

CRAFTON PUBLIC LIBRARY

STRATEGIC PLAN
2021 - 2024



VISION · MISSION · VALUES

Vision Statement

The Crafton Public Library (CPL) will be a place that fosters a sense of community and provides opportunities for learning and creative expression that are open and inclusive. We will remain respectful of our community's rich traditions and history.

Mission Statement

CPL is a resource center that is open to all and is designed to enrich life and strengthen community.

Our Values

- Customer Service - We strive to provide a positive experience for community members.
- Integrity - We ensure that our words and actions match the mission and vision of the library.
- Diversity - We welcome and demonstrate respect for a variety of cultures, backgrounds and lifestyles.
- Teamwork - We encourage a cooperative effort by all members of the group to achieve our goals.
- Commitment - We act in accordance with the ideals of the Crafton Public Library and with all public libraries.

BACKGROUND · INTRODUCTION

The Borough of Crafton

Crafton Borough (Crafton), founded by James Craft and incorporated in 1882, is a 1.1 square mile suburban community, six miles west (distance-cities.com) of Pittsburgh in Allegheny County, Pennsylvania. As reported in the 2010 census, the population is 5,951 with a demographic of 95% white, 2.75% African American, 6% Asian, .57% Latino and .1% Native American. There were 3,080 households with an average size of 2.17 people. The median age is 38 years old and median household income, \$38,323. Crafton has two elementary schools. Crafton Elementary, part of the Carlynton School District, serves a total 334 students in grades kindergarten through 6th grade (niche.com). As of 2019, St. Philip School, a parochial school, had a total enrollment of 336 students in pre-k through 8th grade (niche.com). The Carlynton Junior/Senior High School enrolls a total of 585 students in 7th through 12th grade, incorporating families from three communities, Crafton, Carnegie Borough and Rosslyn Farms (nces.ed.gov). There is one child care provider, Precious Angels Childcare & Learning Center for infants age 2 months to children 10-years-old.

On the other end of the age spectrum, per the United States Census Bureau, an estimated 15.6% of borough residents are age 65 and older (census.gov/quickfacts/crafton). There are two senior living communities within Crafton borders (seniorhousingnet.com), to support the residential needs of these residents, Crafton Plaza (arbors.com/project/crafton) and the low-income, government-subsidized Crafton Towers, (lowincomehousing.us), each with 103 total rental units.

According to city-data.com, the top five most common industries in Crafton are professional, scientific and technical services, 10%; health care, 8.5%; accommodation and food service, 8.4%; construction, 6.9%; and finance and insurance, 6.7%.

Borough governance is made up of a borough manager, assistant manager, secretary, planning clerk and seven council members and the community mayor. In addition, local amenities include a district magistrate, borough-managed public works department, a community pool and park, a volunteer fire department, and local police force.

Crafton Public Library

CPL grew out of a door-to-door book collection effort by the local Woman's Club and Girl Scout troop in the 1930s. That community spirit lives on in our library, which offers much more than books, eBooks, magazines, DVDs and computer access. Patrons can connect through clubs for reading, knitting and crochet, and multiple free activities for children, teens and adults. Furthermore, services are offered to help with a job search. There are weekly yoga classes and, due to

COVID-19 concerns, a shift from in-person services has developed into an online presence and remote programming, including virtual story time for children.

Background

Delving further into the 21st century, CPL has the duty to scrutinize the policies, procedures, goals and fortuities for the growth of the institution. An inquiry of the library's internal strengths as well as investigation of external opportunities must be compared against the external threats and internal weaknesses that exist. Without a comprehensive examination and a thorough review of CPL, growth is not possible.

Support for the library's mission is the root of all advancements. Primary efforts include seeking partnerships within the community of Crafton, seeking foundation and government support and continuing to build the library's digital footprint in order to reach as many community members as possible. The library staff as well as the Board of Trustees (BoT) build and maintain association with businesses and individuals alike to generate giving for library sustainability. The BoT also assists with outreach, community networking and strategy technique to help advance the library's mission.

CPL's 75+ years of success is owed to consistent collaboration with community supporters through sponsorship, business and individual patron donors and dedicated professional staff who follow societal trends to keep the establishment fresh and engaging. Key external factors are analyzed as potential threats and opportunities include utilizing technology as a means to keep all library users connected and engaged, addressing the constraints and challenges faced due to COVID-19, the potential loss of state or local funding and limited availability of parking. Additionally, internal factors such as reviewing operating hours to meet the needs of professionals and working families, expanding book collections and improving the marketing methods for programs and events are a primary focus of the library staff and BoT.

