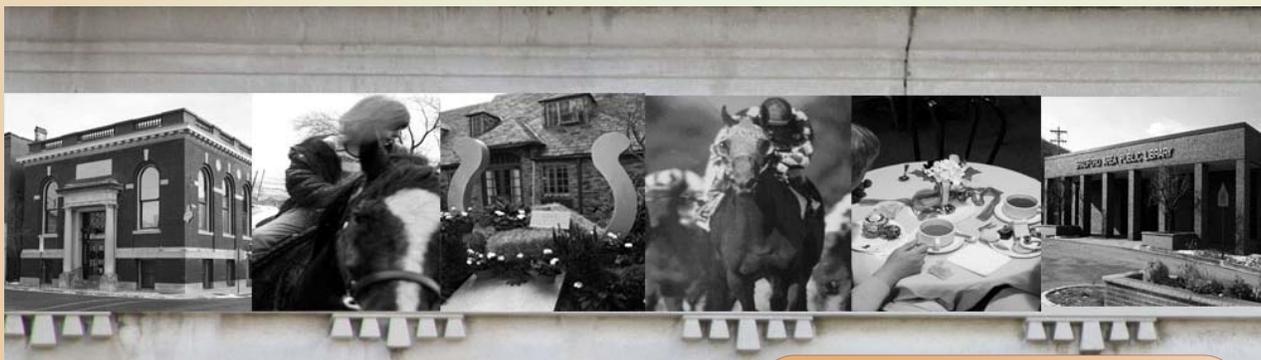


Bradford Area Public Library

FREE TO THE PEOPLE

STRATEGIC PLAN

2012-15



67 West Washington Street
Bradford, PA 16701
814 362-6527
www.bradfordlibrary.org

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

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Bradford Area Public Library

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67 West Washington St.

Bradford, PA 16701

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www.bradfordlibrary.org

History

Like many Pennsylvania and New York libraries founded in the late 1800s and early 1900s, Bradford Area Public Library (BAPL) was started with a \$25,000 grant from Andrew Carnegie. A stipulation of the grant was that the building be on a site with good light and that the city guarantees its upkeep at a cost of \$3,000 per year. Two small feeder libraries were combined at the newly constructed site to form Bradford's Carnegie Library. A new librarian (Mr. Fletcher from Buffalo) was retained to combine the two smaller collections in the newest library techniques (Melvil Dewey).



Constructed in 1901 with seed money from Andrew Carnegie, the Bradford Area Public Library first opened its doors at the corner of Congress and Corydon Streets. The construction contract was awarded to local contractor, William Hanley. Today, the building houses Beefeaters Restaurant.

One of its longest tenured librarians, E. Grace Steele, was known for "valiantly fighting ignorance" during her 1920-1959 tenure.

In 1991, the Library was required to meet new building and structural codes. Rather than paying for the extensive renovations that were necessary, the Board decided to construct a new building with among other things, enough parking, handicap access, a roof that didn't leak and adequate electrical service.



Ninety years after the construction of its first library, a new (more modern and accessible) building was erected at 67 West Washington Street. Regardless of the change in location and services, the BAPL continues to be "free to the people".

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Then and Now

First decade of the 1900s	First decade of the 2000s
<ul style="list-style-type: none"> 76 million Americans in 46 states Policeman arrests woman for smoking in public 	<ul style="list-style-type: none"> 311 million Americans in 50 states Virginia Tech senior kills 32 people
<ul style="list-style-type: none"> \$46 million in the US Treasury 8,000 cars with 10 miles of paved roads 	<ul style="list-style-type: none"> US debt is \$15.2 trillion or \$134,61 per tax payer 16 million cars sold annually with \$247 million registered vehicles and 2.6 million miles of paved roads
<ul style="list-style-type: none"> 96 auto deaths in 1900 San Francisco earthquake took 700 lives and cost over \$4 million in damage 	<ul style="list-style-type: none"> Nearly 30,000 auto deaths each year Hurricane Katrina took 1,836 lives and cost over \$125 billion in damage
<ul style="list-style-type: none"> The average worker made \$12.98/week for 59 hours 	<ul style="list-style-type: none"> The average worker made \$350.68/week for 34 hours
<ul style="list-style-type: none"> Life expectancy: 47.3 female, 46.3 male, 33.0 blacks 	<ul style="list-style-type: none"> Life expectancy: 81.3 female, 75.6 male, 72.7 blacks
McKean County Population: 51,343	McKean County Population: 43,450

A great deal of cultural and economic change has occurred since BAPL's opening in 1901.

BAPL Today

With a continued focus on best serving "the people", BAPL completed a strategic planning process to define future directions that address its ever and fast-changing world. Under the direction of an ad hoc board strategic planning committee that included the library director a process and timeline for completing the plan was established. This document presents the results of each step and the complete strategic plan.

BAPL's Strategic Planning Process



BAPL's New Mission and Vision Statements

Mission

To provide the resources to inform, educate and enrich our community in a way that demonstrates:

- Literacy
- Equal access and diversity
- Life-long learning
- Fiscal responsibility and integrity
- BAPL's rich heritage

Vision

To be a recognized premier library in service to our community.

Adopted by the Board of Trustees, 2012

Bradford Area Public Library

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BAPL's Environment

Part of strategic management is a keen awareness of an organization's internal and external environment. With this in mind, BAPL Trustees and Staff collected and reviewed a great deal of information related to the Library (its history and current trends) and the community that it serves. The products of this review provided a common foundation of valuable information that the Planning Members (board and staff) used to make decisions and identify critical issues to address. The types of information collected are listed below with the results provided in the following sections of the document.

Internal Information Collected

- BAPL and its Library District
- Programs and Service Trends
- Financial Trends
- Staffing and Volunteer Trends
- Fundraising and Marketing
- Administrative Systems and Board of Trustees

External Information Collected

- Service Area Demographics
- Local, State and Federal Trends
- Community Values and Needs
- Collaborations, Partnerships and Competitors

Internal Information

BAPL and Its Library District

Bradford Area Public Library (BAPL) is part of the Seneca Library District (seventeen member libraries in the counties of Cameron, Elk, Forest, McKean, and Warren).

The Seneca Library District



The public libraries of the Commonwealth of Pennsylvania are divided among 29 geographic regions called districts. The Seneca District, named for the historic home of the Native American Seneca tribes, is located in Northwestern Pennsylvania.

As a part of the Seneca system, BAPL coordinates with the District Center Library, Warren Public Library, which provides services to all member libraries, including counsel, training, reference and information service, interlibrary loan and delivery service. Warren Public Library also acts as a liaison between the District and Commonwealth Libraries and is spearheading an effort for Seneca District libraries to offer e-books, in affordable ways, through OverDrive (a digital media service provider). In late 2011, BAPL elected to join this shared-cost e-books' initiative.

Today, BAPL houses a collection of 49,000+ volumes and provides public meeting space, Friday preschool story hours, a summer reading program, public access computers and free Wi-Fi. BAPL also participates in the One Screen McKean county-wide cooperative materials database (a unified catalogue of materials in all five McKean County public libraries).

Bradford Area Public Library

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Programs and Service Trends

In addition to its collection, BAPL provides numerous programs and meeting space for its patrons and the general public. A listing of current and past programs is provided below.

Current Programs, Held At the Library, With Strong Attendance

Preschool Story Hour – Hosted all but one week a month with assistance from MOMS Club volunteers. The average attendance is 24 children and 13 adults

Derby Events – See Fundraising section for details.
Summer Arts and Crafts- Started in 1998, this two-day craft program is held in conjunction with the Summer Reading Program which establishes the crafts' theme. The average attendance is 29 children and 16 Adults.

Petting Zoo- Held multiple times a year, with consistently strong attendance – an average of 125 children and 100 adults

BASD Children Tours – Teachers bring their students for a guided library tour. The average attendance is 20 children and 2 adults.

One Book Bradford – An annual book discussion is held in honor of the book/author chosen to entertain Bradford area residents.

Current Programs, Held At the Library, With Weak Attendance

WiFi Craft (Penn State Coop Ext.)- A rich-in-content and well-hosted program with low attendance that appears to be due to advertising the educational aspect of the program rather than the crafts/games. The average attendance is 2 children and 2 adults.

Girl Scout Troop 20026 Craft Program –New to BAPL in 2011, this program is well hosted and gives the library a chance to bring in a tween/teen age group of girls to the library scene. The girls plan, host, and follow-up a complete craft program. The

average attendance is 3 children, 7 young adults and 5 adults.

