



● READ ● MEET ● DISCOVER ● GROW ●

20/20 VISION:  
STRATEGIC PLAN 2017-2020

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### Welcome!

We are so pleased to present the 20/20 Vision: Strategic Plan 2017-2020—the first of its kind for Swarthmore Public Library (SWPL).

SWPL is a valued institution with many contributions to the Swarthmore community. We are proud that 72% of our community are members of the Library. In addition to the wide range of materials available for check-out, we also provide public computers, internet and wireless access, scan and fax service, delivery to Homebound residents, and a robust volunteer program. Each year we see thousands of attendees at our nearly 800 programs for children, families, and adults. As part of Delaware County Libraries, our patrons also have access to dozens of online resources including free e-books and audiobooks, foreign language instruction, virtual tutoring, and more.

Despite all the Library already has to offer the community, we are aware that SWPL must continue to grow and adapt in order to meet the changing needs of Swarthmore residents. The 20/20 Vision: Swarthmore Public Library Strategic Plan is the culmination of our effort to set a course for the future of our Library using the community's input as the north-star.

#### Planning Process

The 20/20 Planning Committee began meeting in March of 2016. Our first activity was to gather library staff, board members, and volunteers to participate in a SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis to identify both the environment the Library currently operates within, as well as how we envision the Library's future. Next, we gathered wider public input through an online survey, canvassing in town center, and an interactive bulletin board housed in Borough Hall, spending the following months evaluating the findings and drafting the plan.

#### Evaluation and Review

There will be an ongoing, periodic review by the Strategic Planning Committee; every six months the Committee will take a look at our goals and actions to see what progress has been made. The Committee will then update the Board of Trustees on their findings at the next regularly scheduled meeting. In addition, we will be aiming to regularly gather community feedback on our progress.

## 20/20 VISION: SWPL STRATEGIC PLAN

This three year strategic plan sets a course for the future, as well as a new mission for SWPL; based on our community's input we have built around four priorities: read, meet, discover, and grow. We have created several goals within these priorities, as well as actions we plan to take in order to meet these goals. Some of these goals are small and some are big, but no matter the size we look forward to meeting them all.

The Library sincerely thanks the community for taking the time to answer our survey questions with honesty and enthusiasm. We hope you are as excited as us, about the future of Swarthmore Public Library!

### Swarthmore Public Library Board of Trustees

Clockwise from top row left:

Stephen Russell, Vice President

Bridget Doherty

Mary North (20/20 Planning Committee)

Sadhana Kapur (20/20 Planning Committee)

Betty Wallace

Karen Robinson (20/20 Planning Committee)

Bern Rehberg, Treasurer

James Banko, President

Rebecca Carovillano, Secretary



Library Director

Amber Osborne (20/20 Planning Committee)

## Summary of Survey Results

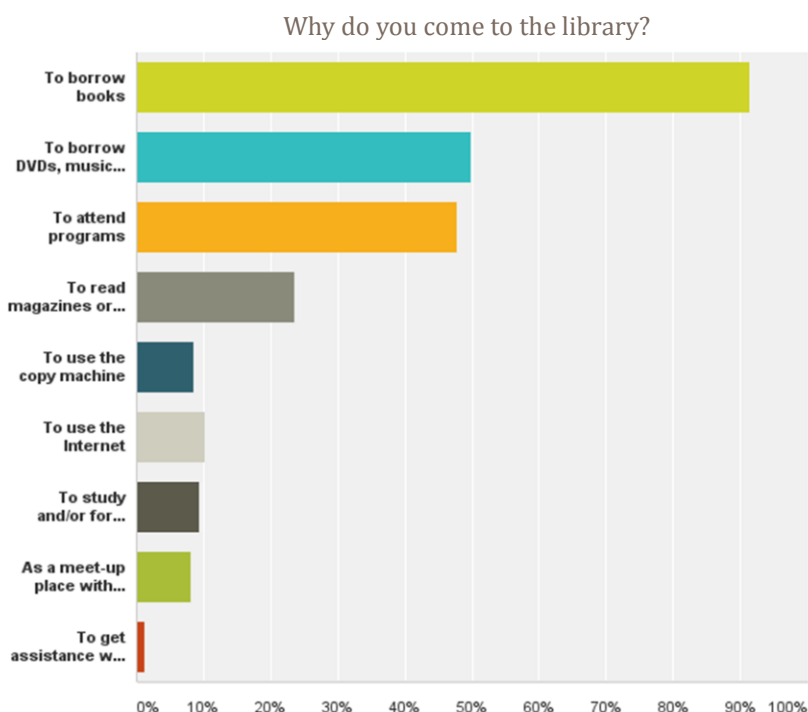
A survey of library users was conducted in April and May of 2016. In all, 368 people completed the survey, rating SWPL and its services on various scales and also entering written responses to questions. The respondents overwhelmingly appreciated the Library and saw it as an indispensable part of the town.

