

David A. Howe Public Library  
Five Year Strategic Plan: 2009 – 2013  
Adopted April 6, 2009 by the David A. Howe Public Library Board of Trustees.

MISSION

The David A. Howe Public Library is to serve as the center of cultural life for the Wellsville area by providing a balanced program of collecting and preserving books and other informational resources, adopting and promoting informational technologies, developing educational and cultural programming, fostering an appreciation for learning among young children and supporting the social and economic fabric of the community by providing a space for people to come together. The library affords this opportunity of life long growth and learning without distinction as to income, origin, age, background or views.

FUNDING

Operational funding is the lifeline of the David A. Howe Public Library. In order to fulfill the mission of the library and ensure enduring incorporation as a public library it is imperative to secure and grow funding opportunities, so long as they have a fair and positive impact on Wellsville area residents.

STRATEGIC GOAL #1

To secure sustainable operational funding that provides Wellsville area residents with the highest return on investment and maximizes the cultural and educational wealth of our community.

Sustainable revenue will be addressed in order of importance:

1. Endowment
2. Taxpayer Investment
3. Grant Writing
4. Fund Raising
5. Capital Campaigns
6. Facility Rental
7. Fines & Fees

ADMINISTRATIVE OBJECTIVES

1. Endowment
  - a. Maintain and review financial records monthly
  - b. Conduct annual External Audits of finances and record keeping.
  - c. Review operational Profit/Loss Statements monthly
  - d. Work with Wellsville area families to establish gift planning and estates
  - e. Apply for Endowment grants annually
  - f. Diversify portfolio during down years per Investment Policy

2. Taxpayer Investment
  - a. Request additional 3% in taxes through school district annually (2009 – 2013).
  - b. Remain transparent through annual budget presentations and literature (2009 – 2013).
  - c. Tax appropriation requests are the responsibility of the Library Board
  
3. Grant Writing
  - a. Write grants for specific projects as outlined in Collections, Programs, Facilities, Technology & Children’s Services (2009 – 2013).
  - b. Grant writing is the responsibility of the Library Director
  
4. Fundraising
  - a. Provide support to the Friends of the David A. Howe Library for fund raising activities (2009 – 2013).
  - b. Host fund raising events based on opportunity and financial need (2009 – 2013).
  - c. Work with local community groups to host joint fund raisers (2009-2013).
  - d. Use terrace and auditorium as a vehicle for raising funds (2009 – 2013).
  
5. Capital Campaigns
  - a. Hold a one-month campaign each year to raise funds for Endowment or specific project (2010-2013).
  
6. Facility Rental
  - a. Progressively market facilities for Wedding Space Rental (2009 – 2013).
  - b. Progressively seek businesses and organizations to use and rent library facilities (example: West Wing, Terrace & Auditorium) (2009 – 2013).
  
7. Fines & Fees
  - a. Review fees for library services to keep with inflation (2009 – 2013).
  - b. Investigate fees for non-residents that do not pay library tax, but use library services (2010).
  - c. Review fines for materials that have substantial circulation or pose an added cost to the library for non-traditional services (2009 – 2013).

SUMMARY OF FUNDING OBJECTIVES

The library board’s first priority with regards to funding is to progressively seek opportunities that grow the library’s endowment through gift planning and estates. The library board agrees that maintaining and growing the endowment is of great importance to ensure taxpayers of the Wellsville School District receive the highest return on their library investment.

The library board’s second priority for financial sustainability is to ask school district residents to vote on an annual library tax increase of 3-4% to help subsidize library expenses. Currently, the endowment provides seventy percent of operational revenue for the library, while the taxpayers of the Wellsville School District

provide twenty five percent. The library board believes this type of request would place less of a burden on the taxpayer with small increases annually as opposed to large increases every 5-8 years. The library board would not request more than 3-4% unless the endowment suffered significant hardships. This type of annual tax increase, if approved, would be roughly \$1.11 per a home assessed at \$70,000.

Grant writing is the responsibility of the library director. Grant funding should include funds for development of Collections, Programs, Children's Services, Facilities and Technology. Annual revenues for grants should be equal to roughly \$150,000. This figure is determined by the library's size and level of relevance to the region. It is understood that grant funding is rarely available for costs associated with payroll and fixed expenses such as utilities.

In regards to fund raising, the library board will work with the Friends of the David A. Howe Library to raise funds for operational expenses, construction projects and specific projects that meet the needs of the community and fall within the mission of the Friends Group. It is especially important that the library board assist the Friends Group with their major fund raiser, *An Evening of Bidding and Tasting*, which raises roughly \$7,500 for library projects.

