

ERIE COUNTY PUBLIC LIBRARY

2021-2023 Strategic Plan

Planning for today and tomorrow!





VISION

The Erie County Public Library is an integral and inclusive leader in empowering individuals and connecting them to resources and opportunities that positively transform our community through discovery, learning, and innovation.



MISSION

Our mission is to build a culture of curiosity and creativity by connecting diverse people to information that ignites ideas, excites passions, and inspires action to improve our collective quality of life.



VALUES

- **Responsiveness:** We will actively produce collections, programming, and services responsive to community needs.
- **Partnership:** We will collaborate with other organizations to facilitate the improvement of quality of life in our community.
- **Diversity:** We will respect and encourage all who seek our services, and we will promote diversity in our staff, programs, and services.
- **Dialogue:** We will promote the free exchange of ideas and information as an essential part of community development.



As a department of Erie County government, the library upholds the County vision and mission:

VISION

Erie County strives to be a model county known for its vibrant, healthy residents; its flourishing, inclusive economy; the resilience of its natural and built environments; a quality of life that attracts visitors and engages citizens; and its efficient, innovative, and transparent government.



*As a department of Erie County
government, the library upholds the
County vision and mission:*

MISSION

We provide a safe, healthy and vibrant environment for our diverse citizens while promoting justice and equity in the community we serve.

STRATEGIC INITIATIVES & GOALS



CONNECTIONS



COLLECTIONS



CAPACITY

STRATEGIC INITIATIVES & GOALS



CONNECTIONS

ECPL will facilitate connections to unlock and harness the curiosity, creativity, and entrepreneurial spirit of our thriving community.



CONNECTIONS

Goal 1.1.

**Expand Outreach Services to Erie County
with a focus on partnerships, equity,
diversity, and inclusion.**



CONNECTIONS

Goal 1.1. Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.

- **Develop a unified framework for Outreach Services that prioritizes partner relationships based on identified needs.**
 - Identified task leader: Outreach Services Manager.
 - Create standard practices for community outreach events. (2021)
 - Develop an “ECPL outreach menu” of options for community organizations. (2021-2022)
 - Create an actionable plan for pop-up and unplanned outreach. (2021)
 - Provide training to ECPL staff to contribute to community outreach opportunities. (2021-2023)



CONNECTIONS

Goal 1.1. Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.

- **Assess current and identify core partner relationships.**
 - Identified task leader: Outreach Services Manager, Youth Services Manager, and Adult Services Manager.
 - Examine lists developed by Outreach, Adult, and Youth services of core partnerships. (2021)
 - Develop and maintain partnership maps and identify gaps. (2021-2023)
 - Annually purge partnerships older than one (1) year. (2021-2023)



CONNECTIONS

Goal 1.1. Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.

- **Proactively initiate outreach based on community need.**
 - Identified task leader: Outreach Services Manager, Youth Services Manager, Adult Services Manager, Youth Services Staff, and Advisory Board.
 - Create a monthly & quarterly target list for each department. (2021-2023)
 - Develop a database of seasonal offerings for cultural and community events. (2021-2023)
 - Implement outreach initiatives developed by the Equity, Diversity, and Inclusion (EDI) Committee. (2021)



CONNECTIONS

Goal 1.1. Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.

- **Develop a volunteer role for interested patrons.**
 - Identified task leader: Adult Services Manager, Outreach Manager, Branch Managers, Circulation Manager, and Adult Services Staff.
 - Develop a role for volunteers to represent ECPL in the community. (2021)
 - Train volunteers to conduct outreach tables, events, and story times in community settings. (2021-2023)



CONNECTIONS

Goal 1.1. Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.

- **Reach non-library users through diverse channels.**
 - Identified task leader: Outreach Services Manager, Admin Officer II, Youth Services Staff, Adult Services Staff, and Advisory Board.
 - Conduct a comprehensive monthly social media promotion highlighting services and programs. (2021-2023)
 - Develop a comprehensive agreement with community stakeholders to promote library services and programs monthly. (2021)
 - Collaborate with the Office of the Mayor to ensure new Americans have an opportunity to become library card holders. (2021-2023)
 - Integrate foreign language usage in library services. (2021-2022)



CONNECTIONS

Goal 1.1. **Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.**

- **Create and promote community driven heritage initiatives.**
 - Identified task leader: Admin Officer II, Adult Services Manager, and Adult Services Staff.
 - Develop a space for cultural exploration on the ECPL webpage. (2021)
 - Conduct regular cultural exploration seminars. (2021-2023)
 - Collaborate with cultural centers to utilize Heritage Room resources. (2021-2023)
 - Develop inclusive programming for community-wide cultural performing arts. (2022)



CONNECTIONS

Goal 1.2.

