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.