

# West Chester Public Library Strategic Plan 2020-2023

## Mission Statement

West Chester Public Library provides all community members equal access to information, ideas, and knowledge through books, programs, and other resources to support lifelong learning.

## Community Engagement

### Objectives:

- Expand community partnerships
- Engage diverse segments of the community

### Initiatives and Measures:

1. Collaborate with the West Chester Area School District and private/charter/parochial schools within the WCPL service area and attempt to establish more outreach to elementary school teachers and secondary English teachers.

*Measure: Increase Summer Reading Participation by 5% annually.*

2. Grow / expand early literacy outreach.

*Measure: Partner with two additional organizations annually.*

3. Create "Library Embassy" Network with ambassadors from community partners.

*Measures: Establish signed agreements with 6 members of a Library Embassy network.*

*Provide quarterly event and program updates to Library Embassy member via email.*

## Customer Value & Experience

### Objectives:

- Provide customer value by offering exceptional library services to the public
- Continue to provide and expand programming
- Provide access to state-of-the-art technologies
- Provide a comfortable, well-maintained, and welcoming library environment

### Initiatives and Measures:

1. Ensure that service is welcoming and friendly, improving customer experience and interactions with staff.

*Measures: Track staff attendance at annual technology skills and customer interaction training sessions attended by library staff.*

*Review customer service comments from on-line surveys and comment box annually with goal of 80% positive responses.*

2. Update website to improve user-friendly navigation.

*Measure: An increase of on-line interactions and positive customer comments after website update.*

3. Establish a plan to explore other parking options.

*Measure: Establish an ad hoc committee on parking.*

4. Utilize social media and library newsletter to learn more from users with regular survey questions.

*Measure: Establish overall plan for surveys and track survey response rate quarterly.*

5. Engage services of a space consultant.

*Measure: Identify issues to be addressed by a space consultant by June 2020 and make final decision about utilizing these services by December 2021.*

6. Work internally and with CCLS to keep technologies updated.

*Measure: Annual review by staff with update to Board.*

## **Knowledge & Inspiration**

### **Objectives:**

- Continue to acquire and curate library materials
- Commit to building digital literacy skills for library users and staff
- Continue to support and / or develop programs that offer cultural and educational content

### **Initiatives:**

1. Encourage expanded use of library materials.

*Measure: Increase circulation turnover rate to 4 by December 2021.*

2. Establish technological training capabilities for customers at WCPL on a scheduled basis.

*Measures: All staff receive annual technology training.*

*Scheduled sessions for customer training sessions are established by December 2020.*

3. Establish joint board/staff/volunteer committee to assess WCPL's current programming to expand and diversify offerings and create evaluation criteria to measure program success.

*Measure: Establish an ad hoc committee by December 2020.*

## **Capacity Building**

### **Objectives:**

- Maintain a financially sustainable business model
- Engage in continual development of human capacity including board leadership, paid and volunteer staff, and overall governance of the library
- Increase public awareness of the library's services

### **Initiatives:**

1. Expand on the fundraising and development efforts of the library.  
*Measures: The Personnel and Finance Committees will determine the feasibility of making the Development Manager position full-time during the 2020 budget process. Increase net income from fundraising 5% annually. Determine the feasibility of another major fundraising initiative (\$10,000.00 or more) by 2021.*
2. Build financial reserves for future needs.  
*Measure: The Finance Committee will submit a reserve plan with goals and measures to the Board by June 2020.*
3. Identify a volunteer coordinator to assist in establishing a robust volunteer program.  
*Measure: The Personnel Committee and Director will establish a framework for the position and program by December 2020, and the Director will identify a volunteer coordinator by June 2021.*
4. Establish a library marketing plan that includes brand awareness.  
*Measures: Create a marketing plan by December 2020 including style / logo guide and measures for tracking growth of media outreach / development efforts (e.g., social media engagement, reach, following, etc.). Have website update completed by June 2020.*