

# LIBRARY STRATEGIC PLAN

2023–2027



LAKESWOOD  
PUBLIC LIBRARY

## **INTRODUCTION**

Libraries are more important now than ever. Through engaging the community and staff in the strategic planning process, Lakewood Public Library is positioned to serve meaningfully the residents of Lakewood, Ohio. By preserving a traditional Library atmosphere and offering the conveniences of modern technology, the Library continues its long history of excellence and also examines new ways to enhance collections, services, and programming.

Year after year, the Lakewood Public Library is designated a star Library by Library Journal, ranking this institution among the best public libraries in the nation.

In January 2022, Lakewood Public Library began planning for the next five years of Library services. This process allowed the Library to evaluate its current collections, services and programming, as well as examine areas to be enhanced or expanded. The process also reinforced the importance of maintaining a traditional Library experience for patrons.

Lakewood Public Library is committed to serving the entire community. The Library maintains two convenient locations, offering a wide range of collections, services and programming. The Library is proud to be open more hours than any other Library in the State of Ohio. For those who are unable to visit, the Library offers patrons homebound delivery. The Library also delivers books and school curricula materials to Lakewood schools and educators.

Lakewood Public Library provides patrons of all ages and backgrounds with a quiet and peaceful environment to engage in lifelong learning. The magnificence of the Main Library Grand Reading Room and the Madison Branch promotes high-minded learning, while group study rooms provide a place for exchange of ideas. Space is available at both Library locations for quiet reading and enjoyment. The Library serves all types of students by offering proctoring services, standardized test preparation, and learning spaces for ESOL students of all ages.

Keeping with the times, Lakewood Public Library offers a wide variety of digital collections and electronic resources, including eBooks, eAudiobooks, and access to electronic databases. However, sometimes information found in printed books is rare, so the Library continues to provide interlibrary loan service for patrons seeking hard to find books. While technology has changed over the years, the Library still holds its book collections as a top priority. Whether it is the look and feel of an old book or the convenience of an eBook, the Library provides patrons with reliable information and a good book.

Lakewood Public Library remains relevant because of its responsiveness to its customers, both external and internal, and to the community. This strategic plan was developed based on input from Library patrons and stakeholders, community leaders, and Library staff.

In January 2022, the Library completed a survey of patrons and City of Lakewood residents, and one thousand six hundred and fifty-three survey responses were received. On January 21, 2022, a meeting of Library patrons and community leaders was held. On March 29, 2022, an all staff meeting was conducted allowing all Library employees to have a direct role in the planning process. Similar meetings were conducted with the Library Trustees and administration staff, and with the Library's management and supervisory staff on April 6, 2022, and April 27, 2022, respectively.

## **Executive Summary**

### **Overview**

This summary is designed to provide insight into the survey results of the participating stakeholders and community members. The survey was intended to gather information and insight into the strengths of the Library and its services, as well as to determine areas where the Library might fill gaps to meet the needs of those they serve. Based on the careful analysis of the answers given by the respondents, themes emerged that the Library considered during the development of its strategic plan.

### **Community Survey**

The Library entered into the strategic planning process in December 2021 to plan for the future of the organization. The Library gathered input from the community through a survey which could be accessed online and in print.

The online survey was available in English and print surveys were made available in Arabic, English, Karen and Spanish. Questions were constructed bearing in mind that, as a community based institution which serves a broad audience, the Library must weigh public knowledge and themes alongside other previously acquired information when making decisions.

The community survey focused questions on broad themes regarding the quality of life in the community and the role of the Library within the community. These questions were used in combination with Library focused questions regarding services and programs. Many of the same questions were used to facilitate the focus group. 1,653 participants completed the Community Survey.

### **Community Focus Group**

A community focus group was held on January 21, 2022 with twelve attendees. The results for each question in the community survey first, and the information gleaned from the focus group are detailed in the attached Appendix.

## **STRATEGIC PLAN**

Over the next five years, the Library will be guided by its Mission and Statement of Purpose; inspired by its Vision; and its decision-making will be informed by the institution's stated Values. Pursuing goals, meeting objectives, and completing action steps will position the Library to serve its patrons with excellence.

