

David A. Howe Public Library
Proposed Five Year Strategic Plan: 2016-2020
Adopted December 23, 2015 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 creating a high level of patron satisfaction through 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, sexual orientation, gender, 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. Fundraising
5. Capital Campaigns

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. Promote gift and estate planning to Wellsville-area families
 - e. Apply for endowment grants as available
 - f. Review portfolio annually per investment policy

- g. Minimize use of endowment funds for operational purposes by increasing other sources of revenue including grants, taxpayer investment and capital campaigns
2. Taxpayer Investment
 - a. Request additional taxes, within the allowable property tax cap, through school district annually (tax appropriation requests are the responsibility of the Library Board)
 - b. Remain transparent through annual budget presentations and literature
 3. Grant Writing
 - a. Write grants for specific projects as outlined in Collections, Programs, Facilities
 - b. Grant writing is primarily the responsibility of the Library Director; however, library department heads may also apply for grants to fund programs, collections and services (the Library Director must be notified by department staff applying for grants)
 - c. Encourage department heads to attend grant-writing workshops
 - d. Continuously seek funding opportunities in the Foundation Directory Online database
 4. Fundraising
 - a. Provide support to the Friends of the David A. Howe Public Library for fundraising activities
 - b. Host fundraising events based on opportunity and financial need
 - c. Work with local community groups to develop joint fundraisers
 5. Capital Campaigns
 - a. Hold capital campaigns to help finance major renovation/construction projects as deemed necessary

HIGHLY QUALIFIED STAFF

Library employees are the greatest asset of the David A. Howe Public Library. They 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 and encouraging collaboration among departments, they will in return provide the Wellsville area with the best public library service possible.

STRATEGIC GOAL #2

To ensure that the library hires and retains the most highly qualified employees, the Board of Trustees will provide whatever resources deemed necessary and within reason, so as to offer the highest quality service to the residents of Wellsville and the surrounding area.

FINANCIAL OBJECTIVES

- A. Maintain adequate staffing, including professional and support staff

- B. Develop cost effective and/or nonmonetary ways to motivate employees, in addition to reasonable wage/salary increases
- C. Provide adequate resources to ensure staff has access to regular professional development

OPERATIONAL OBJECTIVES

- A. Ensure all staff members receive adequate training to do their jobs well and to provide excellent service to patrons
- B. Encourage employees to attend STLS and other training opportunities, which apply to and enhance the specific position of the employee
- C. Compensate employees for attendance at professional conferences, including NYLA, annually, and as financially feasible
- D. Ensure clear lines of communication so that all employees are aware of programs and services in a timely manner
- E. Continue to hold annual staff gathering to create a positive environment and boost morale
- F. Inform and train department supervisors on library finances and reporting administrative statistics, and communicate relevant information to all staff

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.

Library collections include: fiction books (adult & children’s); nonfiction books (adult & children’s); large print books; DVDs; books on CD; magazines and newspapers; music CDs; downloadable digital resources; children’s media; pre-loaded electronic devices; reference materials and local history.

STRATEGIC GOAL #3

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

FINANCIAL OBJECTIVES

- A. Strive to maintain or increase collections budgets annually
- B. Seek supplemental funding for collections from local foundations and civic groups
- C. Promote existing *book memorial/honorary donation* program
- D. Request funding support from the Friends of the Library and the Wellsville Monday Club
- E. Seek grant funding for children’s collections from State and National literacy foundations
- F. Seek grant funding to restore and preserve special collections

OPERATIONAL OBJECTIVES

- A. Review and update signage and marketing tools on main floor and in stacks
- B. Weed collections as needed
- C. Organize, index and digitize Local History Files and Pamphlets
- D. Catalog and find public access locations and, if necessary, build or purchase displayers for special collections
- E. Develop a better display and storage system for Video DVD's and Music CDs
- F. Extend and increase size of outreach collections
- G. Ensure availability of materials to all library patrons by maintaining a reasonable fine system to encourage timely returns

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 and meeting spaces throughout the library.

STRATEGIC GOAL #4

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

FINANCIAL OBJECTIVES (ANNUAL)

- A. Maintain and strive to increase overall programming budget each fiscal year
- B. Secure grant funds from a variety of sources
- C. Research and secure funds from other public and private sources to support programs
- D. Solicit sponsorships from businesses for auditorium programs
- E. Request funding support from the Friends of the Library and the Monday Club
- F. Seek supplemental funding from civic groups
- G. Actively solicit donations from participants and attendees at programs
- H. Partner with other regional educational and cultural institutions to share programming costs for major events

OPERATIONAL OBJECTIVES: AUDITORIUM

- A. Maintain on-going music concert series for fall, winter & spring line-ups
- B. Maintain on-going academic lecture series for fall, winter & spring line-ups
- C. Maintain auditorium as performance venue for theatre groups
- D. Maintain relationship with area universities and colleges to conduct musical and theatrical performances in the auditorium

- E. Develop an annual foreign film festival
- F. Continue ongoing movie series for contemporary and classic films, and for families and children
- G. Continue offering adult and youth cultural/entertainment programs, in coordination with Head of Adult Services, Head of Children’s Services and Teen Coordinator
- H. Continue to develop plans to co-sponsor programs with other community groups
- I. Continue to develop contacts in school districts to use the facility for school performances
- J. Continue to seek alternative forms of entertainment that are both educational and informative
- K. Continue to promote auditorium to local governments as a location for town meetings, political debates and informational sessions, and to local chambers of commerce, businesses and not-for-profit agencies to offer training and seminars
- L. Continue to collaborate with area businesses, local governments and chambers of commerce to develop tourism packages for the auditorium and library
- M. Continue to work with Wellsville restaurants to promote business and auditorium programs through product/service packages
- N. Continue to develop strategies for promoting auditorium programs to the public, including to families, schools, colleges and other local organizations

