Strategic Plan
2019-2021

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Introduction

On behalf of the Westmoreland County Federated Library System (WCFLS), otherwise known publicly as the Westmoreland Library Network, or WLN, and its 25 Members, this 2019-21Strategic Plan states a shared understanding of agreed-upon goals and priorities for the next three years. It is also meant to convey that understanding to associates and collaborators. Examples of associates and collaborators, who are in some cases funders, include: (1) the two major funders, the Office of Commonwealth Libraries in the PA Department of Education, and the Westmoreland County Board of Commissioners; (2) federal and state funders, including the National Science Foundation and the Governor's office, and various charitable foundations in Western PA; (3) program collaborators, such as the Westmoreland Symphony Orchestra (WSO), the Pittsburgh Ballet Theater (PBT), the AIU3Math & Science Collaborative (MSC), the Westmoreland Intermediate Unit (WIU), the seventeen School Districts in Westmoreland County, and various universities and colleges.

All the above-named associates and collaborators are represented in the Plan's goals for growth, which are:

- Experiment with ways to engage with library patrons, especially with the use of technology.
- Develop and grow partnerships with community organizations to further the interests of our libraries and communities.
- Enhance programming opportunities for our libraries.
- Provide opportunities to raise the professional knowledge level of our library employees and volunteers, to enable them to meet the constantly evolving demands of libraries.
- Bring all our libraries up to an enhanced technology level, structure, and uniformity so they can better meet evolving technology challenges, and in such a way that the WLN headquarters can better support and maintain their technological needs.
- Explore ways of empowering and involving Member library employees and volunteers in the future direction of the WLN, such as through the Committee structure and internal staff website powered by SharePoint.

Cesare Muccari
WLN Executive Director

Executive Summary

The 2019-21 Strategic Plan Committee reviewed prior WLN Strategic Plans. The Committee reviewed the goals and objectives presented in previous strategic plans and discussed the extent to which those goals have been accomplished.

In the 2016-18 Plan period, the WLN, with its various special programs in the Arts and STEM, sought to build new collaborations for the benefit of its patrons and will continue to do so in the 2019-21 Plan. At the same time, it intended to build a more sustained source of financial support; this goal has not been realized and, thus, is included in the 2019-2021 Plan.

The Plan also reflects a continuing attention to economies of centralized services for Members, and targets shared programs and services as the way to a successful future for the Members and their patrons. Cost-containment, while not always high profile, is essential for providing visionary programs.

Strategic Plan Committee

The Strategic Plan 2019-21 is the product of the Strategic Plan Committee with guidance and direction from WLN Member Library Directors and the WLN Board of Directors.

Members of the Strategic Plan Committee:

Naomi Cross
Library Director
Rostraver Public Library

Joseph Fee
Technology Resources Coordinator
WLN

Diana Falk
Library Director
Norwin Public Library

Dana Farabaugh
District Consultant
WLN

Patti Miller
Library Director
Scottdale Public Library

Charles B. Greenberg
Board Treasurer
Murrysville Community Library

William Scheeren
Board President
(Commissioners Appointee)

Mary Stubbs
Board Secretary
(Commissioners Appointee)

Cesare Muccari
Executive Director
WLN

Karen Stefl
WLN Board
Scottdale Public Library

Lynn Wackenhuth
WLN Board
Sewickley Township Public Library

Cindy Soltys
WLN Board
Adams Memorial Library

Mission Statement

The Westmoreland County Federated Library System (WCFLS), otherwise known as the Westmoreland Library Network (WLN) is an alliance of 25 public libraries in Westmoreland County, and is one of 29 District Centers under the Office of Commonwealth Libraries, PA Department of Education. It is dedicated to achieving excellence in library and information services for all County residents through the coordination of resources and services, the sharing of information expertise, and the promotion of library staff development for the mutual benefit of all member libraries.

Vision Statement

The WLN is committed to leading the libraries within the network by ensuring all libraries remain relevant for the future of the communities they serve.

History

In 1993, the WCFLS of 25 public libraries was formed to take advantage of an opportunity for increased funding from both Westmoreland County government and the Commonwealth of Pennsylvania. As a further result, resources began to be shared more readily, Library Directors and their Board Trustees became involved in decision-making for the WCFLS, and the quality of library service in Westmoreland County rose dramatically.