Successful Past Programs



Children are often the focus audience of BAPL's successful programs.

Hat and Mitten Donation in which donations were given to Healthy Beginnings Plus (BRMC) and the YWCA.

Mother Goose Children's Storyteller from the Pittsburgh Children's Museum. The storyteller dressed in costume and used live puppets to tell stories.

Live Turkey Program with families learning about Lucky the live Turkey

Canned Food Drive/ Santa Visit with donations split between the YWCA and the Friendship Table.

Children's Authors (Nancy Wallace) promoted her new children's book with puppets, finger plays, and activities.

Drum Trail with Bill Pate provided an interactive program for children to experiment with musical instruments, all while learning about how music originated.

Tim Piccarillo a motivational speaker and magician.

Cultural Lecture on India with BAPL staff member Kiron and other community members providing lectures and demonstrations of India's culture.

BAPL Safety Fair in which organizations provide information on safety for families.

Bradford Area Public Library

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Kids Circus with costumed circus performers in a big top tent (Note – an expensive program).

Cartoonist Joe Wos drew caricatures while telling stories.

Head Start Story Hour brought children for a story hour.

Pfeiffer Nature Center children's program.

Unsuccessful Past Programs

While BAPL has a number of successful programs, it also has experienced programs with little success including:

Saturday Morning Crafts with UPB's Alpha Phi Omega (patrons complained of lack of participation and interest from APO). The attendance decreased to a mere 2 children with no prospect of change.

Multi Cultural Rice Program (Summer 2011) an educational program that allowed children to taste and learn about rice in different cultures.

The attendance was 7 children and 6 adults.

United Way Kid's Fest Educational program that encouraged children to be healthy. Many outside organizations partnered with United Way at UPB to give families an opportunity to a health fair. The attendance was 5 children and 8 adults.

Local Poets (e.g., Michael Czarnecki or Angela Nuzzo) were advertised to the area as well as specifically notifying BASD. Teachers provided extra credit incentives for attendance, yet the attendance was 3 children and 2 adults.

The Fairytale Kids in which children were encouraged to dress up as fairytale characters and perform their own plays. The attendance was 4 children and 2 adults.

Alan Irvine Storyteller, a performer who told ghost stories to a younger crowd of children. (Perhaps more suited for older children or adults). The attendance was 14 children and 6 adults.

Live Clue brought the board game to life in the library. While a great program, it was poorly organized. Attendance dwindled down considerably as each program was hosted.

Pennsylvania Humanities Council sent wonderful speakers to do lectures on areas of each of their own expertise. This program HAS to piggyback with

another program or club to make it worthwhile for the performer to travel.

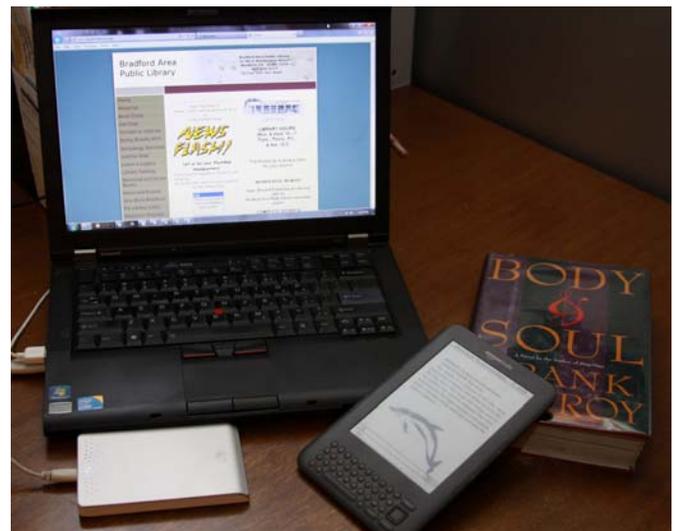
BAPL Program Outreach

BAPL staff recently began conducting outreach efforts (sharing library resources and materials) to organizations and schools without access to transportation. Attendance varies based on the organization. For Example: the B.R.A.D. Center had 17 Adults, but The Learning Center has ~ 20 children in pre-K/K.

In addition to providing programming, 21 organizations regularly use space at BAPL for their meetings and/or events.

BAPL Performance Indicators

When BAPL's performance indicators are compared against other Pennsylvania libraries, all indicators are below the state average. Most concerning are four indicators that appear particularly sub-par. BAPL's Collection Turnover hovers near 1.00 while the state average is 2.18. Expenses per Capita are nearly 50% less than the state average (\$15.54 versus \$27.99 in 2009). While BAPL spends significantly less per capita, cost per circulation is relatively high - although it is coming closer to the state average.



Bradford Area Public Library

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Other areas that are improving but also notable are the numbers of Cardholders as a % of Capita (28.2 versus 45.9 in 2009) and Circulations per Capita (~2.3 for BAPL vs. a 6.0 state average.)

Performance Indicators – BAPL vs. Pennsylvania Averages

	BAPL Annual Indicators				PA Avg
	2011	2010	2009	2008	2009
Items per Capita	2.30	2.50	2.52	2.59	2.75
Circulations per Capita	2.51	2.31	2.31	2.32	6.00
Collection Turnover	1.08	1.01	0.91	0.90	2.18
Expenses per Capita	12.38	12.25	15.54	17.08	27.99
Cost per Circulation	4.92	5.30	6.72	7.70	4.66
Cardholders	7502	6721	6143	6117	
Cardholders as a % Capita	35.4	30.8	28.2	28.1	45.9

In addition to the slow addition of new materials, another issue affecting the low circulations has been the lack of collection weeding. As BAPL continues to add new materials, collection weeding and cardholder sign-ups are being approached more aggressively. It is therefore anticipated that these indicators will improve greatly over the next year.

Between 2009 and 2011, BAPL tracked a number of other performance indicators. As illustrated below, BAPL has seen improvement in nearly all indicators except the Computer Log-Ons.

Materials Added

	2011	2010	2009
# Materials Added	2,060	2,041	2,064
Total Volumes	49,350	51,324	54,865
\$ New Materials	27,900	31,357	29,931

Other Performance Indicators

	2011	2010	2009
# Computer Log Ons	9,436	10,702	11,085
Website Visits	33,875	10,175	
Facebook Visits	3,975		
# Circulations	53,084	50,324	50,306
\$ Cost per Circulation	4.93	5.30	5.65
# Meetings Held	615	580	524
# Attending Meetings	9,525	8,919	7,279

Financial Trends

BAPL's operating income statement illustrates that since 2009, operating income has decreased by nearly \$50,000 (or 17%). Nearly half of that decrease was in PA State Aid. While the library has managed to correspondingly decrease expenses, the last few years resulted in losses approaching \$20,000 per year.

BAPL's Operating Income Statement (2009-2012)

	2012			
	Budget	2011	2010	2009
INCOME				
PA State Aid	63,289	63,305	65,911	88,722
Bradford City	25,000	25,000	25,000	18,750
Bradford School	50,000	50,000	50,000	48,500
Foster Township	6,000	6,000	6,000	6,000
Bradford Township	8,000	8,000	8,000	8,000
Lafayette Township	1,750	1,750	1,750	1,750
Lewis Run Brough	700	700	700	700
Corydon Township				
Sub-Total Gov Income	154,739	154,755	157,361	171,722
Trust Income	48,000	48,000	48,000	59,867
Interest Income	36	50	57	173
Fines and Charges	4,800	3,816	3,826	3,250
Room Use	3,600	2,724	3,519	3,528
Printing Income	1,800	2,650	1,074	1,802
Other Income		427	10	1,070
Sub-Total Operational	10,200	9,614	9,030	9,590
Annual Giving	20,000	7,000	27,117	46,446
Memorials	9,600	9,675	13,847	8,750
Book Donations	5,400	4,015	3,412	3,256
Other Gifts		7,500	14,961	
Sub-Total Unrestd Gifts	35,000	28,390	59,338	58,452
TOTAL INCOME	247,975	240,809	273,786	299,804
EXPENSES				
Materials	34,000	26,500	31,382	29,913
Salaries & Wages	140,550	158,216	157,679	177,511
Building & Grounds	45,660	37,772	31,768	37,737
Technology	11,127	8,594	11,615	6,077
G&A	22,300	21,095	27,517	22,920
Program	12,295	9,496	6,885	10,136
TOTAL EXPENSE	265,932	261,673	266,846	284,294
Net	-17,957	-20,864	6,940	15,510

Bradford Area Public Library

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BAPL's primary sources of income are four-fold: Government, Trust, Operational and Fundraising. In addition to its state aid, BAPL receives allocations from six of the seven municipalities within its service area. The BAPL also benefits from a restricted trust. This donor designated fund forbids the use of any of the fund's principle but designates that earnings be available for the Operating Budget. The earnings of the Trust have remained stable over the past four years. Operating Income is derived from fines and charges, room rental and printing. Unrestricted Gifts come primarily from the annual giving campaign, memorials and book donations. Over the four fiscal years shown, averages for each source of income's contribution equals:

- Government 57 - 64%
- Trust 17- 19%
- Operational 3 - 4%
- Unrestricted 11- 21%

As with all service organizations, the primary expense is Salaries and Wages. For the 2012 fiscal year, Salaries and Wages are estimated to be 52% of operating expenses while for the 2009 fiscal year, they were 62%. Three items, Salaries and Wages, Building and Grounds and Materials, represent 82% of total operating expenses.

