



## **Hershey Public Library**

### **2015-2017 STRATEGIC PLAN**

In March of 2014 the Hershey Public Library held a summit of community stakeholders interested in developing a new Strategic Plan for the library. That meeting resulted in a year-long effort to define objectives and goals that would improve upon and continue the exceptional services provided by the Hershey Public Library.

Participants were invited to develop goals and strategies that would become the foundation for a Strategic Plan for Hershey Public Library. Members of the library staff, Library Board of Directors and Friends of the Library, Endowment Trustees, Young Adult users, Adult users, Senior Adult users, as well as representatives of diverse community groups came to the summit. Rosemary Marino, a former Library Board Chair and professional facilitator, guided the group, focusing everyone's energy in the most efficient and productive way. She utilized the Strengths, Weaknesses, Opportunities, and Threat ("SWOT") Method, an interactive participatory process allowing each person the opportunity to make meaningful contributions.

The SWOT responses resulted in a listing of key issues to be considered. Over the next several months a task force of five to six people worked to focus the ideas shared and develop a document that addressed the core concerns while incorporating suggested solutions into action steps.

The Township of Derry Library Board of Directors has been at the helm of this effort. They support Hershey Public Library's vision to provide exceptional service to the community while maintaining relevancy in a changing world by taking intentional actions towards improvement and growth.

## **HERSHEY PUBLIC LIBRARY**

### **2015-2017 STRATEGIC PLAN**

#### **Hershey Public Library Mission Statement**

“The Hershey Public Library is a community center focusing on open access to materials, programs, information and services that fulfill the community’s educational and enrichment needs. The Library actively promotes and supports reading, literacy, information technology, multicultural resources and services, and lifelong learning.”

**I. Survey: The Hershey Public Library will determine the resource, educational, entertainment and access needs of the Derry Township Community resulting from responses to a Community Survey.**

Action:

- Develop, distribute, compile and analyze the results of a Community Survey Jan—May 2015

**II. Staffing: Because the Hershey Public Library seeks to be a community center providing access to services, resources, and activities, we recognize the need for qualified, competent, and available staff. The Library’s administration and staff will maintain currency of skills and perform tasks to ensure that appropriate staff competency levels are met.**

Action:

- Develop/acquire a measurement tool that will analyze the efficiency, workflow and effectiveness of part-time and full-time staffing balance
- Supervisory staff will facilitate the creation and implementation of regular job development goals for staff team members
- Provide a regular schedule of continuing education opportunities available to all staff
- Develop sufficient budget support for staff continuing education such as workshops, webinars, and conferences
- Update job descriptions including competencies and skills necessary to meet current services and community needs
- Develop a staff interest and skill inventory list to use as a resource tool

**III. Technology: The Hershey Public Library seeks to be relevant, dependable, and innovative for its diverse users of electronic resources whether within its physical space or remotely. To meet community expectations and current trends, the library must actively provide electronic and Internet accessibility that meets research, entertainment, and skill building needs.**

Action:

- The Electronic Resources Coordinator and staff will develop a 3 Year Technology Plan, as required by the Office of Commonwealth Libraries, focusing on the

library's priorities as indicated in the Community Survey and operational demands (2015—2016)

- Establish the foundation and justification for 2016 budget items, increase funding, and expand technology resources and services
- Investigate and consider available resources providing the most cost-effective and widely accessible e-book access
- Make use of the [Edge Initiative](#) guidelines to benchmark and direct growth and expansion of technology and equipment
- Maintain updated knowledge of current trends regarding information resources devices, software and equipment
- Create trial opportunities for their use and a forum for sharing new ideas

**IV. Events and Classes: Hershey Public Library is committed to consistently providing programming to the community that is of the highest caliber and targets the interests of a broad spectrum of area residents. As an educational institution, the Hershey Public Library will establish a regular schedule of classes developed in response to community needs as well as the following literacies: Basic, Information, Health, Financial, Civic and Social, as named by [PaForward](#). The number of Adult and Youth classes offered will increase each year through the duration of this strategic plan.**

Action:

- Utilize the results of the Community Survey to guide the planning of classes, events, and activities
- Develop programming that supports the 5 Literacies included in the PaForward Initiative
- Develop a standard evaluation response tool for all programming
- Compile and report these responses quarterly/yearly
- Identify appropriate national and local best practices or areas to benchmark
- Contact community groups or organizations to facilitate up to 4 complimentary or joint programs per year

**V. Facility: Hershey Public Library recognizes the diversity present in the community served and the importance of physical design and space allocation needed to facilitate services and resources based on demographic data and demand.**

Action:

- Research and develop a comprehensive approach to improving access to the facility for library users with disabilities  
(September of 2015, in time for 2016 budget planning)
- With the help of a professional consultant, develop thematic creative designs for the Juvenile and Teen areas that are inviting and promote usage of library services (2015)
- Investigate and benchmark the way in which other libraries use outdoor spaces for library services and determine whether some can be applied at Hershey Public Library (2016)
- Develop a yearly Capital improvement plan based on a prioritized list of needs

**VI. Public Relations: It is essential that resources and services provided by Hershey Public Library be promoted and marketed to the local community. A public relations plan that targets a broad spectrum of the community will facilitate outreach to existing as well as potential users.**

Action:

- Identify a resource (person) to design an effective P.R. and Communication Plan
- Develop a P.R./Marketing calendar and model that makes the best use of all communication services in the area including print, TV, radio, social media, and other electronic options
- Seek to establish partnerships with local P.R. managers, including those in public and private schools in order to benefit students and staff
- Through staff and volunteer training, create a unified P.R. message highlighting the library's encompassing and diverse services
- Create a welcome packet to be distributed to new residents in the community, available in printed and electronic format by December, 2015

**VII. Financial: Hershey Public Library is a department of The Township of Derry, primarily funded by local government. To supplement funding, the library will seek grants, donations, bequests and other gifts. An essential element of the library's marketing strategy is to build community awareness by promoting its growth, continuous improvement and its relevant value as worthy of their investment.**

Action:

- Include significant questions regarding funding in the Community Survey
- Include funding opportunities for the public in the PR plan
- Develop and present project initiatives\* that support the strategic plan as opportunities for funding by the Endowment Trust (ET) and Friends of the Library (FOL)

*\* Project initiatives will be gleaned from the Endowment Trust Distribution Committee, Community Survey, P.R. Plan, staffing, facility, and programming efforts during the 2015 year. They will be compiled by October of each year of the Strategic Plan for presentation to ET and FOL.*

**VIII. Review and Updating the Plan: The Hershey Public Library 2015-2017 Strategic Plan will be reviewed and updated annually in October.**

Action:

- The Library Board and staff will review the success of completed objectives and determine what efforts are to follow in the next calendar year.
- Program/class evaluations as well as statistical reports of the library's services will be taken under consideration.
- The Strategic Plan may grow to include new goals as a result of this review.