

EXECUTIVE SUMMARY
OF
**Haverford Township Free
Library's**

2006 – 2009
Strategic Plan



"The mission of the Haverford Township Free Library is to provide you with resources, programs, and services that enhance and enrich your life"

Welcome to the Haverford Township Free Library's strategic plan! We invite you to become actively involved in the planning process and help chart a course that serves the community. The plan first presents a broad vision and direction for the Library as we move toward an exciting future. Second, it charts a course for the next three years outlining objectives and strategies for the short term, while moving toward a set of shared, long-term goals.

This is an opportune time for the Library to plan a future that builds on current strengths and past history and to take stock in and redefine our role as an organization that is central to the community. To that end, the objectives of the planning process were to:

- Establish a common understanding of the Haverford Township Free Library's current position;
- Articulate the Library's long-term vision and major goals for the next three years; and
- Set the strategies the Library will use to achieve the vision and goals

The key aspects of the Haverford Township Free Library's strategic plan are based on the Library's mission statement and overall goals:

The mission of the Haverford Township Free Library is "to provide you with resources, programs, and services that enhance and enrich your life."

The goals of the Haverford Township Free Library are to

- Increase community involvement in the Library
- Situate the Library as an active, vital community hub
- Improve availability and access to quality materials and services
- Ensure that the library building/facilities fully support the mission and reflect community goals and needs

Our success in achieving this vision for the future and fulfilling our mission depends on engaging with the abundant resources of the Haverford Township community. Success will require the commitment of the Library's leaders; the skills and dedication of staff; and the enthusiastic support of the community.

Again, we welcome and look forward to working with you to shape the growth of the Library as a vital and active center for knowledge and public discourse. Thank you for being a part of our journey!

Sincerely,

Process and Outcome

The Haverford Township Free Library (HTFL) began the strategic planning process in 2005. Supported by a planning grant from the William Penn Foundation, the Library engaged TCC Group as facilitation consultants. The Library's staff, Trustees, and the community were involved in thinking about the Library's choices and goals for the future. A central aspect of the planning process was to focus on opportunities to enhance the Library's operating environment in order to serve the community in a welcoming, well-resourced space.

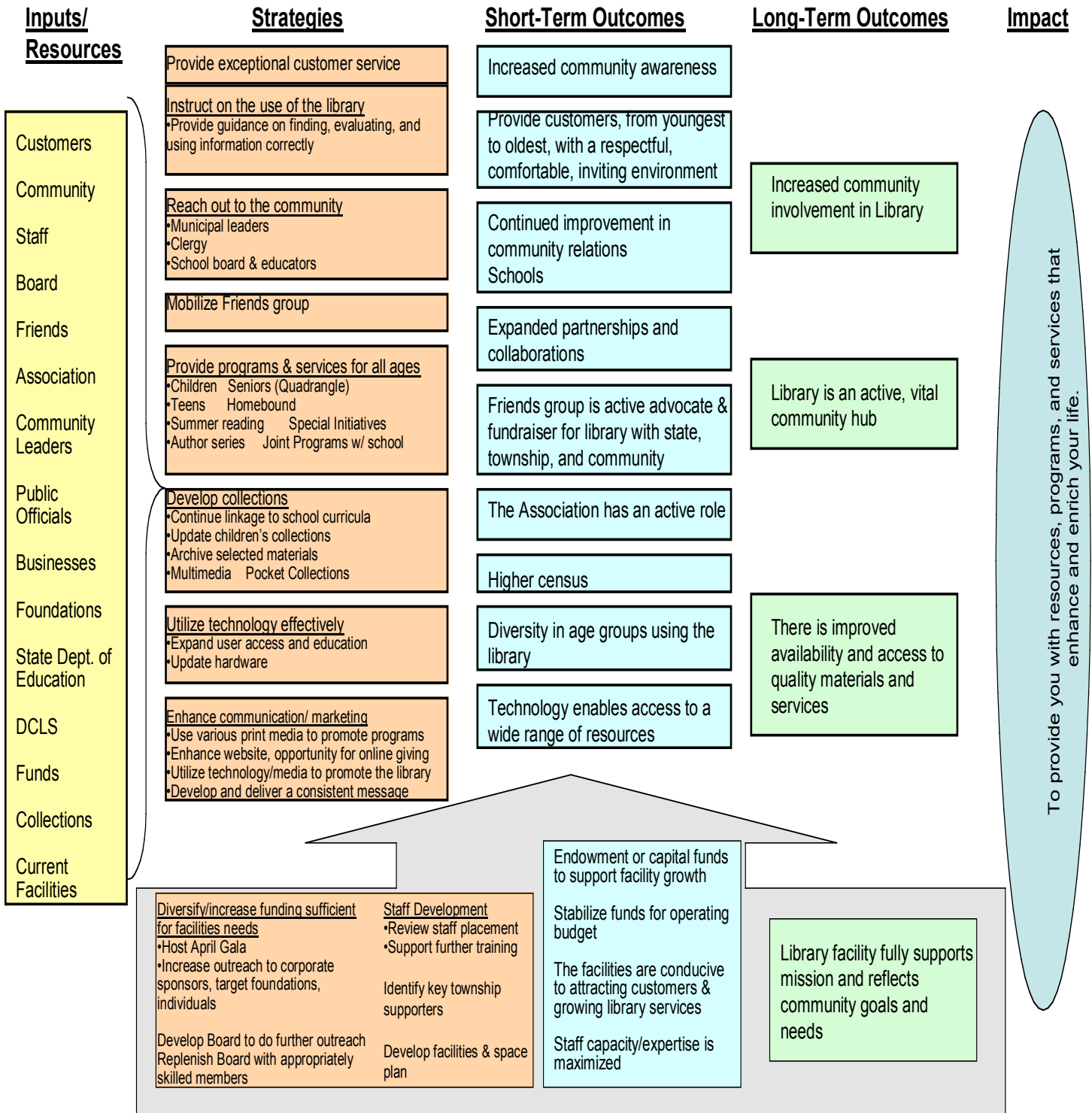
The process began with the collection and analysis of the Library's current situation and operating environment. The methods for collecting information included the following:

