

**Strategic Plan
Bosler Memorial Library
Carlisle, PA
2019 – 2023**

Enacted: December 20, 2018

Bosler Memorial Library Strategic Plan Goals 2019-2023

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BOSLER MEMORIAL LIBRARY

Strategic Plan

2019 - 2023

Mission Statement

Empowering Lifelong Learning.

Vision Statement

The staff, Board of Directors, Friends' Board and volunteers envision a future where all individuals and families are eager and engaged lifelong learners. We support this through:

- Outstanding customer service
- High quality staff 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 patrons for adaptability to new technologies, and which include 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, Board of Directors, Friends' Board and volunteers are 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 in a prompt, friendly and non-judgmental manner, the information and materials they wish to explore.
- 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 by making the best use of all of our resources in the delivery of quality library services.

GOAL 1:

The Library is responsibly and strategically governed by an informed and engaged Board of Directors

Key Areas: Board Recruitment, Development and Stewardship

Guiding Principle: The Bosler Memorial Library shall be governed by an informed, engaged and diverse Board consisting of committed and involved Directors.

Objective 1: Board Recruitment

1. Strategically engage potential board members based on identified needs within the Board makeup.
2. Ensure that all potential Board members are aware of Board commitment and requirements as well as having an understanding of the institution, its mission, values, goals and operations.

Objective 2: Board Development

1. Provide new Board Directors with an orientation which includes information related to their role and responsibilities as Directors.
2. Institute Board development strategy that provides Directors with current best practices.

Objective 3: Stewardship

1. Routinely evaluate Board operating procedures and practices.
2. Provide information on new State Library Code, including new regulations and policies as they evolve.
3. Develop and implement the five-year strategic plan.
4. Review the mission and vision statement every five years during the Strategic Plan evolutionary process.
5. Maintain a consistent and accessible method for Directors to access and understand Board policies.

GOAL 2:

The Library exercises sound and prudent financial practices that include fiscal and fiduciary responsibility

Key Areas: Budget, Investments, development and grant writing

Guiding Principle: The Bosler Memorial Library shall engage in sound fiscal practices for prudent revenue generation and financial management of funds and assets.

Objective 1: Budget

1. Exercise fiscal responsibility in the development and implementation of the annual operating budget.
2. Maintain and evaluate levels of the reserve funds to ensure a sound financial position that is protected from immediate or short-term funding shortfalls.
3. Create long-range financial projections (five-year plan).
4. Continue seeking support from local, county and state government and agencies.
5. Maintain and refine the quote-and-bid process for all contracted services including auditing, investments, retirement and insurance.
6. Continue to develop the role of key staff in developing and analyzing the Library budget and empower them to steward expenditures for Library services for effectiveness and efficiency.

Objective 2: Investments

1. Consistently adhere to the policy for the stewardship of Library investments.
2. Continually look for strategies, including the possibility of an endowment campaign, to stabilize and grow the Library's endowment fund.

Objective 3: Development

1. Annually review the Library's development policy.
2. Maintain an annual development plan to ensure a consistent and coordinated approach to fundraising and development activities.
3. Work with the Friends of Bosler.
4. Collaborate with the corporate sector for opportunities to generate financial support.
5. Foster donor relationships as a means to leverage ongoing financial support from donors.
6. Continually assess success of fundraising and development methods and adapt or cease methods that are not effective.
7. Explore new and diversified fundraising opportunities including special programs, events, and methods for leveraging support.
8. Continue to explore new methods for successfully running the annual fund drive.

Objective 4: Grant Writing

1. Seek grants that advance the mission of the Library and provide funds in a cost-effective manner.
2. Develop a schedule of grant applications.
3. Ensure that all appropriate recognition is given to grantors to ensure future opportunities.
4. Practice sound stewardship in all aspects of grants including timely implementation, adherence to all aspects of grant requirements, and thorough and accurate reporting.

Objective 5: Contracted Services and other funding opportunities

1. Seek out opportunities for sub-contracting and other partnership opportunities that meet both the Library mission and provide for additional funding streams.
2. Explore and implement added-value services that generate additional revenue for the Library.