This 3-year strategic plan is being designed during an era of a global pandemic, COVID-19, when much of the world is experiencing serious economic, social and intellectual uncertainty. Although we do not intend to focus exclusively on the challenges this pandemic has provoked, they cannot be ignored. References will be made to thwarting the negative effects of the pandemic and harnessing new opportunities which are organically evolving due to the nature of social distancing and an increase in electronic means for communication and information.

Therefore, using quantitative and qualitative data, this report intends to propose various ways CPL can successfully reach their supporters while maintaining a fully operational establishment.

INVESTIGATION · PLANNING PROCESS

An analysis of the needs and desires of CPL are being considered for the next three years. The information gathered in this report reflects current issues and trends that will assist the library with sustainability and progress.

As part of our planning, we reviewed published plans of libraries in similar size and scope to CPL and had discussions with local library directors and boards to seek guidance on this endeavor. We also reviewed published strategic plan guidance from the American Library Association, the Pennsylvania Library Association, and the Allegheny County Library Association. Our investigation included:

- Patron Survey – made available in May 2019 on the CPL web site and in print format at the library (Attachment A).
- Website Audit - An audit of the CPL website was conducted in May 2019 (Attachment B).
- Creation of User Groups - Three user groups were identified to participate in focus groups. These groups were (1) teens, (2) adults aged 21-40 with or without children, and (3) seniors.
- Teen Focus Group – conducted in February of 2020 (Attachment C).
- Staff Focus Group – conducted in November 2020 (results included in Attachment D).

SURVEY RESULTS

The May 2019 patron survey covered all aspects of the library services and we received more than 100 responses. The feedback from the survey brought about solid suggestions that we can begin to act upon immediately in the following areas:

- **Service:** Outstanding patron service is our primary goal and is fundamental to the library's purpose. Our focus must be on delivering services that meet the needs of all the diverse user groups to ensure continued community support. Growth and diversification of library services depend upon the ability to maintain our focus as a patron driven organization.

- **Collection:** Although the library's collection has made great strides and seen improvement during the last two years, we continue to work to refine it. A recent study showed 53% of the collection use is from local residents and 47% from users outside of Crafton. We spent a great deal of time and money developing the nonfiction collection and reducing the acquisition of large print books. The collection has been funded by various revenue streams and state requirements mandate at least 12% of the budget be spent on books. Our goal is to increase that amount. We have also reduced the number of magazines previously acquired based on lack of usage. Our Children's collection remains strong and we look forward to increasing their use.
- **Building:** The library building continues to need repairs and upgrades to meet modern challenges. Keeping facilities functioning well is a constant concern.
- **Technology:** The library continues to experience ever-increasing demand for wireless access and for all technology, especially mobile technologies. The library's computers are frequently in use and the library faces increased pressure to serve the community technology center. We must constantly evaluate and upgrade computer services to meet community need.
- **Staff Development:** In recognizing that the library's most valuable asset is a highly trained, knowledgeable staff, we must continue to provide professional development services for all. Technology needs change quickly; the demand for insight into latest devices and technology trends requires staff to constantly upgrade their skills. Leadership will continually assess the need for additional staff or restructuring to better serve the needs of the public.
- **Community Development:** The library is often the heart of the community and this is certainly the case in Crafton. CPL is a safe place where diverse groups come together to interact and find the resources they need to live productive lives. The library must look for opportunities to partner with community organizations. A recent example was the donation of the funds and artifacts left from the defunct Crafton Historical Society. Through a partnership with the University of Pittsburgh and a grant from the Crafton Rotary, physical space will be devoted to the Historical Society collection and a presence on the CPL web site will promote the history of Crafton. Community involvement is a valuable part of sharing the library's message and mission and we focus on any and all ways to achieve this goal.

INITIATIVES AND ACTION STEPS

After review of survey and focus group results and identifying strengths, weaknesses, opportunities, and threats (SWOT) of CPL, BoT members performed a SWOT matrix exercise. The library director and BoT have agreed on the following initiatives on which to focus for the initial phase of the strategic plan. These initiatives will be reviewed at all BoT meetings and SMART (specific, measurable, achievable, relevant and time-based) goals will be identified for each initiative.

