



STRATEGIC PLAN 2006 - 2009

***Flying Higher:
Taking our library to the next level***

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Russell Walker, President	Michael J. Romano, Vice-President
Barbara Duff, Secretary	Thomas M. Shultz, Treasurer
Robert L. Henke	Susan M. Hartman
Jennifer Fox Rabold	John A. Wotus, Council Representative

Community Representatives

Harold Berkoben, Library Committee	Kathy DePuy, Library Committee
Joyce Madden, Volunteer	Mary Anne Miller, Friends' President
Marilyn Pfaff, Friends' Member	Cecilia Rodaitis, Volunteer

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Strategic Planning Process Facilitators

Paula A. Calabrese, Ph. D.	Cardinal Consulting Group
Judith K. Boren, M.S. Ed.	Cardinal Consulting Group

Introduction

Whitehall Public Library is pleased to introduce its Strategic Plan 2006 – 2009: *“Flying Higher: Taking Our Library to the Next Level,”* As the ambitious title suggests, our primary focus over the next three years is to build on our current strengths and improve our future services meet the demands of tomorrow and take our Library to the next level in these areas: programs, technology, policies, marketing, communications and physical and virtual facilities.

As a part of the strategic planning process, we visualized Whitehall Public Library ten years from now. We imagined what the Library of the future would look like, sound like and be like for our customers and our staff. We agreed that we view our Library as a warm welcoming gathering place where all customers feel welcome and well served. We envisioned a location for lifelong learning with the competencies, knowledge, skills and flexibility to adapt to the needs and interests of customers. We viewed the Library as the first and most accessible source for quality information. We saw the Library as the community resource for education, exploration, enrichment and enjoyment.

To help realize this vision, five initiatives will focus our human, financial and material resources, our energies and creativity, over the next three years.

1. Diversification of programs
2. Expansion of technology programs and training
3. Institutionalization of Library structure and governance
4. Marketing and communications
5. Expansion of facilities both physically and virtually

Other key areas of focus include securing continued funding for Library initiatives; maintaining superior customer services; continuing quality programs for children, teens and adults; sustaining public support for the Library. As we take Whitehall Public Library to the next level, customer service and satisfaction will continue to be our hallmark.

Whitehall Public Library’s Strategic Plan 2006-2009 was developed by a team of borough representatives, Library staff and board members in consultation with the Whitehall community. We gratefully acknowledge the valuable input provided by our customers and stakeholders. All comments, questions and concerns were dutifully considered during the planning process. Because we have heard from our constituents, we recognize that they are our reason for being and that the services and programs that are important to them today will continue to be important to them and to us as we move forward with confidence and enthusiasm and take the Whitehall Public Library to the next level.

Russell Walker
President, Whitehall Public Library

Robyn Hammer-Clarey
Director, Whitehall Public Library

Background

The Whitehall Public Library was founded in 1963 and serves the 14,444 residents of the Whitehall Borough in the South Hills area of Pittsburgh, Pennsylvania. The median age of the residents is 43.8 years while 15.2% of residents are in the 35-44 year age range. The Library has 7,292 registered borrowers that it serves within its 8,402 square foot capacity. Total circulation is 174,153 annually including juvenile circulation at 59,438. Out of 168 hours available per week, the Library is open 55 hours. During those hours, staff provides 172 adult programs and 224 children's programs annually. Access to the Library is also available online through the Internet and the Library's website. In addition to the print collection of books and periodicals, the Library offers 4 large screen computers and 17 public access computers to its customers.

The Library employs 19 staff members, 8 full time and 6 part time along with 5 pages. Volunteers also assist with Library services and programs along with the Friends of the Library who provide funding as well as time and talent. The annual budget is \$483,051.

Planning Process

Whitehall Public Library's Strategic Plan provides the board and staff with defined Vision, Mission, Belief Statements and Goals for moving ahead and taking the Library to the next level. Building on the previous work of the board and staff and recognizing the significant changes that affect programs and services, we have developed a new strategic plan to focus our efforts over the next 3 years.

The strategic planning process was led by the Strategic Planning Team consisting of borough representatives, community constituents, the Library Board and the Library staff with the support of facilitators, Paula A. Calabrese, Ph.D. and Judith K. Boren, M.S. Ed. of Cardinal Consulting Group.

The plan reflects the work of the Strategic Planning Team that began in October and was completed in December 2006. It incorporates the best thinking of the team and provides a clear direction for focusing the human, financial and material resources of the Library for the next 3 years.

Trends Affecting Whitehall Public Library

A number of powerful and influential trends are substantially changing the demands placed on libraries throughout Pennsylvania.

