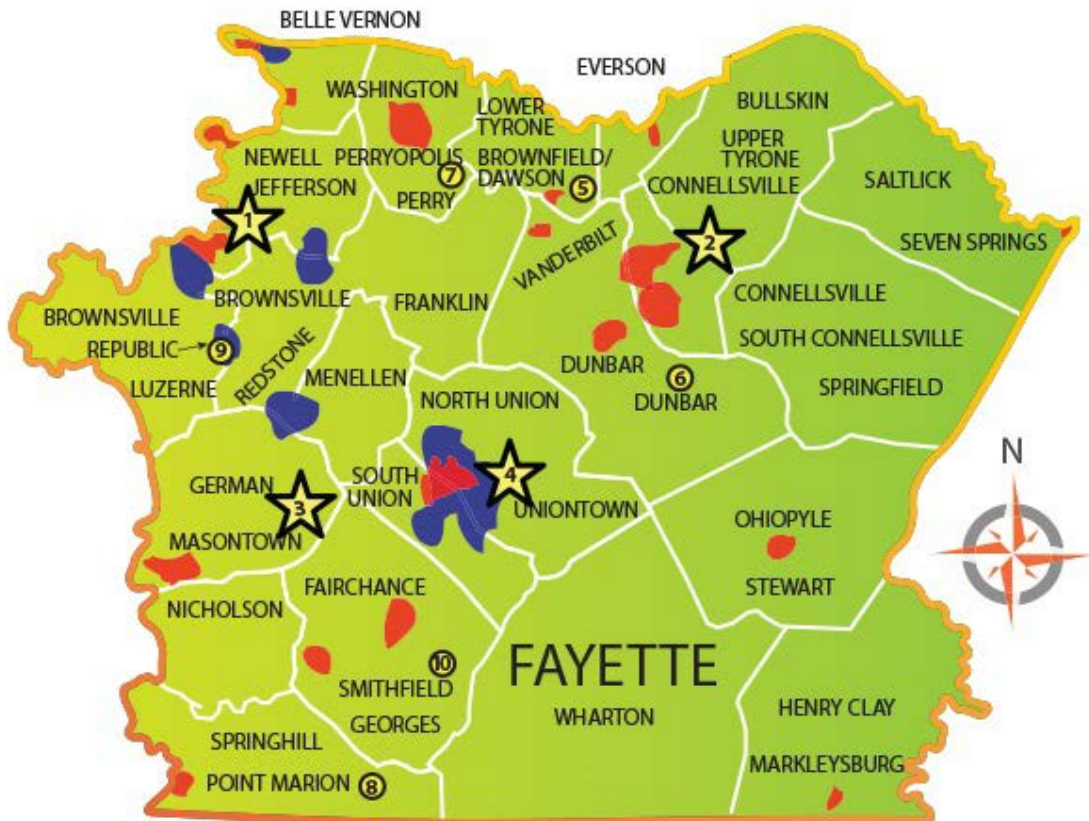


Fayette County Libraries



Strategic Plan: January 2015 to December 2017

Fayette Forward: Libraries Creating Success Stories

October 2014

Table of Contents

Message from Library Directors	3
Executive Summary	4
About Fayette County Libraries	5
Mission and Vision	7
Goals and Objectives	7
Strategic Plan Implementation	10
Acknowledgements	10
Fayette County Libraries	11
Appendix: Strategic Planners	12



Fayette County Libraries

Amy Ryan, President
German-Masontown Public Library
104 South Main Street
Masontown, PA 15461
(724)583-7030
(724)583-0979 fax
fayettelibraries@gmail.com

We sponsored "*Fayette Forward: Libraries Creating Success Stories*," a strategic planning conference on August 20-21, 2014, to foster ongoing success within our individual libraries as well as to strengthen the Fayette County Library System (FCLS). We were delighted to have the participation of a variety of community stakeholders.

Libraries are valued community assets that provide essential programs and services to help people as they navigate these times of rapid societal and technological change. Libraries provide public spaces with access to resources and information technology, as well as a knowledgeable staff to guide patrons. As libraries move forward, we strive to be community centers where everyone continues to learn and grow. We support children as they develop literacy skills, and we support adults as they venture into the workplace.

Libraries create our own success stories as we continually adapt our service offerings to the ever-changing information and technology needs of our communities. Each Fayette County library is at a different chapter in writing its success story. As you read the results of the conference, we hope that each of you will learn something new about our libraries and the important services and resources we provide to all residents of Fayette County.