Continue to develop programming that is available to all, utilizes greater efficiencies, and reaches previously underserved communities.



CONNECTIONS

Goal 1.2. Continue to develop programming that is available to all, utilizes greater efficiencies, and reaches previously underserved communities.

- **Provide free experiences for beginners to support all literacies for patrons.**
 - Identified task leader: Adult Services Staff, Youth Services Staff, and Friends of the Library.
 - Conduct monthly computer courses in various languages. (2021-2022)
 - Create general knowledge informational sessions for new device users hosted in the Idea Lab. (2021-2022)
 - Hold monthly/quarterly financial literacy classes across ECPL locations. (2021-2023)
 - Raise financial support to increase free programming. (2021-2023)



CONNECTIONS

Goal 1.2. Continue to develop programming that is available to all, utilizes greater efficiencies, and reaches previously underserved communities.

- **Develop training to address the digital divide with equipment and training.**
 - Identified task leader: Adult Services Staff.
 - Implement intensive training for new employees during onboarding. (2021-2023)



CONNECTIONS

Goal 1.2. Continue to develop programming that is available to all, utilizes greater efficiencies, and reaches previously underserved communities.

- **Reduce social isolation by hosting low-cost social networking style events, connecting patrons to one another.**
 - Identified task leader: Adult Services Manager, Outreach Services Manager, and Adult Services Staff.
 - Collaborate with entrepreneurial and professional groups quarterly to host themed networking events. (2021-2023)
 - Partner, support and further develop programming for community-wide cultural performing arts. (2021-2022)



CONNECTIONS

Goal 1.3.

Improve library marketing processes.



CONNECTIONS

Goal 1.3. Improve library marketing processes.

- **Develop a focused marketing campaign of library services.**
 - Identified task leader: Admin Officer II, Adult Services Manager, Branch Managers, Circulation Manager, Outreach Services Manager, and Youth Services Manager.
 - Develop a focused marketing campaign highlighting core traditional and contemporary services, including opportunities to support the Friends and the Foundation.



CONNECTIONS

Goal 1.3. Improve library marketing processes.

- **Create engaging media content to promote programming and services during periods of limited in person access.**
 - Identified task leader: Branch Managers, Youth Services Manager, Youth Services Staff, Adult Services Staff, and Idea Lab Team.
 - Create a daily blog about library services during times of limited access. (2021)
 - Establish weekly virtual pop-up conversations or interviews/Q&A periods on relevant topics for all ages. (2021-2022)



CONNECTIONS

Goal 1.3. Improve library marketing processes.

- **Create a dedicated position to perform media content management.**
 - Identified task leader: Director and Assistant Director.
 - Create internal role that will focus primarily on producing and following metrics of the library's social media and webpage content. (2021-2022)
 - Develop process for crafting attractive press release statements, flyers, and web design material for upcoming events. (2021)



CONNECTIONS

Goal 1.3. Improve library marketing processes.

- **Increase the use of library meeting spaces for non-profit and community organization.**
 - Identified task leader: Business Office Manager, Outreach Services Manager, and Advisory Board.
 - Develop a list of past and potential space renters. (2021)
 - Annually/quarterly target non-profit organizations and offer one use of library meeting spaces for free. (2021)
 - Reassess the rental cost of the space. (2021)



CONNECTIONS

Goal 1.4.

Expand digital provision of services and programs to promote equity throughout Erie County.



CONNECTIONS

Goal 1.4. Expand digital provision of services and programs to promote equity throughout Erie County.

- **Revive ECPL YouTube channel and podcast.**
 - Identified task leader: Adult Services Manager, and Youth Services Manager, Youth Services Staff, Adult Services Staff, and Idea Lab Team.
 - Develop monthly relevant content for the library's YouTube channel. (2021)
 - Create and produce a podcast of relevant material. (2021-2022)
 - Feature local entrepreneurs, artists, authors, and creatives on YouTube and podcast. (2021/2022)



CONNECTIONS

Goal 1.4. Expand digital provision of services and programs to promote equity throughout Erie County.

