



## Strategic Plan 2024-2027

In Fall 2023 Lincoln City Libraries partnered with Parlay Consulting Firm to develop a three-year strategic plan. The Lincoln City Libraries Executive Director, board members, community members, and staff participated in one full day session on February 12, 2024. In advance of the strategic planning workshop, Lincoln City Libraries partnered with Parlay to collect stakeholder input via in-depth interviews, employee focus groups, community conversations, and a survey with Lincoln community members. The feedback was used to inform the strategic plan and annual goals for the agency, and the results and findings from the analyses are included in separate reports.

The strategic planning session began with a series of focused conversations designed to include the perspectives of stakeholders and ground participants in the relevant context of Lincoln City Libraries. Parlay uses a modified Technology of Participation (ToP)<sup>®</sup> method of facilitation for strategic planning. This method encourages the facilitator to remain neutral and engage the participation of the entire group. The lead facilitator for this project was Beth Morrissette, CEO, supporting facilitator was Stephanie Wenz, Project Coordinator. The session included individual brainstorming, small group, and large group consensus-building activities and produced for the organization a practical vision, strategic directions, and goals to mark progress on the strategic plan. Strategic planning activities included the following:

- Understanding and synthesizing stakeholder feedback.
- Sharing recent and historical accomplishments of Lincoln City Libraries.
- Acknowledging the current reality, encompassing internal strengths and weaknesses, as well as external opportunities and challenges.
- Crafting a practical three-year vision to outline the desired elements the Lincoln City Libraries aims to have in place within three years.
- Identifying underlying barriers hindering the realization of the practical vision.
- Formulating strategic directions that address these barriers and propel the Lincoln City Library towards achieving the practical vision.
- Developing a goal-oriented strategy.
- Establishing annual goals.

**Committee**

**Library staff:**

Rebecca Aracena  
Jodene Glaesemann  
Traci Glass  
Kara Goddard  
Cally O'Brien  
Wyatt Packard  
LeeAnn Sergeant  
Kim Shelley  
Karrie Simpson  
Anthony Vo  
Ryan Wieber

**Library Board:**

Morgan Gerteisen  
Joe Shaw

**Mayor's Office:**

Amanda Barker

**Community:**

Lisa Guill, Asian Comm. Culture Center  
Zachary James, Mora James Law Office  
Jamie Reyes, Comm. on Human Rights

**Practical Vision**

**In the next three years, we will have...**

Nurtured & Supported Innovation | Intentional & Active Communication |  
Cultivated & Utilized Spaces  
Reached & Engaged More People | An Empowered & Resilient Team

**Vision:** LCL: Literacy, Community, and Lifelong learning

**Mission:** Lincoln City Libraries provides access to information, ideas, books and lifelong learning opportunities that inform, enrich and empower every individual in our diverse community.

# PRIORITIES

## Maximizing Access

**Definition:** *LCL will provide equitable access to resources, materials, and services to the community, empowering residents to learn, grow, and thrive.*

**Goal:** Enhance and expand relationships with diverse communities to grow our identity as a hub for community connections

- Objectives:**
- a. Identify groups we are not reaching and better understand current needs of the community
    - Develop targeted list of underrepresented groups by utilizing demographics, census data, Community health data
    - Develop coordinated plan for outreach to identified groups
  
  - b. Reach more people through innovative programs, services, technologies, collections, and outreach.
    - Reinstate Primetime Reading at multiple locations.
    - Develop a stronger non-English collection
    - Increase OneCard participation
    - Measure success by way of engagement, attendance, new cardholders, circulation
    - Offer notary service
  
  - c. Identify approaches to improve equity and access through enhancements to services, collections, technology, and facilities.
    - Conduct a DEI collection audit
    - Add card payment readers at circulation desks
    - Conduct an accessibility audit at each location

## Strengthening our Potential

Definition: *LCL will prioritize our team's well-being, professional development, and engagement to enhance workplace culture.*

Goal: Improve employee experience and well-being.

- Objectives:
- a. Improve internal communications, awareness, and transparency.
    - Initiate a Staff biweekly bulletin
    - Establish quarterly town hall meetings for all staff
    - Regular Admin visits to branches
  
  - b. Reassess staffing needs matched to community needs.
    - Annual management team review and work session to identify gaps of service, needs
  
  - c. Improve onboarding experience and staff development opportunities.
    - Inhouse onboarding enhancements: checklists, tours
    - Reestablish the annual staff training calendar
  
  - d. Set standards of consistency for systemwide programming.
    - Identify and create Standard Operating Procedures where needed or lacking

## Communicating our Offerings

**Definition:** *LCL will communicate inclusive, helpful, and collaborative opportunities that are available every day.*

**Goal:** Establish and maintain consistent communications for increased visibility and use of library resources.

**Objectives:** a. Develop and implement a communications plan that complements the priorities of the Strategic Plan.

- Create a marketing plan based on identified areas to increase/improve
- Assign budget for communications

b. Innovatively provide additional support for communications work

- Add new event calendar and room booking software
- Implement a patron engagement software platform
- New technology/QR codes/swag that link to website, info [*assign budget*]

c. Develop strategies at each library to create connection and engagement opportunities with surrounding neighborhoods

- Improved signage at branches
- Meet yearly with neighborhood associations
- Distribute printed Library Lineups to Cultural Centers

## Growing our Support

**Definition:** *LCL will proudly share the importance of public libraries and energize community support.*

**Goal:** Increase education and advocacy about the importance of public libraries as centers of literacy and lifelong learning.

**Objectives:**

- a. Develop patron education opportunities (e.g. tours, workshops).
  - Offer behind the scenes tours at LCL.
  - Ongoing AV presentation/display in spaces on library resources.
  - Implement a public-facing data dashboard for demonstrating library activities
  - Create a patron engagement opportunities to share upgrades needed for facilities and service.
  
- b. Research public/private funding opportunities for public libraries in partnership with the Foundation for Lincoln City Libraries.
  - Identify and increase grant funding opportunities.
  
- c. Develop board member advocacy skills.
  - Assign/require Board members to earn 5-10 CEs per year through training offered by Nebraska Library Commission, Nebraska Library Association, and United for Libraries.

**Sample of Measurables:**

Increase overall circulation by 5% yearly  
Increase library attendance by 5%  
Increase card registration by 5%  
Increase program attendance by 5%  
Increase meeting/study room usage by 5%  
Increase database usage by 10%

Target specific demographic/zip code card registration and usage