## **MISSION AND STATEMENT OF PURPOSE**

Lakewood Public Library serves all people by collecting, preserving, and making accessible materials that capture the broad range of human experiences, and by providing services and programs that meet the evolving needs of its diverse community.

The Lakewood Public Library endorses the American Library Association's [Library Bill of Rights](#) and [Freedom to Read Statement](#).

## **VISION**

Lakewood Public Library is a vital, trusted source of knowledge and opportunities for lifelong learning and enjoyment.

## **OUR VALUES**

### **Learning**

The Library supports the ongoing growth of its staff and community through opportunities for continuing education and a focus on core literacies.

### **Accessibility**

The Library provides barrier-free access to information, materials, programming, and learning environments.

### **Excellent Service**

The Library takes pride in providing knowledgeable service to all people through a caring, positive and responsive approach. It promotes a culture of understanding, compassion, honesty, and clear communication between patrons, staff, and the community at large.

## **Community**

The Library, as an engaged and professional community partner, acts with a generous spirit to build connections between diverse people and opportunities.

## **Adaptability**

The Library provides relevant collections, services and programming based on the ever-changing needs of the community and the evolving nature of technology.

## **GOALS**

The Library's Strategic Plan identifies goals, the completion of which will sustain, strengthen and improve the Library's services to its customers, both external and internal. Objectives will help direct the Library in meeting these goals, and action steps, which serve one or more objective, detail the Library's work ahead.

Focus on providing an excellent patron experience.

- Cultivate an inviting atmosphere for patrons and staff.

- Empower staff to respond effectively to patrons' identified needs and wants.

Expand Library outreach.

- Design a comprehensive framework for outreach.

- Collaborate with community partners.

Strengthen a Library culture that embraces diversity, equity, inclusion, and accessibility.

- Provide staff with tools to evaluate the diversity and balance of Library collections.

- Provide staff with training and opportunities to understand and celebrate the ever-changing diversity of the Lakewood community.

Enhance community awareness of and access to the Library's collections, services and programming.

- Design and deploy a marketing strategy to inform patrons of the Library's collections, services, and programming.

Improve patron access to collections by improving the Library's online catalog.

Heighten the Library's knowledge of the community it serves.

Regularly investigate and study community demographics.

Regularly investigate and study community market segmentation to better understand patrons' needs and wants.

## **ACTION STEPS**

### **Enhance patron access to Library resources, collections, services and programming, and remove all unnecessary barriers to access.**

Investigate and study improvements to the Library's integrated Library system (ILS), and its online catalog. [Action step no. 01]

Determine if upgrades to the Library's existing online catalog will improve patron experience and effective access to materials.

Investigate if there are third-party products that may be used to enhance the Library's current online catalog. Determine if third-party vendors offer tools that would improve patron experience and enhance access to materials.

\* \* \*

Critically review the Library's existing loan policies to determine if they create unfair or unreasonable barriers to access of collections or resources. [Action step no. 02]

Shall the loan periods be changed?

Shall the amount of renewals allowed be changed?

Shall the limit of fifty items borrowed at one time be changed?

Shall overdue fees be increased, decreased or abolished?

Currently, a patron's borrowing privileges are suspended when \$10.00 or more is owed. Shall this be increased, decreased or abolished?

Shall the Library institute automatic renewals? If so, how many and how often?

Shall the Library continue emailing and texting patrons notices of due dates, and overdue notices?

\* \* \*

Critically examine the Library's hours and days open at both Library locations. The Library shall make changes to hours and days open, as needed and resources allow. [Action step no. 03]

**Ensure rich, engaging, diverse and balanced collections, including children and teen book collections.**

The Library shall avail itself of inventorying tools offered by the State Library of Ohio to evaluate the diversity and balance of the Library's children's and teen book collections. [Action step no. 04]

\* \* \*

The Library shall begin offering patron-initiated interlibrary loan requests. [Action step no. 05]

\* \* \*

Plan for the digitization of historic, local periodicals and microfilms specific to Lakewood, Ohio, and make these resources available to patrons online. [Action step no. 06]

**The Library shall make changes, as needed, which will improve patron access to all collections.**

Critically review the placement and location of the collections at the Main Library and the Madison Branch. [Action step no. 07]

