

# Tredyffrin Township Libraries



Strategic Planning for the Future

2015-2018

# Vision

Tredyffrin Township Libraries

Tredyffrin Township Libraries are recognized welcoming centers of knowledge, inspiration and opportunity for all residents and contribute to a healthy, safe and economically vibrant community.

# Mission

Tredyffrin Township Libraries

Lead and strengthen a community of lifetime learners engaged in discovery, creation, entertainment, and enrichment.

Paoli Library  
18 Darby Road  
Paoli, PA 19301

Tredyffrin Public Library  
582 Upper Gulph Road  
Strafford, PA 19087

[www.tredyffrinlibraries.org](http://www.tredyffrinlibraries.org)

# Guiding Principles

Tredyffrin Township Libraries

<b>Access</b>	We deliver fair and open access to all library resources.
<b>Collaboration</b>	We work together to achieve better results for our libraries and the community.
<b>Consistency</b>	We provide reliable and dependable services to our community.
<b>Customer Service</b>	We focus on extraordinary customer service for all patrons, donors, volunteers and community partners.
<b>Literacy</b>	We believe that literacy is a fundamental need that enables every person to participate fully and equitably in our community.
<b>Respect</b>	We appreciate and strive to respond to the diverse backgrounds, cultures and capabilities of our entire community.

# Core Services

Tredyffrin Township Libraries

<b>Education</b>	Basic Literacy, Information Literacy, Civic and Social Literacy, Health Literacy, and Financial Literacy.
<b>Collections</b>	Coordinate and develop customized collections and information resources.
<b>Reference</b>	Research and consultation and emerging technology assistance.
<b>Business Support</b>	Career Development, online databases, Microsoft Office, copy, FAX, scan, print.
<b>Programs</b>	Creative classes and events customized for the community.
<b>Facilities</b>	Personal work space, free Wi-Fi, open access Internet computers, opportunities for small, medium, and large group meetings, and special events.

# Strategic Direction 2015 - 2018

Tredyffrin Township Libraries

The Tredyffrin Township Libraries Strategic Plan for 2015 - 2018 will guide our efforts to create and deliver value to patrons, donors, volunteers and community partners.

By working to achieve common community driven goals, we can harness the strength of community members, resources and collections to educate and empower our residents, enrich our community's quality of life and support the growth of a strong and vibrant economy.

# Strategic Goals

Tredyffrin Township Libraries

<b>Knowledge and Inspiration</b>	Ensure our public libraries are centers of knowledge and inspiration that provide meaningful and relevant opportunities to read, learn and create.
<b>Access</b>	Enhance online and physical access to public libraries for our community.
<b>Community Engagement</b>	Position our public libraries as hubs for community engagement and transformation.
<b>Customer Value and Experience</b>	Deliver exceptional value and experiences to library users, donors, volunteers, community partners and the public.
<b>Sustainability</b>	Build the capacity of our public libraries to ensure their long-term sustainability.

# Goal: Knowledge and Inspiration

Tredyffrin Township Libraries

Ensure our public libraries are centers of knowledge and inspiration that provide meaningful and relevant opportunities to read, learn and create.

<b>Key Objectives</b>	<ul style="list-style-type: none"><li>• Curate, promote and advance relevant content in accordance with evolving usage trends</li><li>• Build basic and digital literacy skills to help people achieve personal, educational and economic goals</li><li>• Spur creativity in the arts and entrepreneurship in partnership with cultural and business organizations</li><li>• Help children enter school ready to learn in partnership with local schools and early learning organizations</li><li>• Encourage lifelong learning through educational programs for children, youth and adults</li></ul>
<b>Strategic Initiatives</b>	<p>Coordinate and promote literacy, arts, entrepreneurship and educational program activities</p> <p>Establish a content development task force to analyze current and forecast future usage trends and to recommend content management practices</p>
<b>Success Measures</b>	<ol style="list-style-type: none"><li>1. Customer satisfaction with the amount, quality and diversity of our print and electronic collections &amp; materials</li><li>2. Percent of active library users among residents of our service area</li><li>3. Collection usage and circulation rates</li><li>4. Program attendance and satisfaction rates</li><li>5. Number of active partnerships with arts, business and educational organizations</li></ol>

# Goal: Access

Tredyffrin Township Libraries

Enhance online and physical access to public libraries for our community.