### Demographics

- 73% responses from Swarthmore, 10% from Wallingford, 5% Springfield, 4% Media, and 8% Other.
- Most respondents were adults between 30 and 75 and had a postgraduate degree (70%).
- 98% had internet access at home and had a library card.

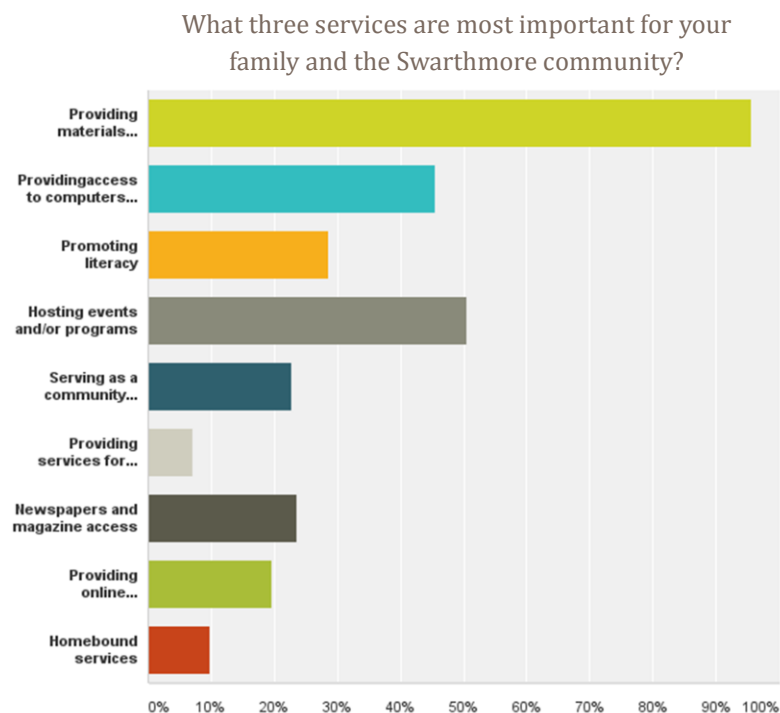
### Library Usage

- 58% visited the Library “pretty often” and 31% visited “once in a while”
- Of those who rarely came to the Library, 44% said they downloaded e-books, 33% bought books and 23% used a different library.
- Of the frequent Library users, 97% borrow books, 50% borrow CDs/DVDs/Audiobooks, 48% attend programs, 24% come for magazines/newspapers, 10% to use the internet, and 8% to study/research or meet friends.
- About 50% attend programs either “pretty often” or “once in a while”, and those that don’t cited “inconvenient times of the programs” or a “lack of time”.



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### Rating of Library Services



services that were deemed the most important were “providing materials” (96%), “hosting events and programs” (51%) and “providing access to computers/printers/internet (46%).

- 47% valued the “children’s programming” the most with 28% favoring “literary events”.

### Access to Information about the Library

- Most found information about the Library from its website (70%), flyers (46%) or emails (45%).
- Of those who use the Library website, most use it to log into their account (55%) but very few access the online resources such as databases

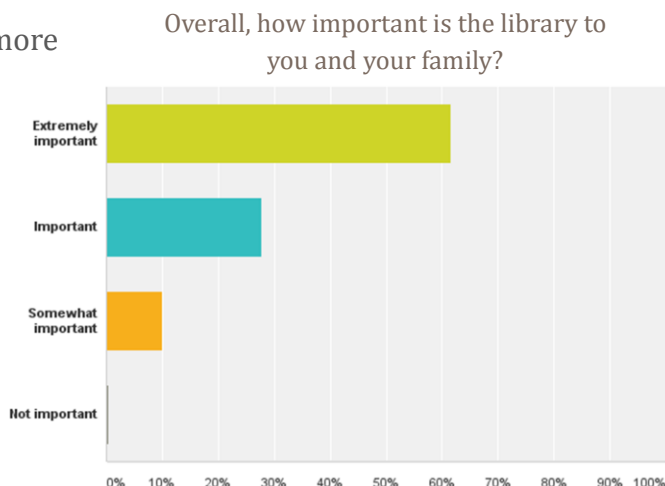
- Seventy-six percent of patrons rated “customer service” as excellent while 59% rated “responsiveness to the community” as excellent; 57% thought the “size of the Library” was acceptable while 51% rated the “collection offerings” as acceptable. The “Library website” was also scored as acceptable at 49%. Most found the “hours” and “physical condition of the Library” either excellent or acceptable.