1. **Physical Space:** Identify and repair existing issues, including roof in Children's room, and update areas as necessary.
2. **Governance:** Review, update, and organize policies and documents. In the spring of 2021, the Board participated in a case study for attracting and maintaining board members and will create a governance committee. A committee head will be appointed and the committee will meet semiannually to ensure that best practices and documents are reviewed and updated on an annual basis.
3. **Funding:** Expand our funding resources to include business sponsors and motivated giving from patrons. With the creation of a Friends of the Library Group, we will outline the fundraising goals for that group and invite a representative to attend our meetings to update their initiatives. We will also seek out potential board members with fundraising experience.
4. **Collections:** Improve quality and marketing of materials and resources (including eResources). Encourage the Director and selected staff to attend local, state and national library conferences to determine best practices for collection development. We also want to organize advisory boards of teen, adult and senior adult groups for annual discussions on collection wants and needs.
5. **Programming:** Thoughtfully expand virtual offerings while preparing to safely bring back in-person events and explore how the two may complement each other.

ACKNOWLEDGEMENTS

The Strategic Planning Committee was led by Megan Grabowski and Jerry Eonta. The Board of Trustees has been very instrumental in the research. Current and former Board members involved include Courtney Bonnet, Paul Kohberger and Cheryl Talerico. Special recognition goes to library director Alyssa Zolkiewicz and the exceptional CPL staff: Tracey Vogel, Linda Sheariss, Sarah Smith and Mikayla Wobrak. We would also like to thank all the CPL patrons who participated in the survey and focus groups.



Crafton Public Library
140 Bradford Avenue
Pittsburgh, PA 15205
412-922-6877

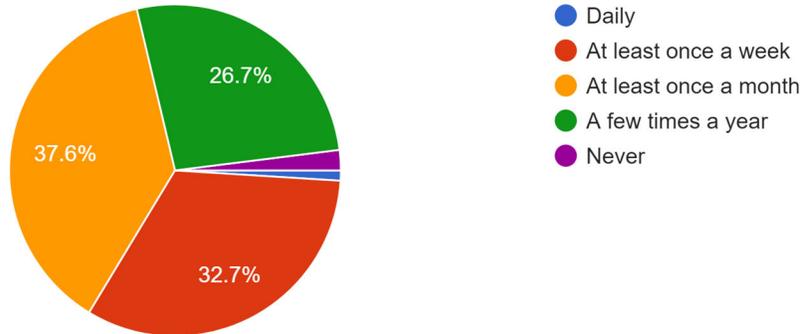
www.craftonpubliclibrary.com

Revised 7/20/2021

Attachment A: CPL 2019 Patron Survey Results

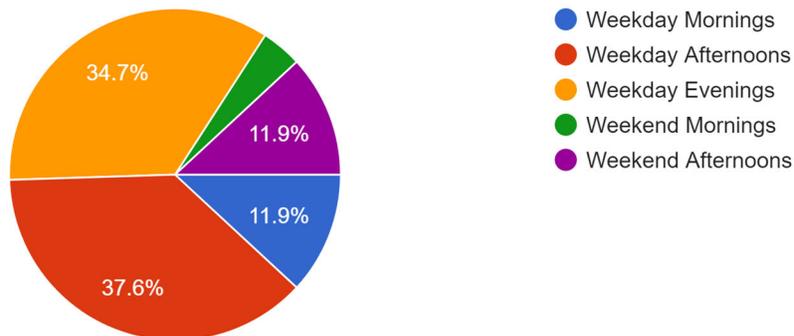
How often do you visit Crafton Public Library (CPL)?

101 responses



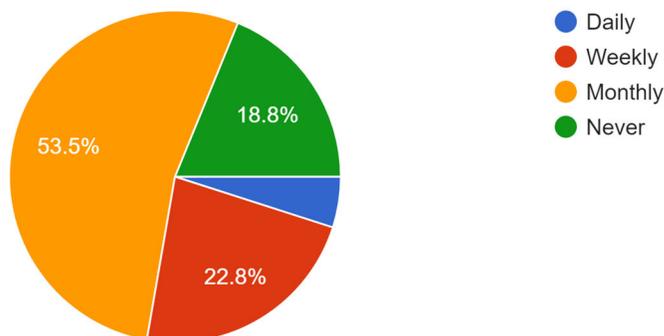
What time of day do you usually visit CPL?

101 responses



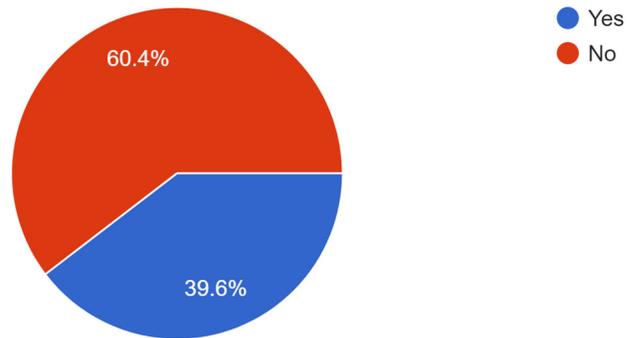
How often do you access CPL's website?