The WCFLS and its Members started to envision a new future for library service throughout the County. In January 2005, the WCFLS embarked upon the Westmoreland Information Network (WIN) project. The goal of this project was to unite the libraries in a shared catalog with one integrated library system (ILS). The WIN Committee was formed to seek funding for the project and to select an ILS vendor.

Through hard work and diligence by the WIN Committee and WCFLS Board Directors, the WIN project was funded by a generous lead grant from the R.K. Mellon Foundation and a Library Services and Technology Act (LSTA) grant from the Commonwealth of Pennsylvania. The Westmoreland County Commissioners also provided an annual funding increase for ongoing technical support for the ILS. Polaris Library Systems was chosen as the ILS vendor.

On December 18, 2007, the vision of the WIN project became a reality. Twenty Westmoreland County libraries merged into a unified catalog on the Polaris ILS. Now patrons had access to over 765,000 items belonging to the WIN libraries. They were able to go to any of the libraries to borrow and return items. They were able to place holds 24/7 and have their materials delivered to the library of choice, and they were able to access their patron accounts on-line. These services were immediately embraced by the

residents of Westmoreland County. By December 2011, the WIN vision was fully realized when public library participation in WIN reached 100%. Early in this transition, the trademarked public name Westmoreland Library Network (WLN) was adopted.

In January 2011, the WCFLS/WLN started down a path of significant administrative changes. The Office of Commonwealth Libraries had made the determination to reorganize public library groupings within three southwestern PA counties. The WLN, with all its public libraries in Westmoreland County, retained its status as the WLN, but also became the Westmoreland District Center. The WLN established a new headquarters at its present GreenForge site. The transition was challenging; however, it quickly became clear that Westmoreland County libraries were benefiting from the now unified and streamlined services and from centralization at GreenForge. One very important benefit is that the Polaris ILS has more easily been significantly upgraded periodically, keeping abreast of enhanced services and efficiencies.

Member Libraries

Adams Memorial Library
1112 Ligonier Street Latrobe, PA15650
724-539-1972
www.adamslib.org

Caldwell Memorial Library
988 N Chestnut Ext Derry, PA 15627
724-694-5765
www.adamslib.org/libraries/caldwell

Belle Vernon Public Library
505 Speer Street North Belle Vernon, PA 15012
724-929-6642
www.bellevernonlibrary.orgGwww.pennlib.org

Delmont Public Library
77 Greensburg Street Delmont, PA 15626
724-468-5329
www.delmoontlibrary.org

Greensburg Hempfield Area Library
237 S. Pennsylvania Ave Greensburg, PA 15601 -3052
724-837-5620
www.ghal.org

Jeannette Public Library
500 Magee Avenue Jeannette, PA 15644
724-523-5702
www.jeannettepubliclibrary.org

Ligonier Valley Library
120 W. Main Street Ligonier, PA 15658
724-238-6451
www.ligonierlibrary.org

Manor Public Library
44 Main Street Suite 500 Manor, PA 15665
724-864-6850
www.manorpubliclibrary.org

Monessen Public Library
326 Donner Avenue Monessen, PA 15062
724-684-4750
www.monessenlibrary.org

Mount Pleasant Public Library
120 S. Church Street Mount Pleasant, PA 15666
724-547-3850
www.mountpleasantpalibrary.org

New Florence Community Library
122 Ligonier Street New Florence, PA 15944
724-235-2249
www.newflorencelibrary.org

Norwin Public Library
100 Caruthers Lane Irwin, PA 15642
724-863-4700
www.norwinpubliclibrary.net

Penn Area Library
2001 Municipal Court Harrison City,   PA 15636
724-744-4414

Peoples Library New Kensington
880 Barnes Street New Kensington, PA 15068
724-339-1021
www.peopleslibrary.org

Peoples Library Lower Burrell
Wachter Avenue Lower Burrell, PA 15068
724-339-1565

Rostraver Public Library
700 Plaza Drive Belle Vernon, PA 15102
724-379-5511
www.rostraverlibrary.org

Scottdale Public Library
106 Spring Street Scottdale, PA 15683
724-887-6140
www.scottdalelibrary.org