The FCLS is moving forward, and we invite you to be part of our success story. We envision vibrant, prosperous, and engaged communities supported by vibrant, prosperous, and engaged libraries. We look forward to working with you for the benefit of all Fayette County residents.

Thank you for taking the time to help create success stories for Fayette County libraries!

Fayette County Libraries

Brownfield Community Public Library ♦ Brownsville Free Public Library
Carnegie Free Library ♦ Dunbar Community Library
German-Masontown Public Library ♦ Mary Fuller Frazier School-Community Library
Point Marion Public Library ♦ Republic Community Library
Smithfield Public Library ♦ Uniontown Public Library

Executive Summary

Overview

With the support of Stacey A. Aldrich, State Librarian of Pennsylvania, Tina Haluska (Brownsville Free Public Library), Amy Ryan (German-Masontown Public Library), Casey Sirochman, and later Eileen Beveridge (Carnegie Free Library), and Christy Fusco (Uniontown Public Library) convened a two-day strategic planning conference in Connellsville, Pennsylvania, on August 21-22, 2014. Twenty-two library-community stakeholders attended the conference representing Fayette County library directors, staff, boards, patrons, and community leaders (See Strategic Planners at Appendix). The conference resulted in the development of the Fayette County Libraries Strategic Plan for the period January 2015 to December 2017. This plan emphasizes collaboration among the ten public libraries and aligns county libraries toward a shared strategic direction.

The Current State

The conference began with a current state assessment by the strategic planners. This assessment acknowledged the external trends and forces impacting Fayette County libraries and examined the libraries' strengths, weaknesses, opportunities and threats. Based on the current state assessment, the planners identified the following strategic challenges facing Fayette County libraries.

Strategic Challenges

- Public image and reputation as a valued community resource
- Unifying libraries toward a shared vision and common standards of service
- Sustainable funding sources that support innovative, patron-requested services
- An effective organizational structure responsive to the changing times
- Improving governance practices and fiduciary stewardship

Road Map to the Future

With a shared understanding of the current state, the strategic planners revised the draft mission and vision statements. The planners then engaged in a discussion of ideas regarding the direction that Fayette County libraries should take over the next three years. These ideas were organized into the following four strategic focus areas.

Strategic Focus Areas

- Framework - An alliance of libraries working together toward common goals and services for county residents.
- Public Relations & Marketing - A positive perception of Fayette County libraries that fosters support by users, non-users and funders.
- Stakeholder Involvement - Caring stakeholders committed to maintaining libraries as an essential community resource.
- Funding - Sufficient resources that assure first-rate service to county residents.

About Fayette County Libraries

Brownfield Community Public Library

Brownfield Community Library, established in 1993, is located in Dawson within the Brownfield Community Center. Volunteers have been instrumental in keeping the library open at least ten hours a week for tri-town residents.

Brownsville Free Public Library

Originally organized in 1885, Brownsville Free Public Library (BFPL) was housed in various locations within the borough until finally settling at 100 Seneca Street in a building erected by prominent banker Charles Snowdon in 1927. BFPL has been in continual full-time operation at that location ever since. Today, the BFPL operates as a 501(c)3 organization under the leadership of a nine-member Board of Directors. The library serves a population of approximately 15,000 residents and is primarily funded by Brownsville Borough, Brownsville Township, West Brownsville Borough, Luzerne Township, and the Fayette County Commissioners.

Carnegie Free Library of Connellsville

Due to the generosity of Andrew Carnegie, the Carnegie Free Library of Connellsville opened its doors on May 1, 1903. The library was named to the National Register of Historic Places in 1981, and the 13-member Board of Directors, with the help of the community, has made a concerted effort to maintain the historic structure. The library serves the needs of the 38,000 residents of the following municipalities: Connellsville City, Bullskin Township, Connellsville Township, Dawson Borough, Dunbar Township, Dunbar Borough, Saltlick Township, South Connellsville Borough, Springfield Township and Vanderbilt Borough.

Dunbar Community Library

Retired Col. Joan M. Graziano, U.S. Army, had big dreams for the Dunbar Community Library which opened in 1991. Today, the library is run entirely by volunteers who are committed to keeping a library within their community.

German-Masontown Public Library

The German-Masontown Public Library was established in 1965 through the work and funds of many of the community's citizens, organizations, and government agencies. With a collection of over 30,000 items, the library serves a population of roughly 11,000 residents throughout German Township, Masontown Borough, Nicholson Township and the surrounding areas in the Albert Gallatin School District. Its seven-member Board is appointed by the German Township Board of Supervisors and the Masontown Borough Council.