101 responses



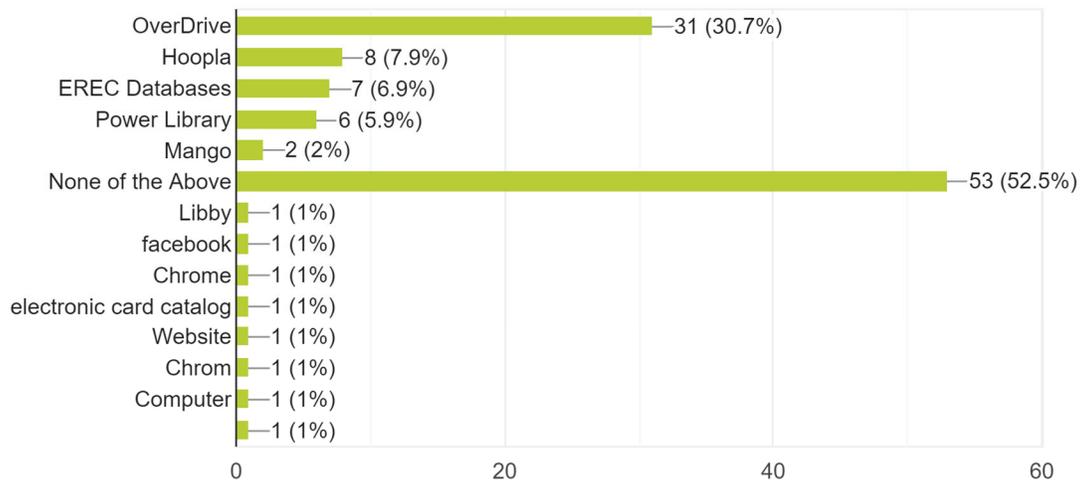
Do you use CPL's printed monthly calendar & newsletter?

101 responses



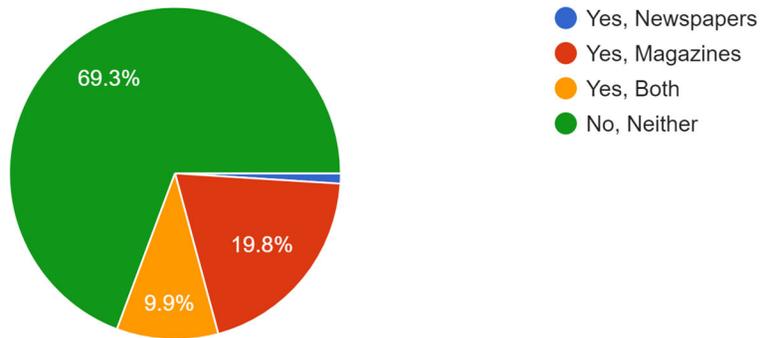
Which electronic resources do you use at CPL? (Select all that apply.)

101 responses



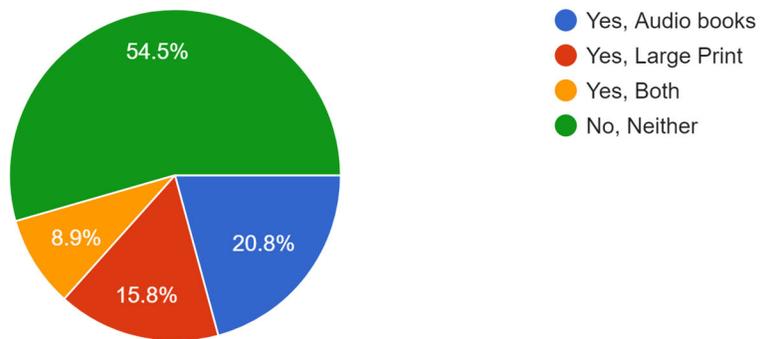
Do you utilize the periodicals (magazines & newspapers) at CPL?