- A review of background data, including past customer surveys (2003 and 2005); planning documents (Cicada Architecture/Planning Inc. "Existing Conditions Report", 2003, and Library Consultant, Rich Bowra, "Building Program" Report 2003); board meeting minutes; and annual reports
- TCC Group interviews with staff, past and present Board members, users of the library, public officials and community leaders
- TCC Group facilitated focus groups with library customers and with Board members.
- TCC conducted staff survey
- An analysis of trends and promising practices among peer libraries and systems

The situational analysis was presented by TCC Group at a retreat with the Board and Library Director. The outcome of the retreat was the development of a visual representation (see the "HTFL's Logic Model") of key goals for the Library in relation to the resources and strategies to support those goals over the next three years.

The Library Board and staff engaged in subsequent planning sessions over time, in which committees were assigned to further detail strategies, responsibilities, and resources necessary to achieve the Library's goals.

Haverford Township Free Library Logic Model



The libraries strategic plan is broken out into broad categories that are then defined into goals, objectives, and measures. Goals support the Library's vision. Objectives identify ways to reach the goals. Measures are the tools used to determine if the goals are effectively met. The broad categories established in the strategic plan are:

- Governance and Leadership
- People Resources
- Programs and Services
- Marketing and Communications
- Fundraising
- Building Committee
- General Operations

Over the next three to five years, the library Board and staff will work toward realizing each goal by fulfilling its ensuing objective. The measures in place will act as our guideposts.

Categories

Governance and Leadership - To support effective ongoing operations and strategic growth, the library's leaders must be fully informed, engaged, and positioned

Goal: Support and guide the mission of the library

Objective A: Establish a distinct and recognizable physical and philosophical presence

Measures:

- Mission statement is a compelling and comprehensive representation of the library's purposes and approach
- Increased positive response to building and library space survey questions by 10% annually (per responses to customer satisfaction survey)

Objective B: Improve internal and external communications between Board, staff, and community

Measures:

- Number of community activities Board members are involved in as reported back to the Board and documented in monthly meeting minutes

- Instances of Board attendance at staff and volunteer functions as reported back to the Board and documented in monthly meeting minutes

Objective C: Provide ongoing education and development of the Board

Measures:

- Board members can represent the library thoroughly and knowledgeably to diverse audiences
- Library funding is improved as a result of Board involvement
- Conference attendance by Board members is increased by 100%

People Resources - HTFL commits to ensuring that the library's staff and volunteers are well-informed, able to diversify and use their talents, and feel that they are integral to the organization and the services it provides.