Mary Fuller Frazier Community Library

Established in 1960, the Mary Fuller Frazier Community Library operates in partnership with the Mary Fuller Frazier School Library. The library's service area includes

Perryopolis Borough and Perry Township, with a population of approximately 4,500 persons. The library is funded by the Mary Fuller Frazier Estate, the Fayette County Commissioners, Perry Township, Friends of the Library memberships, Scholastic Book Fairs, book memorials, and an annual fund-raising event.

Point Marion Public Library

Established in 1921 through the efforts of a women's group known as the Criterion Club, Point Marion Public Library has been serving the informational needs of Point Marion and Springhill Township residents ever since. The library's collection of approximately 6,500 items are available free of charge to all area residents. The library is funded through a combination of memorials, donations and contributions from the County Commissioners, Albert Gallatin School Board, Borough Council and local service organizations.

Republic Community Library

Established by a retired school librarian and band of community volunteers in 1987, the Republic Community Library became a 501(c)(3) in 1995. Located in Redstone Township, the library provides materials and services to help residents obtain information meeting their personal, educational, and professional needs.

Smithfield Public Library

Smithfield Public Library came into existence after an idea originated at a 1994 council meeting that the town should have a library. The library is located within the Smithfield Borough Building.

Uniontown Public Library

Initially opened as a reading room in 1912, The Uniontown Public Library was officially launched in 1928. With a population of approximately 10,000 residents, the City of Uniontown is the only municipality that contributes to the upkeep of the library through a dedicated mileage of 1.58 mills of the real estate tax. Uniontown Public Library has a collection of 80,000 items and is home to the Pennsylvania Room, a collection that houses local history and genealogy resources.



Mission

Fayette County libraries build community by connecting residents to local and global information and by providing innovative services that enable us to learn from our history, empower our present, and create our future.



Vision

Strong and valued libraries impacting lives for the better.

Goals and Objectives

Goal 1: Create a county alliance that includes all libraries to establish common goals and services.	
Framework	<p>Objectives</p> <p>1.1: By December 2015, begin implementation of one countywide library initiative, service, or project per year.</p> <p>1.2: By January 2016, all state-aided libraries implement the Polaris integrated library circulation system.</p> <p>1.3: By December 2017, all Fayette County libraries adopt a shared philosophy of service, e.g., Wi-Fi, adherence to published hours of operation, data collection and reporting, minimum number of computers, core services, etc.</p>

Goal 2: Create a positive perception of Fayette County libraries to foster support and utilization of library services.	
Public Relations & Marketing	<p>Objectives</p> <p>2.1: By August 2015, provide communication templates to each library for various marketing venues of distribution, e.g., social media, newspapers, public service announcements, schools, businesses, etc. (This becomes part of Obj 2.2)</p> <p>2.2: By December 2016, implement a shared marketing plan--to include branding, logo, messaging--that contributes to continued support and awareness of Fayette County library services.</p> <p>2.3: By August 2017, launch a Fayette County libraries website that includes the strategic plan, links to all libraries, and regularly maintained content.</p>

Goal 3: Educate stakeholders to promote strong, welcoming libraries that are seen as essential community resources.	
Stakeholder Involvement	<p>Objectives</p> <p>3.1: Beginning January 2015, establish partnerships with local school districts through personal visits and by co-sponsoring at least one collaborative program per year.</p> <p>3.2: Beginning December 2015, provide all library board members across the county one networking opportunity per year to address common challenges.</p> <p>3.3: Beginning January 2016, build and sustain one mutually supportive relationship per year with a local community organization.</p>

Goal 4: Increase funding opportunities for libraries to better serve Fayette County residents.

Funding

Objectives

- 4.1:** Beginning January 2015, develop one working relationship per year with a key community stakeholder to build awareness of and support for Fayette County libraries, e.g., local funders, mayors, council officials, foundations, media outlets, etc.
- 4.2:** By December 2015, identify three potential funding models and present to stakeholders for input, e.g., local funders, mayors, council officials, foundations, media.
- 4.3:** Beginning January 2016, implement one externally funded countywide initiative per year, e.g., grants, sponsorships, corporate relationships, etc.