\* \* \*

Critically review the Library's large print collections, both print and periodicals, at both Library locations. The Library will make changes, as needed, which will meet patron demand of these materials. [Action step no. 08]

\* \* \*

Critically review the Library's graphic novel collection, including their extent, location and placement. The Library will make changes, as needed, that will improve access to these collections, and meet the patron demand of these materials. [Action step no. 09]

\* \* \*

Critically review the existing practice of outdoor story walks, and explore possible collaborations with the City of Lakewood, and the City's Parks Division, for possible Story Walk installations in Madison Park and Kauffman Park. The Library will make changes and engage

in collaborative efforts with the intention of continuing to offer world-class programming, onsite and off-site. [Action step no. 10]

\* \* \*

Investigate and study the need of replacing the media equipment in the Main Library's Multipurpose Room and Auditorium, and installing similar equipment in the Madison Branch Meeting Room. [Action step no. 11]

\* \* \*

Investigate and study expanding services to senior patrons. Plan for the continued growth of off-site programming for senior patrons. Plan for the continued growth of home delivery of Library materials [Action step no. 12], and the increase in off-site services and programs to seniors [Action step no. 13].

**Design, deploy and maintain IT networks, hardware and software that exceed the educational needs of Library patrons, and the productivity needs of Library staff.**

Investigate and study the Library's existing three networks, and determine what changes, if any, are needed. [Action step no. 14]

\* \* \*

Explore and, if appropriate, employ tools for switching one network connection to another in the event of network interruption or emergency. [Action step no. 15]

Investigate and study the need of replacing staff computing resources, including hardware and software. Effect upgrades as appropriate. Investigate migrating to cloud-based software, including Microsoft 365. [Action step no. 16]

\* \* \*

Investigate and study expanding services to New Americans and ESL services. Study reconnecting and collaborating with ESOL educators, including Cuyahoga Community College and Aspire GED and ESOL. [Action step no. 17]

**Improve communication, both internal and external.**

Critically review the Library's existing policy manual, and edit so as to create a concise document that is clear, easy to read, and easy to understand and apply. [Action step no. 18]

\* \* \*

Develop a formal marketing strategy that informs and directs with specificity the Library's use of newsprint, in house flyers, email, website and social media channels to market resources, collections, services and programming. [Action step no. 19]



\* \* \*

Investigate and study improvements to the Library's Intranet, including enhancing employee engagement, knowledge sharing, document management, and shared calendars. Migrate from the Library's existing Intranet to one that is demonstrably more effective, intuitive and easier to use and maintain. [Action step no. 20]

### **Invest in the Library's most valuable resource, the Library's employees.**

Investigate and study what staffing levels are needed to fulfil the Library's mission and maintain orderly operations. The Library shall increase staffing levels, as appropriate, including the employment of part-time staff and students, as needed. [Action step no. 21]

\* \* \*

Investigate and study the Library's existing new employee onboarding processes, and identify specific changes that will improve current practices. [Action step no. 22]

\* \* \*

The Board will review administration and management structures and personnel, and, if warranted, begin succession planning. [Action step no. 23]

### **Create and maintain a safe place and welcoming atmosphere for all Library patrons and staff.**

Revisit and study the Library's existing Rules for the Regulations of Public Behavior in the Library, or Code of Conduct. [Action step no. 24]

Shall beverages be allowed in the Library? Is so, what restrictions, if any, shall be placed on beverages?

Shall food be allowed in the Library? If so, what restrictions, if any, shall be placed on food?

Shall the use of cell phone calls and ringtones be allowed in the Library? If so, what restrictions, if any, shall be placed on cell phone calls and ringtones?

Shall photography and videography be allowed in the Library? Is so, what restrictions shall be placed on photography and videography?