- Three library

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### Suggestions for improvement

- 66% would like to see more DVDs, 32% more youth programs, 35% more adult programs and 30% a larger building.
- 37% would support a “tax increase” of \$1-25, and 23% for an increase of \$26-50. However, some comments suggested that the Library should focus on its fundraising efforts.
- There were four areas that were repeatedly highlighted as in need of improvement:
  - Many requests for a children’s area that is separate from the rest of the Library in order to contain the noise and activity therein. Also, requests for the children’s area to be more comfortable and easy to get to (no stairs).
  - A need for increased seating areas in the Library that include quiet areas for study, meeting areas, as well as areas that enable community collaborations, such as maker and co-working spaces.
  - A larger, more updated book and materials collection on site.
  - An increase in the number of Library staff to allow for a more professional and personalized experience for library users.



### Out on the Town Survey

In order to collect information from non-library users, who were under-represented in the online survey, we conducted an informal survey on the streets of Swarthmore on June 13<sup>th</sup>. Of those who are not library users, we found the following reasons:

- Didn’t know SWPL existed, or held misinformation about the Library.
- Unaware of the collection, programs and services offered.
- Used a different library.

Many of those surveyed were library users whose comments mirrored those found in the online survey, especially about the space and staffing issues, but were also enthusiastic supporters of the Library.

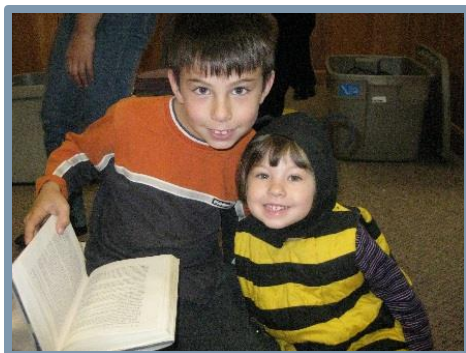
### Goals and Actions

OUR MISSION IS TO EMPOWER OUR COMMUNITY TO  
**READ, MEET, DISCOVER, AND GROW.**

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## READ

We will meet the needs of our community by providing a varied and accessible collection.



#### GOAL #1

Provide library materials in multiple formats to meet the diverse informational and recreational needs of our community.

#### ACTIONS

- Increase materials budget by 25% to purchase more new titles in a variety of formats
- Purchase e-readers for circulation
- Evaluate magazine and newspaper collection to maximize utilization
- Continuously evaluate the DVD collection to meet rapidly changing needs
- Work with Delaware County Libraries' Central Office to improve content and access to e-book collection
- Reorganize the ordering and processing procedures to maximize efficiency

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### GOAL #2

Promote literacy by improving access to children's and young adult collections.

#### ACTIONS

- Reorganize picture book collection by subject to create a more child-centric system
- Increase the number of Early Reader titles by 20% and re-locate collection for better access
- Move juvenile non-fiction out of the adult collection
- Increase circulation of juvenile and young adult circulation through marketing techniques such as displays, face-out shelving, concerted collection development of high interest materials and programming

### GOAL #3

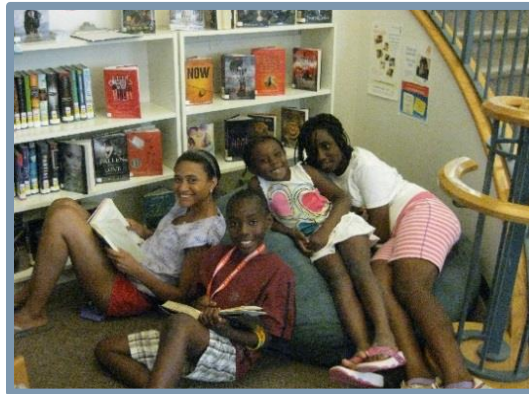
Update the current collection, develop areas in need, and increase utilization.

#### ACTIONS

- Increase the number of new titles in all formats
- Carry-out deselection plan on an ongoing basis
- Shift entire adult collection for maximum accessibility
- Identify non-fiction areas in need of development and purchase appropriate materials
- Utilize marketing techniques such as displaying books face-out and displays to encourage circulation
- Update directional signage within collection
- Initiate a Volunteer Adopt-a-Shelf program to maintain the order and attractiveness of the collection

# MEET

We will provide spaces and opportunities for our community to interact, collaborate, and inspire one another.



### GOAL #1

Improve member satisfaction with the current Library facility.

#### ACTIONS

- Provide more comfortable seating in all areas of the Library
- Evaluate policies regarding access to tea/coffee in the Library
- Consider extending hours and amending Summer weekend hours
- Explore the separation of children's and adult areas

### GOAL #2

Develop programs and spaces to encourage community collaboration.