- **Engage Teen Advisory Board to inform decisions regarding digital programs and social media content.**
 - Identified task leader: Youth Services Manager and Teen Services Librarian.
 - Develop quarterly collaborative meeting of the Friends, Advisory Board, and Teen Advisory Board. (2021)
 - Create a quarterly teen public forum with the Teen Advisory Board. (2021-2022)



CONNECTIONS

Goal 1.5.

**Operate as the District Library Center
and collaborate with district and
regional libraries.**



CONNECTIONS

Goal 1.5. Operate as the District Library Center and collaborate with district and regional libraries.

- **Foster collaborative initiatives with SNOE (Seneca, New Castle, Oil Creek, Erie) Districts.**
 - Identified task leader: Director and District Consultant.
 - Coordinate shared consulting services and regional training opportunities. (2021-2023)
 - Explore innovative ideas and emerging technologies. (2021-2023)
 - Investigate stronger infrastructure opportunities with a sustainability study of libraries in our district. (2021-2022)



CONNECTIONS

Goal 1.5. Operate as the District Library Center and collaborate with district and regional libraries.

- **Coordinate cooperative efforts among district member libraries.**
 - Identified task leader: Director, District Consultant, Youth Services Manager, and Outreach Services Manager.
 - Coordinate shared/rotating resources and services as agreed upon in the annual district agreement. (2021-2023)
 - Coordinate district-wide continuing education training. (2021-2023)
 - Expand library services across the district and improve promotion of the services. (2021)



CONNECTIONS

Goal 1.5. Operate as the District Library Center and collaborate with district and regional libraries.

- **Collaborate with Erie County Community College library efforts.**
 - Identified task leader: Director and Adult Services Staff.
 - Develop collaborative services that support basic learning needs of community-college students.
 - Co-develop a program for library sciences that can assist students and employees with continuing education and career development.

STRATEGIC INITIATIVES & GOALS



COLLECTIONS

ECPL will provide a combination of resources and services that empower patrons to access and utilize information.



COLLECTIONS

Goal 2.1.

Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.



COLLECTIONS

Goal 2.1. Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.

- **Conduct a diversity audit of materials in all ECPL locations and develop a schedule for regular audits at all locations.**
 - Identified task leader: Technical Services Manager.
 - Train staff on audit requirements and begin audit work. (2021-2022)
 - Create an actionable plan for future, regular audits. (2022)



COLLECTIONS

Goal 2.1. Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.

- **Develop annual cost adjustments for acquisitions.**
 - Identified task leader: Technical Services Manager and Business Office Manager.
 - Create an updated plan for current resources and anticipated increases. (2022)



COLLECTIONS

Goal 2.1. Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.

- **Develop and implement an inventory schedule for all locations.**
 - Identified task leader: Technical Services Manager.
 - Train staff on inventory processes and follow a regular schedule for improved collection maintenance.
(2022)



COLLECTIONS

Goal 2.1. Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.

- **Collect patron input into the collections strategy.**
 - Identified task leader: Technical Services Manager and Digital Information Resources Team.
 - Solicit patron feedback via survey, community conversations, and/or directed outreach sessions. Create actionable steps based on results. (2021)



COLLECTIONS

Goal 2.1. Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.

- **Assess shelving and use of collection space annually.**
 - Identified task leader: Technical Services Manager, Adult Services Manager, Branch Managers, Circulation Manager, and Youth Service Manager.
 - Create a schedule to visit each department and branch to survey shelving use. Create plans for best use of shelving space and needed changes. (2021)



COLLECTIONS

Goal 2.2.

Continue the expansion of digital collections, including those local materials in need of digitization.



COLLECTIONS

Goal 2.2. Continue the expansion of digital collections, including those local materials in need of digitization.

- **Evaluate, sustain, and expand digital collections and resources.**
 - Identified task leader: Technical Services Manager and Digital Information Resources Team.
 - Identify usage trends and gaps in collection holdings. (2021)
 - Create a new digital materials and digital resources budget to recommend for the library's overall 2022 budget. Purchase recommended items. (2022)



COLLECTIONS

Goal 2.2. Continue the expansion of digital collections, including those local materials in need of digitization.