1. Changing Customer Expectations

- increasing demands for Library services due to growing interest in lifelong learning, aging society, knowledge economy, small and home-based businesses
- more requirements to meet needs of K-12 school students and home-schooled children and teens
- continued growth of non-English speaking communities
- growing disparity between information rich and information poor customers
- increasing expectations of customers for more service and more convenience

2. Emergence of Alternative Providers

- establishment of super sized bookstores with social amenities
- growth of virtual libraries and online content

3. Impact of Technology

- requirement to keep pace with technological hardware and software
- need for intensive staff and customer training to use technology
- financial investment in all aspects of technology
- increase in customers' usage of electronic resources

4. Continued Fiscal Challenges

- annual increases in costs of Library materials and resources
- growing competition for fundraising dollars from foundations and constituents
- competing demands for national, state and county dollars

5. Changes in Community Demographics

- burgeoning of non-English speaking population
- variance in median age of community members
- changes in family situations and configurations
- aging population

Our Mission

The Whitehall Public Library is the community resource for education, exploration, enrichment and enjoyment.

Our Vision

By 2009, the Whitehall Public Library will be the resource that meets community expectations for Library services.

Our Beliefs and Values

Accessibility:

We believe that our Library facilities, resources and programs must be physically accessible to all.

Accountability:

We believe that we must be accountable to the Whitehall community for the services that we provide.

Creativity and Innovation:

We value excellence and support creative ideas and innovative solutions in our services, programs and collections.

Information and Literacy:

We believe in providing resources and services that contribute to life-long learning and nurture the joy of reading in people of all ages.

Intellectual Freedom:

We believe in the basic principles of intellectual freedom and of the open exchange of information and the importance of an informed and literate community.

Life Long Learning:

We believe that a free public Library promotes education and is essential to the public good.

Partnerships:

We believe in the power of collaboration and pledge to be good partners with our Borough and the Baldwin-Whitehall School District.

Respect and Dignity:

We believe that all Library patrons have the right to privacy, confidentiality and intellectual freedom, and pledge to treat everyone equally.

Safe Environment:

We believe in providing a safe and positive environment that provides our staff with challenging opportunities to grow and develop and to contribute.

Our Future Focus and Planning Themes

The Strategic Planning team believes that the Library will serve its customers best by focusing on 5 key areas over the next 3 years. The 5 *Flying Higher: Taking the Library to the Next Level*. The priority goals include the following. Note that the number in parentheses next to each descriptor indicates the number of Strategic Planning Team members who identified it as an important area of focus.

Market and Communicate the Library's Programs and Services

- (9) Research and determine community needs and expectations of WPL
- (8) Conduct off-site Library card registrations
- (7) Maintain, expand and stabilize funding streams
- (7) Create/conduct aggressive marketing campaign
- (5) Coordinate Library Card registration with pool sign-ups
- (4) Develop and maintain political relationships with Borough, local and regional representatives
- (4) Seek a prominent and visible community profile
- (3) Create a Library presence in high-traffic, non-traditional areas of the community
- (2) Research and follow current Library trends
- (1) Partner with local businesses to offer Library Care premiums
- (1) Demonstrate to the community ways to save money
- (1) Determine how to get RAD money back into WPL

Diversify Programs

- (4) Provide a variety of cultural and recreational programs (knitting, crochet, and woodworking)
- (4) Present a variety of stimulating programs to all ages
- (4) Offer expanded support for school curriculum and homeschoolers
- (1) Interesting programs - creation

Provide Technology Programs and Training

- (4) Expand computer availability and computer programs
- (6) Institute wireless internet access
- (5) Offer computer use tutors
- (4) Create database of community resources
- (2) Offer programs and training on general Library use
- (2) Offer continuing education opportunities for staff and volunteers
- (1) Provide homework research support
- (1) Provide basic and advance technology training

Renew Library Structure and Governance Policies and Practices

- (9) Continue and expand a program of materials selection (new, current, and diverse)
- (7) Promote and provide excellent reference services
- (5) Expand the numbers of hours the Library is open, based on patron needs
- (5) Maintain a warm, friendly and caring environment
- (3) Expand the large print offerings
- (2) Recruit and retain talented, dedicated staff and volunteers
- (2) Examine ways to demonstrate that WPL is a good steward of public funds
- (2) Institute sound human resource practices and policies to ensure low staff turnover
- (2) Provide current best-sellers
- (1) Provide Library patrons with wonderful reader's advisories
- (1) Willing to accept change