The library board also believes that an annual capital campaign can provide significant revenue for specific building projects or the library's endowment. The library board will develop this capital campaign project over the next five years to become part of the library's fund raising activities.

Facility rental will be another form of securing sustainable funds for the library. The library board believes that using the library's unique facilities as a way to generate revenue will provide relief to taxpayers and the endowment's market value. Facility rental will include: social events, weddings, town meetings, business conferences and organizational meetings.

Finally, the board will evaluate the types of fines and fees it charges for additional services each fiscal year. The board firmly believes that fines should only be used to ensure that library materials are returned on time and are made available to all library users.

In regards to fees, the library board acknowledges that a disproportionate number of library users reside outside of the Wellsville School District. At some point these users may have an adverse impact on the availability of services and materials for residents that pay a library tax rate. Although, charging fees to non-district residents is unlawful under NY State Education Law, the board may consider petitioning for adverse impact and abridge full access to non-residents. Non-residents could be granted full access if an annual fee was paid for library services. A proposed fee might be the average annual cost for library services on a Wellsville School District taxpayer, \$37.

## COLLECTIONS

The collection of the David A. Howe Public Library remains and will continue to remain the core service upon which the library is built. The library seeks to select, organize, preserve, and make freely available those materials, print and non-print, which will fulfill the informational, recreational, social, and educational needs of the community.

Selection and funding of materials will be conducted in the following order of importance:

1. Fiction Books (Adult & Children's)
2. Non Fiction Books (Adult & Children's)
3. DVD Videos
4. Books on Compact Disc
5. Magazine & Newspapers
6. Music on Compact Disc
7. Children's Media
8. Reference Materials & Local History
9. Downloadable Audio Books

## STRATEGIC GOAL #2

To increase overall usage of the library collection by Wellsville area residents.

## FINANCIAL OBJECTIVES

- A. Increase overall collection's budget by 3 percent each fiscal year (annual).
- B. Seek supplemental funding for collections from local foundations and civic groups (ongoing).
- C. Promote existing *book memorial/honorary donation* program (ongoing).
- D. Request funding support from the Friends of the Library and the Wellsville Monday Club (annual).
- E. Seek grant funding for children's collections from State and National literacy foundations (2009).
- F. Seek grant funding to restore and preserve special collections (2011).
- G. Seek grant funding to digitize local newspapers and existing microfilm (2011).
- H. Develop used book sale for online and in-library sales (2012)

## OPERATIONAL OBJECTIVES

- A. Review and remove dated and irrelevant large print books both fiction and non fiction (2009)
- B. Migrate existing Reference Materials to stacks to provide a better use of space on Main Floor (2009).
- C. Improve signage and marketing tools on Main Floor to increase awareness (2009).
- D. Migrate magazines and newspapers to the Non Fiction section of Main Floor (2009).
- E. Review and remove Non Fiction titles in stacks that provide dated or irrelevant information (2010).
- F. Shift materials in stacks and improve signage for better visibility (2010).
- G. Organize, index and digitize Local History Files and Pamphlets (2010).

- H. Remove 50 percent of VHS video tapes and sell in annual book sale (2010).
- I. Digitize local newspapers and existing microfilm content (2011).
- J. Find a public access location and build displayers for Bird Egg Collection (2011).
- K. Develop a better display and storage system for Video DVD's and Music CDs (2012)
- L. Extend and increase size of outreach collections to adult assisted living facilities (2012)
- M. Find a public access location and build displayers for the Clifford D. Coyle's Lincoln Collection (2012).
- N. Increase space and shelving to accommodate growth of Local History books (2013).
- O. Catalog any materials that are part of special collections "Bird Egg Collection, Lincoln Collection, Beatrix Potter Collection" (2013).
- P. Develop a "retail" strategy for marketing new and popular books. (2010)
- Q. Review, reclassify and warehouse classic literary works to be preserved in collection (2013).

### PROGRAMMING

Programs at the David A. Howe Public Library play an integral part of daily life for Wellsville area residents. Library programs are intended to be educational and cultural in nature as well as entertaining. The library seeks to aggressively develop, foster and make freely available programs that satisfy the curiosity and interests of our community. The library will fulfill its commitment to programming through the frequent use of the Nancy A. Howe Auditorium.

### STRATEGIC GOAL #3

To enhance the quality of life of Wellsville area residents by offering free educational and cultural programs on a continual basis.