\* \* \*

Investigate and study the appropriate use of the triptych in the Main Library's Grand Stairway. Shall this space, which was designated by Robert A.M. Stern as a venue for the display of public art, be used as it was intended? If so, what funds are available for the purchase or commission of such public art? What amount should be budgeted for this project? [Action step no. 25]

\* \* \*

Investigate and study the appropriate use of the Roger Duvoisin illustrations that were generously donated to the Library by Anne Wagner. Shall this artwork for children be exhibited at the Madison Branch? If so, what funds are available for the framing and installation of this artwork? What amount should be budgeted? [Action step no. 26]

\* \* \*

With the goal of ensuring patron and staff safety, investigate and study the need of upgrading the security cameras and video recording systems at the Main Library. The Library shall make changes and improvements as appropriate for the safety of patrons and staff. [Action step no. 27]

### **Understand and celebrate the ever changing diversity of the City of Lakewood community.**

Investigate and study, continuously and regularly, the ever changing diversity of the City of Lakewood community. Ensure that the Library's resources, collections, services and programming reflect the needs and wants of Library patrons.

Review and evaluate the Library's processes for increasing diversity, equity, and inclusion across the Library's staffing, resources, collections, services and programming using American Library Association and other comparable organizations' guidance and resources. The Library's Administration and management shall determine where the Library has succeeded and where work is still required to ensure that the Library is maintaining diverse, equitable and inclusive practices in all appropriate areas, and shall formally report these determinations and evaluations at the Board's March meeting every year, year after year. [Action step no. 28]

On even number years, staff involved in collection development or program planning shall complete training specific to the City of Lakewood, offered by the U.S. Department of Commerce, Census Bureau. On odd number years, staff involved in collection development or program planning shall order, obtain and critically review the PRIZM Segmentation report specific to the City of Lakewood. [Action step no. 29]

The Library's collection development and program planning practices shall be informed by this data.

### **Re-Engineer Library spaces for learning.**

Investigate and study the appropriate use of the Computer Connections Room in the Main Library's Children's and Youth Services. Shall this learning space be repurposed for coding classes, and similar other educational programming for children? If so, what hardware, software and furniture shall be purchased? What amount should be budgeted? [Action step no. 30]

\* \* \*

Investigate and study appropriate enhancements to the Study Room at the Madison Branch, including student-collaboration, group project collaboration, screen sharing and projection tools. Shall this learning space be enhanced to allow for collaborative study and work? If so, what hardware, software and tools will be purchased? What amount should be budgeted? [Action step no. 31]

### **Maintain pride of place: the libraries buildings and grounds as palaces for the people.**

Commission a master maintenance plan for both Library buildings. [Action step no. 32]

Confirm that all maintenance items under the existing Main Library master maintenance plan have been completed. [Action step no. 33]

\* \* \*

Investigate, study and budget for a total roof system replacement at the Main Library. [Action step no. 34]

\* \* \*

Investigate and study the need, if any, for the replacement of or enhancements to the existing Main Library HVAC control system (Metasys Building Automation System). [Action step no. 35]

\* \* \*

Investigate and study the need of maintaining two Library vehicles, and whether replacement of none, one or both is warranted. [Action step no. 36]

## APPENDIX A

### Community Survey and Stakeholder Focus Group Responses

#### Question 1: Which Lakewood Public Library location do you visit most often?

**Survey Responses:** 1345 or 81.9% of respondents indicated they use the Main Library most often. Some indicated they use the Madison branch, the drive-thru window, visit both branches equally or use online resources.

**Focus Group:** This question was not asked at the focus group.

#### Question 2: About how often do you visit the library?

**Survey Responses:** A small majority of respondents indicated they visit the Library a few times per month (29.5%). Only slightly fewer respondents indicated they visit the Library a few times per year (27.4%) or about once per month (24.1%). A small portion of respondents indicated they visit the Library once per week (13%) with even fewer respondents indicating they visit the Library about once per year (4.1%) or never (1.9%).

**Focus Group:** This question was not asked at the focus group.

#### Question 3: How do you use the Library?

**Survey Responses:** Participants were given twenty-one choices in regards to how they use the Library, including a write-in option. The designations are listed below with the corresponding percentage and numbers of respondents.

