

Strategic Plan for 2019-2021

Adopted by the Westfield Washington Public Library Board of Trustees on December 12, 2018



In August 2018, under the guidance of the Westfield Washington Public Library's (WWPL) Library Board and Library Director and staff, WWPL set out to revise and update the 2015-2018 strategic plan. We looked at what goals we had accomplished and what goals we would like to further explore. We have also added a section that is devoted to technology as it relates to the strategic goals.

The Process

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

- 1) **Gathering community input and data** – WWPL staff generated a survey to solicit feedback from the community, staff and library board on what their expectations were for meeting their library service needs in the next 3-5 years and if we need to expand on some of our strategic focus and goals we had previously agreed upon.
- 2) **Developing solutions** - We worked to explore the existing 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.

An online survey was conducted from October 1, 2018 through October 31, 2018. 145 people took the survey. 80.6% of survey takers were regular library users, using the library at least once a month, and 19.4% were infrequent or non---users. Respondents were predominately female at 85.5%. The biggest age group to respond consisted of 36-45 year olds (31.7%), with the next largest group being 26-35 year-olds (26-35%), and 46-55 year-olds to follow (15.8%). A detailed summary of all survey feedback was presented to WWPL leadership in a separate document.

What We Heard

The online survey explored several topics including customer service, programming, youth services, adult services, outreach, marketing, technology and digital services, collections and resources, overall physical library space and overall 21st century public library trends. All of the library board, staff and community input, data analysis and follow-up led to the strategic focuses, goals and investments outlined on page 2 of this document. We have also include a page devoted to a strategic technology plan.

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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	Strategic Focus	Goal	Investments	Outcome
<p>Our Mission: Fostering exploration, discovery, and growth.</p> <p>Vision: The cornerstone of lifelong learning in Westfield and Washington Township.</p>	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 • Continue to evaluate the library’s open hours • Assess and continually update technology • Increase the commitment to professional development • Evaluate cross training of departments • Make it easier to obtain a library card • Improve new card holder onboarding process • Create a capital project plan to assess current facility needs <ul style="list-style-type: none"> ○ Continue to evaluate the library’s location and space to meet the needs of the growing community that is served by WWPL ○ Assess the current facility and maintenance issues ○ Assess the need for space redesign to include up to date library services – makerspace, etc. 	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 • Continue to improve physical and digital marketing materials • Improve awareness of all library services • Expand library card registration efforts, especially with the schools 	An appreciated library that is a true source of community pride among a larger registered
	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 • Continue to follow the library’s fiscal plan and update as necessary • Further develop and grow the Library Foundation • Research grant opportunities to supplement library funding • Evaluate and explore sponsorship opportunities for programs. 	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, particularly 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 • Keep up with current trends of programming for all ages 	Relevant and highly used services and resources for all ages and interests

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2019-2021 Technology Focused Plan

Strategic Focus: Library Usability

Goal: An improved and continually maintained easy-to-use and up-to-date library

- Equipment leasing
 - The library leases most of its desktop computers and monitors. A 3-year lease cycle ensures that equipment remains up-to-date and simplifies the technology budget.
 - Future planning: The library has just leased new equipment for the next 3 years.
- Internet access
 - Westfield Washington Schools provides internet access to the library through their fiber service. This provides library internet users with reliable and more than adequate bandwidth.
 - Future planning: WWS has recently expanded its fiber to 1.3 Gigabit/second and will continue to expand to meet increasing needs.
- Shared catalog
 - Belonging to the Indiana Evergreen Library Consortium provides WWPL patrons access to the print resources of more than 100 libraries at a very low cost. The catalog and associated hardware are located and managed off-site, resulting in almost no overhead costs for the library.
 - Future planning: Library staff work to maintain a presence on EI committees to help ensure that it meets staff and patron needs.
- Grant funds
 - Whenever possible, the library uses LSTA and other grant funds to acquire technology. STEM programs utilize iPads, Chromebooks and a 3D printer made available through grants.
 - Future planning: The library strives to stay up-to-date with new technology and will seek grant funds in order to acquire it.
- WiFi
 - The library maintains and replaces its wireless access points when necessary to provide patrons with excellent wireless internet access.

Strategic Focus: Community Awareness

Goal: Increased usage and knowledge of library services by the community as a whole

- Digital signage
 - Low cost Raspberry Pi computers are used with large screen televisions to provide news about upcoming events and library services.
 - Future planning: Seek ways to collaborate with community organizations to share information about and cross-promote programs and events.
- Website
 - The library will review and update its website to ensure that users are provided with a contemporary web experience along with useful and up-to-date content.
 - Future planning: The website, which is 4 years old, is currently being evaluated for major design changes.
- Social media
 - Library staff work to maintain an up-to-date social media presence.