### FINANCIAL OBJECTIVES

- A. Increase overall programming budget by 3 percent each fiscal year (2009 - 2013).
- B. Secure grant funds from NY Council on the Arts under the Presenting Program (2009- 2013).
- C. Secure grant funds from NYCH Speakers in the Humanities in for Speaker Programs (2009 - 2013).
- D. Secure grant funds from NY Council for the Humanities for reoccurring programs (2009 - 2013).
- E. Request funds from the T.L. Moogan Foundation in to support programs (2009 - 2013).
- F. Research and secure funds from private foundations for the Arts and Humanities (2009 - 2013).
- G. Solicit sponsorships in Dec. and Aug. from businesses for auditorium programs (2009 - 2013).
- H. Request funding support from the Friends of the Library and the Monday Club (2009 - 2013).
- I. Seek supplemental funding from civic groups (2009 - 2013).
- J. Secure grant funding from NYSCA Decentralization Program in Sept. for programs (2009 - 2013).
- K. Secure grant funding from the Western NY Foundation (2009 & 2013)
- L. Secure grant funding from the Margaret L. Wendt Foundation (2009 & 2011)
- M. Apply for program funds through Allegany County Area Foundation (2010 & 2012)
- N. Apply for ICMA Public Library Innovation funds with Village of Wellsville sponsorship (2010).

## OPERATIONAL OBJECTIVES

- A. Transition Auditorium Director Position from part time to full time to improve efficiency and validate the professionalism of the facility and its programs. (2010)
- B. Develop an on-going music concert series for fall, Winter & Spring line-ups (2009 - 2013).
- C. Develop an on-going academic lecture series for Fall, Winter & Spring line-ups (2009 - 2013).
- D. Reestablish auditorium as home performance venue for Allegany County Players for two productions per year (2010).
- E. Develop a continuous movies series for foreign films (2009 - 2013).
- F. Develop continuous movie series for classic films (2009 - 2013).
- G. Develop relationship with area universities and colleges to conduct musical and theatrical performances at the auditorium. (2009)
- H. Develop ongoing movie series for family/children films (2009 & ongoing).
- I. Develop ongoing children's entertainment program series (2009 & ongoing).
- J. Develop a plan to co-sponsor a program with other community groups where the costs are shared. (2010)
- K. Develop contacts in school districts that will use the facility for school performances. (2009 - 2013).
- L. Establish auditorium as a home performance venue for Wellsville Performing Arts Orchestra (2009).
- M. Seek alternative forms of entertainment that are both educational and informative.
- N. Work with local governments to offer town meetings and political debates. (2011)
- O. Work with local chambers of commerce, businesses and not-for-profit agencies to foster and provide business leadership training and seminars. (2012).
- P. Collaborate with area businesses, local governments and chambers of commerce to develop tourism packages for the auditorium and library. (2013).
- Q. Work with Wellsville restaurants to promote business and auditorium programs through product/service packages. (2010)

## TECHNOLOGY

Technology at the David A. Howe Public Library will play a vital role in services by offering 21<sup>st</sup> century technologies that are needed by residents of our rural community. The library seeks to progressively acquire public access computers and any form of emerging technology that is deemed necessary and important to the quality of life of the Wellsville area.

## STRATEGIC GOAL #4

To improve public access of 21<sup>st</sup> century technologies for Wellsville area residents.

## FINANCIAL OBJECTIVES

- A. Allocate \$5,000 annually of library operational revenue to continue with public access computer rotation (annual)
- B. Seek member item funding from State Senator and Assemblyperson to offset technology costs (2010).
- C. Continue applications for Federally funded e-rate telecommunications (annual)
- D. Seek funding from the Manley Trust to offset technology costs (2009 & ongoing).
- E. Research other funding sources for technology assistance (ongoing)
- F. Request funding from civic groups for specific technology driven projects.
- G. Request funding from the Bill and Melinda Gates Foundation for technology upgrades (2010).
- H. Advocate and secure Federal funding under the American Recovery and Reinvestment Act (2009)

## OPERATIONAL OBJECTIVES

- A. Follow an annual schedule of upgrades for computers, software and peripherals (2009-2014).
- B. Add cabling for one workstation in the adult section (2009).
- C. Upgrade existing wireless network (2009).
- D. Upgrade phone system.
- E. Upgrade laptop lab to Windows 7 or equivalent operating system (2011).
- F. Increase use of email notification to 65% of patrons (2010).
- G. Send monthly announcements of activities to via email notification list (2009).
- H. Website enhancements: list new items, add auditorium web pages, link to upcoming performers' websites (2009-2010).
- I. Post library photos and videos on web monthly (2009-2014).
- J. Upgrade and migrate website to new platform (2010).
- K. Digitize Local History materials (2009-2013).
- L. Digitize and provide electronic access to Wellsville Daily Reporter microfilm.
- M. Create digital collection from the Charles H. Munson bird egg collection.
- N. Offer weekly public computer classes (2009-2014).
- O. Offer monthly staff training (2009-2014).
- P. Electronically document library activities and events (2010).
- Q. Provide chat access to library during open hours (2014).
- R. Implement patron-initiated, library card-authenticated computer log in (2013).
- S. Replace computer lab laptops with new laptops (2012).
- T. Develop an electronic reserves collection to be used by local businesses and organizations. (2012).