<b>Key Objectives</b>	<ul style="list-style-type: none"><li>•Improve and better promote ubiquitous 24/7 online access to easy-to-use library services</li><li>•Optimize space within existing facilities for reading, working, creating, gathering and community activities</li><li>•Streamline customer ease of access to materials &amp; information within library facilities</li><li>•Meet the social, cultural and linguistic needs of an increasingly diverse population in our service area</li></ul>
<b>Strategic Initiatives</b>	<p>Invest in more robust library website, social media tools and mobile application management</p> <p>Secure space planning and ADA compliance technical assistance services to all facilities</p> <p>Partner with non-library organizations to register new library users by meeting residents where they are</p> <p>Work with Chester County Library System to increase and improve remote access and leverage strengths of the System’s existing interlibrary loan system, shared resources, and use of “Ask Here PA” to improve access to library services and resources</p>
<b>Success Measures</b>	<ol style="list-style-type: none"><li>1. Customer satisfaction with online and physical library access, cultural competency and space utilization</li><li>2. Ratio of library space used for customer experience versus collections storage</li><li>3. Customer Touch measures (as defined by CCLS Funding Formula)</li><li>4. Website and social media usage metrics</li><li>5. Percent of Tredyffrin Township Libraries’ service area residents with library cards</li></ol>

# Goal: Community Engagement

Tredyffrin Township Libraries

Position our public libraries as hubs for community engagement and transformation.

<b>Key Objectives</b>	<ul style="list-style-type: none"><li>• Empower families and individuals to improve their health, wellness, financial stability and civic participation</li><li>• Promote healthy, environmentally sound, safe and secure communities throughout our service area</li><li>• Support economic, workforce and entrepreneurial development</li></ul>
<b>Strategic Initiatives</b>	<p>Partner with health and human services organizations to promote access to library and community-based resources, information and support for health, wellness, financial stability and civic participation</p> <p>Partner with business, education, government, nonprofit and economic development organizations to promote access to library and community-based economic, workforce and entrepreneurial development resources, information and support</p> <p>Cultivate a volunteer management initiative to recruit, coordinate and mobilize volunteers for grassroots and online community outreach efforts</p> <p>Encourage and recognize Trustees and staff for participation in civic, nonprofit, business and professional associations and coalitions as library representatives</p>
<b>Success Measures</b>	<ol style="list-style-type: none"><li>1. Number of success stories of residents utilizing library services to improve their health, wellness, financial stability, civic participation, professional skills and entrepreneurial activities</li><li>2. Number of library Trustees and staff members actively participating in community groups and activities</li><li>3. Number of active library volunteers</li></ol>

# Goal: Customer Value and Experience

Tredyffrin Township Libraries

Deliver exceptional value and experiences to library users, donors, volunteers, community partners and the public.

<b>Key Objectives</b>	<ul style="list-style-type: none"><li>• Provide excellent customer service to all library patrons, donors, volunteers and community partners</li><li>• Demonstrate the value of public libraries to policymakers, funders and the public</li><li>• Raise brand awareness, identity and loyalty of the Tredyffrin Township Libraries</li><li>• Cultivate and engage the next generation of library users, donors, staff and volunteers</li></ul>
<b>Strategic Initiatives</b>	<p>Develop and support a culture of customer service, learning and innovation</p> <p>Build capacity for brandraising, marketing and strategic communications activities</p> <p>Foster library staff and project collaborations</p> <p>Promote and establish youth and young professional advisory boards to design and deliver outreach initiatives</p> <p>Use technology solutions to integrate with our market and demographic data to better understand our community, predict what people are interested in and deliver relevant services to them</p>
<b>Success Measures</b>	<ol style="list-style-type: none"><li>1. Customer satisfaction with every aspect of their library experience</li><li>2. Increased number of library cardholders and active users</li><li>3. Number and brand-related content of positive print, online and social media coverage</li><li>4. Increased number of teenagers and young adults who give, connect and engage with public libraries</li></ol>

# Goal: Sustainability

Tredyffrin Township Libraries

Build the capacity of our public libraries to ensure their long-term sustainability.

<b>Key Objectives</b>	<ul style="list-style-type: none"><li>• Achieve more financially sustainable business model(s) for the Tredyffrin Township Libraries</li><li>• Develop the business/finance management and fundraising capacity of member libraries</li><li>• Work with the Chester County Library System to create a process to identify what library experiences will be desired by our service area residents in 2025</li></ul>
<b>Strategic Initiatives</b>	<p>Lead efforts to reduce operational expenses through efficiencies and economies of scale with consideration of impacts on the environment</p> <p>Expand Trustee training and support for financial management and fundraising</p> <p>Work with the Friends of Paoli Library, the Friends of Tredyffrin Public Library, and the Tredyffrin Township Library Foundation to increase private funding for the libraries</p> <p>Coordinate and implement a public library advocacy campaign</p> <p>Work with the Chester County Library System to develop a Futures Team to explore social, economic and technological trends and identify library services residents will desire in 2025</p>
<b>Success Measures</b>	<ol style="list-style-type: none"><li>1. Maintaining a balanced budget annually</li><li>2. Maintain a three-month operating reserve annually</li><li>3. Maintain a long-term capital reserve</li><li>4. Increased amount of contributed income raised from donations, grants and corporate gifts/sponsorships</li><li>5. Trustee and staff self-assessment of fundraising performance</li></ol>