Maintain and Expand Facilities Both Physical and Virtual

- (7) Continue and expand outreach programs
- Examine possibilities for a physical expansion of the facility
- Explore creation of Library satellite centers

APPENDICES



TOPIC: Flying Higher: Taking the Whitehall Public Library to the next level

Staff Meeting Story Board Notes

Friday, October 20, 2006

BACKGROUND INFORMATION	OVERALL PURPOSE	NON-PURPOSE OF THIS SESSION	EXPLORE GUIDELINES: WE AGREE TO...
Founded in 1963	To identify ways to make Whitehall Public Library the sought after community destination/center for education, exploration, enrichment and enjoyment.	To complain about the constraints that we face	LISTEN Be attentive to each other. Be respectful of others' ideas and suggestions.
Serves Whitehall Borough with 14,444 population		To say we can't before we try	
Median age 43.8; 15.2% 35-44 years old	PURPOSE OF THIS SESSION	To criticize one another's suggestions and ideas	SUSPEND JUDGMENT Don't criticize others' ideas. Keep an open mind to all suggestions.
Registered borrowers number 7,292			
Library is 8,402 square feet	To gather staff input in preparation for the November 4 Strategic Planning session with the Board and others.	To maintain the status quo and stand still	NO SPEECHES No war stories and personal anecdotes. Don't follow every suggestion you offer with a speech or rationale for the suggestion. Say it and be done with it.
Open 55 of 168 available hours per week			
19 staff members; 5 pages, 7 FTE; 7 PTE			SPIN THOUGHTS When requested, provide a more detailed explanation of the suggestion or idea that you presented.
Annual budget: \$483,051			
Juvenile circulation is 59,438			
Total circulation is 174,153			
4 large screen computers; 17 public access computers			
172 Adult programs; 224 Children's programs in 2005			

STRENGTHS: Things we already do well and want to continue to do		WEAKNESSES: Things we need, could do better and/or could improve upon	
Personal, customized customer service	Supportive community financially, personally	Need for bigger staff area and restrooms	Need a customer chair at the reference desk
Opportunities for personal enrichment and learning	Communication with Borough, especially road crew is great	Need for more storage area	Need to improve skills in managing problem and disruptive customers
Helpfulness, friendliness of staff	WPL is the destination Library for residents of other boroughs	Need for more room for stacks, materials, programming	Need ways to deal with "time suckers"
Good location for accessibility to public transportation	Availability of all resources throughout the system to WPL customers	Need for more outreach to middle age group 35-44	Need patron behavior expectations policy; code of conduct expected in Library
Understanding, open minded, approachable staff	Enclosed children's area	Bring more teens into the Library	Need to education users of the whole continuum of Library services available
Enthusiastic, devoted, knowledgeable staff	Books on wheels	Need for WPL programming room of its own	
All encompassing programming; inclusive, varied, exciting	Project Liberty	Need for parking space	
Dynamic, exciting place to be; freedom to take risks; ability to be creative	Learn Bus from Prospect Park	Staff time management; thin schedules	
Belonging to Allegheny County Library Association Consortium	Fireplace area	No sign indicating WPL location on Route 51	
Good collections of materials	Great Board	Communications among all parties	
Minimal red tape required to get things done.	Excellent publicity for Library events	Children's staff work area needs more space	
New equipment such as VCR, laptops for programs	Teamwork among staff	Need more knowledge of technology systems and skills	
Director maintains an open door policy	Strong volunteer program	Need 3 desks in the children's area	
Modern Library, current collections, "secret" of the borough	Proximity to Baldwin Whitehall High School	Need for more funding	
Strong outreach programs in the community to inform those who are unaware of services	Diamond Outreach gathering of representatives of Library, parks and recreation and friends	Need for computer workstations in children's area with Internet access	
Devoted users, customers; positive reactions from them	Accessible	Improve the general, overall appearance of the Library	

OPPORTUNITIES:
Things we might possibly do in the future that we are not now currently doing