Use Activity	Percent	Count
Check out print materials (books, magazines)	84.6%	1,338
Check out media resources (DVDs, CDs, etc.)	39.8%	630
Use the Library as a quiet place to read, study or work	34.4%	544

Check out digital collections (eBooks, eAudio-books, etc.)	33.7%	533
Printing services	24.0%	379
Spend time in the Library with my family, children or friends	20.4%	323
View passive programs at the Library, including art, photography and museum exhibits	18.5%	293
Participate in adult programming (meet the author, lectures, etc.)	16.5%	261
Use the public computers	15.7%	248
Access electronic resources (research databases, online resources, etc.)	14.6%	231
Participate in children's programming (story time, summer reading, etc.)	13.1%	207
Participate in community groups that use the Library's meeting spaces	12.1%	192
Other:	8.2%	130
Participate in adult virtual programming (meet the author, lectures, etc.)	6.6%	104
Participate in children's virtual programming (story time, summer reading, etc.)	5.8%	92
Participate in teen programming (book groups, coding, etc.)	2.0%	31
Delivery of materials to homebound patrons	1.5%	23
Delivery of materials to teachers and schools	1.4%	22
Get help with homework	1.0%	16
Participate in teen virtual programming (book groups, coding, etc.)	0.8%	12

**Survey Responses:** 130 respondents provided write-in answers for "Other." Several respondents mentioned using the Library for meeting space, more specifically, recovery group meetings and LEAF nights. Study rooms and the computer lab were also mentioned. Specific Library programming was listed including book clubs, movies, and front porch concerts. Several respondents said they attended children's programming and utilized the children's area of the Library. Reference help, printing services, and access to newspapers and periodicals were also mentioned.

**Focus Group:** This question was not asked at the focus group.

#### **Question 4: What do you believe is the primary purpose of the Library?**

**Survey Responses:** The vast majority of respondents indicated that the primary purpose of the Library is to provide materials and resources to the public in both physical and digital format. It was frequently emphasized that these resources are provided at no cost to the patron. Inspiring the love of reading and lifelong learning were also mentioned. Many responded that the Library is a community space or hub that provides a place for members of the community to connect. Several respondents said this public space feels safe and is welcoming to all. Other responses included computer and internet access, technology assistance, cultural development, programming, and school partnerships.

**Focus Group:** The focus group provided very similar responses to this question. One participant stated that the Library acts as a shared bookshelf for her family, and others agreed that an introduction to books and a love of reading were a primary purpose of the Library. The Library as a community hub was also mentioned several times by the focus group with an emphasis on a welcoming space to gather, learn, and grow.

#### **Question 5: What are the top three challenges facing the Lakewood community?**

**Survey Responses:** The COVID pandemic was the top answer to this question and for many it encompassed all three challenges to the community. Crime and safety were also a recurring answer with a specific emphasis on the increase of crime in recent months. Economic issues such as unemployment, high taxes, high rent, income disparity, and failing small businesses were also popular responses. Other frequent responses included rising housing costs and an aging housing stock. Many others included climate change, political divisiveness, and misinformation in their responses.

**Focus Group:** Although COVID was the most frequent response in the survey results, the focus group did not discuss COVID specifically. The focus group responses included

an increase in crime, aging infrastructure, lack of affordable and accessible housing, and issues related to public transportation.

**Question 6: How can the Library assist with these challenges?**

**Survey Responses:** A large portion of respondents indicated that the Library could assist in the challenges facing the Lakewood community by acting as a community center that provides public meeting spaces and community forums in a safe and welcoming environment.

Many programs and services that could assist in community challenges were suggested or referred to include LGBTQ support and programs, diverse collections of books and media, computer and printing services, children programs, career assistance, ESL programming, refugee programs, DEIA programs, and mental health services.

While several respondents feel that in order to assist in community challenges the Library must act as a community advocate, others do not think the Library is well-positioned or obligated to directly assist in addressing these challenges.

**Focus Group:** This question was not asked at the focus group.

**Question 7: Are there specific materials, services or programs that you would like to have at the Library?**

**Survey Responses:** The Library's collections were heavily featured in the responses. Some respondents gave specific genres of materials that they would like to see more of including fantasy, sci-fi, classic literature, graphic novels and popular fiction. Many also expressed interest in a larger digital collection including eBooks, audiobooks, and newspapers.

Respondents gave several specific programs that they would like to see at the Library including outdoor programming, film screenings and author visits. Programs for special needs patrons were also suggested. The Lakewood Public Library online presence was also noted with an emphasis on a more user-friendly and updated online catalog.