# Creating Our Strategic Plan

Tredyffrin Township Libraries

In Fall 2014 the Chester County Library System rolled out a toolkit and opportunity for technical assistance to its member libraries to help them align their strategic direction with the system's Strength in Numbers Strategic Plan for 2014 - 2017.

The Toolkit contains valuable data, information, tools and templates to assist Trustees and staff in developing strategic goals and objectives that support our local mission and community needs while helping achieve system-wide strategic goals and objectives in ways that are meaningful and relevant to local stakeholders.

Tredyffrin Township Libraries trustees, staff, and volunteers have worked together and adapted the Toolkit into a viable strategic plan customized for the local community within our designated service area.



**Environmental Scan** of national trends and promising practices



**Focus Groups** with System and Member Library Trustees, Directors, Staff and Community Leaders



**Strategic Plan Visioning, Goal Setting and Action Planning Sessions** with System and Member Library representatives



**Online Survey** of cardholders, Trustees, Directors, Staff, Volunteers, Funders and Community Partners

# Implementing Our Strategic Plan

Tredyffrin Township Libraries

## Strategic Goal Annual Implementation Plan Template

<b>Objective/Initiative</b>	<b>Major Action Steps</b>	<b>Directly Responsible Individual</b>	<b>Team Members</b>	<b>Progress Milestones</b>	<b>Timeline</b>	<b>Budget Needs (\$)</b>

To implement our strategic plan, Tredyffrin Township Libraries staff will develop an annual implementation plan for each strategic goal based on this template. The plan will be managed electronically using an online collaboration tool accessible to all Directly Responsible Individuals and their teams.

# Evaluating Our Strategic Plan

Tredyffrin Township Libraries

## Strategic Plan Quarterly Dashboard Template

Strategic Goal	Key Performance Measures	Annual Target	YTD Actual	Satisfaction w/Progress
1				
2				
3				
4				
5				

To evaluate our strategic plan, the Chester County Library System will update and distribute a dashboard of progress towards each strategic goal quarterly. Every year, Trustees and Staff will review and update the strategic plan to ensure it remains a living document.

# Library Leadership

Tredyffrin Township Libraries

Board of Trustees	Library Management Staff	Friends of Tredyffrin Public Library Board	Friends of Paoli Library Board	Library Foundation Board
<p><b>President</b> Mike McFadden</p> <p><b>Vice President</b> Andrew Schenkel</p> <p><b>Treasurer</b> Vacant</p> <p><b>Secretary</b> *Julia Urwin</p> <p><b>Members at Large</b> *John C.T. Alexander Barb Hartman Dorothy Janofsky Kim McDonnell *Johanna Pauciulo</p> <p>*Planning Committee Member</p>	<p><b>Director of Libraries</b> *Mike Packard, MLS</p> <p><b>Assistant Director</b> Valerie Green, MLS</p> <p><b>Paoli Branch Manager</b> Beverly Michaels</p> <p><b>Director of Reference and Technology</b> Kate Boyle, MLS</p> <p><b>Children’s Librarian</b> Angie Andre, MLS</p> <p><b>Young Adult Librarian</b> Laurie Doan, MLS</p> <p><b>Customer Service</b> Tara Thorne Ella Sherwood</p>	<p><b>President</b> Kate Currigan</p> <p><b>Vice President</b> Denise Sjoreen</p> <p><b>Treasurer</b> Mike Benning</p> <p><b>Secretary</b></p> <p><b>Members at Large</b></p>	<p><b>President</b> Marie Thiboult</p> <p><b>Treasurer</b> Marilyn Goldman</p> <p><b>Secretary</b> Betsy Allinson</p> <p><b>Members at Large</b> Kathleen Keohane Robyn Drucker Terri McConnell</p>	<p><b>President</b> Larry Berglund</p> <p><b>Treasurer</b> Rob DiSerifino</p> <p><b>Secretary</b> Jennifer Whip</p> <p><b>Members at Large</b> Rick Groves</p>

# Tredyffrin Township Libraries



## Strategic Planning for the Future 2015-2018

To give, connect, engage or become a patron,  
visit us online at [www.tredyffrinlibraries.org](http://www.tredyffrinlibraries.org) or call us at (610) 688-7092.