Youth outreach programs	Need more technology training for staff	Promote Library card registration each month	
Outreach to immigrant population	Create express check out counter	Establish a coffee shop or cart for customers	
Increase partnerships with existing agencies	Develop process for calling ahead to place order for books requested	Overhaul the reading area	
Coordinate with teen services librarians	Create a café and browsing area	Increase number of computers	
Cleanliness and overall appearance of Library; need professional cleaning service	Partner with businesses or corporations	Relocate the computers to another area in the Library	
Increase outreach staff	Develop more collaboration among South Hills libraries	Bring training to WPL for staff instead of their having to travel a distance to other locations	
Limited space in non-fiction area	Rethink and reorganize the used book storage and book sale process	Increase quiet areas in the Library	
Need wireless Internet connections	Need a security system	Add staff with specific responsibility to promote Library to the community	
Need more storage space	Set up a drive through and pick up window	Plan for physical expansion	
Need staff development day built into schedule	Create a green space area for outdoor programming	Establish a mini-branch, satellite of Library; bookmobile services	
Expand and reinvent the Friends group	Obtain an electric sign to promote the Library and inform passers by	Redirect staff time to other activities	
More full time staff	Partner with local schools through South Hills Area School Districts Association (SHASDA)	Develop and publish expected, appropriate behavior guidelines for customers in the Library	
Offer night classes in computer usage	TV commercials promoting Library		
Open Library from 9 am until 9 pm Monday through Friday	Inform realtors about services to attract new patrons		

THREATS/TRENDS: Worries that keep us awake at night, things that threaten us, our success or make us fearful		Ways that we can provide excellent service to delight our patrons and exceed their expectations	
After school programs provided by others	Parents, children, health and aging trends	Hire more full time staff	Post a more interactive website
Online resources compete with books	Patrons ordering books from home and not browsing in the Library	Have more DVD available in multiple quantities	Better quality control
School activities and responsibilities compete for children's time and energy	Not knowing our demographic make up well enough to know what is needed to serve that population	Conduct public survey to determine needs and interests	Have multiple copies of best sellers; stay in-house
Over-scheduling of children's time	Exponential growth of information	Look at existing resources in new ways; vary shelving methods and formations	Host big events
Old equipment	Public perception that the need for libraries is dwindling	Ask customers and potential customers what they need, want, expect from the Library	Host authors' signings of books
Customers' thinking that everything is available online and Google can replace libraries	Budget limitations; reduction in funding	Take time to talk with customers about their interests and needs	Host celebrity nights
Using search engines as reference	Grants are not for operating costs but for start up and seed money	Imitate book stores	Go the extra mile for personalized service to customers
Digital imaging of books	Competition with other forms of leisure and entertainment	Send out informational emails.	More and easier readers' advisory
Funding limitations	Programs to fit funding	E.S.P. service to customers; know in advance what they want and have it ready for them	Increase number of open hours; make them consistent
Decrease and instability in traditional funding streams	Need to balance and manage growth of Library and services with personal touch and customer services	Know more about local school projects, curriculum, teachers' expectations of students	
Interference of state politics		Customize website with lists of DVD, periodicals	

Ways to maximize each patron's visit to the Library despite the length of their stay		Ways to cause current non-patrons to beat a path to our door	
Stuff promotional brochures into the books customers borrow		Provide programs for males	
Listen to patrons and to each other		Create more programming for older teens	
Ask patrons and respond to their requests		Establish off-site advocacy program at malls, school events, teen centers, Senior living residences, Caste Village	
Create an advertising and promotional campaign		Add information about WPL to "welcome wagon" or realtor's home promotional packets (Friends opportunity)	

**STAFF DESCRIPTIONS OF THEIR VISION OF WHITEHALL PUBLIC LIBRARY 2009
BASED ON THE WORLD CAFÉ ACTIVITY**

Whitehall Public Library will be:

Friendly
Exciting
Big
Clean
Inviting
Bright
Casual
Comfortable
Community-oriented
Fun
Pretty
Family coming together destination
Happy
Friendly
Clean
Informational
Comforting
Accessible
Spacious
Clean
Multifaceted
All encompassing
Warm, hospitable
Professional



**Strategic Planning Team Work Session
Story Board Notes
Saturday, November 4, 2006**

Our Mission

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Our Vision

By 2009, the Whitehall Public Library will be the resource that meets community expectations for Library services.

Our Beliefs

We believe that a free public Library promotes education and is essential to the public good.

We believe in the basic principles of intellectual freedom and of the open exchange of information and the importance of an informed and literate community.

We believe in providing resources and services that contribute to life-long learning and nurture the joy or reading in people of all ages.

We believe that all Library patrons have the right to privacy, confidentiality and intellectual freedom, and pledge to treat everyone equally.

We value excellence and support creative ideas and innovative solutions in our services, programs and collections.

We believe in providing a safe and positive environment that provides our staff with challenging opportunities to grow and develop and to contribute.

We believe in the power of collaboration and pledge to be good partners with our Borough and the Baldwin-Whitehall School District.

We believe that our Library facilities, resources and programs must be physically accessible to all.

We believe that we must be accountable to the Whitehall community for the services that we provide.