101 responses



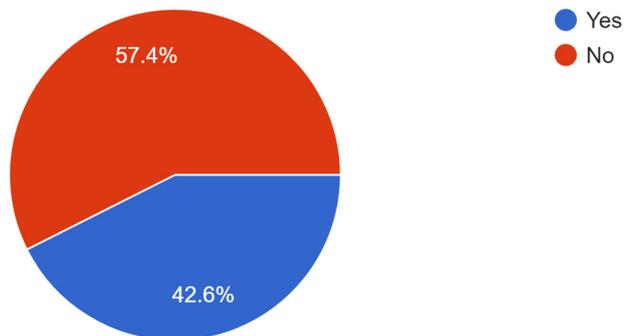
Do you utilize the audio book or large print collection at CPL?

101 responses



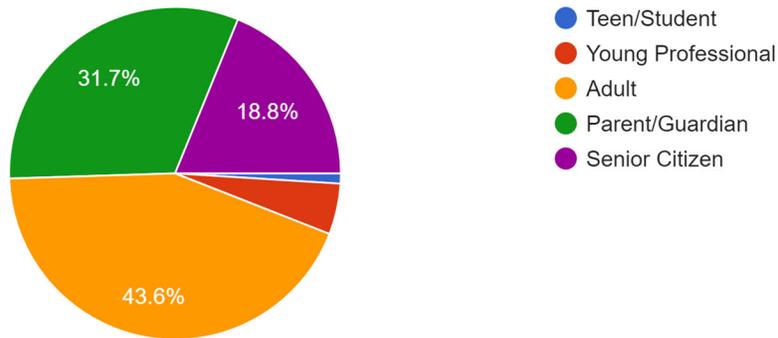
Do you bring children to play in the children's room?

101 responses



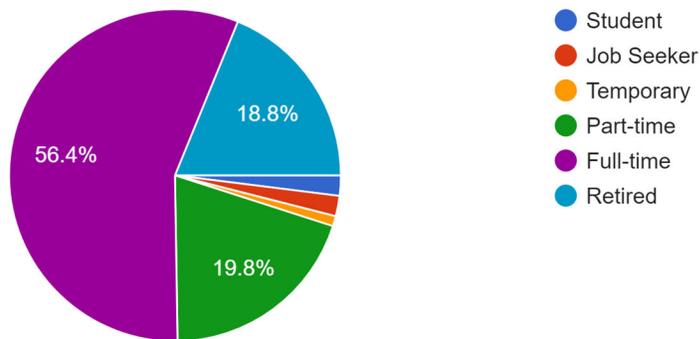
How would you categorize yourself? (Select best fit.)

101 responses



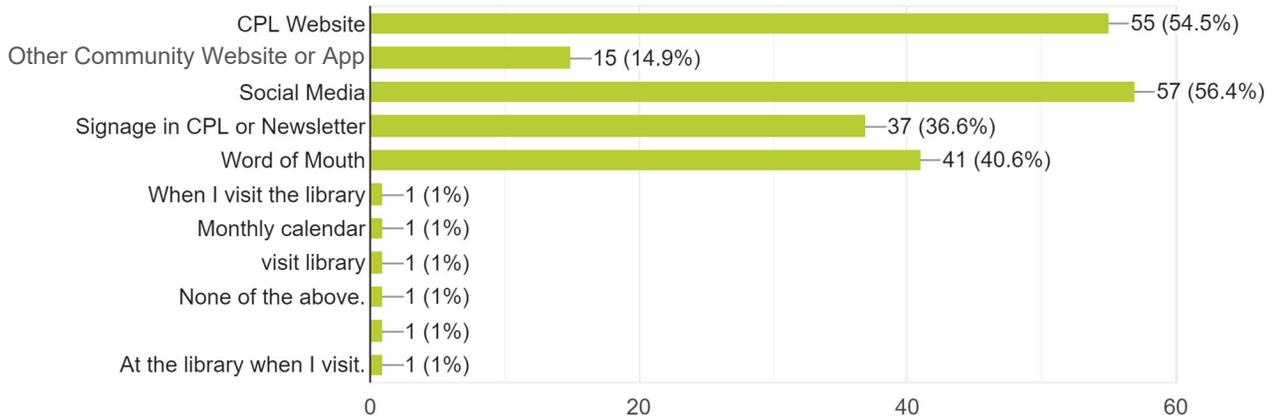
What is your employment status?

