



# Strategic Plan

FY2026 to 2028





## Our Mission

To Welcome, Enrich,  
Empower and Inspire

## Our Vision

To Foster Growth,  
Exploration and Knowledge

## Our Values

Authentic, Agile,  
Person-Centered



## Our Future: Strategic Focus

**1** Celebrate Neighborhoods

**2** Engage Families

**3** Prioritize Service

**4** Fortify Teams





## Planning Team Board of Trustees

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## Introduction

With the successful completion of its current strategic plan, the Lorain Public Library System began developing its next plan in July 2025. Guided by a strong commitment to community-centered service, the library invited residents to participate in a system-wide survey, ensuring that community voices played a meaningful role in shaping the priorities for the years ahead. The resulting plan centers on four core priorities: celebrating neighborhoods, engaging families, prioritizing service and fortifying teams.

The strategic plan is organized around these four goals, each supported by clear objectives and actionable steps. It provides a framework for informed decision-making, thoughtful prioritization and effective allocation of resources. Above all, the 2026–2029 strategic plan reaffirms Lorain Public Library System's dedication to its mission, vision and values—empowering the community to grow through curiosity, knowledge and discovery.

**Strategic Planning Facilitator:**  
Catherine Hakala-Ausperk,  
Libraries Thrive Consulting

## The Process

The Lorain Public Library System gathered community input through a public survey that yielded 315 responses. Library staff actively distributed the survey both online and in person during patron visits. During the same period, 42 of the library's 116 employees completed an internal questionnaire, offering their perspectives on cultivating a productive and supportive workplace.

Survey findings were shared with the Board of Trustees and the library's management team. Overall, community respondents expressed high satisfaction with the library, frequently noting the quality of staff interactions, programs, services and collections. Many highlighted the library as a valued, safe and welcoming community space. Suggestions for improvement included streamlining the program registration process, enhancing in-house collections and expanding specific offerings such as homeschooling resources, programs promoting social and community connection, varied youth program times and additional culinary literacy opportunities.

In September 2025, the Board of Trustees held a half-day retreat to interpret the survey data through a SWOTA analysis (Strengths, Weaknesses, Opportunities, Threats and Aspirations). This work was essential to shaping the new strategic goals. The Board's retreat was followed by a half-day Leadership Retreat, where leaders from across all levels of the organization worked in small groups to examine these goals through five key library perspectives: Customer, Staff, Internal Processes, Financial and Non-Financial Resources. This process produced a set of objectives designed to support and advance the strategic goals.

The themes identified through both the community and staff surveys are woven throughout the strategic plan and reinforced by objectives and action steps that position the Lorain Public Library System for its next phase of growth and service to the community. A Strategy Committee composed of staff from all levels will help shepherd the plan over the next three years, ensuring the objectives remain aligned with community needs and organizational priorities.





# 1 Celebrate Neighborhoods



Strategic Plan FY2026 to 2028

## **NURTURE**

partnerships with  
small, local  
organizations and  
businesses.

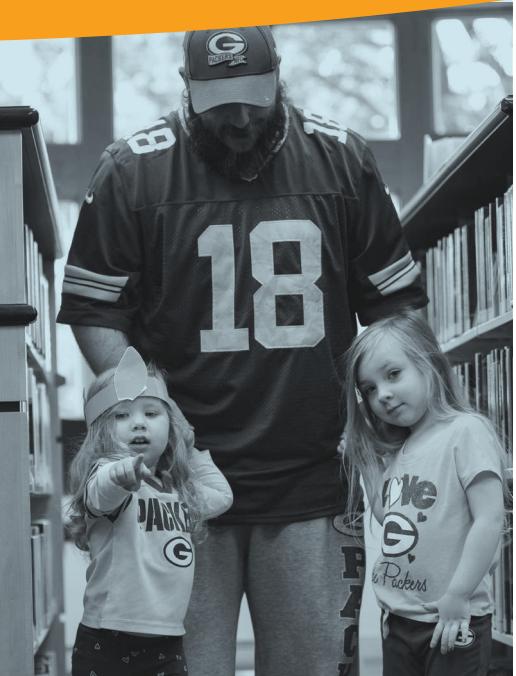
**USE DATA** and  
community insights  
to guide services.

**CELEBRATE** local  
culture, heritage  
and interests.





# 2 Engage Families



Strategic Plan FY2026 to 2028

Strategic Plan FY2023 to 2025

**SUPPORT**  
all models  
of learning.

**CREATE**  
opportunities  
for community  
connection.



# 3

## Prioritize Service



**FOSTER GROWTH**,  
operational excellence  
and exceptional  
service.

**UPHOLD** effective  
policies and service  
standards.

**ENHANCE**  
organizational  
effectiveness through  
strong partnerships.

**DEMONSTRATE**  
library value and  
impact.





# 4

## Fortify Teams



**STRENGTHEN**  
communication and  
collaboration.

**ENHANCE**,  
recognize and share  
staff expertise, skills  
and achievements  
across the  
organization.

**CHAMPION**  
employee growth,  
development and  
satisfaction.





### **MAIN LIBRARY**

351 W. Sixth Street • Lorain, OH 44052  
440-244-1192

### **AVON BRANCH**

37485 Harvest Drive • Avon, OH 44011  
440-934-4743

### **COLUMBIA BRANCH**

13824 W. River Road North  
Columbia Station, OH 44028  
440-236-8751

### **DOMONKAS BRANCH**

4125 E. Lake Road • Sheffield Lake, OH 44054  
440-949-7410

### **NORTH RIDGEVILLE BRANCH**

35700 Bainbridge Road  
North Ridgeville, OH 44039  
440-327-8326

### **SOUTH LORAIN BRANCH**

2121 Homewood Drive • Lorain, OH 44055  
440-277-5672