BACKGROUND INFORMATION	OVERALL PURPOSE	NON-PURPOSE OF THIS SESSION	EXPLORE GUIDELINES: We Agreed to...
<p>Founded in 1963</p> <p>Serves Whitehall Borough with 14,444 population</p>	<p>Flying Higher: Taking the Whitehall Public Library to the next level</p>	<p>To complain about the constraints that we face</p>	<p>LISTEN Be attentive to each other. Be respectful of others' ideas and suggestions.</p>
<p>Median age 43.8; 15.2% 35-44 years old</p> <p>Registered borrowers number 7,292</p> <p>Library encompasses 8,402 square feet</p>	<p>PURPOSE OF THIS SESSION</p> <p>To identify ways to make WPL the sought-after destination center for <i>education, exploration, enrichment and enjoyment.</i></p>	<p>To say we can't before we try</p>	<p>SUSPEND JUDGMENT Don't criticize others' ideas. Keep an open mind to all suggestions.</p>
<p>Open 55 of 168 available hours per week</p> <p>19 staff members; 7 FTE; 7 PTE; 5 pages</p> <p>Annual budget: \$483,051</p> <p>Juvenile circulation is 59,438</p> <p>Total circulation is 174,153</p> <p>4 large screen computers and 17 public access computers</p>		<p>To criticize one another's suggestions and ideas</p>	<p>NO SPEECHES No war stories and personal anecdotes. Don't follow every suggestion you offer with a speech or rationale for the suggestion. Say it and be done with it.</p>
<p>In 2005, WPL offered: 172 Adult programs; 224 Children's programs</p>		<p>To maintain the status quo and stand still</p>	<p>SPIN THOUGHTS When requested, provide a more detailed explanation of the suggestion or idea that you presented.</p>

Analysis: STRENGTHS Things we already do well and want to continue to do		Analysis: WEAKNESSES Things we need, could do better and/or could improve upon	
Professional and thorough budgeting process	WPL demonstrates a "willingness to try" new ideas	**** Need more consistent open hours (i.e.: AM hrs)	Continue to weed collections; and improve collections
Long-standing commitment from our Friends	Many outreach programs (Project Liberty...)	Staff needs more time for outreach programs	More Inter working
Good facility maintenance	WPL maximizes funding	**** Insufficient space for programs and collection ****More parking Need satellite centers or kiosks	Need a WPL Strategic Plan
Borough Council pays Library rent and utilities	Availability of computers for public use	Public communication (more mailings, more cooperation from the media) Communicate strengths, services; increased advertising	Need more tech support Establish Wireless technology More training in use of EIN Network and various databases
Library enjoys positive political relationships	WPL enjoys a good reputation in the county	Lack of visibility - need WPL sign on Rt. 51	Add new books, more CDs and DVDs
Library patrons 'give-back' generously	Quality collection – books, DVDs	Library layout could be better configured	
High percentage of non-residents use WPL	Prominent community resource	Summertime parking issues	
Diamond Outreach – WPL Friends of WPL Borough Council Recreation Board Area organizations	Good programs for Seniors; Also – outreach programs for new residents	Improve staff wages Increase staff work space Add more fulltime staff Increase staff accessibility	
Library is centrally location in community	Library and Recreation Board enjoy cooperative relationship	Expand Library website	
New Library Director brings new vitality	Very supportive Borough Council	Enroll more Whitehall residents/ Library cards	

Analysis: STRENGTHS Things we already do well and want to continue to do		Analysis: WEAKNESSES Things we need, could do better and/or could improve upon	
WPL is known for offering exciting, high-quality programs	WPL is part of Allegheny Co. consortium of libraries	Secure more predictable funding	
Well-respected children's programming	Whitehall is an educated community	Expand collections of large print materials	
Library areas are attractive and inviting	Large number and diversity of programs for all ages		
Staff is friendly, dedicated, capable and talented	Library is open many hours in the week		
Library has many dedicated and willing volunteers	Adequate budget (but it could always be larger)		

