

# Joseph T. Simpson Public Library Strategic Plan 2019-2024 Adopted April 9, 2019

**Mission:** Joseph T. Simpson Public Library is a community center for learning and leisure.

**Vision:** Simpson Public Library is a dynamic community asset that inspires lifelong learning, advances literacy, and connects people with resources for knowledge, discovery, and enrichment.

## **Core Values:**

Lifelong Learning - Providing comprehensive services, programs, and collections that encourage educational and intellectual development throughout people's lives and providing opportunities for discovery in settings that are stimulating and engaging in support of literacy and lifelong learning.

Community - Providing a welcoming environment for people and groups to gather and interact with others and experience learning opportunities.

Service - Providing and delivering excellent service to all by staff who are friendly, knowledgeable, helpful, and approachable.

Access - Providing access to a wide range of viewpoints, opinions, and ideas, so that all individuals have the opportunity to become lifelong learners who are informed, literate, educated, and culturally enriched.

**GOAL #1: COMMUNITY CONNECTION** – Our library will create spaces and experiences that engage people and encourage library use to serve the needs of our diverse community.

Strategy #1: Establish a system within the library that fully ensures a culturally sensitive environment.

### Action Steps:

- Create Cultural Competency Plan by June 2020.
- Design training on reaching diverse families and practicing cultural competence.
- Educate staff and volunteers about what resources are available.
- Design programs to meet the needs of diverse clients.
- Promote cultural activities.

Date(s) of Implementation: April 2019 – December 2024

### Indicators of Success:

- Completed Cultural Competency Plan.
- Annual summary of activities and trainings completed by staff.

Strategy #2: Maintain a network to available resources and agencies that provide social services.

Action Steps:

- Partner with local agencies to maintain a listing of resources available in the area.
- Maintain access and referral information for social services support.
- Identify community resources and agencies working with newly arrived families.
- Identify a library staff person to be responsible for maintaining a list of available social services and contacts with community resources by June 2019.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Staff will maintain list of types of referrals.
- Current listing of available social services agencies is available.

Strategy #3: Explore and develop strategic partnerships.

Action Steps:

- Develop Board policy for strategic partnerships by December 2020.
- Identify key persons and their specialties at each entity as liaisons.
- Identify topics for class offerings.
- Offer variety of classes to library patrons.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Policy created and approved by the Board.
- New partnerships are identified.
- Simpson Library patrons participate in programs taught by persons from entities established through partnerships.

**GOAL #2: SUSTAINABILITY** – Our library will sustain and grow resources to advance the library’s mission, programs, and services.

Strategy #1: Ensure the short-term and long-term viability of the library board of trustees.

Action Steps:

- Educate trustees about Simpson Library, Cumberland County Library System, and key library trends and developments. Identify additional board education topic areas and plan presentations.
- Recruit new trustees with emphasis on diversity.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Annual survey indicates understanding of the board and library's responsibilities and functions.
- Retention of trustees.
- Diverse Board of Trustees.

Strategy #2: Enhance our use of technology and marketing to get cardholders and potential cardholders excited about programs and services by educating them and providing a sense of the experience in order to get them more engaged.

**Action Steps:**

- Develop Information Technology Policy.
- Improve use of social media by creating posts that elicit responses.
- Develop enhanced capabilities for website use.
- Develop an application for online registration.
- Develop Simpson Library mobile device app for online registration purposes.
- Improve use of advertising space on Library property.
- Post programs on online calendars and online groups, when appropriate.
- Evaluate options for electronic meeting agenda solutions.

Date(s) of Implementation: April 2019 – December 2020

Indicators of Success:

- Increased usage numbers and percentages for Facebook, Instagram, and Twitter.
- Higher program attendance for adult, teen, and 20-40 age group.
- Higher statistics for visits and usage.
- Increased number of cardholders.
- Increased number of patrons enrolling in programs through electronic means.
- Adoption of Information Technology Policy.

Strategy #3: Strengthen the relationship with the Friends of the Joseph T. Simpson Public Library.

**Action Steps:**

- Update the trustees about the Friends' activities and encourage trustee participation in their activities and volunteer opportunities.
- Encourage the Friends to coordinate sponsorship solicitation with the trustees and to utilize the resources of the trustees.
- Work with Friends Board in rebuilding the board and filling board vacancies.
- Work with Friends Board in identifying and implementing new fundraising opportunities.
- Work with Friends Board on membership recruitment and retention initiatives to increase the number of members of the Friends group as a whole.
- Communicate with the Friends Board the impact and importance of the Friends annual financial support to the library's operating budget.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Representative at Friends meetings, Trustee meetings, and community events.
- Collaborative work on fundraisers.
- Board minutes with reports.
- Consistent Friends board membership.
- Increase in annual Friends membership.

Strategy #4: Build and execute a plan to solicit fundraising sources and ensure the sustainability of the library through short- and long-term funding sources.

Action Steps:

- Explore and develop additional fundraising opportunities.
- Evaluate the effectiveness of each fundraising event annually.
- Annually update the sponsorship menu of giving opportunities to present to businesses and organizations.
- Build and execute a plan to ensure the visibility of library giving opportunities among major businesses within our coverage area.
- Create a plan to solicit major gifts through planned giving and estate gifts.
- Develop and maintain financial policies.
- Develop policies that address marketing, sponsorships, and enterprise activities.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Enhanced revenue from fundraising, planned giving, and estate gifts.
- Unique fundraising events are established for the library.
- Board approved policies addressing marketing, sponsorships, and enterprise activities.
- Plan developed for planned giving and estate gifts.