Sewickley Township Public Library
201 Highland Avenue Herminie, PA 15637
724-446-9940
www.sewickleytownshippubliclibrary.org

Smithton Public Library
615 Center Street Smithton, PA 15479
724-872-0701

Trafford Community Library
416 Brinton Avenue Trafford, PA 15085
412-372-5115
www.traffordlibrary.org

Murrysville Community Library
4130 Sardis Road Murrysville, PA 15668
724-327-1102
www.murrysvillelibrary.org

New Alexandria Public Library
Keystone Plaza New Alexandria, PA 15944
724-668-7747
www.newalexlibrary.org

Vandergrift Public Library
128 C Washington Ave. Vandergrift, PA 15690
724-568-2212
www.vandergriftpubliclibrary.org

West Newton Public Library
124 N. Water Street West Newton, PA 15089
724-633-0798
www.westnewtonlibrari.com

Youngwood Public Library
17 South 6th Street, Youngwood, PA 15697
724-925-9350
www.ghal.org/youngwood-area-public-library

Strategic Goals for 2019-2021

Goal One: Promote awareness of programs and services of Westmoreland County public libraries among our constituents and among local, County, and State elected officials.

> **Objective One**: Evaluate and address equity of access to basic library services for all Westmoreland County residents.
> **Target Date:** Third Quarter, 2019
>
> **Objective Two**: Develop a comprehensive public relations plan to bring attention to the programs and services of WLN libraries and to the resources of the WLN headquarters and staff.
> **Target Date**: Second Quarter, 2019
>
> **Objective Three:** Develop and implement a system-wide cyber library that is useful for all public library patrons.
> **Target Date**: 2020

Goal Two: Ensure financial stability for WLN.

> **Objective One**: Develop and implement a financial plan to secure the resources needed to advance WLN's programs and services and to secure its future.
> **Target Date**: 2019
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> **Objective Two**: Explore ways to be more const efficient and cost effective through consolidation of services and resources while maintaining core services.
> **Target Date**: 2019-2021
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> **Objective Three**: Develop a WLN policy on fund raising.
> **Target Date**: Second Quarter, 2019
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> **Objective Four**: Develop new and sustained sources of funding.
> **Target Date**: 2019-2021
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> **Objective Five**: Identify and implement opportunities for simplification and cost savings, such as direct invoice payments and insurance buys.
> **Target Date**: 2019-2020

Goal Three: Develop strategic partnerships with groups and organizations to enhance WLN programs and services.

Objective One: Formulate workforce development partnerships with educational, economic, and other organizations in Westmoreland County.
Target Date: 2019-2021

Objective Two: Pursue grants and collaborative programs with the AIU Math and Science Collaborative, the Westmoreland Intermediate Unit, and other groups and organizations as appropriate.
Target Date: 2019-2021

Goal Four: Provide ILS, cyber-security, and technology assistance at the highest levels possible.

Objective One: Complete the infrastructure technology project.
Target Date: 2019

Objective Two: Complete a cyber-security assessment of contracted vendors to determine safety of WLN Restricted Information handled by vendors.
Target Date: 2019

Objective Three: Implement and maintain appropriate cyber-security measures across the County.
Target Date: 2019-2021

Objective Four: Pursue fiber connectivity to and among all member libraries.
Target Date: 2021

Objective Five: Expand and sustain standardization of computer hardware, software, and peripherals critical for network and library operations.
Target Date: 2019-2021

Goal Five: Leverage digital communications channels, such as the WLN web site and Facebook pages, to provide 24/7 patron service and engagement.

Objective One: Evaluate the current web site, and implement recommended updates and improvements.
Target Date: First Quarter, 2019

Objective Two: With the Public Relations Committee, create a social media plan and editorial calendar.
Target Date: 2019

Goal Six: Provide online and in-person continuing education opportunities for all WLN and member library staff, focusing on library trends, value-added patron needs, and technology.

Objective One: Identify continuing education needs of WLN and member library staff.
Target Date: 2019-2021

Objective Two: Identify and promote continuing education opportunities and provide financial support as funds are available.
Target Date: 2019-2021

Objective Three: Facilitate staff sharing and cooperation, as well as free/low-cost on-line opportunities, to optimize use of information and resources.
Target Date: 2019-2021