES STRATEGIC PLAN

The availability of adequate and sustainable funding is necessary to accomplish many of the goals detailed in this strategic plan. This chart explains which goals will be attainable without additional funding, with additional funding in the form of an operating levy and with significant additional funding from private sources.

| A. Attainable without additional funding.  | B. Attainable with additional funding in the form of an operating levy passed by voters in the Worthington School District.  | C. Attainable only with a significant funding increase, beyond a general operating levy, or supplemental revenue stream in the form of private donations, grants, etc.  |
|--|--|---|
| <ol style="list-style-type: none"> <li>1. Continue to provide library service, materials and programs until 2007, when the Library will use up most of its cash reserves. <b>The Library must pass an additional operating levy before this date or services, including materials, programs, hours, and staff availability, will be drastically reduced.</b></li> <li>2. Investigate outreach opportunities and partnerships with organizations serving residents in the northeast section of the library's service district.</li> <li>3. Launch a library card campaign to promote use and awareness of Worthington Libraries to residents in the Worthington School District.</li> <li>4. Once migration to the new Discovery Place catalog and circulation system is complete, promote its use and the availability of new features.</li> <li>5. Support the schools and educators within the library's district and work with them to enhance the education of students.</li> <li>6. Promote lifelong learning and a love of reading, beginning with infants and preschoolers and extending to adults and seniors.</li> <li>7. Continue to work toward finding a regional solution to providing library service to residents in the northeast area of our service district and southern Delaware County.</li> <li>8. Work with the City of Worthington to provide business information, research and services to support the city's economic development plan.</li> <li>9. Secure grants to fund library programs and initiatives and to augment support from the Friends of Worthington Libraries.</li> <li>10. Increase resource sharing and cooperative programming between school, public and academic libraries.</li> <li>11. Increase the use of library volunteers.</li> <li>12. Advocate to maintain funding for libraries through the state's Library and Local Government Support Fund.</li> <li>13. Establish an advisory council for the Worthington Libraries Endowment Fund and proactively seek contributions through planned giving and estate planning.</li> <li>14. Conduct a comprehensive review of the library's personnel system.</li> <li>15. Conduct staff-directed work redesign to meet the goals of the strategic plan.</li> <li>16. Consider providing varying hours at both facilities without adding to the total number of hours the libraries are open each week.</li> </ol> | <ol style="list-style-type: none"> <li>1. Provide outreach to children and families, beginning with those living in the northeast section of the library's service district and extending beyond those served by traditional public schools.</li> <li>2. Increase teen input and enhance library service to teens through advisory boards, surveys, focus groups and programs.</li> <li>3. Provide resources, equipment and training for people to use and become comfortable with technology.</li> <li>4. Revise and reorganize the library's web site to make it more accessible, easy-to-navigate and understandable to all, including seniors, persons with a disability and those whose first language is not English.</li> <li>5. Integrate wireless service and RFID.</li> <li>6. Improve access to and use of self checkout machines.</li> <li>7. Make computer training available in both libraries.</li> <li>8. Introduce the Library to new residents and the growing population of foreign-born residents by providing services, materials and programs, such as literacy classes.</li> <li>9. Enhance and encourage library use and information access by seniors.</li> <li>10. Serve as business, college and career information center for local students, job seekers and the business community at large.</li> <li>11. Focus on the development of learning-based programs which complement and promote use of the library's extensive collection of books and other materials, available in the Library and online.</li> <li>12. Grow and monitor the collection to meet community needs.</li> <li>13. Make teacher collections available.</li> <li>14. Enhance the family atmosphere of each building and encourage people to spend time in the facilities.</li> <li>15. Position the Library as an organization at the center of community life.</li> <li>16. Promote the Library and its resources through the Ambassador Program.</li> <li>17. Establish programs for target audiences and increase attendance at Signature programs.</li> <li>18. Restore staffing levels where appropriate.</li> <li>19. Continue to maintain and protect library investments, such as buildings and equipment.</li> </ol> | <ol style="list-style-type: none"> <li>1. Build a third library in the northeast section of the library's service district.</li> <li>2. Make any changes to Old Worthington Library or Northwest Library outside the existing footprint of the two buildings.</li> <li>3. Open a computer lab in at least one library that provides equipment, office software and space to get work done.</li> <li>4. Create homework center in one of the libraries or in a Worthington school building in cooperation with the Worthington Schools.</li> <li>5. Significantly add to the number of hours the Library is open each week.</li> </ol> |