Strategy #5: Ensure the safety, security, accessibility, and usability of library facilities, grounds, and assets.

Action Steps:

- Determine signage needs inside and outside the library and explore signage options that are functional, flexible, and affordable.
- Review maintenance plan including fiscal data to evaluate existing facility for needed or possible renovation including a schedule of capital improvement needs related to the life span of mechanical equipment, roofing, furniture, shelving, and carpeting.
- Conduct a site survey related to wireless network access strength throughout the building. Review survey findings with Cumberland County Library System technology staff to determine possible solutions.

- Develop and implement emergency preparedness plan by December 2019.
- Upgrade meeting rooms to include computer projection equipment and sound systems.
- Provide resources and equipment so that library board and committee members can participate and attend meetings through electronic means.
- Evaluate security camera system to ensure that it provides reasonable and effective monitoring of the library building and grounds and upgrade as needed.
- Assess space for more efficient and effective methods of providing ease of access and assess staff work spaces and adapt to meet changing needs and activities.
- Install flexible or mobile shelving, where appropriate, to convert floor plans to other uses.
- Evaluate collection size and formats for strategic reduction to create more opportunities for study, conversation, and civic engagement.
- Explore ways to improve outdoor space to make it a functional and inviting gathering space.

Date(s) of Implementation: April 2019 – December 2021

Indicators of Success:

- Annual review of maintenance plan.
- Completion of site survey for wireless network.
- Implement recommendations from site survey as funds are available.
- Development and approval of emergency preparedness plan.

Strategy #6: Ensure program offerings and services meet the needs of the community.

Action Steps:

- Evaluate programs to determine effectiveness.
- Explore new program ideas and research best practices regarding programming at other libraries annually.
- Examine circulation trends for materials in all formats and explore establishing new collection formats as appropriate annually.
- Assess staffing needs and positions at the library to meet the delivery of programs and services.

Date(s) of Implementation: April 2019 – May 2020

Indicators of Success:

- Program evaluation meeting minutes.

Strategy #7: Complete a feasibility study to determine possibility for expansion of the facility.

Action Steps:

- Survey staff and review program statistics to assess the need for additional space.
- Develop a list of facility improvements desired.
- Investigate alternative venues for library services.

Date(s) of Implementation: April 2019 – December 2019

Indicators of Success:

- Completed feasibility study submitted to trustees for review.

**GOAL #3: EXCELLENCE** – Our library will maintain our Standards of Excellence Accreditation by actively working to sustain a well-managed, responsibly governed organization and to provide knowledgeable and welcoming staff and volunteers.

Strategy #1: Provide oversight for budgeting and financial planning.

Action Steps:

- Work with staff to develop a list of reports noting the level of detail, frequency, deadlines, and recipients for the reports.
- Develop useful and readable report formats with staff.
- Present financial reports to the board on a monthly basis.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Reports to the trustees.
- Adoption of annual budget.

Strategy #2: Provide oversight for the creation and monitoring of internal controls and accountability policies.

Action Steps:

- Develop and update financial policies and monitor adherence to the approved financial policies and procedures, including quarterly review of controls.
- Develop policies and procedures for investment of resources, internal controls, and financial reserves.
- Develop purchasing policy.

Date(s) of Implementation: April 2019 – December 2020

Indicators of Success:

- Adoption of financial policies.
- Adoption of purchasing policy.

Strategy #3: Develop, support, and retain staff that are engaged in their work responsibilities.

Action Steps:

- Survey staff annually to determine specific training needs.
- Provide professional development opportunities through in-house training, workshops, webinars, and other training methods to maintain continuing education for staff.
- Develop and implement a staff recognition program that publicly acknowledges and rewards excellence and public service.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Annual survey results.
- Annual report on professional development offerings.

Strategy #4: Recruit, develop, support, and retain volunteers that are engaged in their work responsibilities.

Action Steps:

- Work with educational entities to recruit volunteers.
- Develop and conduct orientation programs which provide volunteers with an understanding of the operation and work of the libraries.
- Develop specific opportunities for volunteers to assist with library tasks and programs, in particular during the summer months.
- Develop and implement a volunteer recognition program that publicly acknowledges and rewards excellence and public service.

Date(s) of Implementation: April 2019 – December 2024

Indicators of Success:

- Annual survey will include an evaluation of the previous year's program.
- A complement of volunteers who provide significant service to the library.
- Volunteer retention rates increase.

Strategy #5: Provide a fair and equitable evaluation process.

Action Steps:

- Review the current evaluation process including the consideration of self and peer evaluation.
- Survey staff to receive feedback regarding the current process.
- Revise and update evaluation process based on feedback from the review.

Date(s) of Implementation: April 2019 – December 2020

Indicators of Success:

- Results from staff survey will indicate satisfaction with the new process.

Strategy #6: Provide a fair and equitable salary structure and benefits in a prudent and fiscally manageable manner.

Action Steps:

- Review and adjust salary structure on a three-year cycle.
- Establish a plan to increase our minimum salary to a more competitive level.
- Review the leave policies to determine if changes will provide flexibility for staff.
- Develop executive compensation and staff compensation policies.

Date(s) of Implementation: April 2019 – December 2020

Indicators of Success:

- Employee retention rates increase and exit interviews indicate that reasons for departure are not related to salary and benefits.
- Documentation of Salary Structure review.
- Policies created and approved by the Board.