#### ACTIONS

- Create a café style area conducive to socializing
- Organize programs such as Tech Tutor and Maker Space programs, where community members are able to help each other

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- Explore possibility of providing multifunctional space for co-working, group and quiet study

### GOAL #3

Explore options and funding strategies to expand Library space.

### ACTIONS

- Tour and meet with other area libraries who have recently completed renovations or new building projects
- Review funding strategy for Central Park to determine applicability
- Collaborate with Swarthmore Borough Government to determine possible scope, direction and funding strategies
- Research PA Keystone Grants to determine viability
- Consult with Library Building Consultants and/or architects if needed

# DISCOVER

We will provide library experiences that inspire the love of reading, foster life-long learning, and enrich the lives of our community members.



### GOAL #1

Expand program offerings to meet community needs and promote literacy.

#### ACTIONS

- Continue to provide a variety of weekly programs for children, from birth through elementary school
- Develop tween, teen and twenty-something programs
- Provide additional evening and weekend programs for both children and adults
- Increase the variety of adult programming
- Develop outdoor programs to be held in Central Park
- Develop and promote maker space programs
- Explore viability of sponsoring destination outings

### GOAL #2

Consistently provide updated technologies and technology training.

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### ACTIONS

- Develop and promote instructional programs such as Download Drop-Ins, Teen Tech Tutors, and Using Library Databases/Catalog
- Promote library use with smart phones by working with Delaware County Libraries' Central Office on a Library Card App and text renewal functionality
- Evaluate purchase of laptops for in-library use
- Increase wireless speed
- Evaluate the need and ability to provide new technologies on an ongoing basis

# GROW

We will increase SWPL's value in the community by ensuring we are dynamic and responsive to the changing needs of our community.



### GOAL #1

Prioritize communications and public relations.

### ACTIONS

- Develop and carry out a public relations plan making effective use of social media, the Library's website and traditional channels of communication
- Create stakeholders by educating our community and government officials about the value of the Library through presentations and an ongoing presence at community events
- Encourage ongoing input to better meet our community needs
- Assertively market new Library programs and initiatives to reach a broad range of our community
- Explore better exterior signage and the use of banners, lawn signs, and computer display monitors
- Explore fresh branding including a new logo

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### GOAL #2

Invest in staffing and training to provide distinguished service to our community.

#### ACTIONS

- Increase staff to provide new programs, services, and professional expertise
- Reorganize staffing to maximize efficiency and accessibility to members
- Improve customer service through increased volunteer and staff training
- Encourage staff to gain new competencies through cross-training and continuing education
- Renegotiate employee compensation and benefits to attract and retain quality staff

### GOAL #3

Actively pursue outreach opportunities and partnerships to increase the Library's presence and support in the community.

#### ACTIONS

- Improve our relationship with local schools and preschools through outreach programs
- Participate in local business organizations, such as the Rotary Club and Swarthmore Town Center
- Have a presence at community events such as the Farmer's Market and Fun Fair
- Market our out of the building services such as Homebound Express Delivery and remote access to library databases and e-books

### GOAL #4

Increase funding through fundraising, grant writing, and government contributions to ensure a secure and sustainable future.

#### ACTIONS

- Determine the possibility of increased government support for Library services

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- Explore targeted fundraising activities and business funding sources
- Acquire 501(c)(3) status to expand fundraising efforts
- Research and apply for grants to support initiatives
- Utilize additional fundraising tools, such as E-vite, Amazon Smile, and Target kickbacks
- Improve public relations relating to fundraising
- Support Friends of the Swarthmore Public Library in current and future fundraising efforts to increase donor base
- Explore expanding annual fund drive to include local unserved areas

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### Addendum

Approved by the Swarthmore Public Library Board of Trustees May 16, 2017

The Swarthmore Public Library (SWPL) has been awarded a \$5,000 grant from Swarthmore Borough to be used toward services for older adults. The initiatives relating to the Grant for Aging in Place Services are to be considered an integral part of our Strategic Plan.

#### Aging in Place Grant Initiatives 2017



#### Technology Instruction

1. Expand Teen Tech Tutors
2. Provide technology instruction in small group/teacher programs

#### Social Events

1. Continue and expand Storycorps interviews
2. Storytelling events
3. Destination events
4. Dining Out Program
5. Video lectures

#### Information Centralization and Dissemination

1. Homebound Express promotion
2. Creation of Senior Information Center with brochures and leaflets for services, programs, etc. available to older adults
3. Little Free Library at train station to include books, brochures and leaflets

\*All initiatives subject to change as the Library assesses need and feasibility.