In addition to its operating budget, BAPL has solicited and received restricted funds (the sole use of which is designated for special purpose uses and are therefore not utilized for operations.) The amount and use of those funds varies greatly from year to year (please see BAPL's Restricted Funds – Sources and Uses, 2009-2012 on next page). The largest restricted fund (\$267,505) was for a capital project – completing renovations of the Heating, Ventilation and Air Conditioning in 2011.

Each year, the Derby Gala contributes to the BAPL Restricted Trust (\$45,000-\$64,412). Another large source of income was from the sale of art (\$95,360). Most other sources of income are special purpose grants.

BAPL's Restricted Funds: Sources & Uses, (2009-2012)

	2012			
	Budget	2011	2010	2009
SOURCES OF FUNDS:				
Gates Grant				5,200
Maintenance Drive				2,100
LSTA				29,923
Beck				10,000
One Book				105
Derby Gala	45,000	56,352	64,412	52,486
Sale of Art		95,360		
Estate Gift	60,000			
HVAC Campaign		267,505		
Elm Street Grant			15,000	
TOTAL RESTRICTED	105,000	419,217	79,412	99,814
USES OF FUNDS:				
Technology (Gates)				4,191
Maintenance				5,808
LSTA				49,026
One Book				2,700
Trf to PNC	45,000	56,352	64,412	52,275
BCS Payment	21,964	197,678		
Casey		1,400	1,500	
Kessel Drive			10,140	
Kessel Sign		23,599		
Shambeda			14,983	
Carter			3,915	
Tech - High	5,000	7,648	3,207	
Pure Tech			3,300	
Gaylord		4,856		
Wal-Mart Program	5,000	5,058		
Lobby	12,700			
e-books	5,000			
TOTAL	94,664	296,591	101,457	114,000
NET	10,336	122,626	-22,045	-14,186

BAPL's Balance Sheet (following page) illustrates total net assets of \$3.5 million, the majority of which is in property and equipment. As mentioned previously, the BAPL also benefits from a restricted trust. This donor designated fund forbids the use of any of the fund's principle but designates that earnings be available for the Operating Budget (see Trust Income on prior page).

Bradford Area Public Library

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BAPL's Balance Sheet – Year Ending 2011

	2012 Estimated	2011	2010	2009
ASSETS				
Current Assets				
Cash	25,000	57,300	29,043	113,909
Prepaid Expenses	3,000	2,700	5,585	5,013
Funding Receivable	6,250	6,250	6,250	6,250
Subtotal Current Assets	34,250	66,250	40,878	125,172
Investments	548,600	520,631	475,540	383,518
Property & Equipment	1,645,000	1,604,241	1,416,453	1,419,001
Interest in Trust	1,295,700	1,211,000	1,152,105	0
TOTAL ASSETS	3,523,550	3,402,122	3,084,976	1,927,691
LIABILITIES AND NET ASSETS				
Current Liabilities				
Accounts Payable	10,000	5,000	29,885	2,919
Accrued PR and Tax	5,000	6,000	4,737	2,357
Subtotal Current Liabilities	15,000	11,000	34,622	5,276
Net Assets				
Unrestricted	2,172,800	2,127,252	1,816,034	1,780,109
Temporarily Restrict	40,000	52,865	82,215	142,306
Permanent Restrict	1,295,700	1,211,000	1,152,105	0
Total Net Assets	3,508,500	3,391,117	3,050,354	1,922,415

Staffing and Volunteer Trends

With the departure of a long-term (15 years) President & CEO (Linda Newman) in October 2011, BAPL hired a new President & CEO (Tamara McIntyre) who started her employment in November 2011. During the executive interim period, board member and treasurer, Ed Pecht, resigned his board position and acted as interim director with a trustee-approved two-month action plan and performance goals.

Currently, BAPL has ten total employees (full-time and part-time), the equivalent of 5.8 FTEs. This FTE total has decreased by 1.5 since 2008.

	2011	2010	2009	2008
Total FTE Employees	5.8	6.5	7.5	7.3

Although the number of employees has decreased, the actual hours worked by employees has remained fairly stable when comparing two

calendar year quarters (one in 2010 and one in 2011). During September through November 2011, the total average hours worked each week by all staff combined is 215.13. The average for the June through August 2010 quarter is nearly identical (221.17). If custodial hours are removed for 2010, the total average weekly hours are 204.84.

Average Weekly Hours Worked by Function

	Sep- Nov 2011	Jun- Aug 2010
Book Processing	26.79	22.73
Circulation	105.06	101.19
Inter Library Loan	13.00	17.71
Programming	30.27	23.21
Director	40.00	40.00
Custodial Hours		16.33
Total Average Hours	215.13	221.17

During 2011, the Board Human Resource Committee began an effort to review job responsibilities and create standardized job descriptions. This effort has not been completed. BAPL does have an employee handbook with policies and procedures.

Fundraising and Marketing

Prior to 2006, BAPL did not formally or consistently solicit private donations but relied on donors to initiate contributions. Marketing occurred through word-of-mouth. With the establishment of the board's Resource Development Committee, BAPL instituted a quarterly newsletter, an annual campaign and special purpose campaigns. Fundraising software (Fund Raiser) was purchased and a donor database was developed for mailings and tracking of donations. Unfortunately, Fund Raiser was not implemented due to a lack of staffing expertise or skill sets. Nevertheless, between 2005 and 2007, private giving increased from \$19,452 to \$30,356 with donors and donations being tracked on an Excel spreadsheet.

In 2011, a capital campaign was undertaken and funded the installation of a new HVAC (heating,

Bradford Area Public Library

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ventilating and cooling) system. This campaign raised nearly \$300,000.



Bradford Area Public Library Endowment Benefit

An annual fundraising event, the Derby Gala, was established in 2009 and contributes to the BAPL Endowment (restricted trust) Fund. The Derby raises funds and increases public awareness with three separate (Triple Crown) events, each with a distinct audience and purpose:



The Chapeau Tea – a Sunday afternoon tea designed as a public awareness event is held in March

In addition to the annual and special purpose fundraising efforts, the Resource Development Committee initiated efforts to encourage donors to include BAPL in their wills. This effort is ongoing. Other efforts included:

- Initiating a donor appreciation plan beyond thank you notes and acknowledgements in the newsletters,
- Encouraging Friends of the Library and Trustees to be involved in One Book Bradford (a community-wide reading initiative that encourages reading one specific book and culminates with the author's presentation in a public forum),

- Refining the use of the donor database,
- Consideration of an Honorary Advisory Board consisting of community leaders, and
- Reviving the use of a fundraising software program.



The Kids Derby – a Saturday afternoon event with fun and festive children's activities is held in April.



The Derby Gala – the major fundraising event with a dinner, auction, hat parade and casino games - corresponding to the actual Triple Crown Event is held in May

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Administrative Systems

BAPL currently utilizes a Destiny Library Management software system from Follett Software Company to manage:

- Materials check in/out
- Cataloging the collection: Add/delete/edit records, and
- Registering patrons.

The system provides a variety of reports such as circulation stats, library snapshot, patron stats, patron holds and collection stats. It also creates overdue notices and barcodes and manages McKean County inter-library loan requests.



