

# Avon Free Public Library 2017-2022 Strategic Plan Discussion

***Output from 7/18/17 Board of Directors Discussion***

***Sub-Committee additions noted in italics***

# Glenn's comments:

## **2014-2017 Strategic Plan:**

- Developed after the new building was completed
- Director had been in place for Less than two years
- Key staff was either new or in new roles

## **2018-2022 Strategic Plan**

- 5 year plan; longer duration
- More flexible; review annually and amend as needed
- Guide to where to put limited resources
- Focus all on common outcomes
- More tactical and operational
- Easy to report on and track progress

# Environmental Scan

## Financial/Investment

- Now have a holistic balanced approach to managing investments; interest rate fluctuation has minimal impact
- Rising stock market; potential for gifts
- Reduced federal and state government funding will reduce CLC professional training, interlibrary borrowing, and grants
- Future state and federal funding may not be adequate: consider a new campaign to develop contributions
- *Core programming funding from AFPL Friends and Mitnick is not at risk*

## Technology

- Consider both infrastructure and how people use it (computers, white room, 3D printers)
- Understand needs of different user groups and how they use technology
- Tech plans have an 18 month time frame with short term, mid term, long term and ongoing objectives
- Edge?
- Foresee changes in how books are consumed; streaming to Bluetooth, downloading from home (put more dollars towards e books)
- Streaming music and movies will diminish market for DVDs and Blue-rays (save \$ on cases and labels)
- Optimize what can be accessed from home (Quello, Lynda Library)
- Amazon's model integrates well; could learn from this
- *Reality – Have to live within budget and staff; we cannot be an Apple Store or Best Buy*

# Environmental Scan

## Social

- Need to determine why people use the library and define our user groups
- Understand the internet of things
- Translate to Avon's population; identify the gaps in service
- Reverse mentoring; Youth training others
- Programming enhances people-to-people interaction
- *Partnerships with other social organizations; VFW, Historical Society, Senior Center*

## Demographics

- Card holders peak at age 18, leave in their 20's and return in their mid 30's
- Millennials and seniors spend less on discretionary items
- Environmentalists borrow rather than buy
- Underserved population groups
  - Non-English speaking
  - Special needs
  - Home schooled
  - Disabled
  - Those without WiFi

# Environmental Scan

## Competitive Environment

- Amazon offers all options: books, music, movies, lifestyle recognition, integration with other things
- Barnes & Noble and Starbucks have free WiFi, longer hours and food/drink/shopping
- Newspapers, other news sources, magazines offered on-line
- Social Media: Face Book, Twitter, Goodreads, Pintrest

***“...the library is taken for granted as “free” ...”***

***“How do we reimagine why you want to come here?”***

# Internal Environmental Scan

## Staff Capabilities

- Must manage with existing headcount (8 FT, 15 total)
- Understaffed in Reference, Children and Administration
- Director is strong in technology; need to improve staff technology capability
- What is essential vs professional training?
- Strength: staff is proactive and effective in seeking and obtaining grants

## ***Consider process improvements to add capacity, reduce work and improve consistency***

- *Cross functional projects to improve interaction/communication between groups*
- *More centralized position for PR and publicity*
- *Encourage potential “technology coaches” to self identify and offer time to answering technology questions*
- *Enhance benchmarks for staff training (use self assessment, report on areas where more training is needed)*

# Environmental Scan

## Board Capabilities

- Willingness and ability to commit the time required
- Enthusiasm for the Library's current and future potential
- Ethnic diversity; represent the community
- In selecting new members, assure the Board has a wide range of skills including:
  - Financial management/acumen
  - Education
  - Technology, forensics
  - Human Resources
  - *Fundraising*
  - *Public Relations*
  - *Community service*

## Board Development

- *Task force to develop orientation for new Board Members*
- *Assign new Members a "Board Buddy"*

# Internal Environmental Scan

## Organization

- Currently no annual performance review process; no link to compensation
- Strengthen talent development practices
- Link goal setting and performance assessment to strategic plan
- Review best practices; put a performance review and development planning process in place next year, at least for full-time employees

## Building

- HVAC system issues ongoing
- Capacity of Community Room
- Security
- *Cleaning and Maintenance*
- *Walk through once a month with town building official*

# SOAR Analysis

## Strengths

Programs; especially for children  
The Friends  
Avon Reads  
Standing in the community  
Community is educated, affluent and engaged;  
attractive for new families  
Positive relationship with the town  
Our Patrons  
New web site  
Concerts  
Facility/building  
Local History Room, Historical Society  
Strong peer libraries in the region complementing  
each others strengths  
Staff passion and success in pursuing grants

## Opportunities

The Friends – expand the number and expand  
joint projects  
Avon Reads  
Technology education  
Theatre  
Social media- use of social media (*threat*)  
Byte sized attention span – how to use it to our  
advantage  
Think about what a competitor like Starbucks  
has that we can learn from (brand, atmosphere)

# Soar Analysis

## Aspirations

Re-imagine the potential of the community room to build patron satisfaction

Be the “Go-To” place in Avon...one of the top 3 places to be

Know our patrons’ demographics, needs, and what they value

Preserve Avon’s past while looking towards the future

## Results (tangible, measurable outcomes)

Talent Development process is strengthened with goals aligned to the Strategic plan and annual performance reviews

Survey data on what the community wants from the library

Increased open hours, increased Wednesday night visits

Increased staff (both in number and capability)

# Initial Draft Strategic Priorities (7/18/17)

- **Financial Viability:** Develop a plan for financial sustainability/viability over the plan period to sustain our core in this challenging financial environment and protect our value (*fund raising, grants, legacy program*)
- **Policy Currency:** Review policies and amend where needed; create new policies to meet new needs (e.g. Inter-library loan, HR, Fundraising, Capital planning,
- **Innovation:** Remain relevant, valued and responsive to the needs of our community
- **Talent Development:** Develop staff, board and organizational capabilities
- **Library Partnerships:** Partner with other libraries to optimize use of unique strengths and begin to regionalize some resources