

**Bosler Memorial Library
Strategic Plan
Carlisle, PA
2024 – 2028**

Enacted: November 16, 2023

Bosler Memorial Library Strategic Plan Goals 2024-2028

**Mission Statement, Vision Statement and Values Statement
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GOAL 1

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

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

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GOAL 3

The Library facility is a desired destination for the community.

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

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GOAL 5

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

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GOAL 6

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

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Bosler Memorial Library Strategic Plan 2024 - 2028

Mission Statement

The Bosler Memorial Library Empowers 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
- Qualified staff that provide exemplary library services.
- Library collections that are broad in scope and depth, in a variety of formats.
- A wide range of educational and cultural programming.
- Services that meet the needs and expectations of an increasingly diverse clientele.
- Widespread incorporation of new and emerging information technologies.
- Convenient, inviting, flexible, and state-of-the-art facilities.
- Active engagement in the community.

Values Statement

Bosler Memorial Library staff, Board of Directors, Friends' Board and volunteers are committed to the following values:

- Diversity, Inclusion, Equity, and Belonging:
 - The Library values a culture of diversity, inclusion, equity, and belonging that empowers everyone in the community, including users, non-users, staff, volunteers, and the Board, through access to social power, resources, and physical and psychological safety.
- Open Access:
 - The Library values free, open, unrestricted access to its collection, programs, and services.
- Customer Focus:
 - The Library values all patrons and strives to be responsive to their service needs. Community input is welcomed.

- Excellence:
 - The Library values excellence. We offer quality service to all by displaying a positive attitude and valuing the diversity of people and perspectives. We strive to earn the trust and confidence of all of our community.
- Growth and Innovation:
 - The Library values continuous learning and innovation.
- Adaptability:
 - The Library values a culture of strategic adaptability. We strive to practice informed and effective adaptation to changing needs or circumstances while remaining focused on our mission and strategic plan.
- Good Stewardship:
 - The Library values responsible stewardship of all resources. We are accountable for ensuring the proper use of public funds. We 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.
- Organizational Culture:
 - The Library values a culture of respect that engages staff, volunteers, and Board Directors in thoughtful and meaningful ways, encourages an open forum for discussions, embraces personal and professional growth, and treats everyone with dignity.

GOAL 1: The Library is responsibly and strategically governed by an informed and engaged Board of Directors

Key Areas: Board Recruitment, Development, Stewardship, and Infrastructure

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

- Strategically identify and engage potential board directors and ad hoc community members based on community representation and identified needs within the Board makeup.

Objective 2: Board Development

- Institute Board development strategy that provides Directors with current best practices.
 - Develop an ongoing Board continuing education plan.
 - Engage Board Directors in continuing education through the use of resources such as those provided by the Cumberland County Library System (CCLS), the Office of Commonwealth Libraries, PA Library Association, PA Citizens for Better Libraries and the Pennsylvania Association of Non-Profit Organizations (PANO).
 - Encourage and empower Board Directors to participate in continuing education opportunities.

Objective 3: Stewardship

- Develop, implement, and continually review the five-year strategic plan to ensure that the plan is a living document guiding the Library's planning and operations.
- Review the mission and vision statement every five years during the Strategic Plan evolutionary process.
- Evaluate and incorporate best practices in non-profit governance and policy using models from other non-profit organizations.

Objective 4: Infrastructure

- Strategically assess functions and responsibilities of the Board of Directors and develop sound infrastructure practices that provide support for, and documentation of, these functions and responsibilities in order to create a consistently strong organization.
 - Develop methods for identifying and documenting duties and activities of the Board and its committees to ensure that:
 - Duties and activities are being consistently addressed and completed.
 - Smooth transitions are facilitated as members rotate on and off of the Board and committees.
 - Routinely evaluate Board operating processes and practices to ensure that they are accurate, up-to-date and representative of current practices.
 - Maintain a consistent and accessible method for Directors to access and understand Board policies.
 - Routinely evaluate and evolve Board operating practices to ensure the fullest and most effective engagement of Board Directors and ad hoc committee members.

GOAL 2: The Library exercises sound and prudent financial practices that include fiscal and fiduciary responsibility

Key Areas: Budget, Investments, and development

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

- Exercise fiscal responsibility in the development and implementation of the annual operating budget.
- Maintain and evaluate levels, and use, of reserve funds to ensure a sound financial position that is protected from immediate or short-term funding shortfalls.
 - Consistently evolve and adhere to the Library’s designated fund policy.

Objective 2: Investments

- Consistently evolve and adhere to the Library’s investment policy.
- Continually look for strategies to grow and diversify the Library’s invested resources.