Analysis: OPPORTUNITIES		Analysis: THREATS	
Things we might possibly do in the future that we are not now currently doing		Worries that keep us awake at night, things that threaten us, our success or make us fearful	
Offer SAT Prep classes for high school students	Expand teen interaction and young adults	Mergers with other libraries	Regionalization
Hold a gala event (fundraising/friend-raising)	Investigate non-profit status for Library	Aging demographics – seniors may have difficulty getting to the Library	Many use the internet at home instead of the Library and miss out on our resources
Offer classes for intermediate and advanced computer-use; and databases	Hold annual Library Day (possibly off-site)	**** Loss of state or RAD funding is a worry; uncertainty of funding streams; rising costs of books, etc.	Changes on Whitehall Borough Council – currently very supportive...future members may not be as supportive
Advertise United Way Donor Option (web, newsletter) with Friends of the Library	Advertise the advantages of using our reference section and services	Falling prey to the “We’ve always done it this way” mentality	Rapid changes in technology cause equipment to quickly become outdated
Sell commemorative bricks	Increase interaction with the Chamber of Commerce	What if there were no more books?	Liability issues
Schedule ‘fun’ programs and celebrations	Expand the numbers of Library card holders and users	People are reading less and using the internet more	“Big Brother” and recordkeeping
Develop an internet committee on technology	Use existing resources differently	Over-scheduled children	Whitehall has a static populations and is also landlocked
Increase advertising of Library services	Look at the competition – local bookstores; compete w/ them (café?)	Entitlement mentality	
Use the public access channel on Comcast	Investigate local business donations, partnership/sponsorships		
Investigate endowments as a funding source	Work to increase \$\$ donations to Library		
Outreach events – Caste Village, PPB sale; Consider a Library satellite at Caste Village	Create programs and initiatives to reach out to non-users		
Offer more programs targeted to ages 30-40	Sponsor children’s summer trips		

Things the Whitehall community wants the Library to do or to provide...		Things we need to focus on to ensure that the Library survives and thrives...	
Continue to offer a broad-based selection of books & materials	Expand selection of large print materials	**** Explore ways to ensure a stable funding stream	Maintain and expand funding stream
Provide current best-sellers	Create a database of community resources	Continue to research and meet community needs	Continue to monitor and follow current Library trends
Continue to expand outreach programs	Provide varied programs (knitting, crochet, woodworking...)	Develop and maintain political relationships with Borough, local and regional representatives	Maintain a prominent and visible presence in the community
Investigate opportunities to provide curriculum support	Continue to offer an interesting and diverse program schedule	Explore opportunities to use local stores to offer Library card premiums	Demonstrate and explain the WPL is a good steward of funds
Offer opportunities for tutoring	Further expand computer programs	Maintain and expand our competent staff by implementing sound HR practices	****Implement practices and policies to recruit and retain staff and volunteers
Institute wireless internet access	Provide homework research support	Always be willing to accept change	Provide continuing education opportunities for staff
Offer training in how to use Library resources	Offer extensive and advanced technological training	Search for grants	Continue to provide easy and ADA access to Library
Create a Community Directory of organizations * Friends are working on this!	Become involved in a charity project (crafts, hobbies...)	Expand outreach programs	Determine what the community wants (survey?)
Expand access to public computers and provide assistance and classes	Expand Senior Services – explore using Access for transport	Provide ongoing education/information for Borough Council members and other local/regional public officials	
Sponsor <i>Library Day</i>	Provide high-quality reference materials		
Cooperate with school libraries	Expand already excellent collection of DVDs		
Add to the diversity of the periodical collection			

Ways the Library can be indispensable to and provide excellent service to our customers...		Ways to make people clamor for our services and motivate current non-users to beat a path to our door...	
Provide excellence reference services	Expand Library operation hours	Conduct Library card registration drives off-site	Create a presence in a non-traditional / high traffic area of the community
Maintain a warm, friendly and caring Library environment	Offer wonderful Readers' Advisory services	Demonstrate to the community ways to save \$\$	Determine how best to get RAD \$\$ back to WPL
Offer computer tutors	Recommend good books	Conduct Library card sign-up during pool registration	Create / conduct an aggressive marketing campaign
Offer field trips (investigate how other libraries do that)		Place Library information or news in tax mailings	Institute program with stores– show Library Card to win door prize
		Break the traditional perception of libraries	Offer a “finders fee” to those who bring in new patrons
		Create a reward and incentive program	

Whitehall Public Library Strategic Planning Themes

The Planning Themes listed below received the highest priority among all the topics discussed from planning team members as indicated by the number in parentheses. These Planning Themes constitute the basis for writing each of the 5 Priority Goals.