LIBRARY MANAGEMENT

While the Follett Library Management System appears to have a great deal of functionality, BAPL staff believe they have not fully explored all uses.

www.follettsoftware.com/library-management-systems

Website

A new website is in the process of being developed through a contract with 360 Fission. The website will be one in which BAPL will be able to manage future content. 360 Fission is developing the template along with five web pages. Once these are completed, the BAPL staff will be trained to develop future pages and manage content. The website will also allow for contributions and event payment transactions (via credit cards).

Board of Directors

BAPL has thirteen regular trustees and one ex-officio trustee. The composition of the Trustees and terms are defined in BAPL's bylaws:

The Board of Trustees will consist of no less than ten (10) members or more than fifteen (15) members. Three (3) members shall be appointed by the Bradford Area School District; three (3) members shall be appointed by the City of Bradford; Foster Township, Corydon Township, Lewis Run Borough, Bradford Township, and Lafayette Township shall appoint one (1) member each; the Board of Trustees will appoint the remaining members. The President and CEO and one appointed member of the Friends of the BAPL are Ex-officio members.

The voting Trustees shall be elected to a three (3) year term. As these terms expire, the Board will nominate and elect new Trustees or re-elect existing Trustees at its discretion for three (3) year terms. No Trustee, other than non-voting Trustees, may serve in that capacity for more than nine (9) consecutive years.

The board of directors has six standing committees:

1. Building and Grounds
2. Community Relations
3. Finance and Investments/Audit and Compliance
4. Technology
5. Human Resources/Governance
6. Resource Development

A Nominating Committee is activated as needed and consists of all past board chairpersons.

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External Information

Service Area Demographics

With a population of more than 21,000 the Bradford Area Public Library's service area includes the City of Bradford, Bradford, Corydon, Foster, and Lafayette Townships, and the Borough of Lewis Run. Demographic data gathered from the US Census, Wikipedia.com, City-data.com and E-podunk.com, provide a glimpse into the similarities and differences between BAPL's service area, McKean County, Pennsylvania and the US as a whole.

Locale	Population	Total Area (Square Miles)	Population (#/sq mi)	% Pop White
US	308,745,538	3,531,905	87.4	72.4%
Pennsylvania	12,702,379	44,742	283.9	81.9%
McKean County	43,450	979	44.4	95.9%
Bradford City	8,770	3.35	2,618.7	95.3%
Foster Township	4,316	46.4	98.4	98.5%
Bradford Township	4,805	55.8	86.7	98.0%
Lafayette Township	2,350	71.2	33.0	58.3%
Lewis Run Borough	617	1.9	324.7	98.6%
Corydon Township	275	73.7	3.7	99.0%

- Lafayette Township has the lowest percentage of individuals with a high school diploma (68.8%) and Bachelors' degree or higher (5.7%). The low education and poverty levels in Lafayette Township are likely to be strongly influenced by the Federal Correctional Institution located within its boundaries.
- Although the smallest in population, Lewis Run Borough has the largest percent (23.7%) of individuals 65 and older.



Note: Regarding demographic data, for US Census, all data is 2010. Wikipedia census data (age and income) was utilized for Foster, Bradford, Lafayette and Corydon Townships and Lewis Run Borough. City-data.com was the source for median value of owner occupied home Foster, Bradford, Lafayette and Corydon Townships and Lewis Run Borough and E-podunk.com provided the educational attainment for Foster, Bradford, Lafayette and Corydon Townships and Lewis Run Borough.

Within the service area:

- Bradford Township and Bradford City hold the largest number of households.
- Median value of owner occupied homes and per capita income is highest in Bradford Township.
- Bradford Township has the largest percent of population with a Bachelors' degree or higher (23.1%).

Household

	# of households	Persons per Household	Median value of owner-occupied home
US	112,611,029	2.60	\$185,400
PA	4,893,127	2.46	\$152,300
McKean County	17,652	2.35	\$71,600
Bradford City	3,701	2.19	\$52,900
Foster Township	1,829	2.48	\$101,673
Bradford Township	4,805	2.43	\$118,108
Lafayette Township	424	2.29	\$92,554
Lewis Run Borough	259	2.23	\$70,076
Corydon Township	122	2.47	\$102,349

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Education

	HS grad	Bachelors+
US	84.6%	27.5%
PA	86.9%	26.0%
McKean County	87.4%	15.8%
Bradford City	83.9%	15.6%
Foster Township	86.9%	16.3%
Bradford Township	87.3%	23.1%
Lafayette Township	68.8%	5.7%
Lewis Run Borough	79.8%	9.5%
Corydon Township	89.5%	18.7%

Age

	Under 18	65+
US	24.0%	13.0%
Pennsylvania	22.0%	15.4%
McKean County	21.1%	17.0%
Bradford City	23.5%	14.8%
Foster Township	24.7%	17.2%
Bradford Township	27.6%	12.7%
Lafayette Township	8.7%	6.4%
Lewis Run Borough	19.4%	23.7%
Corydon Township	25.6%	11.6%

Income

	Per capita income	Median household income	Persons below poverty level
US	\$27,041	\$50,221	14.3%
PA	\$26,678	\$49,501	12.5%
McKean County	\$21,205	\$39,097	16.1%
Bradford City	\$18,057	\$31,237	22.8%
Foster Township	\$17,809	\$40,341	10.4%
Bradford Township	\$20,397	\$44,302	6.4%
Lafayette Township	\$9,699	\$36,736	7.0%
Lewis Run Borough	\$21,670	\$35,221	6.5%
Corydon Township	\$20,283	\$35,208	9.8%

Local, State and Federal Trends

The most important trend with potential to affect BAPL is a review of the Pennsylvania Library Code. Pennsylvania Senate Resolution No. 343, adopted June 22, 2010, directed The Joint State Government Commission to conduct a review of The Library Code as well as the current administrative and funding structures for Pennsylvania's public libraries.

The Commission released its findings and recommendations in December, 2010. The recommendations fall into two categories – (1) proposed amendments to The Library Code that can be statutorily implemented without further study and (2) those which would require further study.

Recommendations which deal with funding in Category 1:

Apply the funding formula in The Code uniformly from year to year. Since fiscal year 2003-2004, the funding formula has changed annually, making it difficult for libraries to do long term fiscal planning...

Recommendations which deal with funding in Category 2:

Mandate a minimum level of local funding, most likely at the county level... While the economic burden of providing additional support for local libraries could prove overwhelming to many of the smaller, struggling municipalities in the Commonwealth, spreading costs by mandating a minimum level of funding at the county level might prove beneficial.

Provide a greater range of revenue raising options for local government....

Specifically define "operating budget." Under the statutory standards to be met by libraries to be eligible for incentive for excellence aid is a requirement that the library spend at least 12 percent of its operating budget on materials. It has been suggested that this amount should only include costs that can be controlled by library (e.g., employee health benefit costs that are not controllable by the library would be excluded from the definition).

Provide for the ability to adjust the amount of local support required on a scheduled basis. To provide more flexibility and to recognize long-term changes in the economy, it is

Bradford Area Public Library

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recommended that the minimum financial support required for libraries and library systems to be eligible for state aid should be adjusted periodically (e.g., every three or five years), and the adjustment be tied to changes in an economic indicator such as the Consumer Price Index.Proposed #9335 converts the surplus financial effort needed to obtain incentive for excellence funding from a dollar amount to a percentage increase in funding to make such potential adjustments easier to implement. This does not result in any change to the amount of surplus financial aid required.

Provide some level of financial support to local libraries providing services to residents of neighboring municipalities.....

While at present, there is no pending legislation dealing with any of the Commission’s recommendations, all address the major concern of Pennsylvania’s public libraries – funding. Although it is difficult to predict what changes to the Code will occur and when they will occur, it is highly likely that state funding to libraries will continue to change and decrease.

The entire report is available on the Pennsylvania Library Association website <http://palibraries.org> under Legislative Issues and Background.

Community Values and Needs

Community values and needs were assessed through a survey (online and paper) that was distributed via BAPL’s email distribution list (116 email addresses), at BAPL’s front desk and during BAPL programs and outreach activities. (Please see Appendix A for survey.) The survey was made available between January 15 and February 10, 2012. Five \$50 prizes were offered as an incentive to encourage participation. A total of 295 individuals completed the survey. The largest number of respondents (45%) was from the City of Bradford.