GOAL 3:

The Library facility is a desired destination for the community

Key Areas: Safety, security, disaster planning and buildings & grounds

Guiding Principle: The Bosler Memorial Library shall maintain a facility that is safe, secure, attractive, clean and well maintained.

Objective 1: Provide a safe environment for Library patrons and staff.

1. Implement safety and security practices that address all aspects of safety for staff and public.
2. Maintain OSHA building safety standards as appropriate.
3. Maintain Worker's Compensation standards.
4. Maintain MSDS data sheets for all chemicals used in the library.
5. Investigate, develop and implement a disaster preparedness plan.
6. Implement first aid/CPR training for all staff
7. Identify and implement health/safety practices.
8. Routinely inspect safety and security systems and equipment to ensure that they are in working order.
9. Evaluate and modify behavioral policies for patrons and develop standard procedures for how staff are to deal with behavioral situations

Objective 2: Provide a secure facility for patrons and staff.

1. Routinely test security system to ensure that it is in working order.
2. Develop and maintain a key-control policy for access.
3. Evaluate and adapt security camera system to ensure that it provides reasonable and effective monitoring of Library building and grounds.

Objective 3: Disaster Planning

1. Develop a Disaster Preparedness Plan for collection damage from water/mold.

Objective 4: Strategically plan and implement best practices in maintaining the physical facility.

1. Maintain preventive maintenance contracts to ensure that systems are in good working order.
2. Maintain high-standards and routine processes for the custodial care of the building.
3. Make routine repairs to the facility in a timely and cost-effective manner.
4. Maintain a routine pest control process.
5. Maintain landscaping and facility management practices that are economical, efficient and effective.

6. On a routine schedule conduct building inspection tours of complete facility to determine if repairs are needed.

Objective 5: Facility Management

1. Continually assess facility space and usage to ensure the capability of supporting existing and future library programs and services.
2. Analyze space and usage for existing collections, programs and services and adapt accordingly to create the easiest and most welcoming environment for the public.
3. Routinely assess space for more efficient and effective methods of providing ease of access.
4. Routinely assess staff work-spaces and adapt to meet changing needs and activities.

Objective 6: Maintenance of furnishings and equipment

1. Conduct and annually update an inventory of all furniture and equipment.
2. As part of routine building inspection include inspection of furniture and equipment.
3. Maintain this inventory in digital format and hardcopy list for insurance purposes.
4. Develop and implement plan for care, maintenance and replacement of equipment and furniture.

GOAL 4:

The Library provides high-quality, meaningful and useful collections, programs, and services that effectively meet the community's evolving needs

Key Areas: Collections, Programs and Services

Guiding Principle: The Bosler Memorial Library shall offer essential collections, programs, and services which meet the community's informational, educational, entertainment and cultural needs.

Objective 1: Effectively allocate resources to provide quality library collections, programs, and services that reflect the needs of the community.

1. Assess current and potential future collections, programs, and services through data and input-driven methodologies.

Objective 2: Collection

1. Provide a collection that meets the ongoing and evolving needs of the community

Objective 3: Programs

Identify and engage in programs that meet the diverse needs of the Library's different user constituencies.

1. Preschool age children and parents/caregivers
2. School-age children
3. Teens
4. Adults
5. All Ages

Objective 4: Services

Identify and engage in services that meet the diverse needs of the Library's different user constituencies.

1. Preschool age children and parents/caregivers
2. School-age children
3. Teens
4. Adults

Objective 5: Provide access to high-quality technology experiences.

1. Ensure that Library technology is in good repair, works effectively and is easy to use.
2. Acquire new technology based on its ability to support the evolving needs of the Library and the community.
3. Continue to utilize new technologies to provide patrons with accurate, authoritative and current information.
4. Implement a technology replacement plan to ensure that Library technology keeps up with technology evolution.
5. Provide technology training that addresses the needs of a growing technology-driven society.

Objective 6: Be an active and engaged member of the Cumberland County Library System to ensure that as a whole, the System can ensure a high level of quality service to all citizens of Cumberland County.