101 responses



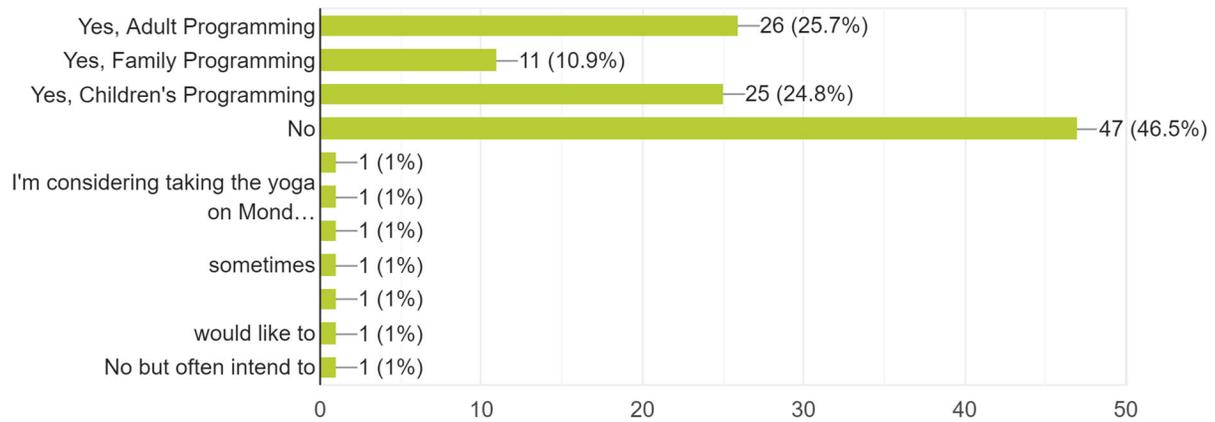
How do you learn about events at CPL? (Select all that apply.)

101 responses



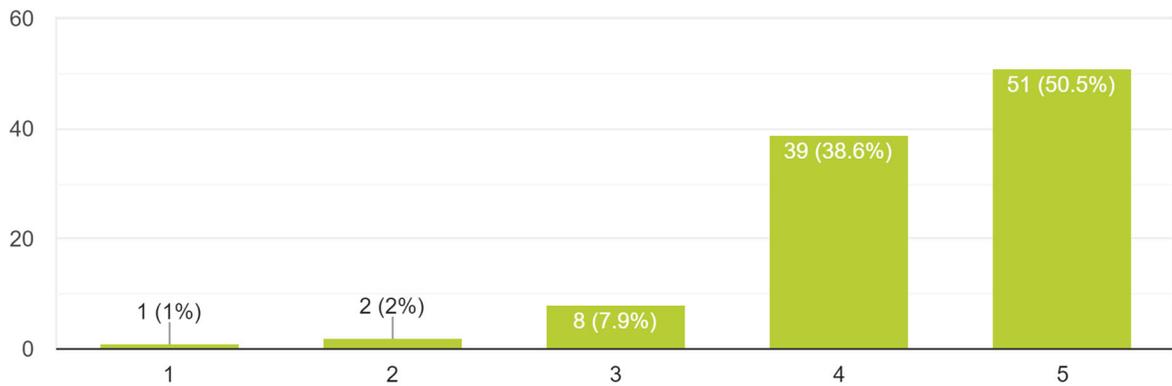
Do you attend programs at CPL? (Select all that apply.)

101 responses



Overall, how well is CPL meeting your needs?

101 responses



What would you most like to see improved at CPL?

More latest non fiction books.
Adding some children's (toddler) programs to the evenings pr weekends for working parents.
Parking
Stay true to an old school library
more seatings
More kids programming, adult summer reading program
Nothing comes to mind
children's room
More library parking.
Parking lot lights
Longer loans.
Have the free publication "BookPage" available. Right now Robinson library is the only local library that carries it.
Love have a local library
Satisfied
I think you all do a great job, maybe more computers?
Continue the great job of offering new and varied programming!
Nothing
Staff appreciation
Nothing
The overall cleanliness/look of some of the children's books and possibly a larger movie selection.
We really love you guys! More cookbooks would be great.
Our family loves it! Keep up the good work!
getting ebooks and audio books easier
More events for young kids. Parenting discussion group. Adult skills classes & workshops.
Coffee bar
Parking
More classes maybe needlework
Nothing
Close down and merge with carnegie
More children events for different ages. Maybe focus on certain topics or STEM.
I don't know
bring in speakers
quality non-fiction and classic reads
Maybe more manga