Survey Respondent

Residence	#	%
City of Bradford	133	45%
Bradford Township	76	26%
Corydon Township	1	<1%
Foster Township	47	16%
Lafayette Township	7	2%
Lewis Run Borough	9	3%
Other (please specify)	22	7%
Total	295	

Most respondents (75%) were 45 years and older and have a BAPL card (83%).

Age	#	%
Under 18	2	1%
18-24 years	16	5%
25-44 years	52	18%
45-64 years	111	38%
65 years and over	110	37%
No Answer	4	1%
Total	295	

Have a BAPL Card	#	%
Yes	246	83%
No	49	17%
Total	295	

An overwhelming majority (78%) of respondents indicated that the primary service that BAPL should provide is “Traditional books and material loans”

BAPL should provide	#	%
1 Traditional book and material loans	214	73%
2 Activities and programs for children and teens	178	60%
3 E-books	124	42%
4 Activities and programs for adults and senior	120	41%
5 Literacy training	105	36%
6 Computer training and availability	103	35%
7 Community services information	77	26%
8 Job search assistance	67	23%
9 Other (list all)	13	4%



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Respondents indicated that the newspaper and website were the primary way they preferred to find out about BAPL.

Way to find out about BAPL	#	%
Website	133	45%
Facebook	81	27%
Newspaper	170	58%
Other (please specify)	36	12%

Individuals were provided an opportunity for open-ended comments. The largest number of comments focused on the staff, describing them as “friendly, helpful, great, efficient, polite, pleasant, willing to help, informed.”

Many other comments revolved around BAPL as a valuable community asset using such phrases as, “necessary, wonderful resource, treasure, tremendous asset, important.”

Specific services such as computers, magazines and books, children’s programs and inter-library loan were mentioned and commended.

Twelve suggestions were offered for improving services:

1. Didn’t receive the survey until Feb 3
2. I feel like they should be more careful checking books in making certain all returned books a properly scanned in not just put back on the shelf.
3. Would like to see the area where the newspapers are designated for that only and not for lap top usage.
4. If can, get a new flag outside
5. It would be nice if you had more Tween programs.
6. It would be nice to be able to renew items! Reserve items on line through your website.
7. Pay the staff before you buy more weird things - example: The electronic sign
8. Please get all computers on the same page. Make sure that the installed programs all work ie work/excel
9. PLEASE no more large print books and romance novels. Surely there are other people who appreciate a good novel.
10. Please post notice advising patrons about laws and library policies detailing the nature, amount, and frequency of assistance by librarians to the

patrons who a not very computer literate and who need help finding & printing information from the internet.

11. Snack machine
12. More Family Programs!
13. Would a secure donation box on the check out desk be a small help for our library?

For a detailed listing of comments, please see Appendix B.

Collaborations, Partnerships and Competitors

BAPL has a number of collaborators and partners.

Collaborators and Partners:

1. Friends of the BAPL provides funding for special projects or equipment for the library and sponsor some programs. They sponsor one of the active book Clubs. They also are raising money for their activities and contributions to the library.

Friends of the Bradford Area Public Library

a 501 (c) (3) advocacy group

Mission Statement

To support library programs and activities and to encourage the community to share BAPL's valuable resources.

Activities – As noted by the Friends

For the past eight years, Friends of BAPL has offered authors, artists, musicians and singers who have ties to Bradford and the area a venue in which to showcase their works. Our community has warmly accepted and supported this endeavor. To this end, BAPL's former Library Director Linda Newman and long-time Bradfordian and library supporter, Naomi Carlson, collected the works of these personalities and cataloged them into a permanent collection. Today, the collection numbers in the hundreds and stands as a testament to the talents and creativity of our community's writers, poets, artists and musicians. An outgrowth of Friends of BAPL is Friends of BAPL Book Club, active for six years. Free and open to the public, book club members have read and discussed more than 70 books. Friends of BAPL also supports One Book Bradford.

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2. Chamber of Commerce. The Library is a Chamber member. Ron Orris, the Chamber's Executive Director, developed the Library's Facebook page and promotes library items on the Chamber Facebook page. The Chamber has a non-profits administrators group that meets occasionally.
3. CARE for Children gave BAPL books that are good for parents and helped set up the Parents CARE Center. Tina Martin, Director of CARE, used to be employed by BAPL and is very supportive. They have an excellent system for keeping donor records which interfaces with Quick Books.
4. One Book Bradford is an enthusiastic group that promotes reading and the library. The Library President & CEO is a member of this group. The group is on the BAPL Web page and raise and solicit money for their programming.
5. While there are several book clubs in Bradford only two are open to any interested individual. These are on The Friends Book Club and the No Rules Book Club. They are listed on the BAPL Web Page.
6. The Mom's Club assists with the Children's Programs and are currently helping the library by hosting one Preschool Story Hour a month, and have participated in the Kids Derby, as well as a Canned Food drive.
7. Penn State Cooperative Extension has been offering a monthly educational program with various nature topics. This program offers factual information, along with a craft, snack, games etc. Penn State Coop Ext. has also participated in the BAPL Kids Derby, by offering a game atmosphere on equine education.
8. Evans Memorial (UMC) has organized and volunteered to host a Hat and Mittens drive for the area's less fortunate. They also are in the process of organizing a small monetary donation among the members of their church and the 5th grade class at School Street Elementary, to be used on Children's DVDs.
9. Girl Scout Troop 20029 is responsible for hosting a craft program once a month. The girls plan, host, and follow up with the details of each event planned. They have also organized a special visit to BAPL from Mr. & Mrs. Claus.

Competitors :

A number of activities compete for BAPL's customers' interests, however, those that compete for children's attention are seem as most competitive.

1. Every 1st Saturday of the month, Home Depot does a free kid's craft program. They supply the children with a tool smock, a substantial wood craft to build, and a pin to put on their smock when completed.
2. BAPL competes with sporting events and organized sports throughout the year. These activities are offered through local organizations such as the YMCA, the school districts and local leagues.

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BAPL's 2012-2015 Strategic Plan

BAPL's board and staff participated in two Saturday morning workshops (March 17 and 24) in which they revised BAPL's mission and vision statement and developed overarching goals and objectives. Independent work groups then developed operational plans. The result of this work is BAPL's strategic plan.

BAPL's New Mission and Vision Statements

Mission

To provide the resources to inform, educate and enrich our community in a way that demonstrates:

- Literacy
- Equal access and diversity
- Life-long learning
- Fiscal responsibility and integrity
- BAPL's rich heritage

Vision

To be a recognized premier library in service to our community.

Adopted by the Board of Trustees, 2012

Goals and objectives were established in six areas:

1. Programs and Services
2. Human Resources – Staff, Board & Volunteers
3. Resource Development and Marketing
4. Facilities/Space Planning
5. Finance
6. Technology & Administrative Services

Programs and Services

Goal #1: Ensure patrons are able to use the library at an optimum level to meet their needs.

Objectives

1. Identify BAPL resources (hours, staff knowledge, space, services, etc.)
2. Identify gaps in resources.
3. Design plans for expanding awareness and increasing use.

Goal #2: Assure the relevance of programs to the community in order to increase use and to effectively advertise to the community.

Objectives

1. Identify BAPL programs.
2. Survey program participants to track success of existing and future programs.
3. Design plans to improve relevance and increase programming.

Human Resources – Staff, Board & Volunteers

Goal #1: Expand BAPL volunteer base by increasing volunteers through meaningful contributions

Objectives

1. Develop a plan for recruitment, training, supervision, evaluation and recognition of volunteers.
2. Determine qualifications of volunteers to make sure they are qualified to do particular jobs (e.g., job application).
3. Identify activities that are most appropriate for volunteers.
4. Train board and staff on plan for volunteer involvement.

Goal #2: Clarify board and staff goals, roles, responsibilities and expectations.

Objectives

1. Develop a process and timetable for board and staff training.
2. Have board and staff determine strategies (who/what/when/how).
3. Increase rapport between board and staff.

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STRATEGIC PLAN: 2012 - 2015

Resource Development and Marketing

Goal #1: Organize and track donor and market-related data.

Objectives

1. Purchase and implement fundraising/marketing software.
2. Identify and train key staff who will be responsible for the software.

Goal #2: Develop a plan to achieve a \$6 million endowment fund.

Objectives

1. Identify strategies for achieving the goal.
2. Recruit help in implementing the strategies.

Goal #3: Diversify and increase revenue streams.

