

2021-2023 STRATEGIC PLAN *at a Glance*



LIBRARY OVERVIEW

The Avalon Free Public Library serves as a hub for both year-round and seasonal communities. A significant majority of year-round residents have active library cards and use them often. Many seasonal residents also have cards and use them throughout the year, taking advantage of both traditional library services as well as remote services such as Library by Mail, online resources, and virtual programming. 94% of property owners surveyed reported they use library services either in person, online, or both. Approximately 74% of respondents are property owners who do not reside in Avalon year-round.

The Library celebrated fifteen years of service in 2020 and stakeholders and patrons often share they never could have imagined all that the Library would provide for the community. While the facility has served patrons well over the past decade and a half, it becomes more apparent every year that improvements are needed to mirror that level of service in the coming fifteen years.

PLANNING PROCESS

In December 2019 the Avalon Free Public Library began planning for a new three-year strategic plan, anticipated for 2021-2023. The Planning Committee convened to outline plans for data gathering and establish a time frame for the process. Shortly after these plans were set, the impact of the COVID-19 pandemic became clear and services were quickly shifted to remote. Planning priorities changed overnight but the Library found opportunities to gather data from the community, staff, and stakeholders as the year unfolded, including a staff SWOT (strengths, weaknesses, opportunities, and threats) analysis, comprehensive planning survey and community focus groups.

The Library's approach to strategic planning has evolved in the past three years. While the 2018-2020 plan served the organization well, staff also learned a great deal as they worked to be accountable to the plan. The experiences shared by the Staff Strategic Committee and the unique challenges of serving the community during COVID-19 illustrated the value of an agile plan for the future.

Mission

To inform, inspire, and enrich the Avalon community near and far.

Vision

A library card in every Avalon household.

Values & Culture

ACCESSIBILITY

Provide an inclusive space in the community for connection, collaboration, learning, and relaxation.

ACCOUNTABILITY

Listen to the community and work to improve whenever possible.

SERVICE

Exceed expectations to deliver responsive service.

INNOVATION

Foster an environment of creativity and foresight to deliver experiences and resources that surprise and enrich our members.

TEAMWORK

Foster a culture of collegiality and communication.

TRANSPARENCY

Be trustworthy stewards of community resources.

GOALS

Engage

Connect with the entire Avalon community, near and far.

A library isn't a library without its patrons. Staff and Trustees are committed to serving the whole community, whether a patron is across the street or across the country. Refining current practices and finding new ways to connect will serve this effort.

Enhance

Develop spaces and resources that provide exceptional on-site and digital experiences.

As the Avalon Community evolves, so must its resources. Enhancements to facilities and services will support efforts to prepare the Library and History Center as they move into the future.

Envision

Use foresight to create plans that are responsive to community needs.

The Library strives to be responsive by both providing what its users are asking for, and by anticipating resources and services they will find useful. Various approaches are taken to structure organizational planning, including committees, information gathering, and reporting tools. Making planning a priority serves both patrons and staff.

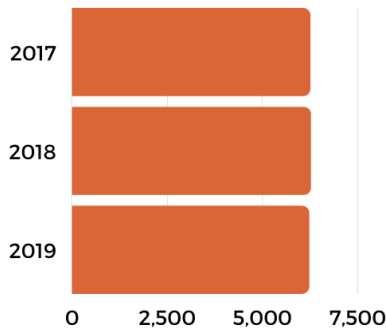


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AVALON LIBRARY BY THE NUMBERS

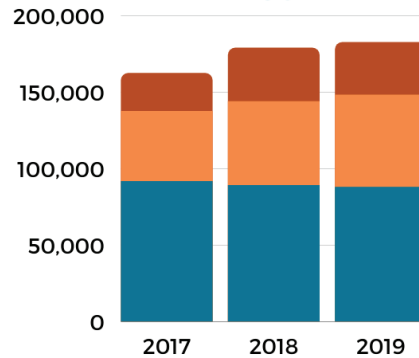
MEMBERS



The Library is fortunate to have a strong base of both resident and non-resident Library patrons. A year-end report in 2019 provided the following details:

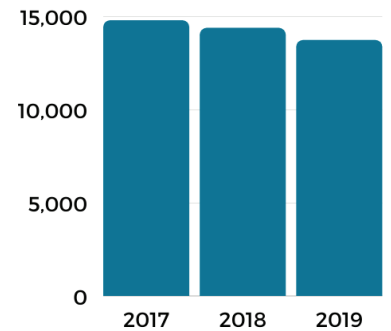
6,223 total patrons
3,656 nonresident homeowner patrons
772 resident homeowner patrons

LIBRARY USE

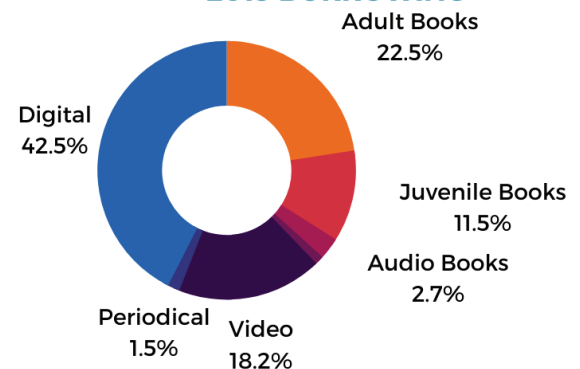


Annual evaluation of the Library door count has shown how this metric relates so directly to many other statistics, including circulation, programming, and technology use. The table above measures: library visits, website visits, and WiFi use by year.

PROGRAM ATTENDANCE



2019 BORROWING



1,323

2020 Planning Survey Respondents

94%

Percent of respondents who use the Library

74%

Respondents who own a home in Avalon but don't reside year-round

14%

Respondents who reside in Avalon year-round

60%

Respondents who use the Library's digital services



MEASURES OF SUCCESS

- 1 Even ratio of property owners to satisfied patrons.
- 2 Borrowing, program attendance, use, and community engagement increased/maintained.
- 3 Positive feedback and community satisfaction via periodic surveying.
- 4 Staff retention and positive morale.
- 5 Successful facility improvements.