

THE WEST CHESTER PUBLIC LIBRARY

2015-2020 STRATEGIC PLAN

Introduction:

After three months of constructive meetings with staff and board members, the West Chester Public Library Board of Trustees has adopted the attached document as the 2015-2020 STRATEGIC PLAN for the library.

We have drawn heavily on the strategic planning process undertaken by the Chester County Library System during 2014 for the years 2014-2017. That CCLS Strategic Plan 2014-2017 defined five strategic goals that became the foundation of the West Chester Public Library's strategic planning process. After review and analysis, the WCPL Board has combined those goals into four broad focus areas: (1) knowledge and inspiration, (2) community engagement, (3) customer value and experience, and (4) sustainability.

The board will review quarterly one of the four sections of the plan so that each section is reviewed at least annually. Revisions will be considered and new success measurements will be added as needed. The Board therefore views the present WCPL Strategic Plan as a working document that may be modified over time. Future Boards and the staff of the WCPL will use this as blueprint for operations and planning.

THE WEST CHESTER PUBLIC LIBRARY

2015-2018 STRATEGIC PLAN

MISSION:

West Chester Public Library is a destination for connection, collaboration and enrichment through knowledge and community engagement.

THE PLAN IS BUILT AROUND THESE FOUR FOCUS AREAS:

- **1. KNOWLEDGE AND INSPIRATION**

Ensure the West Chester Public Library is a center of knowledge and inspiration that provides meaningful and relevant opportunities to read, learn, and create.

- **2. COMMUNITY ENGAGEMENT**

Position the West Chester Public Library as a hub for community engagement and transformation.

- **3. CUSTOMER VALUE AND EXPERIENCE**

Deliver exceptional value and experiences to library users, donors, volunteers, community partners, and the public, ensuring online and physical access to library services and materials to all of these groups.

- **4. SUSTAINABILITY**

Build the capacity of the West Chester Public Library to ensure its long term sustainability.

1. Providing knowledge and inspiration for our community

Objectives:

1. Acquire and curate informational and cultural content in accordance with evolving usage trends.
2. Commit to building digital literacy skills for library users and staff.
3. Continue to support and/or develop programs that offer cultural and educational content to all age groups.

Initiatives:

1. Customize the collection for our readership by continuing to study usage statistics and trends.
2. Optimize the use of display and shelf space throughout the building, with early emphasis on the main floor entrance and front desk area
3. Achieve a minimum of 12% of annual budget devoted to new materials acquisition
4. Establish one or more technology volunteer positions to help users on a scheduled basis
5. Take advantage of CCLS-provided staff training delivered at WCPL where feasible.
6. Produce proposal (for board consideration) to establish computer training capability in WCPL on a scheduled basis; this may include funding of a computer lab, equipment and classes and/or tutoring capabilities
7. Establish joint board/staff/volunteer committee to study WCPL's programming. This group should (1) make an objective assessment of current programming, (2) generate new ideas and options for programs, based on surveys of users and/or research of other libraries, and (3) create one or more assessment criteria to measure program success

Measures:

1. Circulation should stay steady or grow.
2. Turnover metric should increase from approximately 3.0 to 3.5 by EOY 2016 and to 4.0 by EOY 2018 (turnover is the ratio of annual checkouts to collection size).
3. Adherence to the committed remediation plan to reach a minimum of 12% of total expenditures for materials by 2017.
4. Have a technology volunteer in place to assist users per set schedule by EOY 2015; reevaluate in 2016 for further expansion.
5. All staff to receive further technology training in 2015 and annually thereafter.

2. Community engagement

Objectives:

1. Expand community partnerships.
2. Engage diverse segments of the community that haven't been properly connected with in the past.
3. Strengthen volunteer corps and implement volunteer management procedures.

Initiatives:

1. Establish a Library Marketing Plan, with consideration of such ideas as (a) a banner at the WC Growers market, (b) "Have You Been to the Library Lately" packets, (c) evaluation of building signage, (d) "New Neighbor" bags, etc.
2. Collaborate with the West Chester Area School District and attempt to establish more ties with all the elementary school teachers as well as the English teachers in the middle and high schools.
3. Re-establish the teen advisory board.
4. Increase the Library's weekly service hours.
5. Continue to expand our offering of programs, and try to bring new diverse programs that would appeal to our underserved populations.
6. Establish a robust volunteer program.

Measures:

1. Maintain total number of cardholders base at 11,000 or above.
2. Increase program attendance by 2% per year through 2020.
3. Increase service hours by two hours per week by EOY 2016; increase by additional three hours per week by EOY 2018.
4. Marketing Plan established by EOY 2016 with measurements.
5. Teen Advisory Board in place by EOY 2015.
6. Assign volunteer coordinator by 2016.
7. Establish written library services volunteer guide by 2017.

3. Customer (user) value and experience

Objectives:

1. Provide value by offering exceptional services to the public.
2. Continue to provide and expand popular and appropriate programming.
3. Provide value by ensuring state of the art technologies.
4. Provide a comfortable and well-maintained library environment.

Initiatives:

1. Provide value by hiring and retaining talented personnel.
2. Establish procedures to evaluate input from users regarding library staff and services.
3. Aspire to offer a level of service that is both friendly and competent.
4. Optimize the technology offered by the CCLS, while maintaining a robust technology model and an adequate footprint within the physical space of the library.
5. Continue to expand on line library services.
6. Ensure that the WCPL has staff to help patrons with technology issues
7. Ensure that facilities are maintained and optimized.

Measures:

1. Perform an annual skills assessment of the library staff.
2. Establish a user survey methodology by EOY 2015 and review results by 7/1/2016.
3. Adopt a target hourly wage rate by 2017 and move gradually to that target.
4. Identify issues to be addressed by "space consultant" by EOY 2017; complete review by the space consultant by EOY 2018.
5. Establish a building committee by EOY 2015, with quarterly updates to the board thereafter.
6. Create capital maintenance and improvement plan.
7. Evaluate at least annually additional technology opportunities available through CCLS which may be suitable for WCPL.

4. Sustainability

Objectives:

1. Achieve greater financial stability while maintaining and increasing services to community.
2. Increase fundraising capability.
3. Engage in continual board development.

Initiatives:

1. Establish comprehensive development plan.
2. Establish a Library Friends group.
3. Reduce debt burden.
4. Educate staff and volunteers about library funding and development.

Measures:

1. Balance budget by 2016 and annually thereafter.
2. Establish a 3 month operating reserve by 2020.
3. Beginning in 2018, establish a capital reserve by setting aside 2% of the amount of income of all non-governmental and non-grant income.
4. Define board member expectations.
5. Achieve full board complement by EOY 2015.
6. Establish board self-evaluation process by EOY 2015.
7. Inaugurate a planned giving program by 2016.
8. Evaluate potential for preservation/capital campaign by EOY 2016.
9. Conduct at least annual education sessions for staff, volunteer and committee members on funding and development.
10. Establish four fund-raising initiatives per year starting in 2016.
11. Increase annual appeal revenue for 2015 to a minimum level of \$50,000 (25% increase over 2013 level) and increase 10% annually thereafter.