1. Actively participate in committees, meetings, planning and evaluation of Library services at the System level.
2. Assist the System in efforts to advocate for services and funding that support the libraries of Cumberland County.
3. Collaboratively work with the System and member libraries to suggest, implement and evaluate services to create the most effective provision of service.

GOAL 5:

The Library recruits, develops, supports and retains quality employees and volunteers

Key Areas: Employee recruitment, development and retention.

Guiding Principle: The Bosler Memorial Library shall engage in human resource development and practices that produce a high-quality, successful and engaged workforce. The Library will engage volunteers in meaningful ways.

Objective 1: Recruitment and Orientation

1. Recruit quality staff through internal and external means.
2. Maintain and expand a standardized training process for new hires.

Objective 2: Staff Development

1. Provide quarterly staff trainings/meetings that include the annual Cumberland County Library System (CCLS) staff training day.
2. Support a continuing education continuum through workshops, trainings, webinars and other methods of continuing education for all staff.
3. Maintain and refine annual evaluation process to provide opportunity for feedback to staff on performance.
4. Continue to offer a staff recognition award that recognizes excellence.

Objective 3: Salary and Benefits

1. Review and adjust salary scale on a five-year cycle, or as needed, and routinely evaluate salaries and benefits based on budgetary constraints and economic reality.
2. Assess benefits on an ongoing basis and provide benefits in a prudent and fiscally manageable manner

Objective 4: Library Employee Policies and Practices

1. Continually analyze staffing structure to assure adequate staffing levels and effective staffing complement for providing high quality service.
2. Continually analyze staffing for effectiveness and efficiency and make changes to staff organizational structure to meet changing needs and demands.
3. Effectively administrate Library staffing using appropriate legal and ethical human resource practices.
4. Annually review and update Employee Manual.

Objective 5: Volunteers

1. Identify and implement methods and activities to attract, train and retain volunteers.
 - a. Maintain and revise a list of volunteer opportunities.
 - b. Identify and promote the value of volunteers to the community.
 - c. Promote volunteer opportunities in the community.
 - d. Conduct orientations and on-going training for volunteers
 - e. Recognize volunteers

GOAL 6:

The community is aware of, engaged in and supportive of the Library

Key Areas: Communications, Community Relations and Marketing

Guiding Principle: The Bosler Memorial Library shall engage the public to create awareness and support of the value and use of public libraries.

Objective 1: Develop effective methods of communication to strategically provide a consistent message about Library services and programs.

1. Continue to develop and refine an internal communications plan for effectively communicating Library services to all members of the Library Board, staff, Friends members and volunteers.
 - a. Increase staff awareness and involvement in communicating the value and use of the Library.
 - b. Increase Board awareness and involvement in communicating the value and use of the Library.
 - c. Increase Friends members' awareness and involvement in communicating the value and use of the Library.
 - d. Increase volunteer awareness and involvement in communicating the value and use of the Library.
2. Develop and implement an external communications plan focused on creating awareness of the value and use of Library services.

Objective 2: Community Relations

1. Engage in professional community networking to build and maintain relationships within the public arena, as well as the professional and business communities.
2. Develop a prioritized partnership list of key organizations and leaders and focus on developing these strategic relationships
3. Provide the public with information annually, through an annual report, about the Library's operations, services and usage.
4. Engage local officials.
5. Position the Library as part of the educational community.

Objective 3: Marketing

1. Continually explore and refine effective methods for strategically marketing the Library value and services.
2. Maintain a marketing plan to promote and increase knowledge of and use of Library services and programs.
3. Utilize the Library's web page for promotion of programs and services.
4. Participate in community events to raise visibility of the Library.
5. Engage in an annual library card signup campaign during National Library Card Signup Month to bring new patrons to the Library.
6. Engage in an annual celebration of National Library Week using this initiative to raise awareness of the Library's relevance and value.
7. Participate in other initiatives strategically to bring visibility and awareness of Library services. (Example: One Book, Every Young Child)
8. Use PaLA's "PA Forward" initiative and its five literacies to effectively "frame" the message of the value of the Library and its services.