

Strategic Plan for 2016-2018

Adopted by the Westfield Washington Public Library Board of Trustees on December 9, 2015



In August 2015, under the guidance of the Westfield Washington Public Library's (WWPL) strategic planning committee consisting of the library director, three library board members and two staff members, WWPL began the strategic planning for years 2016 – 2018. Library consultants Kimberly Bolan and Associates, LLC facilitated the process.

The Process

WWPL's strategic planning process included the following key areas.

- 1) **Gathering community input and data**, which involved showing WWPL staff and residents (both users and non-users) the possibilities for WWPL as a thriving 21st century library, and then gathering their input and ideas. In addition, benchmark, demographic, and collection analyzes were completed.
- 2) **Developing solutions** by compiling all gathered data and input and then working with the planning team during a Strategic Retreat to establish key strategic areas, specific goals, and related investments required to implement the goals to help WWPL thrive over the next three years and beyond.
- 3) **Providing a path to results** by developing a plan that the WWPL staff and board can live, breathe, and readily implement on a day-to-day basis.

Library consultants Rob Cullin and Kim Bolan Cullin, from Kimberly Bolan and Associates (KBA), facilitated 11 stakeholder sessions for WWPL between September 9 and September 28, 2015. Focus group participants included the general public, boomers and seniors, Friends of the Library, teens, media specialists, teachers, business and community leaders, parents, homeschoolers, staff and board members. Overall, 150 stakeholders participated in the discussions regarding WWPL's strategic future. In addition to the stakeholder sessions, an online survey was conducted from September 21 through October 8, 2015. 247 people took the survey. 82.1% of survey takers were regular library users, using the library at least once a month, and 17.9% were infrequent or non-users. Respondents were predominately female at 78%. The biggest age group to respond consisted of 36-45 year olds (32.1%), with the next largest group being 46-55 year olds (19.6%), and 26-35 years olds to follow (19.1%). A detailed summary of all survey feedback was presented to WWPL leadership in a separate document.

What We Heard

The community focus groups and online survey explored several topics including customer service, programming, outreach, marketing, technology, collections, overall physical library space. Detailed summaries of all focus group and stakeholder feedback were provided in separate documents to WWPL leadership. All stakeholder input, data analysis, and follow-up exploration work led to the strategic foci, goals, and investments outlined on page 2 of this document.

Evaluation & Collaboration

With the goal of achieving all outlined goals over the next three years, WWPL administration, staff, and board of trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be accomplished as outlined and will be reviewed periodically at WWPL board meetings. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next few years. In addition, a work plan detailing all the actions/tasks, timeline, and related budgetary figures was created by the team in order to best carry out and assess the plan.

The keys to WWPL's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the board of trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between WWPL staff and the public
- Active collaboration between WWPL's board of trustees, administration, staff, outside organizations, and the community

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"> Our Mission: Fostering exploration, discovery, and growth. Vision: The cornerstone of lifelong learning in Westfield and Washington Township. </p>	Strategic Focus	Goal	Investments	Outcome
	Library Usability	An improved and continually maintained easy-to-use and up-to-date library	<ul style="list-style-type: none"> • Create a more warm and inviting atmosphere <ul style="list-style-type: none"> ○ updated and more comfortable furnishings ○ Improve the entry experience, signage, and wayfinding • Evaluate the library’s open hours • Assess and continually maintain up-to-date technology throughout the library • Create a quiet reading room/area • Increase the commitment to professional development • Evaluate cross training of departments • Continue to evaluate the library’s location • Make it easier to obtain a library card • Improve new card holder on-boarding process 	A high quality user experience where library users can enjoy and easily access everything the library has to offer
	Community Awareness	Increased usage and knowledge of library services by the community as a whole	<ul style="list-style-type: none"> • Develop a marketing and branding strategy & plan that is research-based • Improve physical and digital marketing materials • Incorporate readers advisory into marketing • Improve awareness of Evergreen Indian • Explore marketing segmentation as well as new marketing channels (e.g., texting, social media, etc.) • Expand library card registration efforts, especially with the schools 	An appreciated library that is a true source of community pride among a larger registered user base
	Library Funding	Expanded and diversified funding for the library	<ul style="list-style-type: none"> • Increase overall library funding <ul style="list-style-type: none"> ○ Lobby for allocation of local impact fees ○ Research options for increasing tax-based funding • Further develop and grow the Library Foundation 	A more diversely and better funded library commensurate with other nearby Indiana libraries
	Services & Content	Focus on quality over quantity and continuous evaluation of all library services and content	<ul style="list-style-type: none"> • Improve outreach to schools and daycare centers • Work with local volunteers and experts to deliver programs, in particular for general programs for adults and technology programs for all ages • Partner with local arts groups to provide displays and programming • Reevaluate program times to best accommodate the community’s needs • Use data-based analysis (e.g. circulation, demographics, etc.) to better develop collections and services • Explore leasing some library materials 	Relevant and highly used services and resources for all ages and interests