**Focus Group:** The focus group discussion aligned closely with the survey responses for this question. Participants felt that the Library should be a community center with few barriers to access and that restrictions should be relaxed including the food and drink policy. Specific programming suggestions included more varied and dynamic story times, outdoor programming, information literacy for high school students and programs for patrons ages 25-35.

### Question 8: What other area libraries do you visit?

Library Name	Percent	Count
Cuyahoga County Public Library	53.5%	637
Cleveland Public Library	48.5%	577
Rocky River Public Library	37.1%	441
Westlake-Porter Public Library	18.1%	215
Other (please name):	16.7%	199

**Survey Responses:** 204 or 16.7% of respondents chose "Other" and the most common libraries named included Avon Lake Public Library, Fairview Branch Library, Akron-Summit County Public Library, and Lorain County Public Library.

**Focus Group:** This question was not asked at the focus group.

### Question 9: Are there specific offerings at these libraries that are of particular interest to you?

**Survey Responses:** The majority of the responses to this question centered around collections, programs, and services. Some commented that other libraries offer career services, technology training, genealogy, passport services, 3D printing, toy lending and free lunches for children.

Elements of accessibility that were noted included self-check-outs, mobile apps, online ordering, longer check-out times, and automatic renewals.

**Focus Group:** This question was not asked at the focus group.

### Question 10: Is there anything else you would like to share with us?

**Survey Responses:** Many respondents simply expressed their appreciation for the Lakewood Public Library and its service to the Lakewood community, particularly during the COVID-19 pandemic. Others wanted to offer thanks to the helpful staff and shared their appreciation of the Sunday operating hours.

It was also reiterated that the no food and drink policy is not ideal for patrons. Several specific examples for improvement were given including comfortable seating, more social media presence and better representation of the diverse Lakewood community.



Suggestions for Library programs and services included public computers and free printing, updated collections with more popular authors, more user-friendly online catalog, community partnerships, and diverse programming.

**Focus Group:** The focus group wanted to first acknowledge their appreciation for Mrs. Judy Grzybowski at the Madison Branch. Participants suggested programs, services, and spaces for both teens and children with a range of special needs.

### **Question 11: What is your age?**

#### **Survey Responses:**

Age Range	Percent	Count
13-18 years old	0.5%	7
19-24 years old	1.9%	29
25-35 years old	17.9%	272
36-45 years old	19.7%	299
46-55 years old	15.3%	232
56-65 years old	17.4%	264
66-75 years old	20.1%	305
76+	7.3%	111
	Totals	1,519

**Focus Group:** This question was not asked at the focus group.

### **Question 12: What is your zip code?**

**Survey Responses:** The majority of respondent identified 44107, and the other most reported postal codes follow:

44111 Cleveland  
44102 Cleveland  
44070 North Olmsted  
44126 Fairview Park  
44116 Rocky River

**Focus Group:** This question was not asked at the focus group.

## **Focus Group Questions Not Included on the Survey**

### **How does the Lakewood Public Library benefit the community?**

The focus group emphasized the free resources and services provided by the Library including classroom and teacher resources, literature, movies, programming, homework help, and meeting spaces. It was mentioned several times that the Lakewood Public Library remained open throughout the COVID-19 pandemic. The participants also felt that the Library serves as a safe space in the community.

### **What would you change about the Lakewood Public Library?**

Many of the comments from focus group participants in regards to changes to Library centered on the Library's response to the COVID-19 pandemic. Some felt the Library should have distributed COVID-19 tests, and been more creative in its approach to services.

### **What do you think would make people want to use the Library?**

The focus group had several suggestions about the physical space of the Library including permanent outdoor seating, collaborative spaces, softer seating areas, more welcoming entrance, better wayfinding, more visible staff, and easier access to the movie area and computer lab.

It was also mentioned that the Library could offer more reference services, online book recommendations, longer check-out times, programming with incentives, and Library tutorial videos.