## CHILDREN'S SERVICES

Children Services at the David A. Howe Public Library are regarded as one of the library's core competencies. As part of the library's mission, fostering an appreciation for learning among young children is important to developing a sustainable future for our community. The library will continue to develop basic literacy and promote information literacy among young children, while developing programs that are entertaining and rich in culture.

## STRATEGIC GOAL #5

To maintain and improve library services for the educational and recreational needs of area children.

## FINANCIAL OBJECTIVES

- A. Seek supplemental funding for collections from local foundations and civic groups (ongoing).
- B. Promote existing *book memorial/honorary donation* program (ongoing).
- C. Request funding support from the Friends of the Library and the Wellsville Monday Club (annual).
- D. Seek grant funding for children's collections from State and National literacy foundations (2009).
- E. Develop used book sale for online and in-library sales (2012)
- F. Increase overall collection's budget by 3 percent each fiscal year (annual).

## OPERATIONAL OBJECTIVES

- A. Continue weekly story time programs for preschoolers (2009 – 2013).
- B. Conduct 6-week summer reading programs for children pre-school through 8<sup>th</sup> grade (2009 – 2013).
- C. Co-ordinate children's entertainment programs with Auditorium Director (2009 – 2013).
- D. Reinstate story time programs for 4 & 5 year olds based on demand in community (2009 – 2013).
- E. Replace books on audiocassettes in Picture Book room with books on CD's (2009).
- F. Discard irrelevant non-fiction books in the series collection (2009).
- G. Review and update magazine collection (2010).
- H. Build and install shelving in downstairs back storage area to accommodate all juvenile supplies (2010).
- I. Reorganize and renovate Juvenile Stacks space to appear more inviting (2010).
- J. Repair all broken Windsor chairs in Picture Book Room (2010).
- K. Purchase comfortable seating for teens. (2011).
- L. Create a database of e-mail addresses to notify parents of upcoming events (2011).
- M. Purchase bookcase for Picture Book room to shelve books on compact disc (2011).
- N. Weed and shift books in the Juvenile Stacks (2010).
- O. Create an after school program for youth (2012).
- P. Refurbish children's bathroom with new light fixture, paint and grouted tiles (2013).
- Q. Develop music appreciation program for preschoolers (2010).

## FACILITIES

The building and facilities that support the operations of the David A. Public Library are undoubtedly one of the library's greatest assets. They support both the operational functions of the library, but also provide one of the most beautiful pieces of architecture in Wellsville and Western New York.

## STRATEGIC GOAL #6

To maintain the architectural integrity and preserve the historic value of the library's building, while incorporating energy efficiency and ensuring accessibility to all members of the Wellsville area.

## FINANCIAL OBJECTIVES

- A. Secure New York State Public Library Construction Aid based on deadlines from NYS Education Department - Division of Library Development (annual).
- B. Apply for building improvement funds through the Belovsky Family Foundation (2009 - 2013).
- C. Secure funding through the Western New York Foundation for building improvements (2011).
- D. Secure funding through the Margret L. Wendt Foundation for building improvements (2013).
- E. Research and secure funding from private foundations for construction aid (2009 - 2013).
- F. Research and secure federal funding for energy efficiency improvements (2010).
- G. Secure funding through USDA Rural Development for ADA compliance (2009 & 2013).
- H. Seek supplemental funding from civic groups (2009 - 2013).
- I. Request funding support from the Friends of the Library (2009 - 2013).
- J. Advocate and secure Federal funding under the American Recovery and Reinvestment Act (2009)