Objective 3: Development

- Consistently evolve and adhere to the Library’s development policy.
- Work with the Friends of Bosler to coordinate fundraising and development efforts.
- Foster donor relationships as a means to leverage ongoing financial support from donors.
 - Ensure appropriate recognition for donors.
- Collaborate with the corporate sector for opportunities to generate financial support.
- Strategically develop and implement a plan for building relationships with local, county, and state governments and agencies to procure funding from these entities.

- Continually work to grow the Lila’s Legacy Society participation.
- Seek grants that advance the mission of the Library and provide funds in a cost-effective manner.
 - Practice sound stewardship in all aspects of grants including timely implementation, adherence to all aspects of grant requirements, appropriate recognition, and thorough and accurate reporting.
- Continually explore new and diversified fundraising opportunities including special programs, events, and methods for leveraging support.
- Continue to explore new methods for successfully running the annual fund drive.
- Continually assess success of fundraising and development methods and adapt or cease methods that are not effective.

Objective 4: Contracted Services and Other Funding Opportunities

- Seek out opportunities for sub-contracting and partnerships that meet both the Library mission and provide for additional funding streams.
- Continually seek out opportunities to implement added-value services that generate additional revenue for the Library.
- Continually assess the success of these opportunities and adapt or cease methods that are not effective.

Objective 5: Long-Term Financial Planning

- Explore and implement, when possible, methods of planning for long-term or emergency financial needs related to the following areas:
 - Goal 3: Facility
 - Costs of maintaining the facility as it ages.
 - Costs of major repairs.
 - Costs of replacement of major components of the facility.
 - Goal 4: Collections, Programs, and Services
 - Sustainability in the event of reduced or delayed state or county funding.
 - Dramatic or unexpected increases in costs for collections, programs, or services.
 - Costs of increasing collections, programs, or services based on identified need within the community.
 - Goal 5: Personnel

- Costs associated with recruiting and retaining a qualified, well-compensated workforce including:
 - Increasing salaries based on trends in the work sector.
 - Increasing costs of benefits such as health insurance.
 - Increasing costs of employment requirements.
 - Increasing costs of continuing education.

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: Safety

- Maintain safety practices.
 - Continually explore evolving best practices in building safety and update as practices change.
 - Maintain appropriate industry standards and practices that ensure a safe facility (OSHA, Worker's Comp, MSDS, etc.)
 - Routinely inspect safety systems and equipment to ensure that they are in working order.
- Maintain Preparedness Practices.
 - Maintain the Preparedness Committee and continue to meet on a routine schedule.
 - Maintain the Preparedness Plan and update as needed.
- Maintain health/medical practices.
 - Maintain and update first aid kits, AEDs, Narcan, Bloodborne Pathogen kits, and other needed supplies and equipment in the Library.
 - Maintain health/medical training and practices that are relevant for public facilities.

Objective 2: Security

- Maintain facility security practices
 - Routinely test security system to ensure that it is in working order.
 - Routinely evaluate security camera system to ensure that it provides reasonable and effective monitoring of Library building and grounds.
- Maintain human security practices
 - Evaluate and modify behavioral policies for patrons and develop standard procedures for how staff are to deal with behavioral situations.
 - Provide ongoing staff training on dealing with behavioral issues in a public environment.

- Provide guidance to staff on when to contact law enforcement.

Objective 3: Facility Maintenance

- Maintain landscaping and facility management practices that are economical, efficient, and effective.
 - Maintain preventive and ongoing maintenance contracts. Routinely assess cost and quality of service.
 - Maintain high standards and routine processes for the custodial care of the building. Routinely assess cost and quality of custodial equipment and supplies.
- Routinely conduct building inspection tours of complete facility to determine if repairs are needed. Make routine repairs to the facility in a timely and cost-effective manner.

Objective 4: Space Management

- Continually assess facility space to ensure efficient, effective, and accessible usage for existing collections, programs, and services as well as potential future needs.
- Routinely assess staff work spaces and adapt to meet changing needs.

Objective 5: Furnishings and equipment management

- Maintain and annually update an inventory of all furniture and equipment.
 - Maintain this inventory in digital format and hardcopy list for insurance purposes.
- As part of routine building inspection include inspection of furniture and equipment.
 - 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: Assessment and Adaptability

- Assess and adapt current and potential collections, programs, and services through data-informed methodologies including:
 - Data from outside sources.
 - Usage statistics.
 - Community feedback.
 - Industry standards, changing methodologies and public library best practices.
- Assess and adapt collections, programs, and services to be inclusive of, and actively engage, existing and emerging special populations.
 - Identify and use strategic methods of community networking and needs assessment to identify and connect with these populations.

Objective 2: Collections

- Provide a collection that meets the ongoing and evolving needs and interests of the community.
 - Continually assess and adapt practices related to selection, acquisitions, processing, maintenance, and weeding.
 - Ensure the relevancy of the collection by purchasing within identified areas of interest and need.
 - Continually explore potential new collection types.