DIVERSIFY PROGRAMS

- ★ (4) Provide a variety of cultural and recreational programs (knitting, crochet, woodworking)
- ★ (4) Present a variety of stimulating programs to all ages
- ★ (4) Offer expanded support for school curriculum and homeschoolers
- ★ (1) Interesting programs - creation

TECHNOLOGY PROGRAMS AND TRAINING

- ★ (4) Expand computer availability and computer programs
- ★ (6) Institute wireless internet access
- ★ (5) Offer computer use tutors
- ★ (4) Create database of community resources
- ★ (2) Offer programs and training on general Library use
- ★ (2) Offer continuing education opportunities for staff and volunteers
- ★ (1) Provide homework research support
- ★ (1) Provide basic and advance technology training

FACILITY EXPANSION & MAINTENANCE (physical and virtual)

- ★ (7) Continue and expand outreach programs
- ★ Examine possibilities for a physical expansion of the facility
- ★ Explore creation of Library satellite centers

LIBRARY STRUCTURE AND GOVERNANCE

- ★ (9) Continue and expand a program of materials selection (new, current, diverse)
- ★ (7) Promote and provide excellent reference services
- ★ (5) Expand the numbers of hours the Library is open, based on patron needs
- ★ (5) Maintain a warm, friendly and caring environment
- ★ (3) Expand the large print offerings
- ★ (2) Recruit and retain talented , dedicated staff and volunteers
- ★ (2) Examine ways to demonstrate that WPL is a good steward of public funds
- ★ (2) Institute sound human resource practices and policies to ensure low staff turnover
- ★ (2) Provide current best-sellers
- ★ (1) Provide Library patrons with wonderful reader's advisories
- ★ (1) Willing to accept change

MARKETING AND COMMUNICATIONS

- ★ (9) Research and determine community needs and expectations of WPL
- ★ (8) Conduct off-site Library card registrations
- ★ (7) Maintain, expand and stabilize funding streams
- ★ (7) Create/conduct aggressive marketing campaign
- ★ (5) Coordinate Library Card registration with pool sign-ups
- ★ (4) Develop and maintain political relationships with Borough, local and regional representatives
- ★ (4) Seek a prominent and visible community profile
- ★ (3) Create a Library presence in high-traffic, non-traditional areas of the community
- ★ (2) Research and follow current Library trends
- ★ (1) Partner with local businesses to offer Library Care premiums
- ★ (1) Demonstrate to the community ways to save money
- ★ (1) Determine how to get RAD money back into WPL

FORMS

ACTION TEAM PARTICIPANTS AND COMPONENTS

TEAM LEADER/MEETING FACILITATOR

- Sets the meeting date, time and location
- Invites members to the meeting
- Plans the agenda for the meeting
- Facilitates the meeting by including all the members in the discussion
- Participates fully in the discussion
- Reports back to Library Director and Library Board

RECORDER OF MEETING MINUTES

- Records the date, beginning and ending times of the meeting and the location
- Records names of participants present and those who are absent
- Listens carefully to all discussions
- Records all conclusions reached by the group
- Records names of participants who agree to perform specific duties
- Writes the minutes of the meeting
- Distributes the minutes of the meeting
- Participates fully in the discussion

TIME KEEPER

- Ensures that the meeting begins and ends on time
- Reminds facilitator of time
- Notifies facilitator of 10 minute warning to bring meeting to closure
- Reminds facilitator to set date, time and location for the next meeting
- Participates fully in the discussion

3-5 MEMBERS

- Participate fully in the discussion
- Ask clarifying questions as needed
- Offer suggestions and recommendations
- Accept duties and responsibilities to assist the Facilitator such as:
 - Research answers to questions that arise
 - Check on legal aspects of a question
 - Check on financial aspects of a question
 - Make telephone calls to gather additional information
 - Contact others who might have specific expertise that could help the team
 - Document answers to questions
 - Write specifications for a proposed purchase
 - Obtain bids or proposals

ELEMENTS OF A S.M.A.R.T. PRIORITY GOAL

Goals are the ends, the desired results, toward which specific time, effort and human, financial and material resources are directed.

PRIORITY GOAL TITLE:

PRIORITY GOAL:

ACTION TEAM LEADER/FACILITATOR:

ACTION TEAM RECORDER:

ACTION TEAM MEMBERS:

SPECIFIC	What exactly do you want to accomplish? Detailed, particular, focused; the exact, task, project or activity to be achieved; write the outcomes in a way that ensures that everyone reading them come to the same understanding of what the intended outcomes really mean
MEASURABLE	How will you measure or evaluate the extent to which you have accomplished the goal? Quantifiable, a standard of comparison, the means to a specific result, limiting use numbers #, percentages %, dollars \$, frequency to quantify the expected outcomes

ACTION-ORIENTED	<p>What exactly needs to be done to accomplish the goal?</p> <p>Write the specific action that needs to occur so that the goal can be achieved: develop, create, evaluate, identify</p>
REALISTIC	<p>Why is this goal necessary and how realistic is it that you can achieve it?</p> <p>Practical, achievable, accurate, possible; write the outcomes in a way that demonstrate that they are not beyond reach yet they are not easy to attain</p>
TIME AND RESOURCE CONSTRAINED	<p>When will you complete this goal?</p> <p>Scheduled, planned, regulated by time, a finite duration of the activity, the extent of the resources: human, financial, material and the time allowed; set a deadline; state the specific time frame during which each aspect of each activity will occur</p>