## **APPENDIX B**

### **ACTION STEPS SCHEDULE**

#### **AS 01 Improve the Library's integrated Library system (ILS) and online catalog**

Work Commenced [WC] March 2023

Report of Progress [ROP]

Report of Substantial Completion [RSC] March 2024

Report of Completion [ROC] March 2025

#### **AS 02 Critically review the Library's existing loan policies**

Work Commenced [WC] January 2023

Report of Progress [ROP]

Report of Completion [ROC] December 2023

#### **AS 03 Critically review the Library's hours and days open at both Library locations**

Work Commenced [WC] April 2023

Report of Progress [ROP] October 2023

Report of Completion [ROC] April 2024

#### **AS 04 Engage the State Library of Ohio to survey the Library's children's and teen collections for diversity and balance**

Report of Substantial Completion [RSC] February 2023

Report of Completion [ROC] February 2024

#### **AS 05 Offer patron-initiated interlibrary loan requests**

Work Commenced [WC] June 2024

Report of Progress [ROP]	December 2024
--------------------------	---------------

Report of Completion [ROC]	February 2025
----------------------------	---------------

**AS 06 Digitize historic, local periodicals**

Work Commenced [WC]	January 2024
---------------------	--------------

Report of Progress [ROP]	
--------------------------	--

Report of Completion [ROC]	January 2025
----------------------------	--------------

**AS 07 Critically review the placement and location of collections at both Library locations**

Work Commenced [WC]	September 2023
---------------------	----------------

Report of Substantial Completion [RSC]	February 2024
--	---------------

Report of Completion [ROC]	October 2024
----------------------------	--------------

**AS 08 Expand large-print collections**

Work Commenced [WC]	August 2023
---------------------	-------------

Report of Progress [ROP]	August 2024
--------------------------	-------------

Report of Substantial Completion [RSC]	August 2025
--	-------------

Report of Completion [ROC]	August 2026
----------------------------	-------------

**AS 09 Enhance graphic novel collections**

Work Commenced [WC]	May 2023
---------------------	----------

Report of Progress [ROP]	May 2024
--------------------------	----------

Report of Substantial Completion [RSC]	May 2025
--	----------

Report of Completion [ROC]	May 2026
----------------------------	----------

**AS 10 Outdoor story walks expanded**

Work Commenced [WC]	November 2023
Report of Progress [ROP]	November 2024
Report of Substantial Completion [RSC]	November 2025
Report of Completion [ROC]	November 2026

**AS 11 Replace media projection and equipment in meeting and study rooms**

Work Commenced [WC]	October 2023
Report of Substantial Completion [RSC]	March 2024
Report of Completion [ROC]	December 2024

**AS 12 Expand the home delivery to patrons**

Work Commenced [WC]	July 2024
Report of Progress [ROP]	July 2025
Report of Substantial Completion [RSC]	July 2026
Report of Completion [ROC]	July 2027

**AS 13 Increase off-site services and programs to seniors**

Work Commenced [WC]	September 2024
Report of Progress [ROP]	September 2025
Report of Substantial Completion [RSC]	September 2026
Report of Completion [ROC]	September 2027

