2023-25 Strategic Plan

York County Libraries
Where your story begins

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.

- 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.

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

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

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

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
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.

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”

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Critical Measures of Success:

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Critical Measures of Success:

• Developed in conjunction with a “Belonging Assessment”