Objectives

1. Continue annual appeal for operations campaign
2. Evaluate opportunities for revenue by using unused space.

Goal #4: Repair relations with the Friends of the Library.

Objectives

1. Identify a peacemaker and develop a plan to re-engage with the Friends of the Library.
2. Develop a plan with mutual benefit that leverages the abilities and needs of BAPL and the Friends group.

Facilities/Space Planning

Goal: Plan to maintain and update the facility to meet BAPL's vision and mission.

Objectives

1. Generate an inclusive checklist to assess and evaluate the facility.
2. Increase knowledge of the board building/ground committee by completing the checklist and recruiting new committee members.
3. Evaluate information gained from the inventory to create a plan for maintenance and updates.

4. Identify funds available for completing the plan.

Finance

Goal #1: Improve the flow of financial information in order to better guide decisions

Objectives

1. Document and evaluate the process with accounting service provider to identify possible efficiencies.
2. Evaluate systems and software to improve the flow of information.
3. Create financial reports that look forward in addition to backward.

Goal #2: Balance income and expenses

Objectives

1. Explore ways beyond fundraising to increase revenues.
2. Explore ways to reduce expenses.

Goal #3: Document and/or develop policies for using funded accounts.

Objectives

1. Identify restricted and non-restricted funds.
2. Assure that policies exist for use of each account.

Technology & Administrative Services

Goal #1: Create and implement a technology plan that positions BAPL as a lead resource in technology use for the community.

Objectives

1. Complete the website.
2. Establish common operating systems for the public computers.
3. Provide staff training in the technology use and plan.
4. Update the filtering technology to enable appropriate use of public computers.
5. Acquire hardware & software to meet community and staff needs.
6. Design a plan to update the computer wiring in the facility.

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7. Keep an eye on the next advances in technology to design a plan to position the library to provide an interface with the technology.

Goal #2: Identify gaps in administrative management including policies and procedures.

Objectives

1. Design a process for policies and procedures' review and updates.
2. Determine a storage format and location for policies and procedures.
3. Train staff & board in policies and procedures' execution.

Note: A snapshot of BAPL's Strategic Plan and Implementation Strategies can be found on the next two pages and BAPL's Operational Plan in Appendix C.

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Bradford Area Public Library Strategic Plan 2012—2015

Vision: To be a recognized premier library in service to our community.

Mission

To provide the resources to inform, educate and enrich our community in a way that demonstrates:

Literacy • Equal access and diversity • Life-long learning • Fiscal responsibility and integrity • BAPL's rich heritage

PROGRAMS & SERVICES

Ensure patrons are able to use the library at an optimum level to meet their needs.

Assure the relevance of programs to the community in order to increase use and to effectively advertise to the community.

2012 Initiatives

- ⇒ Identify resources and resource gaps
- ⇒ Design plan for expanding awareness and increasing use
- ⇒ Identify programs and survey program participants
- ⇒ Design programs that better meet participants' needs and interests

HUMAN RESOURCES—STAFF, BOARD & VOLUNTEERS

Expand BAPL volunteer base by increasing volunteers through meaningful contributions.

Clarify board and staff goals, roles, responsibilities and expectations.

2012 Initiatives

- ⇒ Develop plan for volunteer recruitment, training, supervision, evaluation & recognition
- ⇒ Determine volunteer qualification needs and match to volunteers
- ⇒ Identify activities most appropriate for volunteers
- ⇒ Train board and staff on volunteer plan
- ⇒ Develop training manual and schedule for staff and board
- ⇒ Increase rapport between board and staff

RESOURCE DEVELOPMENT & MARKETING

Organize and track donor and market-related data.

Diversify and increase revenue streams.

Repair relations with the Friends of the Library.

Develop a plan to achieve a \$6 million endowment fund.

2012 Initiatives

- ⇒ Purchase and implement fundraising software; Train staff
- ⇒ Develop specific fundraising strategies (event, campaign, web, endowment) and recruit assistance
- ⇒ Implement fundraising strategies
- ⇒ Investigate opportunities for increasing revenue through space rental and fee adjustments
- ⇒ Re-establish relations with Friends of the Library

FACILITIES & SPACE PLANNING

Plan to maintain and update the facility to meet BAPL's vision and mission.

2012 Initiatives

- ⇒ Develop facility maintenance checklist and inventory
- ⇒ Create maintenance plan
- ⇒ Identify maintenance plan funding strategy

FINANCE

Improve the flow of financial information to better guide decisions

Balance income and expenses

Document and/or develop policies for using funded accounts.

2012 Initiatives

- ⇒ Document and evaluate processes w/ accounting service provider to identify possible efficiencies
- ⇒ Evaluate systems and software to improve the flow of information
- ⇒ Create forward looking financial reports (as well as reflective)
- ⇒ Explore opportunities to increase revenue and decrease expense
- ⇒ Identify restricted and non-restricted accounts
- ⇒ Assure that policies exist for all account use

TECHNOLOGY & ADMINISTRATION

Create and implement a technology plan that positions BAPL as a lead resource in technology use for the community.

Identify gaps in administrative management including policies and procedures.

2012 Initiatives

- ⇒ Complete the website
- ⇒ Establish common operating procedures for public computers and update filtering use
- ⇒ Provide staff training in tech use
- ⇒ Acquire hardware & software to meeting needs
- ⇒ Design plan to update facility wiring
- ⇒ Continue to assess implementation of new technologies
- ⇒ Review administrative policies and procedures and identify and address gaps

2013 Initiatives—Implementation, Evaluation and Plan Modification

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Operational Plan and Timeline by Responsible Party - May 2012 - June 2013

PERSON RESPONSIBLE	May, 2012	June, 2012	July, 2012	August, 2012	September, 2012	October, 2012	November, 2012	December, 2012	June, 2013
Tamara						ADM-Train Staff & Bd			
(with Stephanie)	P&S-List of programs		P&S - Survey->Sept.			P&S - Design Plan			
(with staff)			P&S - List of Resources	P&S - Identify gaps	P&S - Design plan				
(with Lee)	HR - Dev plan for vols		HR - Train board & staff						
(with Maxine)	HR - Dev process/timeline for Bd & staff training		HR - Determine Strategies	HR - Dev system for better rapport					
(with Tech Com)		RD - Purchase software & before Sept fund drive	select and train staff	ADM-Determine storage format					
(with Madeline & staff)		RD - Identify strategies to fund Endowment				RD - Recruit vols to implement strategies			
(with Ed)		ADM-Design process for policy updates			RD - Annual Ask				
(with Bldng & Grnds)			RD - Dev list of possible renters		RD - Evaluate Space				
(with Finance Com)	FIN - Evaluate J&S report				FIN - Eval systems				
(with Board)	FIN - Explore ways to reduce expenses-ongoing								FIN-Exp new revenue
Ed					FIN -Cash flow proj.		FIN-Policies for all accounts		
Madeline				RD-Reengage Friends					
Building & Grounds	FAC-Checklist of Facility	FAC - Comp checklist & recruit vols.		FAC - Create plan for maintenance, etc					
(with Tamara)									
(with Finance Com)					FAC-Identify funding				
Dustin thru J&S		FIN - identify all types of funds							
Tech Committee	TEC-Complete website		TEC-Provide staff training		TEC-Est.common ops				
	TEC-Eval new techs ongoing				TEC-Update filtering			TEC-Acq Hardware & software	TEC-Design plan for updating wiring



Appendices

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Appendix A: Survey

Bradford Area Public Library
67 West Washington Street
Bradford, PA 16701-1234
814-362-6527

Give us your feedback and
be entered into our prize drawing

As part of the Bradford Area Public Library's strategic planning process, we would like to learn more about your interests and needs. If you complete this survey between January 15 and February 3, 2012, you will be entered into our prize drawing and eligible to win one of five \$50.00 Wal-Mart gift certificates.