- **Train staff on Reader's Advisory (RA) and digital resource instruction.**
 - Identified task leader: Adult Services Manager.
 - Identify existing or create new RA and digital resource trainings. Train all staff members and ensure new staff are provided training during onboarding. (2021)
 - Create or identify existing self-help guides for patrons to use digital resources. Recommend high-traffic areas (website, in-library) to display guides for patron use. (2021-2022)



COLLECTIONS

Goal 2.3.

Assess and improve the condition, quality, and accessibility of the Erie County Public Library's special collections (Heritage Room, Art Collection, etc.).



COLLECTIONS

Goal 2.3. Assess and improve the condition, quality, and accessibility of the Erie County Public Library's special collections (Heritage Room, Art Collection, etc.).

- **Create a position focusing on preservation/digitization.**
 - Identified task leader: Technical Services Manager and Adult Services Manager.
 - Create rationale and description for a new position for presentation to the County Executive and Council. (2021)
 - Hire and train new individual to assist with Heritage-related tasks. (2022)



COLLECTIONS

Goal 2.3. Assess and improve the condition, quality, and accessibility of the Erie County Public Library's special collections (Heritage Room, Art Collection, etc.).

- **Ensure proper care of items in the Heritage Collection through staff training and preservation techniques.**
 - Identified task leader: Technical Services Manager and Adult Services Manager.
 - Research grants or request funds for an audit of Heritage items and/or professional training for their care. (2022)
 - Provide training to all staff working in the Heritage Room to ensure consistent handling of materials. (2023)
 - Make recommendations for more extensive room renovations and training. (2023)



COLLECTIONS

Goal 2.4.

Improve the accessibility and use of the library's collections to all populations.



COLLECTIONS

Goal 2.4. Improve the accessibility and use of the library's collections to all populations.

- **Research additional tools to assess collection usage.**
 - Identified task leader: Technical Services Manager.
 - Explore vendors for new collection usage assessment tools and recommend one for purchase. (2022)
 - Train applicable staff on the use of the tool and application across all locations. (2022)



COLLECTIONS

Goal 2.4. Improve the accessibility and use of the library's collections to all populations.

- **Create consistent engagement across all locations reflecting the populations served by the library.**
 - Identified task leader: Adult Services Staff.
 - Create a schedule and template for effective and engaging displays, including during programs. Train staff at all locations on display implementation. (2022)
 - Work with Library of Accessible Media for Pennsylvanians (LAMP) to better serve individuals in need of adaptive materials. (2021)
 - Review use and collection acquisitions of non-English material. (2021)



COLLECTIONS

Goal 2.4. Improve the accessibility and use of the library's collections to all populations.

- **Create a professional cataloging position to help process new collection items.**
 - Identified task leader: Assistant Director, Technical Services Manager, and Admin Officer II.
 - Create rationale and description for a new position for presentation to the County Executive and Council. (2021)
 - Hire and train individual to assist with cataloging and collections initiatives. (2022)

STRATEGIC INITIATIVES & GOALS



CAPACITY

ECPL will continue to ensure it has the resources and infrastructure necessary to fulfill its mission, vision, and values.



CAPACITY

Goal 3.1.

Maintain and improve all Erie County Public Library facilities.



CAPACITY

Goal 3.1. Maintain and improve all Erie County Public Library facilities.

- **Finalize Blasco's renovations and develop fund-raising plans.**
 - Identified task leader: Director and Assistant Director.
 - Request or raise funds in partnership with the Erie Regional Library Foundation for outstanding phase renovations. (2021)
 - Contract with an architect to design the area. Include staff committee to provide feedback on space needs. (2022-2023)
 - Renovate the area and hold a grand reopening for the spaces. (2023-2024)



CAPACITY

Goal 3.1. Maintain and improve all Erie County Public Library facilities.

- **Undertake a planning process for the future of the Millcreek Branch Library.**
 - Identified task leader: Branch Managers, Director, and Assistant Director.
 - Receive action plan from Keystone-funded consultant. (2021)
 - Raise funds in partnership with the Erie Regional Library Foundation and begin construction or renovation for branch. (2023)
 - Complete any construction or renovation, while following [Erie 2030 District goals](#) as much as possible and hold a grand reopening for the Millcreek Branch. (2024-2025)



CAPACITY

Goal 3.1. Maintain and improve all Erie County Public Library facilities.