**AS 14 Strengthen and secure the Library's IT networks**

Work Commenced [WC]	July 2023
---------------------	-----------

Report of Progress [ROP]	July 2024
--------------------------	-----------

Report of Substantial Completion [RSC]	July 2025
--	-----------

Report of Completion [ROC]	July 2026
----------------------------	-----------

**AS 15 Improve the reliability (switching) of the Library's IT network**

Work Commenced [WC]	July 2023
---------------------	-----------

Report of Progress [ROP]	July 2024
--------------------------	-----------

Report of Substantial Completion [RSC]	July 2025
--	-----------

Report of Completion [ROC]	July 2026
----------------------------	-----------

**AS 16 Replace public and staff computers, and update software**

Work Commenced [WC]	March 2023
---------------------	------------

Report of Progress [ROP]	August 2023
--------------------------	-------------

Report of Substantial Completion [RSC]	January 2024
--	--------------

Report of Completion [ROC]	June 2024
----------------------------	-----------

**AS 17 Expand programming to ESOL students**

Work Commenced [WC]	April 2024
---------------------	------------

Report of Progress [ROP]	April 2025
--------------------------	------------

Report of Substantial Completion [RSC]	April 2026
--	------------

Report of Completion [ROC]	April 2027
----------------------------	------------

**AS 18 Edit Library's policy manual**

Work Commenced [WC]	September 2023
---------------------	----------------

Report of Progress [ROP]	April 2024
--------------------------	------------

Report of Substantial Completion [RSC]      October 2024

Report of Completion [ROC]                      March 2025

**AS 19   Develop formal marketing strategy**

Work Commenced [WC]                              June 2023

Report of Progress [ROP]                           March 2024

Report of Substantial Completion [RSC]      October 2024

Report of Completion [ROC]                      December 2024

**AS 20   Improve Library's intranet**

Work Commenced [WC]                              May 2023

Report of Progress [ROP]                           May 2024

Report of Substantial Completion [RSC]      May 2025

Report of Completion [ROC]                      May 2026

**AS 21   Critically examine staffing levels**

Work Commenced [WC]                              December 2023

Report of Progress [ROP]                           June 2024

Report of Completion [ROC]                      December 2024

**AS 22   Improve employee onboarding process**

Work Commenced [WC]                              February 2023

Report of Progress [ROP]                           September 2023

Report of Substantial Completion [RSC]      November 2023

Report of Completion [ROC]                      January 2024

**AS 23 Board engages in succession planning and reviews administration and management structures**

Work Commenced [WC]	June 2026
Report of Progress [ROP]	January 2027
Report of Substantial Completion [RSC]	June 2027
Report of Completion [ROC]	December 2027

**AS 24 Revise rules for the regulations of public behavior in the Library**

Work Commenced [WC]	January 2023
Report of Progress [ROP]	April 2023
Report of Completion [ROC]	June 2023

**AS 25 Create an even more welcoming atmosphere with the installation of public art at the Main Library**

Work Commenced [WC]	June 2024
Report of Progress [ROP]	November 2024
Second Report of Progress [SROP]	June 2025
Report of Substantial Completion [RSC]	June 2026
Report of Completion [ROC]	June 2027

**AS 26 [A]nd at the Madison Branch**

Work Commenced [WC]	June 2024
Report of Progress [ROP]	November 2024
Second Report of Progress [SROP]	June 2025
Report of Substantial Completion [RSC]	June 2026



Report of Completion [ROC] June 2027

**AS 27 Replace security cameras at the Main Library, and add additional ones at the Madison Branch**

Work Commenced [WC] July 2023

Report of Completion [ROC] July 2024

**AS 28 Report Library's processes for increasing diversity equity and inclusion**

Report of Completion [ROC] March 2023

Report of Completion [ROC] March 2024

Report of Completion [ROC] March 2025

Report of Completion [ROC] March 2026

Report of Completion [ROC] March 2027

**AS 29 Involved staff obtain and study PRIZM Segmentation report  
Involved staff complete U.S. Department of Commerce, Census Bureau Training**

Report of Completion [ROC] September 2023 [PRIZM]

Report of Completion [ROC] September 2024 [Census Bureau]

Report of Completion [ROC] September 2025 [PRIZM]

Report of Completion [ROC] September 2026 [Census Bureau]

Report of Completion [ROC] September 2027 [PRIZM]

**AS 30 Replace technology in Computer Connections Room**

Work Commenced [WC] February 2024

Report of Completion [ROC] December 2024

**AS 31 Improve technology in the group collaboration spaces at Madison Branch**

Work Commenced [WC] May 2023

Report of Progress [ROP] November 2023

Report of Completion [ROC] February 2024

**AS 32 Commission master maintenance plan for both Library buildings**

Work Commenced [WC] November 2027

**AS 33 Ensure compliance with the existing master maintenance plan**

Work Commenced [WC] August 2027

Report of Completion [ROC] December 2027

**AS 34 Investigate, study and budget total roof system replacement at the Main Library**

Work Commenced [WC] May 2024

Report of Substantial Completion [RSC] May 2025

Report of Completion [ROC] May 2026

**AS 35 Investigate and study replacement of the enhancements to Main Library HVAC control system**

Work Commenced [WC] May 2024

Report of Substantial Completion [RSC] May 2025

Report of Completion [ROC] May 2026

**AS 36 Investigate and study the need of maintaining two Library vehicles, and whether replacement of none, one or both is warranted**

Work Commenced [WC] January 2026

Report of Completion [ROC] October 2026