Goal: To have an educated, friendly, secure, empowered, competent, prepared, and motivated staff

Objective A: To be well trained in areas of work

Measures:

- Standards exist for all library positions
- Each staff person has a professional development plan that has been mutually agreed upon with supervisor
- Staff assessment shows overall improvement of skills base
- 80% of staff attend training events

Objective B: To be customer oriented, internally and externally

Measures:

- Customer complaints are reduced by 50%
- Customer satisfaction is improved by 5% annually and expressed verbally and in surveys

Objective C: All staff feel valued

Measures:

- Evaluation by Director and Assistant Director
- Increased staff involvement on library committees and activity

Objective D: All staff are invested in the library and its mission

Measures:

- Increased participation on library committees and activities

Objective E: Engage the community, foster library supporters and advocates, and encourage accountability

Measures:

- Number of volunteers increases by 5%
- Interest in membership on Board Committees persists
- Association members and attendance at the annual meeting increases by 10% annually

Programs and Services - The strategic plan focuses on programs and services in order to build programs that support the library's mission, serve diverse audiences, and serve the community. HTFL seeks to understand its target audiences and to design programming that appeals to their interests, goals, and needs.

Goal 1: Create, develop, and provide entertaining, fun, and educational programs and services for all

Objective A: Provide programs that entice customers to return and refer

Measures:

- Usage grows by 10%
- 2 children's (ongoing), 1 teen (passive), 2 adult (1 ongoing; one special) programs are designed to target diverse audiences
- Customers indicate they like/value new/redesigned programs
- 3 technology-enhanced programs exist by 2009 timeframe
- 5,000 visitors in web-based community forum by 2009 timeframe

Objective B: Develop and maintain collections that reflect the diversity of community interests and that promote learning and literacy

Measures:

- 3-4 pocket collections are established by 2009 timeframe
- Multimedia collection expanded by 10%
- Rate of collection usage increases by 5%

GOAL 2: Be the community center for Haverford Township

Objective A: Promote a positive relationship with the community through the library's programs

Measures:

- 5 outreach programs are implemented each year
- 1 new partnership with tangible benefits is established (per year)
- Master calendar is utilized by all programs and staff

- Hosted community meetings is increased by 2%

Marketing & Communications - Libraries have moved beyond their traditional roles and now must actively promote themselves. HTFL plans to effectively promote its services with a unified message and logo, attention to its internal spaces, and a focus on outreach and communications with different aspects of the community.

GOAL: Increase public awareness and promote a positive image of the library as an enticing and exciting destination

Objective A: Promote and brag about the library, to convey that the library and its people are accessible both in the library and throughout the community

Measures:

- Library branding is visible in 5 locations
- Customers can recognize library logo on presentation
- Library has a comprehensive public relations campaign that reaches 10% of township

Objective B: Deliver informative, current communications about the library's mission, collections, programs, and services

Measures:

- Targeted mailings/information distribution are implemented
- Public surveys show greater recognition of library services
- Customer surveys indicate that customers can cite media spots and recognize varied communications

Fundraising - HTFL has promoted an ambitious agenda for change and growth; the plan can only move forward with new financial resources. The library's leaders see the implementation of this plan as an ongoing process, not as a single project.

GOAL: Fully fund the library and support its mission

Objective A: Establish ongoing funding to support general operations, and create reserves

Measures:

- New supporters are increased by 30% as entered into the donor management database, eTapestry
- Amount of funds raised increased by 10%

- Township grows the library's budget by at least 3.5% annually

Objective B: Create special project funding

Measures:

- 50% of funds needed for the new/renovated building are raised by the end of 2009 timeframe

Building Committee: As the current library facility is limited by space and by an aging infrastructure, HTFL seeks to provide a current, safe, and healthy facility that will enable the library to fully reach its potential to serve the community.

GOAL: Have a top-notch, state-of-the-art knowledge and information resource facility

Objective A: Provide a modern facility capable of fulfilling the library's programs and mission

Measures:

- Plans for new/renovated library exist by the end of 2007

General Operations - The library requires an efficient, well-designed set of systems in order to support ongoing operations.

Goal: provide staff and Trustees the tools and resources necessary to meet the goals of organizational effectiveness and accountability

Objective A: Provide customers with clean, inviting, and comfortable space so that programs and services can be fully utilized

Objective B: The library is a safe and secure place

Objective C: Library finances are well managed and transparent

Objective D: Technology adequately supports organizational and departmental needs around data management and information sharing, access, and communications, while also allowing for expanded public access and engagement through high quality web site features.

Objective E: HFTL uses the knowledge gained from evaluating its programs to improve effectiveness and better serve its constituency.