



Strategic Plan: 2022-2025

Vision Statement:

Chester Springs Library will be a cornerstone for its community and offer people the information they want and a comfortable place to enjoy opportunities for learning, growing, experiencing, and strengthening their neighborhood together.

Mission Statement

To serve the residents of the area by making readily available a variety of materials, resources, and programs to promote education, learning, and recreation both virtually and in person.

Core Services and Programs

- To provide a collection of popular materials and programs for all ages to help individual and community growth.
- To serve as an exchange for community information and provide a space for community events.

Chester County Library System's Guiding Principles

- **Access:** We deliver fair and open access to all library resources.
- **Collaboration:** We work with other members of the Chester County Library System to achieve better results for our community and the greater area.
- **Dependability:** We provide reliable and dependable services to our patrons.
- **Literacy:** We believe literacy is a fundamental need that enables every person to participate fully and equitably in our community.
- **Respect:** We appreciate and strive to respond to the diverse backgrounds, cultures and capabilities of our entire community.
- **Sustainability:** We recognize trends for the future while serving as good stewards of resources.

Chester Springs Library Community Values

- **Humility & Collaboration:** Endeavor to provide what the community needs and wants in support of the residents. To partner with community organizations to develop the library in ways that support the residents it serves.
 - **Inclusivity:** Ensure that everyone is provided equal access to all opportunities, programs and resources without limitations.
 - **Integrity:** Act as good stewards of the library and its funding while providing consistent, reliable, and trustworthy services.
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Goals

1. Capitalize on Strength of Physical Space and Location: The library building, and its woody setting are two of our strongest assets. Library users like that they can access all the resources of the whole library system at a small-town library with a picturesque setting.

Key Objectives

1. Capitalize on the cozy feel of the library to make the library more of a third space for individual patrons, groups, and families
2. Provide excellent and personalized customer service
3. Focus on how we can further make use of our physical space

Strategic Initiatives

1. Maintain a wish list for patron and staff comfortability to be reviewed, assessed, and prioritized regularly
2. Create more storage space at the library
3. Develop a plan to keep the library seasonally and/or thematically decorated

Success Measures

1. Maintained and prioritized to-do list of capital expenses and building projects
2. Installed cabinetry and or other storage spaces to keep patron spaces clear and library welcoming
3. Rotating decor/thematic decorations displayed throughout the year

2. Financial Sustainability: The library is in a good financial position through local/state funding, donations, reserves, and investments. Develop plans for how to use and grow our funds to continue our good financial status and long-term sustainability.

Key Objectives

1. Develop our business/finance management flow
2. Carefully steward the library's finances and make appropriate decisions on capital expenses
3. Library director and board should maintain clear understanding of cash flow
4. Explore grant opportunities
5. Identify and develop our fundraising capacity

Strategic Initiatives

1. Finalize an investment policy statement (IPS) document
2. Maintain a list of capital expenses, maintenance items and financial concerns to be reviewed and prioritized regularly
3. Establish annual fundraising events and goals

Success Measures

1. Final IPS document (reviewed every 3 years)
2. Periodic reports on capital expense/maintenance projects
3. Annual review and completion of fundraising plan in line with goals
4. At least one grant application submitted per year
5. Continued engagement with West Pikeland Township regarding tax-revenue

3. Build Knowledge and Inspiration through Programs and Services: Patrons often tell us we have excellent programming, in comparison to other libraries. We want to capitalize on this strength.

Key Objectives

1. Continue programming focused on families and children
2. Expand programming for homeschool families
3. Determine better options for teen and adult programming
4. Develop programs that follow the PAFoward literacies

Strategic Initiatives

1. Develop a list of signature programs that happen every year
2. Meet with the homeschooling community to explore opportunities
3. Explore options for teens and adults
4. Vary program delivery options
5. Creating programming by patron recommendations when possible
6. Ensure collections are fresh, up-to-date and robust for all ages
7. Use program evaluations and other assessment tools to gather patron feedback

Success Measures

1. Development and execution of signature library events throughout the year

2. Greater engagement from the homeschooling community
3. Well attended programs and engagement with all ages
4. Continue to be a Star Library
5. Offer programs in-person, virtually and prerecorded
6. Use assessment tools in developing programming and services

4. Community Engagement, Outreach & Advocacy: We offer value to our community and we want to show this to our legislators and stakeholders.

Key Objectives

1. Demonstrate the value of our library to policy makers, funders, and potential organizations
2. Tell the library's story and make the community aware of the library, what it offers, and its location
3. Engage in community programming opportunities in the community
4. Encourage community in becoming library friends

Strategic Initiatives

1. Create a clear/written value proposition for the library
2. Develop a list of contacts for partnerships and programming opportunities
3. Determine meetings and events important for staff and trustees to attend
4. Explore awareness opportunities outside the library

Success Measures

1. A written value proposition for general use
2. Increased partnerships
3. Greater engagement of BOT in community engagement, outreach, and advocacy events
4. Re-established Friends group

5. Knowledge Continuity and Professional Development: Continue to make sure we improve on skills and have processes in place for transitions in library staff and on the BOT.

Key Objectives

1. Make easily available key library information
2. A clear transition plan for BOT processes and information
3. An organized BOT current items and archives for all members and for onboarding new trustees and officers
4. Make professional development part of staff and trustee regular responsibilities

Strategic Initiatives

1. Develop an organized diary of director-level general information including a yearly schedule of director responsibilities
2. Provide guidance for staff to explore professional development in areas of interest during their paid time
3. Develop a checklist of information and a timeline for BOT items including general library knowledge (i.e. financials, calendar, etc.)

4. Have all board of trustee members attend board trainings and refresher trainings as offered

Success Measures

1. Staff and trustees attending/completing professional development to improve skills
 2. Working checklist/timeline of information for library director/library staff
 3. Checklist of responsibilities for each staff position
 4. Working timeline of general information and officer-specific information for the Board
 5. Organized archive of general Board and officer-specific information
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Strategic Planning Process Methodology

During the fall of 2021, the trustees, staff and library director worked together to explore what the library is doing well, what its challenges are, and where it can improve and capitalize on its strengths and opportunities.

The library conducted online and in-person patron surveys and follow-up focus group-style discussions with groups of patrons. Nancy Niggel, the library director brainstormed her thoughts and a SWOT analysis, and the Board conducted its own SWOT analysis conversation.

Upon referencing the Chester County Library System Strategic Plan and other member library plans, the plan was created to help guide the library through the next three years.

Approved by Chester Springs Library Board of Trustees, April 18, 2022.