- **Evaluate the need for a second bookmobile.**
 - Identified task leader: Outreach Services Manager and Bookmobile Team.
 - Review routes, outstanding needs (including additional personnel) and opportunities for non-traditional services. (2021)
 - Identify funding sources and purchase vehicle. (2022)



CAPACITY

Goal 3.1. **Maintain and improve all Erie County Public Library facilities.**

- **Develop a Facilities Master Plan to cover needs at all locations.**
 - Identified task leader: Director and Assistant Director.
 - Draw up Facilities Master Plan. (2022)
 - Create a committee of staff and Board members for feedback on space needs. (2022)
 - Ensure areas of parking, ADA, EDI (Equity, Diversity, and Inclusion), use of outdoor space, multi-lingual signage, and active/loud spaces are addressed.



CAPACITY

Goal 3.2.

Evaluate the organizational structure to create opportunities for internal professional growth for all classifications.



CAPACITY

Goal 3.2. Evaluate the organizational structure to create opportunities for internal professional growth for all classifications.

- **Develop paths for professional growth for paraprofessionals.**
 - Identified task leader: Director and Admin Officer II.
 - Create an outline of career ladder opportunities in partnership with County HR. (2022)
 - Implement plan, place current employees within new structure, and hire all new employees within the plan structure. (2023)
 - Annually review professional growth and plan. (ongoing)
 - Explore Library Science graduate degree tuition repayment/assistance programs with ALA-accredited schools. (2021)



CAPACITY

Goal 3.2. Evaluate the organizational structure to create opportunities for internal professional growth for all classifications.

- **Re-evaluate and expand library organizational structure.**
 - Identified task leader: Assistant Director.
 - Create a study of effective library organizational structures. (2021)
 - Implement recommended changes. (2021-2022)



CAPACITY

Goal 3.2. Evaluate the organizational structure to create opportunities for internal professional growth for all classifications.

- **Actively encourage participation in continuing education opportunities.**
 - Identified task leader: Adult Services Manager , Branch Managers, Business Office Manager, Circulation Manager, IT Manager, Outreach Services Manager, and Youth Services Manager.
 - Send at least two staff to the Pennsylvania Library Association (PaLA) conference each year and up to two to the American Library Association (ALA) annual conference each year. (ongoing)
 - Set quarterly training goals and schedule staff to attend workshops and trainings, in-person or remotely. (ongoing)



CAPACITY

Goal 3.3.

Conduct regular reviews of all Erie County Public Library policies to ensure currency, accuracy, equity, diversity, and inclusion.



CAPACITY

Goal 3.3. Conduct regular reviews of all Erie County Public Library policies to ensure currency, accuracy, equity, diversity, and inclusion.

- **Establish standing committees that will ensure formal review of policies and procedures.**
 - Identified task leader: Department Managers.
 - Solicit volunteers or appointees and create a schedule of meetings. (2021)
 - Communicate new policies and procedures to all staff and ensure they can be easily located on the staff blog and shared server. (2021)



CAPACITY

Goal 3.3. Conduct regular reviews of all Erie County Public Library policies to ensure currency, accuracy, equity, diversity, and inclusion.

- **Develop equity and diversity training for all staff and library constituents.**
 - Identified task leader: Assistant Director and Library Members of County Equity, Diversity, and Inclusion (EDI) Committee.
 - Assign a workgroup to identify existing quality training modules or to create ECPL-specific training. (2021)
 - Provide training to all staff at one or both annual staff training days. (2021)



CAPACITY

Goal 3.3. Conduct regular reviews of all Erie County Public Library policies to ensure currency, accuracy, equity, diversity, and inclusion.

- **Implement diversity-focused hiring processes for library job postings.**
 - Identified task leader: Admin Officer II.
 - Work directly with County HR to create a framework with diversity as a goal. (2021)
 - Identify new areas to post and advertise openings to increase the diversity of the candidate pool. (2021)



CAPACITY

Goal 3.3. Conduct regular reviews of all Erie County Public Library policies to ensure currency, accuracy, equity, diversity, and inclusion.