## OPERATIONAL OBJECTIVES

- A. Develop a painting schedule for Main Floor rooms for the next five years (2009).
- B. Replace third floor exterior windows (2010).
- C. Clean and refinish cork floors on library's Main Floor (2010).
- D. Install ADA compliant ramp leading from library parking lot to Nancy Howe Auditorium (2009).
- E. Conduct energy audit and feasibility study for alternative energy sources (2009)
- F. Clean and polish oak veneer paneling on Main Floor in the Reference and Reading Rooms (2009).
- G. Develop design plan for renovating Stacks in the adult and children's sections. (2011).
- H. Improve lighting in the Children's Section (2010).
- I. Conduct feasibility study for accessibility to multiple floors (2010).
- J. Repair damaged ceiling and wall plaster in the County Room (2009).
- K. Landscape parking lot green space areas (Property line between parking lot and Daily Reporter building parking lot (2009 & 2012).
- L. Identify and remove dead trees and plantings on property (2010).
- M. Conduct feasibility study on transferring heating system to improved energy efficient system (2011).
- N. Improve overall operations of Maintenance Department through plan development (2009).

- O. Replace blinds in Monday Club Room, Exhibition Room, Local History Room and Children's Section (2009 – 2013).
- P. Document and maintain records of all building construction projects (ongoing).
- Q. Inventory, organize and maintain Maintenance Department work stations (2009 & ongoing).
- R. Install security cameras at Exterior Doors and vulnerable spaces within building (2010).
- S. Seal, repair and replace sidewalks on property as needed (annual).
- T. Aerate and roll front lawn of library (2010).
- U. Replace front steps and railings leading from front lawn to front terrace (2011).
- V. Raise storm drain covers in parking lot and parking garage entrance (2012).
- W. Work with village to complete Park Avenue development project (2013).
- X. Clean natural stone balustrade on front terrace (2010).
- Y. Develop new design layout for Main Floor incorporating new comfortable seating and study spaces (2009)
- Z. Install additional seating areas on front lawn and terrace. (2012).

### CUSTOMER SERVICE

Library employees are the greatest asset of the David A. Howe Public Library. They maintain, provide, develop, sustain and enhance every form of service the library has to offer. In addition to supporting and investing in these assets, the library board of trustees will make every attempt to make the library the safest and most enjoyable environment to work. The trustees acknowledge that by caring for library employees, they will in return provide the Wellsville area with the greatest public library service possible.

### STRATEGIC GOAL #7

To provide library employees with whatever resources deemed necessary and within reason to offer high quality customer service to the residents of the Wellsville area.

### OPERATIONAL OBJECTIVES

- A. Provide in-house monthly training for desk employees in the areas of reader's advisory, database usage, and public access computer training (2009 – 2013).
- B. Encourage full time employees and department supervisors to attend STLS training sessions when they are offered and focus on the support the specific job description of the employee (2009 – 2013).
- C. Compensate full time employees for attendance at NYLA conferences (2009, 2011, 2013)
- D. Develop up-to-date ready reference resources, directories and indexes at main desk to aid in reference interviews (2009 – 2013).
- E. Provide workstations that offer comfortable seating, proper lighting and cushioned standing spaces (2009-2013).
- F. Provide technologies to full time staff and departments that enable job duties to be done in a timely and efficient manner (2009 – 2013).
- G. Provide training for all employees to deal with emergency situations and acts of nature. (2009 – 2013).

- H. Develop mentoring programs for library employees with a desire to obtain a Masters in Library Science (2010).
- I. Compensate full time employees for management and library science seminars hosted by New York Library Association or American Library Association. (2011 – 2013).
- J. Provide annual training for desk employees regarding local history and genealogical resources (2009 – 2013).
- K. Provide on-going training on audio and lighting systems for auditorium employees (2009 – 2013).
- L. Train desk employees on use of projector equipment and providing set-up for community groups (2009).
- M. Inform desk employees of all programs and services in a timely manner to ensure knowledge of services to inform patrons (2009- 2013).
- N. Develop and implement new ways to train and inform evening library employees (2010).
- O. Host an annual appreciation meeting/dinner for library employees and their families (2010).
- P. Develop cost effective ways to compensate employees in addition to reasonable wage/salary increases (2010).
- Q. Inform and train full time employees on library finances and administrative statistics (2009 – 2013).

ACKNOWLEDGMENTS

This Five Year Strategic Plan was developed by full time staff and trustees of the David A. Howe Public Library. The plan was developed by using input from more than 150 community members through individual interviews and objective surveys. The purpose of this plan is to create a vision for the library over the next five years and to ensure that the mission of the library is fulfilled through obtainable operational objectives. This plan will serve as a working resource for library staff and trustees, so that the community of the Wellsville area will receive the greatest return on its investment by receiving library services that meet and exceed the expectations of the whole community.

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Adopted April 6, 2009 by the David A. Howe Public Library Board of Trustees.