Requests arriving faster once in transit
Description of events.
I'd like to see a regular knitting group
More evening hours
i miss the old staff
I used to use the library a lot more before all the drama after the Downton Abbey tea and the awful board, especially after they deleted my questions about their practices that I'd posted on social media. I stopped using services and while I believe those people are gone at this time I only use the Overdrive service to get books for my Kindle.
Nothing really - it is a welcoming, pleasant hub of activity and information in Crafton. The staff is always most helpful, striving to provide more programs to encourage use of the library's facilities.
More books
more food selections - the fried chicken took me to church, but I'd like additional offerings.
More kid events
I would like hours to be earlier on Tues-Friday It's Karen again. I meant earlier hours Tues-Thurs and open on Sundays too.
Its perfect! Love it here.
We love the library as it is!
I really can't think of anything.
Better collection of books.
Maybe a door on the children's room, haha!
Longer weekend hours
More children's books.
Does well as is
Earlier hours. I'd love to bring the kids by before morning nap.
I can't think of anything.
Artist Events
I love it now
In my view our community library fulfills a variety of needs and in the past 18 months has greatly improved its out reach. The staff can answer every question even when it takes some digging to find it. They have a quick grasp of where everything can be found. I love my library.
lots of good improvements recently
Nothing
I'm not sure. I was checking the website to see if yoga was still available and came across the survey. Happy to see that it is.
More programs:)
I like the introduction of new programs for all different ages. I think you all are heading in the right direction!
They used to have a lot of teen programs. I haven't seen any in awhile. The website doesn't list children and teens separately anymore and their events page isn't very informative.
Community out reach, parking, programming
More children's programs

Children's center
More adult socials
More weekend children's programs
Better selection of movies and tv shows
Nothing - I think it's great!
Nothing. It's perfect
I like yoga night!! Maybe a meditation class, too?
More hours
I'm happy with the library.
Nothing
Selection of titles
Amount of books on hand. But I can get anything you want super fast by ordering it from other libraries.
Everything is perfect
Nothing
Different tables for work and reading
More activities for small children during the weekday evenings for working parents.
More events
Nothing
Can't think of anything
Create a community of kids and parents.
More free programs
Expansion of general collection (books)
The library meets my needs. Maybe having more adult fiction books available, although it is easy and convenient to make a request and pick them up at Crafton.
I think CPL does a wonderful job! I love our library and tell everyone about it.
I like the way it is. It has a lot of resources.
More activities for children
You are doing a great job!
Continued community activities
More books for children!
N/a at the moment
I can't think of anything. I love the library. You have wonderful employees who are helpful and courteous.

Attachment B:

Crafton Public Library Web Site Review May 2019

ABOUT THE ORGANIZATION

Mission:

The Crafton Public Library is a resource center that is open to all and is designed to enrich life and strengthen community.

Vision:

The Crafton Public Library will be a place that fosters a sense of community and provides opportunities for learning and creative expression that are open and inclusive. We will remain respectful of our community's rich traditions and history.

How do audiences currently perceive the organization/brand?

- Community resource
- Good resource for e-books and downloadable audio
- Children's resources and programs
- Recent changes have been positive

Primary reasons for revising website:

- Update look
- Make more user friendly

Primary metric for success:

Increase number of visitors to site

Aspects of the current site that work well:

- Nice contemporary logo
- Attractive visual (mural)
- Address and hours easy to find on home page

Potential problems:

- Site doesn't appear in general searches
- No search mechanism on site
- Site not mobile friendly

AUDIENCE REVIEW

Audiences:

- Current library patrons
 - Seniors
 - Adults/Parents
 - Young Adults/Carlynton High School Students
- New visitors
- Donors

Attachment B:

Crafton Public Library Web Site Review May 2019

Information/content that visitors need to find:

- Hours
- Address/directions (parking and public transportation information)
- Catalog
- Programs - are we submitting these to the ACLA site?
- Events
- Resources
- Staff and Board members
- Donation information
- Partnerships? ("A member of ACLA", Crafton Borough)

Questions:

- Do we know how many visitors the site gets on a monthly basis? Which pages are the most visited?
- Who receives/responds to emails that come from web site (craftonlibrary@einetwork.net)?
- How often are question submitted through the site?
- Does the library still receive faxes?
- Is the newsletter print and electronic (i.e., PDF)? How is it distributed (other than posted to the web site)?

Other library sites:

- <https://www.carnegielibrary.org/>
- <https://tscpl.org/>
- <https://www.oppl.org/>
- <https://cpl.org/>

DESIGN

How do we want visitors to feel about the library? What brand attributes should they perceive based on viewing/interacting with the site?

- Community
- Helpful
- Youthful
- Fun

RECOMMENDATIONS

- Overall Design
 - Expand the pages to be scroll-able
 - Create page template
 - Consider color palette
 - Add people photos
- Home Page Revisions
 - Keep mural photo? Where is this mural?

