#### BOSLER MEMORIAL LIBRARY LONG RANGE PLAN 2008 – 2013

#### **Mission Statement**

Bosler Memorial Library meets our public's need for information, education, entertainment and culture

through the broadest, most progressive delivery of materials, services and programming.

#### **Vision Statement**

The staff, the Trustees, the Friends' Board and volunteers of Bosler Memorial Library envisions a future where all individuals and families are eager and engaged lifelong learners. We support this through:

- < Outstanding customer service
- < High quality staff at levels that reflect the library's impressive level of use and mirror staffing allocations found in excellent libraries nationally.
- < Library collections that are broad in scope and depth and in a myriad of formats and that encompass the range of human thought and expression and meet the needs and expectations of an increasingly diverse clientele.
- < Widespread incorporation of new and emerging information technologies as an integral component of overall service.
- Convenient, inviting and state-of-the-art facilities that meet the growing expectations of users for adaptability to new technologies, separate areas for children as well as young adults, quiet spaces for study and research, and designated space for meetings and programs.
- < A wide range of educational and cultural programming.
- < Active involvement in the community.

#### Values Statement

Bosler Memorial Library staff, Trustees, the Friends' Board and volunteers is committed to the following values:

< Open Access:

The Library values free, open, unrestricted access to its collection and services. We are committed to providing our customers with the information and materials they wish to explore in a prompt, friendly and non-judgmental manner.

< Customer Focus:

The Library values all customers and is responsive to their service needs. The customer's input and opinion is welcomed in all initiatives and undertakings. We consider the impact on the customer in all decisions.

< Excellence:

The Library values excellence, individually and collectively. We offer quality service to all customers by displaying a positive attitude, valuing the diversity of people and perspectives, and expecting integrity and competence in our personal and professional actions. We strive to earn the trust and confidence of all customers.

< Growth and Innovation:

The Library values continuous learning and innovation in the pursuit of excellence. We respond to present situations and anticipate future needs.

#### < Good Stewardship:

The Library values responsible stewardship of all resources with which we have been entrusted. We are accountable for ensuring the proper use of public funds. We take seriously our responsibility to maximize the efficiency of staff time and talent making the best use of all of our resources in the delivery of quality library services.

The Bosler Memorial Library shall encourage public, political, professional and business support of the value and use of public libraries.

Objective	Strategy	Action
Marketing		
1 Develop a marketing plan to promote library services and programs strategically and effectively	Participate in CCLS training focused on both internal and external marketing strategies	
	Increase staff awareness of the importance of marketing public services	
	Generate more staff support for in-library marketing initiatives	
	Revise printed materials that promote library programs, services and needs	Create a library information packet to introduce library services using CCLS marketing templates
		Create and promote a speakers bureau to organizations, service and civic clubs
Continue professional community networking to build and maintain relationships within the public arena, professional and business communities	Establish relationships with community groups and leaders	Develop a broad comprehensive survey for users and non-users
3 Develop a publicity program to promote, increase knowledge of and use of library services and programs offered to the public, the business and corporate sector, and community organizations	Create a communications plan, and a review process for internal and external departmental communications	
	Utilize library's web page for promotion of programs and services	Expand Bosler web page linked to the CCLS web page
	Maintain the online calendar that is accessible to management staff throughout the library	
Community outreach		
4		

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Objective	Strategy	Action
Promote the library throughout the community utilizing Trustees and Friends Board members	Create Speakers Bureau of Trustees, Friends, library staff and volunteers	Participate in the CCLS creation of a presentation on the role of public libraries
		Develop talking points
		Personalize Bosler message for speaking engagements
		Prepare a library annual report for municipal, county and state, school officials and other key community leaders
		Develop an annual event (i.e. breakfast, luncheon, etc) for local elected officials and community leaders
		Establish annual visits or contacts with municipal officials and school boards
<b>Board Recruitment and Mana</b>	gement	
Develop leadership through participation in CCLS trustee orientation and board development that positions the library to attract qualified, committed individuals who can interpret their communities' needs		Create a profile and needs assessment regarding the board skills needed in future years
		Develop a succession plan for officers
		Develop a "Getting Involved" link on the web page for potential Library and Friends board members
		Create a Trustee application that includes resume and biographical information
		Establish an interview process for board candidates
		Include Trustees' biography in the