Strategic Planners

Strategic Plan Implementation

Key Players

- Goal Owner/Team
- Strategic Plan Monitoring Committee

Goal Owner/Team

Each goal has a goal owner. The goal owner recruits a goal team with the background and willingness to contribute toward goal/objective accomplishment. The goal owner/team develops an action plan for each objective. The goal owner/team is accountable to the Strategic Plan Monitoring Committee (Committee) for accomplishing the goal's objectives. Specifically, the goal owner/team:

- Develops an action plan for each objective
- Manages work effort to accomplish the objectives
- Adjusts action plan as conditions require
- Reports objective implementation status to the Committee as requested

Strategic Plan Monitoring Committee

The Committee consists of Tina Haluska, Brownsville Free Public Library; Amy Ryan, German-Masontown Public Library; Eileen Beveridge, Carnegie Free Library; and Christy Fusco, Uniontown Public Library. The Committee meets periodically to conduct an In-Progress Review (IPR) during which time the goal owners present an update. Specifically, the Committee:

- Evaluates implementation status of objectives
- Makes recommendations to the goal owners as needed
- Sets priorities to resolve resource conflicts
- Approves changes to the strategic plan

Acknowledgements

The Fayette County strategic planning team wishes to thank the conference participants for their time and contributions. We extend a grateful thanks to Harry Christiansen, Christiansen Consulting, LLC, for guiding the planning effort. Finally, we are indebted to Stacey A. Aldrich, Pennsylvania State Librarian, for making this project possible and for actively contributing to the planning process.

This project was made possible by a grant from the Institute of Museum and Library Services as administered by the Pennsylvania Department of Education through the Office of Commonwealth Libraries, and the Commonwealth of Pennsylvania, Tom Corbett, Governor.

Point of Contact

Amy Ryan, President
Fayette County Library System
O: 724-583-7030
E: fayettelibraries@gmail.com

Fayette County Libraries

Brownfield Community Library
291 Banning Road
Dawson, PA 15428
724-529-7680

Brownsville Free Public Library
100 Seneca Street
Brownsville, PA 15427
724-785-7272
www.bfpl.org

Carnegie Free Library of Connellsville
299 South Pittsburgh Street
Connellsville, PA 15425
724-628-1380
www.carnegiefreelibrary.org

Dunbar Community Library
PO Box 306, 60 Connellsville Street
Dunbar, PA 15431
724-277-4775
www.dunbarcommunitylibrary.webs.com

German-Masontown Public Library
104 South Main Street
Masontown, PA 15461
724-583-7030
www.germaslibrary.org

Mary Fuller Frazier Community Library
142 Constitution Street
Perryopolis, PA 15473
724-736-8480
www.fraziercommunitylibrary.webs.com

Point Marion Public Library
399 Ontario Street
Point Marion, PA 15474
724-725-9553
www.pointmarionlibrary.com

Republic Community Library
PO Box 165, 13 DeGregory Circle
Republic, PA 15475
724-246-0404

Smithfield Public Library
14 Water Street
Smithfield, PA 15478
724-569-1777
www.smithfieldboro.com/library/

Uniontown Public Library
24 Jefferson Street
Uniontown, PA 15401
724-437-1165
www.uniontownlib.org

Appendix: Strategic Planners

Stacey A. Aldrich, Pennsylvania State Librarian

Rhoda Applebee, Patron, Brownfield Community Public Library

Roger Applebee, Administrator, Brownfield Community Public Library

◆ Eileen Beveridge, Director, Carnegie Free Library

Beth Bubonovich, Friend, Uniontown Public Library

◆ Christy Fusco, Director, Uniontown Public Library

Dorothy Gruskowski, Board Member, German-Masontown Public Library

◆ Tina Haluska, Director, Brownsville Free Public Library

Jean Kennedy, Director, Smithfield Public Library

Anne Kruger, Library Development Advisor, State Library of Pennsylvania

Cathy Kumor, Friend, Carnegie Free Library

Jo Lofstead, Retired Legislative Assistant

Chuck Motycka, Patron, Carnegie Free Library

Anita McNeill, Director, Mary Fuller-Frazier School-Community Library

Patricia McNeill, Board Member, Mary Fuller-Frazier School-Community Library

Emma Robinson, Friend, Uniontown Public Library

◆ Amy Ryan, Director, German-Masontown Public Library

◆ Casey Sirochman, Former Director, Carnegie Free Library

Phyllis Smith, Board Member, Smithfield Public Library

Melinda Tanner, District Consultant, Washington Library District

Chris Wallander, Board Member and Friend, Carnegie Free Library

Lester Ward, Mayor, Brownsville

◆ Planning Team Member