OPERATIONAL OBJECTIVES: ADULT SERVICES

- A. Continue to cultivate regularly scheduled book clubs
- B. Increase regular participation in programs that appeal to a diverse group of patrons
- C. Expand collaboration with local artisans and lecturers for adult program offerings
- D. Develop additional programming partnerships with local colleges and universities
- E. Continue to offer and explore new ideas for adult Summer Reading Program
- F. Continue to develop strategies for promoting adult programs to the public, including to individuals and local colleges and organizations

TECHNOLOGY

Technology at the David A. Howe Public Library plays a vital role in services by offering 21st century technologies that are needed by residents of our rural community.

STRATEGIC GOAL #5

To provide public access to 21st century technologies for patrons and staff, and to develop the skills needed to use them.

FINANCIAL OBJECTIVES (ANNUAL)

- A. Maintain sufficient library operational revenue to continue with annual upgrades of hardware and software
- B. Seek outside funding sources for technology assistance

OPERATIONAL OBJECTIVES

- A. Follow an annual schedule of upgrades for computers, software and peripherals
- B. Improve and increase use of digital notification
- C. Increase community online participation with library including through website enhancements and social media
- D. Continue to offer a wide variety of weekly public technology classes and open tech sessions for current and emerging technologies
- E. Offer classes for specific demographics or groups on a regular basis
- F. Partner with community volunteers, agencies or educational institutions to staff at least 1 additional class series annually
- G. Offer staff training as needed
- H. Plan and maintain a file repository and system to document library activities, events and programs
- I. Implement patron-initiated, library card-authenticated computer log in
- J. Continue the conversion of the new Tech Center into a digital literacy classroom and makerspace, as well as an office space for the IT department
- K. Increase number of tablets and computer workstations for public and staff use as needed

YOUTH SERVICES

Youth 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 youth is important to developing a sustainable future for our community. While developing programs and collections that are entertaining and rich in culture, the library will continue to develop basic literacy and promote information literacy among young children, and foster their continued growth through their teen years.

STRATEGIC GOAL #6

To maintain and improve library services in an inviting environment for the educational and recreational needs of area youth.

FINANCIAL OBJECTIVES

- A. Seek supplemental funding for collections from local foundations and civic groups
- B. Request funding support from the Friends of the Library and the Wellsville Monday Club
- C. Maintain and strive to increase overall collection and programming budgets each year
- D. Explore feasibility of and seek grant funding to create and furnish a separate *Teen Space* within the library.

OPERATIONAL OBJECTIVES

- A. Continue weekly story time programs for young children and caregivers
- B. Conduct Summer Reading Programs for youth, pre-school through 12th grade
- C. Create and implement a regular schedule of youth and teen programs throughout the year, including after school and weekend activities

- D. Coordinate youth and teen programs with auditorium director, adult services, and technology department
- E. Create a dedicated space for teens in the library
- F. Continue to liaison and collaborate with early childhood, elementary, middle and high school teachers, library media specialists, administrators, curriculum specialists, and parent-teacher organizations to develop and promote library programs and collections to youth
- G. Purchase comfortable seating and table(s) for a separate teen reading area and for a family reading area
- H. Develop strategies for promoting youth programs, services and collections to families, schools and local organizations
- I. Creation of a teen advisory board and a core of teen volunteers for fulfilling high school community service requirement
- J. Collaborate with local schools to provide every child with a library card

FACILITIES

The building and facilities that support the operations of the David A. Howe Public Library are undoubtedly one of the community'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 #7

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

FINANCIAL OBJECTIVES

- A. Investigate and secure funding from all possible sources
- B. Conduct capital campaigns for major capital projects

OPERATIONAL OBJECTIVES

- A. Maintain aesthetic appeal of buildings and grounds
- B. Develop and maintain an overall plan of maintenance department functions and operations
- C. Develop, design and institute a plan for renovating stacks in the adult and youth sections
- D. Continue to promote meeting room spaces to the community
- E. Conduct feasibility study for accessibility to multiple floors
- F. Renovate the County Room
- G. Develop strategies for community involvement, including Friends of the Library, gardening clubs and community service organizations, in purchasing and/or planting flowers on library grounds and terraces
- H. Continue with advancing plans for heating system replacement for improved energy efficiency

- I. Continue with advancing plans for air conditioning throughout main building, and for dehumidification system for Auditorium
- J. Develop office and staff break spaces
- K. Assess the need to, and if necessary, replace blinds throughout the library
- L. Inventory, organize and securely maintain maintenance department equipment and work areas
- M. Develop and implement a new design layout for main floor, incorporating new comfortable seating and study spaces
- N. Develop, adopt and distribute disaster plans and fire drill procedures
- O. Investigate restoration of the cupola
- P. Assess the condition of the library roof
- Q. Refurbish children’s bathroom, and install a diaper-changing station
- R. Repair cold water pipes to children’s bathroom and reinstall children’s drinking fountain

ACKNOWLEDGMENTS

This Five Year Strategic Plan was developed by staff members and trustees of the David A. Howe Public Library, and representatives of the Wellsville community. Additional community input was obtained through a public survey. 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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