1. Where do you live? Please check:
 - City of Bradford
 - Bradford Township
 - Corydon Township
 - Foster Township
 - Lafayette Township
 - Lewis Run Borough
 - Other _____
2. What is your age? Please check:
 - 18-24 years
 - 25-44 years
 - 45-64 years
 - 65 years and over
3. Do you have a library card at the Bradford Area Public library?
Please check:
 - Yes
 - No
4. If you have a library card, how do you currently use the library? Please check:
 - Books
 - Library programs
 - Outside programs
 - Computer/WiFi
 - Other _____
 - Other _____
5. Do you have a library card at another library? Please check:
 - Yes, Location _____
 - No
6. What services do you believe the Bradford Area Public Library should provide? Check up to three.
 - Traditional book and material loans
 - E-books
 - Activities and programs for children and teens
 - Activities and programs for adults and senior
 - Job search assistance
 - Literacy training
 - Community services information
 - Computer training and availability
 - Other _____
7. How do you or how would you like to find out about what goes on at the library? Please check:
 - Website
 - Facebook
 - Newspaper
 - Other

Please list your contact information, in order to be entered in to our prize drawing (optional)

Name: _____

Phone Number: _____

I would like to be included on the Library's email distribution list E-mail: _____

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Please list any other comments or opinions that you would like to share with the Bradford Area Public Library

*Thank you for taking the time to share your comments.
Your input is very important to the Library!*

Mail the completed survey to the address below by Friday, February 3, 2012.

For more information contact:

Tamara McIntyre, Director, Bradford Public Library, director.bapl@gmail.com or 814 362-6527

Fold Line

Bradford Area Public Library
67 W Washington Street
Bradford, PA 16701

Fold Line

Place
Stamp
Here

Bradford Area Public Library
67 W Washington Street
Bradford, PA 16701

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Appendix B: Survey Comments

Staff are Friendly and Helpful

1. Like the new librarian.
2. Thank you so much for the quiet and the great employees!
3. Every trip I make to the library, staff is friendly and efficient.
4. Everyone is very helpful and friendly.
5. Excellent and helpful staff good children's programs. Overall a wonderful library, thank you.
6. Friendly Staff!
Kathryn employee of the year!
7. I always enjoy coming to the library. Everyone is very friendly and helpful.
8. I enjoy coming into the library. All the women are extremely nice and helpful.
9. When I go in - everyone I so friendly and helpful!
10. The staff is always very polite and helpful and I find it to be a nice clean place to get whatever book I need :)
11. I love all the ladies at the library. They are all so sweet and helpful.
12. I love our library and employees
13. I love our library and the people who work there.
14. I love our library. Everyone there is so helpful and pleasant.
15. The Librarians are very friendly, and are hard workers. I love to go and see smiles, they cheer me up :)
16. I think you are doing a great job.
17. I think you are doing a wonderful job. Keep up the good work!
18. I want to say how nice and helpful the people are who work there. They go above and beyond to help people!
19. Staff very pleasant and willing to help.
20. The staff is consistently helpful, expert and friendly.
21. The children's Program director (Stephanie Parsons) is awesome!!
22. The folks who work at the library area real asset - they're all very helpful and friendly
23. I would like to thank the library and people for the wonderful work and job they have done. And always friendly people willing to help you find what you are looking for.
24. The people that work here are very friendly and have the knowledge of any answers a person may have a question about and will help you in any way they can.
25. The staff is always helpful and informed.
26. Very friendly and efficient staff. Very Helpful.
27. Very helpful librarians. I love our library!
28. Very nice staff and quiet area, so easy to focus
29. Welcome to Tamara. I'm looking forward to meeting her.
30. Your staff is very pleasant informative. Thank you very knowing your author and books. You do a great job.
31. You all do a Fantastic Job!!!!!!

A Valuable Community Asset

1. Necessary for the community,
2. A great library and asset to Bradford community
3. BAPL is a wonderful resource for our community, thank you to all who make it possible to remain open.

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4. Doing a great job!
5. Doing a great service.
6. BAPL gets the biggest bang from its limited bucks.
It is good to see so many people using the library in a variety of ways.
7. I am very proud of our library.
8. I believe that the Bradford Area Public Library is a great asset to our community and I'm glad that there are constant efforts to improve it.
9. I believe the Bradford Library is a valuable asset to the community. I think we would be lost without the library and all that it offers. I use the library as often as I can. Keep it going forever!
10. I feel very grateful to have this resource and appreciate all that you do.
11. I feel that we are blessed to have the great library that we have.
12. I have always been very satisfied with Bradford Public Library.
13. Pleasant atmosphere. Thank you for this treasure.
14. I love the Library, it is a safe, and clean, also quiet place to get away and read or go online on their computers or on your own personal laptop.
15. I think the BAPL is a beautiful place, thank you for all you do.
16. I think this is a wonderful asset to our community and one that needs to continue to be improved and supported!
17. I love to see the library continuing to grow and remain a valuable part of the community
18. The BAPL is a tremendous asset to the community serving a variety of people in many ways.
19. The library has been a big help to several different areas of Bradford.
So much info within 4 walls.
20. We would be lost without our library. We thank you and are grateful for all you do. We will continue to support our library.
21. I think that the library is very important to our community, especially encouraged seeing how much use the computers get.
22. I would be absolutely lost without the library

Services

1. Due to my computer being down I have had to use the computers here and it was great!
2. All of the services in #6 are important
3. Love the 10 cent magazines and books.
4. I am really excited to hear that you will be doing ebooks soon! Thanks! ;)
5. We'd like to know more about borrowing e-books
6. I am interested in learning if i can borrow books from the Bradford Area Public Library with my Kindle.
7. I wouldn't limit the library to 3 of the services - all are important and I am looking forward to getting ebooks on my new tablet that I bought because of the library offering ebooks soon.
8. Choice of new books is generally good and diverse reflecting peoples' diverse interests.
9. We enjoy the children programs
10. We love the Library Programs!
11. The inter-library service is excellent.
12. Books, magazines, papers are free to use. It was a special day when my kids were old enough to get their own library card.

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Misc

1. Happy to see some fresh ideas.
2. I enjoy the book sales since I usually work at them, also.
3. I enjoy the cat.
4. I enjoyed the display of people's collections and hobbies.
5. I love it in there..Oh my!! I saw the new furniture yesterday!! Love the green tweed chair, I was afraid to sit..I may have had to take it home with me!!
6. I love the way the environment feels each time I walk into the library. Thank you Bradford Area Public Library
7. I was really pleased to see the recent renovations. The new furniture is really nice and is comfortable (good taste).
8. I went to a children's library section at my home town (Carnegie at that time) Libraries have always been the place for me to go. Keep those children coming.
9. Keep fighting the Good Fight.
10. This is a good survey. I'm anxious to see the results.

Suggestions

14. Didn't receive the survey until Feb 3
15. I feel like they should be more careful checking books in making certain all returned books a properly scanned in not just put back on the shelf.
16. Would like to see the area where the newspapers are designated for that only and not for lap top usage.
17. If can, get a new flag outside
18. It would be nice if you had more Tween programs.
19. It would be nice to be able to renew items! Reserve items on line through your website.
20. Pay the staff before you buy more weird things - example: The electronic sign
21. Please get all computers on the same page. Make sure that the installed programs all work ie work/excel
22. PLEASE no more large print books and romance novels. Surely there are other people who appreciate a good novel.
23. Please post notice advising patrons about laws and library policies detailing the nature, amount, and frequency of assistance by librarians to the patrons who a not very computer literate and who need help finding & printing information from the internet.
24. Snack machine
25. More Family Programs!
26. Would a secure donation box on the check out desk be a small help for our library?

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Appendix C: BAPL 2012-2013 Operational Plan

Planning Area: Programs and Services

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Ensure patrons are able to use the library at an optimum level to meet their needs.	Identify BAPL resources (hours, staff knowledge, space, services, etc.)	Jul 2012	Tamara/Staff	Create list of current BAPL resources	Staff input
	Identify gaps in resources.	Aug 2012	Tamara/Staff	Create list of gaps in resources	Staff and Board input. District Library / ALA resources
	Design plans for expanding awareness and increasing use.	Sep 2012	Tamara/Staff	Plan is created and presented to Board	Staff and Board input. District Library / ALA



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Programs and Services

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Assure the relevance of programs to the community in order to increase use and to effectively advertise to the community.	Identify BAPL programs.	May 2012	Stephanie / Tamara	List is created of current BAPL programs	Staff input / monthly statistics sheets
	Survey program participants to track success of existing and future programs.	Jul – Sep 2012	Stephanie / Tamara	Survey data is compiled in a format that it can be used to evaluate programs	District / ALA / Staff input
	Design plans to improve relevance and increase programming.	Oct 2012	Stephanie / Tamara	Plan is created and shared with staff and Board	District / ALA / Staff and Board input



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Human Resources – Staff, Board & Volunteers