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Objective	Strategy	Action
		"About Us" section of the web page
		Review the Commitment to Serve statement annually
		Encourage trustees to use the resources of the PA Library Association and PA Citizens for Better Libraries
6 Measure and evaluate board operating procedures and practices		Annually review bylaws, board policies and procedures and recommend changes as needed
		Review the mission and vision statement and the long range plan in January and July and recommend changes as needed
		Assemble all board policies into a policy manual
		Examine board policy manuals and best practices from other organizations
Board and CCLS		
Participate with other CCLS representatives in identifying, planning and implementing new services delivery and management methods		Attend system wide Trustees meeting or workshops
		Participate in special interest groups addressing common issues or problems
8 Communicate with Trustees, Friends Board and library staff the mission, core activities, goals and decisions of the local and system boards		Library and System board meeting summaries will be shared with trustees and staff
		Submit board meeting minutes, agendas and reports to System Director

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		System director will attend one Bosler board meeting annually and participate in local Trustee orientation
Board and Friends		
Communicate with Trustees, Friends Board and library staff the mission, core activities, goals and decisions of the local and system boards	Encourage and support growth of the Friends of the Library through regular interaction of the Trustees and the Friends Board	Invite Friends Board to attend board meetings and serve on ad hoc committees to maintain and increase awareness of library needs
	Coordinate the activities of the Board Development Committee and the Friends' Fundraising Committee	Recommend a Development Committee representative serve as liaison to the Friends board
		Contribute library information to the web page to support the Friends endeavors that ultimately support the Bosler Library
		Contribute articles to the Friends quarterly joint library/Friends newsletter

### **Library Services**

Objective	Strategy	Action
<b>Promotion of Library Services</b>		
Allocate resources to provide quality library services to our core constituencies – established library users, families with children, and older adults:	Build coalitions with community agencies and organizations	Establish calendar of visits to municipalities and service clubs
<ul> <li>Informational services</li> <li>Pre-school and school age educational services</li> <li>Popular reading and other</li> </ul>		

## **Library Services**

Objective	Strategy	Action
<ul><li>media materials services</li><li>Lifelong adult and children's programming</li></ul>		
		Develop talk on value of library for business and community
	Intensify efforts to reach children and teens through closer cooperation with area schools	Generate library statistics and stories
		Give annual presentations at Carlisle and South Middleton School Board meetings
	Participate in the CCLS policy review team to regularly evaluate, develop and implement consistent, customer-friendly policies and procedures	Appoint staff to participate in the development of new or revised countywide policies
	Continue participation in United Way's Success by Six program	
	Provide information through online, phone, email, in-person, or mail service	Promote reference service for adults and children via email
Work with CCLS to continue to provide local and remote access to library holdings, personal library records, Internet services and subscription databases for community residents	Participate in CCLS committees to evaluate subscription database use and patrons' needs for existing or new services	
	Participate in the CCLS Technical Services Advisory Team to implement ways the public catalog may be enhanced for improved public access	
	Participate in redefining the responsibilities of Reference Resource Centers	Explore new roles for the centers that address needs set forth in the CCLS strategic plan

### **Library Services**

Objective	Strategy	Action
	Provide library services and activities through the library's web page	Develop an online teen information clearinghouse for area events on library web page
	Provide cost-effective library services that are responsive to user needs	
Collection Development		
Establish a collection development plan to improve selection of materials for adults, teens and children Identify and implement processes which facilitate faster selection and acquisition of materials in formats that meet the library user's needs and demands	Use CCLS Reference Resource Center funds to enhance the collection	Establish a Collection Development position
	Review and weed the collection on a continuing basis to assure currency	Develop weeding calendar
	Add or expand collection formats as needed	
	Target a specific collection each year for enhancement	Purchase materials listed on area school districts' "Recommended Reading Lists"
		Work with school librarians for big assignment alerts
New Technologies	I	
13 Make the core technology work effectively, easily and intuitively to reduce patron and staff frustration	Continue to utilize new technologies to provide users with the most current information in the shortest amount of time	Participate in the "CCLS Futures Team" to spot social, economic, and technological trends
14 Acquire new technology based on its ability to support our public service goals		Establish a standing board agenda item to discuss social, economic, and technology trends
		Continue participation in CCLS committees to plan, budget and obtain adequate funding for