Objective 3: Programs

- Provide programs that meet the diverse needs and interests of the Library's different user constituencies including:

- Youth
 - Infant/Toddler
 - Preschool
 - Elementary-age
 - Tweens
 - Parents, caregivers, educators
- Teens
- Adults (of all ages, at all stages, of life)
- Develop strategic partnerships with organizations, individuals, and agencies to continually change and adapt program offerings.

Objective 4: Services

- Provide services that meet the ongoing and evolving needs and interests of the community including:
 - Literacy support.
 - Based on PA Forward’s five literacies: Basic, Civic/Social, Financial, Health, and Information.
 - Education support.
 - Employment/career support.
 - Legal support.
 - Reference support.
 - Community space support.

Objective 5: Technology

- Provide access to high-quality technology experiences.
 - Ensure that Library technology is in good repair, works effectively and is easy to use.
 - Implement a technology replacement plan to ensure that Library technology keeps up with technology evolution within the scope of the Library’s mission.
 - Acquire new technology based on its ability to support the evolving needs of the Library and the community.
 - Ensure that the community has access to training that will provide them with the skills needed to function in a technology-driven world.
 - Ensure that the community has access to technology assistance that will satisfy their immediate needs to function in a technology-driven world.

Objective 6: Outreach

- Continue to expand and evolve outreach services that:
 - Strategically partner with the educational community (early child care, schools, colleges, etc).
 - Strategically partner with organizations and agencies serving special populations.
 - Continually seek new and innovative methods for reaching out into the Library's service area and engage the community.

Objective 7: Library System Participation

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

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

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

Objective 2: Staff Development

- Provide quarterly staff trainings/meetings that include the annual Cumberland County Library System (CCLS) staff training day.
 - Continue practice of making trainings mandatory to ensure that all staff members are receiving the same training.
- Support a continuing education continuum through workshops, trainings, webinars and other methods of continuing education for all staff.
 - Comply with State requirements for continuing education.
 - Seek opportunities for continuing education for staff in their respective field, not just in library services.
 - Example: business office staff, community relations, development, maintenance, human resources
- Maintain and refine annual evaluation process to provide opportunity for feedback to staff on performance.
- Continue to offer a staff recognition award that recognizes excellence.

Objective 3: Salary and Benefits

- 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.
- Assess benefits on an ongoing basis and provide benefits in a prudent and fiscally manageable manner

Objective 4: Library Employee Policies and Practices

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

Objective 5: Volunteers

- Identify and implement methods and activities to attract, train and retain volunteers.
 - Maintain and revise a list of volunteer opportunities.
 - Identify tasks that volunteers could do that create efficiencies in the Library.
 - Continue to develop and revise job descriptions for volunteer positions as specific needs are identified.
 - Identify and promote the value of volunteers to the community.
 - Gather and promote data about the number of volunteers, the hours of service and the financial value of volunteers.
 - Promote volunteer opportunities in the community.
 - Promote volunteer opportunities in the Library and on the website.
 - Conduct orientations and on-going training for volunteers
 - Work with key staff to develop training procedures for volunteers based on job assignments.
 - Evaluate volunteers for re-positioning or release if they are not successfully assisting the Library.
 - Recognize volunteers
 - Recognize the value of volunteers.
 - Encourage and support volunteers in the Library.
 - Convey the importance and value of committed volunteers to both the volunteers and to the staff.
 - Explore methods for volunteer recognition in addition to the annual volunteer event.

GOAL 6: The Library practices effective communication and marketing strategies to inform and engage stakeholders.

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: Internal Communications

- Continue to assess and develop new methods to streamline communication between staff, board members, the Friends of Bosler, and volunteers.

Objective 2: External Communications

- Develop, assess, and adapt external communication methods aimed at strategically keeping the Library's brand consistent.
- Maintain positive, and ongoing, contacts and relationships with the media and other organizations in the community to create consistent messaging and promotional opportunities.
- Assess and adapt library representatives who can speak on behalf of the Library.

Objective 3: Community Relations

- Identify and foster strategic partnerships in the community, including:
 - Nonprofit organizations
 - Governmental agencies
 - Businesses
 - Social clubs
 - Educational institutions
- Continually and actively participate as a member of the Library's service area communities to address the needs and advance the goals of each community.

Objective 4: Marketing

- Continually explore and adapt effective methods for strategically marketing the value of the Library and library services.

- Assess the effectiveness of marketing strategies in a quantitative way to gauge how our community responds to different types.
- Maintain an internet presence to promote library programs and services.
 - Utilize and maintain the Library's webpage
 - Utilize social media networks to grow the Library's brand.
- Participate in state and national initiatives, where appropriate, to bring visibility and awareness of library services.
 - National Library Week
 - National Library Card Signup Month
 - PA Forward