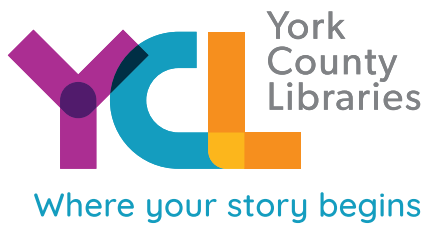


# 2023-25 Strategic Plan



*York County Libraries transform lives.*

# York County Libraries' mission is to strengthen the York County community and to enrich individual lives.

YCL has identified five long-range strategies, with supporting 2023 objectives, it will implement in its efforts to fulfill its mission and achieve its vision.

1

**York County Libraries will provide diverse opportunities for people to learn, to gather, and to access resources within and beyond our libraries.**

## *Critical Measures of Success:*

- Number of new card-holding members
- Number of people engaged in learning activities and programs
- Number of people gathering in YCL locations
- Number of people accessing resources
- Number of events/activities held in our facilities by other organizations/people

- Become the “belonging” place for teens in York County.
- Review our current process for getting library cards and change it as necessary to get one into the hands of every person in York County.
- Develop our program delivery model of the future (and determine how it can be extended into a revenue generation opportunity).
- Develop Story Walks around York County.
- Assess and adjust as indicated our fine and fee structure.



2

**York County Libraries will attract, develop, retain, and support its staff and leadership as they serve the people in our communities and each other.**

- Improve our staff retention.
- Create an internship program that could be expanded county-wide.
- Develop and implement a training program to prepare library staff to support our technology and other tools.

### *Critical Measures of Success:*

- Number of hours of professional development/person
- Number of employees with greater than two years employment
- Employee Net Promoter Score (eNPS)
- Number of promotions or lateral movements within YCL
- Turnover rate

3

**York County Libraries will secure the diverse revenue and relationships needed to support its operational and strategic activities.**

- Create a county-wide friends network focused on fundraising, outreach, and infrastructure.
- Conduct a study of potential revenue generating opportunities. Identify and bring to market at least two activities.
- Open a YCL Store.
- Plan and launch the first of what will become an annual YCL-wide fundraising event.

### *Critical Measures of Success:*

- Total dollars of funds raised
- Volunteer Net Promoter Score (vNPS)
- Number of volunteer hours
- Donor growth
- Donor retention
- Number of volunteers

4

**York County Libraries will focus marketing efforts on supporting the change work of the organization.**

- Provide marketing support to the other strategies in this plan.
- Upgrade our website to improve our user experience.

### *Critical Measures of Success:*

- Number of new cards issued
- Growth in library traffic

5

**York County Libraries will commit to fostering an inclusive environment where belonging is fundamental to our mission.**

- Engage a consultant to conduct a “Belonging Assessment” of our organization.
- Offer innovative services, programming, and community outreach which promote Diversity, Equity, Inclusion, and Civility through community conversations.

### *Critical Measures of Success:*

- Developed in conjunction with a “Belonging Assessment”

**CORE VALUES** *Understanding who we are, and who we serve, has led us to make the following promise to ourselves, to each other, and to our community:*

- We will never be status quo; we will always be relevant.
- We inspire enthusiasm for creativity and learning.
- We are a safe gathering place.
- We connect and engage our members and communities.
- We respect all opinions and ideas.
- We transform lives.