Attachment B:

Crafton Public Library Web Site Review May 2019

- Add photos to home page – may use color-block links – possibly for Events (descriptions), Young Adult link and Newsletter Sign-up. Consider photo of awning/entrance and people photos.
- Remove “Home” and “Contact and Hours” link
- Revise menu items to:
 - Catalog (<https://librarycatalog.einetwork.net/>)
 - Programs and Events (or Calendar)
 - Resources
 - My CPL (<https://librarycatalog.einetwork.net/MyResearch/Home>)
 - About
 - FAQ
 - Newsletters (maybe)
- Move “Donate” and social media icons to bottom of page
- Remove fax number
- Add search option

- Add Staff Information
 - Photos
 - Bios
 - Staff Picks

- Other
 - Add event and program information (in addition to calendar)
 - Add new & notable items (from einetwork.net)
 - Revise look to complement einetwork.net or tell visitor they are leaving the CPL site
 - Add parking, public transportation information
 - Consider Web Content Accessibility Guidelines

- Next Steps – meet with current web designer

Attachment C:

CPL TEEN FOCUS GROUP SWOT ANALYSIS 2020

Internal Strengths

- Convenient and comfortable meeting place for teens
- Summer reading program

Weaknesses

- Need better social media presence
- Need to advertise in print more
- Need to better promote the web site
- Should have a presence in the In Carlynton Magazine
- Should be working much more with the high school clubs, scholarly programs, each department to introduce the services the library offers
- In general, an increased effort at promotion and advertising

Opportunities

- No library at the high school creates a tremendous opportunity to promote the fact we have professional libraries that can help with academic research
- We can conduct seminars on how to search and use the content the library has on the web site as well as in print.
- Teaching a class on software use, like Excel would be very useful
- Use Instagram ads
- Start working the 7th and 8th graders about the services the library offers
- Special sessions for the 7th-12th grade students have to be promoted, advertised and have set pre-determined hours
- Use QR codes locally to promote events
- Better use of Twitter
- Use animals to attract young people
- Special events created and suggested by teens
- White board in the teen corner
- A "Quiet Study" room. We discussed using the program room for this. Placing a sign on the door when it is available for that would be best. The idea of having local businesses sponsor the room was discussed
- Develop a relationship with Parkway West Vo Tech
- The high school just started a drama club. Doing one acts, plays etc at the library was discussed
- Start a teen art program like the adult one. Suggestion was made to work with the high school art teacher on this
- Teach a "How to prepare for College" class

Threats

- Without better promotion and advertising students will not visit or use the library and rely on unvetted content from the internet for research
- Not having nontraditional library services
- No Sunday hours

Attachment D:

CPL SWOT 2020

This document is created with feedback collected from on line survey, staff & teen focus group.

Internal Strengths

- Comfortable space
- Professional staff that can offer academic and technological support
- and assistance using digital resources
- Programs
- Small town atmosphere, staff know patrons on first name basis
- Strong community relationships
- Community events and programming for all ages
- Regular staff meetings

Internal Weaknesses

- Operating hours don't meet the needs of professionals and working families
- Collections need expanded, too many worn out books
- Programs and events are not well advertised, on- line, print and social media marketing needs to be expanded
- Separate areas in the library for varying needs, i.e, quiet study space, group meeting space
- People don't know about all of the digital resources or how to use those resources
- Need an increase of programming based on segments of population; teens/ tweens, children/ family, cultural & arts/ crafts
- No active 'friends' group to assist with planning events, programs and fundraising
- No in person services due to COVID-19

External Threats

- Technology, library has to compete against it to maintain teen/ tween engagement &
- senior citizens don't know how or are uncomfortable using technology
- COVID-19
- Potential loss of state or local funding
- Minimal parking

External Opportunities

- No high school library
- Multiple senior living facilities in community grant staff opportunity to bridge digital divide and aid all community members in meeting their resource and intellectual needs
- Technology, endless opportunities
- Funding opportunities
- Continue building relationships with community, including schools like Canevin and Parkway West Career and Technology
- Develop opportunities for more cultural experiences
- Improve and continue to develop website to provide clear, updated and through information
- Continue to develop community relationships to aid in the expansion and development of new programs for all ages

Create a SWOT Matrix.

S-O

Use library's strengths to take advantage of external opportunities

W-O

Improve Library's weaknesses by taking advantage of external opportunities

S-T

Strategies which use the Library's strengths to avoid or reduce external threats

W-T

Weaknesses vs. threats- strategies which are defensive tactics directed at reducing internal weaknesses and avoiding external threats