### **Library Services**

Objective	Strategy	Action
		capital and operating costs of hardware, software, data communications, and technology training
<b>Library Services and Programs</b>	,	,
Offer a variety of adult, teen and children's enrichment programs	Reconfigure the Computer Lab to be a resource tool for users of all ages	
	Maintain Gates Foundation grant opportunities and accountability	
	Sustain efforts to connect older adults with new technology	Use community members as teaching resources
		Offer seasonal programs/classes to children and young adults
	Identify, develop and promote additional services or programs that answer community needs	Hire a part-time adult programmer
		Explore the feasibility of adding a monthly volunteer delivery service to area daycare centers
		Implement a Passport Service Center

### **Human Resources**

The Bosler Memorial Library shall recruit and retain professional librarians, support personnel and volunteers who are dedicated to providing service that meet the needs of library users.

Objective	Strategy	Action
Staff recruitment		
16 Determine levels of staff needed to meet service demands and translate into actual costs	Analyze staff structure to assure adequate staff level for existing and new programs being considered	Develop standard statistical analysis
	Evaluate the need for additional staff in Children's Services, programming, marketing and fund development	
17 Enhance recruitment of quality staff	Update the classification plan and salary scale to become regionally competitive	Investigate salary scales of comparable libraries
	Develop a menu of benefit alternatives for library staff	Investigate benefits of comparable libraries
	Evaluate positions as vacancies occur	Evaluate and analyze positions for potential realignment or job sharing
	Attract librarians new to the field to keep abreast on new trends in information services	Utilize online technology to advertise positions
	Encourage Administrative staff to adopt business strategies and procedures to keep library current	Offer continuing education opportunities via PANO, Palinet and Commonwealth Libraries
Customer Service Philosophy		
18 Strive for efficiency, functionality and effectiveness with a focus on	Identify service values that drive all customer interactions and aid	Identify customer service values

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a customer service philosophy	in the annual evaluation process for staff	
	Develop a customer services core competencies list based on our values	Identify core competencies required of staff
		Implement CCLS customer services training outlines and methods
		Conduct annual evaluations using the core competencies list as a guideline
		Provide 5 minute training sessions during monthly staff meetings
	Enhance new staff orientation with additional training materials	Update the circulation procedures manual
		Provide in-depth and ongoing training on Horizon, POWER Library and other online database subscriptions
		Attend annual CCLS staff institutes
	Offer continuing education opportunities so that staff is able to meet the Commonwealth Libraries' annual requirements	Attend system wide staff meeting/workshops
Volunteer Recruitment		
19 Identify and implement methods and activities to attract, retain and train volunteers for in-house, Friends and Board activities	Identify volunteer activities to market to groups and organizations	Develop list of volunteer jobs
		Develop job descriptions for volunteer positions
		Create a volunteer recruitment flyer
	Develop an orientation manual	

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	for staff, Trustees and Friends	
	Conduct regular orientations and on-going training to assist	
	library staff, volunteers and	
	trustees to learn about Bosler	
	and CCLS programs and services	
		Advertise via community volunteer postings (print and online) at United Way, Carlisle Barracks, Senior Centers, etc
		Provide training and evaluation for volunteers
	Evaluate Board of Trustees committee structure for identified needs	Develop ad hoc committees at Board level for short-term needs
	Recognize the value of volunteers	Grow and encourage volunteers to a higher level volunteerism and move to financial support
		Include Director and Development Coordinator in volunteer orientation
		Analyze and identify volunteers from library's Annual Appeal and Friends' membership databases
	Calculate number and monetary value of an individual's service hours	Appropriate appreciation expressed to volunteers via award, annual party, etc
	Explore methods for volunteer recognition in addition to the annual volunteer luncheon	Develop a quarterly volunteer recognition column for newspaper

# Properties, Facilities and Equipment

The Bosler Memorial Library shall provide a building that is well – maintained, safe and adequate for the needs of the community.