- **Review and implement recommendations of the 2020 EDI Committee.**
 - Identified task leader: EDI Committee.
 - Review committee report with the Advisory Board, Library and County Administration. (2021)
 - Implement approved recommendations as outlined. (2021-2023)



CAPACITY

Goal 3.4.

Develop various plans for improving library administration.



CAPACITY

Goal 3.4. **Develop various plans for improving library administration.**

- **Identify revenue streams and balance revenues across fee programs.**
 - Identified task leader: Business Office Manager.
 - Audit fee-based programs and create a report listing fees and costs, recommending changes as needed. (2021)



CAPACITY

Goal 3.4. Develop various plans for improving library administration.

- **Explore instituting a cashless payment system.**
 - Identified task leader: Business Office Manager and Circulation Manager.
 - Research available cashless payment systems and partner with County Finance to explore feasibility, including ADA/EDI considerations. (2022)
 - Recommend system for purchase, training, and implementation. (2022-2023)



CAPACITY

Goal 3.4. Develop various plans for improving library administration.

- **Overhaul metric gathering.**

- Identified task leader: Assistant Director.
- Identify key areas for metric gathering for the annual state report, monthly Director's Report, and other reports. (2021)
- Explore effective metric gathering at other institutions and implement recommended changes. (2021)



CAPACITY

Goal 3.4. **Develop various plans for improving library administration.**

- **Create a plan for consistent technology, including a Mobile Technology Lab.**
 - Identified task leader: IT Manager, Adult Services Manager, and Idea Lab Team.
 - Identify needed technology at all locations and create a plan for purchasing traveling technology kits and standard equipment across locations. Partner with the District Consultant to evaluate already used District kits to assist ECPL purchase decisions. (2022)



CAPACITY

Goal 3.4. **Develop various plans for improving library administration.**

- **Develop a clearly defined disaster preparedness plan for major and minor issues.**
 - Identified task leader: Assistant Director, District Consultant, Branch Managers, Admin Officer II, IT Manager, and Technical Services Manager.
 - Utilize the County-provided Safety Audit to create location specific plans. (2021)



CAPACITY

Goal 3.5.

Ensure sustainability of Idea Lab programming and services.



CAPACITY

Goal 3.5. Ensure sustainability of Idea Lab programming and services.

- **Create a plan to sustain the Idea Lab post-ECGRA grant funding.**
 - Identified task leader: Adult Services Manager and Idea Lab Team.
 - Create rationale and description for a permanent, County-funded Idea Lab Technician position for presentation to the County Executive and Council. (2021)
 - Explore program and supply funding options, including ongoing grants, partnerships, and library support groups. (2022)



CAPACITY

Goal 3.5. Ensure sustainability of Idea Lab programming and services.

- **Assess the capacity of the Idea Lab to continue and expand initiatives.**
 - Identified task leader: Adult Services Manager and Idea Lab Team.
 - Review current initiatives, partnerships, programs, and services, and map out additional needs. (2022)
 - Recommend items for continuance, addition or deletion, and lay out capacity needs to make those recommendations reality. (2022)



CAPACITY

Goal 3.6.

**Develop a long-range digital strategy
for the Erie County Public Library.**



CAPACITY

Goal 3.6. Develop a long-range digital strategy for the Erie County Public Library.

- **Plan for technology as an integral part of the staff and user experience.**
 - Identified task leader: Staff Committee and IT Manager.
 - Create a staff committee including staff from all classifications to review best practices and recommend technology adoption. (2022)
 - Review current policies and procedures for areas that could be made digital or updated to reflect current technology. (2021)



CAPACITY

Goal 3.6. Develop a long-range digital strategy for the Erie County Public Library.

- **Develop a plan that encourages the digital transformation of the library.**
 - Identified task leader: Staff Committee and IT Manager.
 - Identify areas for growth and expansion of the library's digital outreach and footprint. (2021)
 - Recommend purchases, changes, or modifications to expand and update the library's profile. (2022)



Erie County Public Library
Balanced Score Card 2021-2023



Erie County Public Library

Balanced Score Card 2021-2023

The Balanced Score Card is a process that will produce a holistic view of Erie County Public Library's strategic goals and objectives for the 2021-2023 planning period.