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Expand BAPL volunteer base by increasing volunteers through meaningful contributions.	Develop a plan for recruitment, training, supervision, evaluation and recognition of volunteers.	May 2012	Lee Tamara	The written plan includes all areas included in the objective.	District Library ALA Others if needed
	Determine qualifications of volunteers to make sure they are qualified to do particular jobs (e.g., job application).	May 2012	Tamara Lee	Review Job applicants for qualifications listed in job descriptions.	District Library ALA Others if needed
	Identify activities that are most appropriate for volunteers.	May 2012	Tamara	Review activities for compatibility with policy and procedures and other safeguards	Policy and Procedure Manuals Insurance and Bonding Coverage District Library ALA
	Train board and staff on plan for volunteer involvement.	Jul 2012	Lee Tamara	Training attendance records signed by volunteers and staff and included in personnel files. Volunteers do not start work until training is complete.	Board, Staff ALA District Library



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Human Resources – Staff, Board & Volunteers

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Clarify board and staff goals, roles, responsibilities and expectations.	Develop a process and timetable for board and staff training.	May 2012	Maxine Tamara	Training Manual Developed Training Scheduled	ALA District Library
	Have board and staff determine strategies (who/what/when/how).	July 2012	Maxine Tamara	Clear guidelines in place for each groups' responsibilities.	District Library Board Training Manual Board and staff input
	Increase rapport between board and staff.	Aug 2012	Maxine Tamara Lee	Activities are developed with suggestions from Board and Staff	ALA District Library Board and Staff input



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Resource Development and Marketing

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Organize and track donor and market-related data	Purchase and implement fundraising/marketing software	Sep 2012	Tamara with direction from Tech committee	Equipment is on hand and functioning	Tony High for download and function
	Identify and train key staff who will be responsible for use of the program	Dec 2012	Tamara with direction from Human Resources committee	Program totally operational for the Derby 2013 mailing	Tina Martin will help with initial set up of categories MM & EP will assist with set up categories



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Resource Development and Marketing

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Develop a plan to achieve a \$6 million endowment fund.	Identify strategies for achieving goal <ul style="list-style-type: none"> • Derby Triple Crown • Integrate messages in 4 annual newsletters, stressing objective straight forward or subtly • Make Web page easily to use for Fund raising and reminder of need • Daily items on Facebook • Brainstorm other possibilities 	May 2013 Apr, Jul, Sep and Jan newsletters	Staff member assigned by Tamara Madeline Tamara	Daily updates and monthly reports provided Goal for Endowment of \$70,000 List of committee leaders and minutes of meetings	Derby Steering Committee 2012 Facebook tutorials on the web and Kara Kennedy at the Chamber Greater Giving White Paper: Assimilating Fundraising into the mission
	Recruit help in implementing the strategies. <ul style="list-style-type: none"> • Identify the 2013 Steering Committee • Begin Monthly meetings 	Oct 2012 Dec 2012	Madeline		



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Resource Development and Marketing

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Diversify and increase revenue stream	Continue annual appeal for Operations campaign <ul style="list-style-type: none"> • Begin solicitations • Complete drive 	Sep and Dec 2012	Tamara and Ed	Raise \$25,000	Donation tracking software and web page solicitations
	Evaluate opportunities for revenue by using unused space <ul style="list-style-type: none"> • Develop a list of possible renters • Identify, clear and measure spaces behind stage, office filled with painting, Hanley collection area, bridge club storage area <p>Board re-evaluate space rentals and other fees. This may require policy changes</p>	Jul 2012 Sep 2012	Tamara working w/ Buildings and Grounds committee Tamara to present suggestions to Board	List of potential opportunities presented to Board	Staff, volunteers and Board member to help with the clean up
Repair relations with Friends of the Library	Identify a peacemaker and develop a plan to re-engage with the Friends of the Library Develop a plan with mutual benefit that leverages the abilities and needs of BAPL and the Friends group	Aug 2012	Madeline	When friends have representation on the Board Mutual beneficial plan developed and agreed upon	Conversations with various people



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Facilities/Space Planning

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Plan to maintain and update the facility to meet BAPL's vision and mission.	Generate an inclusive checklist to assess and evaluate the facility.	May 2012	Tamara w/ Building and Grounds committee	Checklist presented to Board	ALA, District Consultant
	Increase knowledge of the board building/ground committee by completing the checklist and recruiting new committee members.	Jun 2012	Building and Grounds committee	Checklist and list of contacts presented to Board	Experienced members of Bradford Community
	Evaluate information gained from the inventory to create a plan for maintenance and updates.	Aug 2012	Building and Grounds committee & volunteers	Plan presented to Board	Building & Grounds Committee & experienced members of Bradford Community
	Identify funds available for completing the plan.	Sep 2012	Building and Grounds & Finance committees	A maintenance funding strategy	Building & Grounds Committee & Finance Committee



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Finance

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Improve the flow of financial information in order to better guide decisions	Document and evaluate processes with accounting service provider to identify possible efficiencies	Apr - Sep 2012	Tamara w/ Finance Committee	Determination of whether transfer of info can be downloaded and QB functions should be moved in-house. Board review of determinations Improved timeliness of data Data collection methods reviewed 13-week cash flow available	Time Trained personnel
	Evaluate systems and software to improve the flow of information.	Sep 2012 – Feb 2013	Tamara w/ Tony & Finance Tech committees		
	Create financial reports that look forward in addition to backward	Draft by Sep 2012 Board meeting	Ed		

Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Finance

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Balance income and expenses	Explore ways beyond fundraising to increase revenues.	Jun 2013	Tamara w/ Resource Development and Finance committee & Friends	Possible retail sales Funding for FCI McKean Review of taxing body revenues Memberships	Time Additional volunteers Professional building analysis
	Explore ways to reduce expenses.	Ongoing by a quarterly Board discussion		Partial building lease Volunteer staff	
Document and/or develop policies for using funded accounts.	Identify restricted and non-restricted funds.	Jun 2012	Treasurer through J&S Tax	All balance sheet accounts verified	Time
	Assure that policies exist for use of each account.	Dec 2012	Ed	Procedures are complete for each account, and reviewed by Board	Time



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Technology & Administrative Services

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Create and implement a technology plan that positions BAPL as a lead resource in technology use for the community.	Complete the website.	Apr 2012	Tamara w/ Technology committee	Website is up and functioning smoothly.	Board & staff work together in the execution of the plan. Consultation with High Computer Service, and Identified Technology consultants and the identification of funding streams that will be used to pay for any changes in operating systems.
	Establish common operating systems for the public computers.	Fall 2012	Tamara	Donations are able to be received via the website	
	Provide staff training in the technology use and plan. <ul style="list-style-type: none"> - Staff will be polled to determine what areas of technology they would need training in. - A training protocol will be developed with curriculum and assigned trainers. - Training dates will be established. - As new technologies are adopted, staff training protocols will be established for each technology. 	Summer 2012	Technology committee	President/CEO will evaluate staff on abilities in the use of existing technology.	



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Technology & Administrative Services

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Create and implement a technology plan that positions BAPL as a lead resource in technology use for the community. (continued)	Update the filtering technology to enable appropriate use of public computers.	Fall 2012	Technology Committee	Technology plan is developed and reviewed by staff and board	Board & staff work together in the execution of the plan. Consultation with High Computer Service, and Identified Technology consultants and the identification of funding streams that will be used to fund filtering software, hardware, software and wiring project.
	Acquire hardware & software to meet community and staff needs.	2013	Technology Committee		
	Design a plan to update the computer wiring in the facility.	2013	Technology Committee		
	Keep an eye on the next advances in technology to design a plan to position the library to provide an interface with the technology.	Ongoing	Technology Committee		



Bradford Area Public Library

STRATEGIC PLAN: 2012 - 2015

Planning Area: Technology & Administrative Services

Goal	Objectives	Time Frame	Responsible Party	Evaluation	Resources
Identify gaps in administrative management including policies and procedures	Design a process for policies and procedures' review and updates.	Jun 2012	Tamara w/ Ed	Gaps in policies and procedures identified.	Staff and board time. Consultation w/ experts regarding new policies and procedures.
	Determine a storage format and location for policies and procedures.	Aug 2012	Tamara w/ Technology committee	Schedule for development of new policies is established.	
	Train staff & board in policies and procedures' execution.	Oct 2012	Tamara	Standard protocol for storage established. Board and staff trained.	