Objective	Strategy	Action
20 Provide a safe environment for library patrons and staff:	Revise as necessary the Emergency Evacuation Manual	
	Provide training for all new staff and regular reviews for existing staff	
	Conduct regular emergency evacuation drills while the building is open to the public	
	Maintain OSHA building safety standards as appropriate	
	Develop a Disaster Preparedness Plan for collection damage for water/mold	
	Conduct annual building inspection tour of complete facility to determine if repairs are needed	

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Objective	Strategy	Action
21		
Provide a facility that is capable of supporting existing and future library programs and services	Analyze space requirements for expansion of existing programs	
	Analyze space requirements for future programs	
22 Regularly evaluate existing facilities	Develop a schedule for the	Conduct a fundraising foosibility
for needed or possible renovation and expansion	anticipated expansion project and capital campaign	Conduct a fundraising feasibility study
	Conduct an inventory of all furniture and equipment in a digital format and hardcopy list for insurance purposes	
	Continue leasing #29 S West Street as rental property	

## **Funding and Resource Development**

The Bosler Memorial Library shall maximize the library's public and private sources of financial support.

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Objective	Strategy	Action
Create a fundraising capability to augment funding to meet current and future needs	Create a Board of Trustees' Development Committee composed of members from the Board of Trustees and the Friends of the Library Board	
	Coordinate the activities of the Board Development Committee and the Friends' Fundraising Committee	Recommend a Development Committee representative serve as liaison to the Friends board Review annually Library's
		Development policy
		Oversee the development plan, create a calendar
		Conduct a "Five Minute" development training session for monthly board and staff meetings
	Develop the community's understanding between the Library's and the Friends' fundraising efforts	
	Comply with accounting and privacy standards for donations	Provide in-library access to donor software ensure confidentiality of donor information
Explore opportunities for collaboration or support within the community corporate and local business sector	Target corporate sponsorship for designated library programs or services	
25 Research and identify new funding sources to develop a multi-year fund-raising plan	Coordinate library fundraising efforts with the Friends of the Library's activities	
	Target grants from private foundations or government	Offer continuing education opportunities on grant writing
	Expand online capability through the web page to offer e-commerce	
26 Create a development plan, conduct successful annual	Provide fundraising training for staff and trustees	Collaborate at the system level to share successful development

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Objective	Strategy	Action
giving campaigns, secure major gifts and maximize estate planning opportunities by training staff and trustees		strategies
	Adopt a strategic approach to development	
	Launch successful annual giving or capital campaign	
27 Train library staff and Friends in the use of the new development software	Conduct fundraising campaigns by using development software	
28 Secure corporate underwriting for projects	Develop a strategic plan that supports program or service initiatives and obtains additional funds from new sources	Research private and public sector foundations
29 Conduct a Capital Campaign to expand library building		
Friends		
Provide guidance and resources to assist and support the Friends in activities pertaining to the expansion project		Coordinate the library's annual giving campaign with Friends of the Library activities
Volunteers		
	Recognize the value of volunteers	Grow and encourage volunteers to a higher level volunteerism and move to financial support
		Include Director and Development Coordinator in the orientation of volunteers
		Analyze and identify volunteers from library's Annual Appeal and Friends' membership databases
	Calculate number and monetary value of an individual's service hours	Express appreciation to volunteers via award, annual

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		party, etc.

### **Financial Management**

The Bosler Memorial Library shall make the most effective use of public and private funds and be accountable at all levels to tits mission, vision, values and goals.

Objective	Strategy	Action
31 Determine the library's long-range library service needs and obtain the level of support required to meet those needs from local, county and state.	Develop long-range financial projections for library service needs in cooperation with the other Board committees.	
	Develop a financial contingency plan for cuts in governmental funding.	Evaluate library services, staffing levels, and hours of operation.
	Communicate and request appropriate support from local, county and state government and agencies.	Make annual presentations at local municipalities and school board meetings.
	Review monthly financial needs and existing funding sources.	Keep expenditures at or below budgeted amounts.
	Review Investment Policy annually.	
	Review and investigate services and pricing for Auditors, Banking and Investments and Insurance carriers on a rotating annual basis.	

32	
Educate board and staff in	
analyzing expenditures and usage	
statistics for library programs and	
services for effectiveness, efficiency	
and fundraising.	