This well-rounded approach examines all aspects and as a final product demonstrates ECPL's commitment through our objectives to contribute to the collective success of patrons and the Erie community.



Erie County Public Library

Balanced Score Card 2021-2023

ECPL's Balanced Score Card will:

- Communicate what ECPL will commit to accomplishing between 2021-2023 and beyond.
- Intentionally align the day-to-day work that each ECPL department will be performing with strategies.
- Prioritize projects, products, and services to be accomplished by ECPL during the planning period.
- Measure and monitor ECPL's progress towards strategic targets.



Erie County Public Library

Balanced Score Card 2021-2023

The Balanced Score Card will examine the following perspectives for the Library:

- **External Perspective:** ECPL's performance from the patron's perspective.
- **Financial Perspective:** ECPL's financial performance and use of financial resources.
- **Internal Perspective:** Quality and efficiency of ECPL; Professional and staff development.
- **Growth and Innovation Perspective:** ECPL's views on technology, culture, and other capacities that are vital to breakthrough performance.



Developing a
Balanced Score Card 2021-2023



Developing a

Balanced Score Card 2021-2023

VISION: The Erie County Public Library will be an integral and inclusive leader in empowering individuals and connecting them to resources and opportunities that positively transform our community through discovery, knowledge creation, and innovation

STRATEGY



CONNECTIONS



COLLECTIONS



CAPACITY



Developing a

Balanced Score Card 2021-2023

CUSTOMERS

Highly utilized resource.

Contributor to community-wide success.

Full reflection of the total community.

FINANCIAL

Fiscally responsible and responsive.

Building solid goals for capital improvements.

Coordinated fiscal goals with library constituents



Developing a

Balanced Score Card 2021-2023

INTERNAL PERSPECTIVE

Professional development.

Upwardly mobile career paths for staff.

Diverse staffing.

Effective timely responsiveness to community needs.

GROWTH & INNOVATION PERSPECTIVE

Technology improvements (Idea and Mobile Tech Labs)

Transformative outreach and engagement.

Initiatives attractive to younger and diverse patrons.



Perspectives and Objectives



Perspectives and Objectives

Internal

- **Goal 1.3.** Improve library marketing processes.
- **Goal 1.4.** Expand digital provision of services and programs to promote equity throughout Erie County.
- **Goal 2.3.** Assess and improve the condition, quality, and accessibility of the Erie County Public Library's special collections (Heritage Room, Art Collection, etc.).
- **Goal 3.2.** Evaluate the organizational structure to create opportunities for internal professional growth for all classifications.
- **Goal 3.3.** Conduct regular reviews of all Erie County Public Library policies to ensure currency, accuracy, equity, diversity, and inclusion.



Perspectives and Objectives

Financial

- **Goal 3.4.** Develop various plans for improving library administration.
- **Goal 3.1.** Maintain and improve all Erie County Public Library facilities, including the bookmobile.



Perspectives and Objectives

Customers

- **Goal 1.2.** Continue to develop programming that is available to all, utilizes greater efficiencies, and reaches previously underserved communities.
- **Goal 1.4.** Expand digital provision of services and programs to promote equity throughout Erie County.



Perspectives and Objectives

Growth and Innovation

- **Goal 1.1.** Expand Outreach Services to Erie County with a focus on partnerships, equity, diversity, and inclusion.
- **Goal 1.5.** Operate as the District Library Center and collaborate with district and regional libraries.
- **Goal 2.1.** Ensure that all collections in all formats are kept as current as possible and reflect the diversity of Erie County.
- **Goal 2.2.** Continue the expansion of digital collections, including those local materials in need of digitization



Assessment and Implementation



Assessment and Implementation

- A review and evaluation of progress on each of the goals will be held quarterly.
- The reviews will consist of the Director and identified team leaders. These will meet in three groups: Connections, Collections, and Capacity.
- Groups working on each sub-goal will meet separately throughout the year to work on goals, evaluate progress, and plan for quarterly meetings.
- An overall review of the implementation of the plan will be held annually and the Library Advisory Board will be updated on progress.

ERIE COUNTY PUBLIC LIBRARY

2021-2023 Strategic Plan

Planning for today and tomorrow!

