



LICKING
COUNTY
LIBRARY

Moving Forward

Strategic Plan 2025—2028



Mission

To enrich lives and communities through universal access to knowledge, lifelong learning, literacy and cultural experiences.

Desired Future State

- Licking County community members having greater awareness of what LCL does and offers, increased access to LCL resources and programs, and improved literacy.
- LCL has a clear and compelling brand identity and provides high-quality facilities, customer service, and resources. LCL's engagement efforts are intentional and resonate with community members.
- The work of the Library is supported by mission-driven and knowledgeable employees and a sustainable development plan that increases funds through a mix of public and private dollars.

From Our Executive Director

Licking County Library has been an integral part of our communities from the moment we opened our doors in 1908. Over the next 117 years, the Library would continually reinvent itself in response to sweeping societal changes, technological advancements, and economic trends. Yet, with every pivot, life-long learning remained central to our identity and remains so today.

Early in the 2025-28 strategic planning process, our leadership team learned a sobering statistic—only 32% of Licking County preschoolers are ready for kindergarten. This fact alone shaped our conversations and resulted in a vision that returns us to our roots—literacy. Not only do we know that proficiency in reading, writing, and critical thinking is the bedrock of healthy and thriving communities, we recognize that the Library, in its agency, is uniquely positioned to address the growing literacy crisis head-on. As the “reading experts,” we are mandated to provide unfettered access to resources and experiences that ensure every individual has the opportunity to reach their fullest potential.

For the next three years, our strategic plan will guide these future efforts and reaffirm our commitment to literacy as we work with intent to expand and diversify collections; infuse programming with educational purpose and measurable outcomes; create welcoming facilities that encourage exploration and engagement; identify new partnership opportunities; and cultivate a passionate and knowledgeable work force. As the Library moves confidently forward, success is incumbent on all of us. We invite the community to partner with us in bringing this plan to life, and we thank you for your continued support of Licking County Library!

- Julia Walden
Executive Director



Strategic Priorities



Advancing Awareness and Patronage

- Create a brand identity.
- Understand who our patrons are.
- Establish community engagement plan.
- Establish network of LCL ambassadors.
- Staff and key partners have up-to-date knowledge of LCL services, resources, programs.



Programming with Intention

- Every program follows LCL's structure and has clear, stated objectives aligned to LCL's strategic priorities and mission.
- Increase number of staff with expert skills and knowledge in curriculum/program design.
- Identify and establish purposeful partnerships that fill strategic gaps in services/expertise.
- LCL marketing and program design are responsive to each other and are aligned to reach patrons.



Workplace Culture

- Establish an organizational chart and systems that supports a high-performing workplace culture.
- Open feedback loops between staff and leadership, staff and supervisors.
- Effective communication strategies between departments and branches.
- Cultivate and maintain a culture of ongoing professional development and peer learning.



Financial Sustainability and Diversification

- Increase grant dollars won.
- Increase endowment.
- LCL funding allocations support strategic priorities.



Optimizing Facilities

- Establish facilities advancement and maintenance plan for each location.
- Expand hours.
- LCL spaces are known for their welcoming environment, clean, convenient, and useful.
- Consciousness stewardship - balance environmental footprint with financial stewardship.

Our Values



Community

We work together for the success of others, celebrating our unique and collective values.



Universal Access

We level the playing field ensuring everyone has an opportunity to participate and thrive.



Customer Service

We act in service of others while providing solutions and support.



Learning and Literacy

We make learning through doing possible and unique to each individual.



Stewardship

We use resources and time responsibly to help those who need it, being mindful of the past, present and future.



Integrity

We acknowledge our part in the Big Picture and show up for others.



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