ACTION PLAN FORMAT

PRIORITY GOAL TITLE:

PRIORITY GOAL:

ACTION TEAM LEADER/FACILITATOR:

ACTION TEAM RECORDER:

List each of the specific tasks or steps or actions that need to be done to accomplish the Priority Goal listed above	Person Responsible	Cost: Money Time Personnel	Due Date
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

ACTION PLAN MEETING MINUTES

PRIORITY GOAL TITLE:

PRIORITY GOAL:

ACTION TEAM LEADER/FACILITATOR:

ACTION TEAM RECORDER:

MEETING DATE:

MEETING LOCATION:

MEETING TIME:

ACTION TEAM MEMBERS PRESENT:

ACTION TEAM MEMBERS ABSENT:

TOPIC OF DISCUSSION

DECISION/FOLLOW UP

TOPIC OF DISCUSSION

DECISION/FOLLOW UP

TOPIC OF DISCUSSION

DECISION/FOLLOW UP

TOPIC OF DISCUSSION

DECISION/FOLLOW UP

Next Steps

Following are the suggested next steps in the Strategic Planning process:

1. Review page 7 *Our Future Focus and Planning Themes*. Use the topic and the descriptors below it to develop a S.M.A.R.T. Goal. To write a S.M.A.R.T. Goal, use the *Elements of a S.M.A.R.T. Priority Goal* on page 27. For example the S.M.A.R.T. Goal for the planning theme relative to marketing and communicating the Library's programs and services might read as follows:

By March 31, 2007, the Action Team will have a first draft of a data-informed marketing and communications plan to present to the Library Director and Library Board for their approval that will be based on an assessment of current and future customers' needs, interests and expectations and will provide specific ways to inform the community of the Library's programs and services.

2. Write each of the 5 Priority Goals using the S.M.A.R.T. Priority Goal method.
3. Collaborate with Library staff and Board to rank the 5 Priority Goals in order of importance. Decide where you will focus your human, financial and material resources in relation to each of the goals.
4. After the 5 Priority Goals are clearly stated and set in rank order, publish them to the Library customers and other community members. Request volunteers to sign up for an Action Team to work on one of the Priority Goals. Have volunteers complete a brief application process so that you will be able to make an informed choice of Action Team members based on volunteers' skills and interests. Borough council members, Library Board members, staff, Friends and volunteers should all be made to feel welcome to serve on the Action Teams.
5. Develop an equitable process for identifying an Action Team Leader/Facilitator for each of the 5 Priority Goals.
6. Appoint an Action Team Leader/Facilitator for each Action Team.
7. Convene the Action Team Leaders/Facilitators for an information session to explain your expectations of them and the parameters of their responsibilities.
 - a. The Action Team Leader/Facilitator should identify others who wish to serve on the team based on the applications received from constituents.
 - b. At the first Action Team meeting, the Leader/Facilitator should appoint or request a volunteer to serve as Recorder and another to act as Time Keeper.
 - c. Set a date and time schedule for future Action Team meetings.
 - d. Assign tasks to each participant to fulfill between meetings and to report back to the rest of the Action Team at the next meeting.
 - e. Use the Action Plan Format as shown on page 28 and the Action Plan Meeting Minutes as shown on page 29 to keep records of the meetings and to develop the Action Plans.
8. Set a short term deadline of from 3-6 months. Then, commission the Action Teams to begin their work. Assist them as much as possible by providing information or resources that they might need to write their Action Plan for their Priority Goal. Remember that the Action Team is not charged to do all the work themselves. Their duty is to create the Action Plan. They usually assign responsibilities to others to complete the actual delineated tasks within the Action Plan.

9. Convene the Action Team Leaders/Facilitators occasionally to review their progress.
10. Maintain open lines of communication between the Action Team Leaders/Facilitators, Action Team Members, Library Director and Library Board.
11. Engage all Library staff in at least one of the Action Teams. Consider using their participation in the planning process as a portion of their performance appraisal.
12. All of the Action Plans may not be completed at the same time. As each Action Plan is completed, the Action Team Leader/Facilitator should present it in its final form to the Library Director and Library Board for their consideration, review, revision and approval.
13. The Library Board should decide the extent to which each of the Action Plans will be acted upon and on what specific timeline. Once this is decided, the Action Plans should be implemented.
14. Finally, each of the Action Plans, after implementation, should be evaluated on an on-going basis.