



Strategic Plan

2017 - 2020

Patron Centered and Community Focused

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Section 1: Introduction

Stakeholders of the Library

Important stakeholders and valued partners in the future success of the Memorial Library of Nazareth and Vicinity include:

- **Residents of Upper Nazareth Township, Lower Nazareth Township, Nazareth Borough, and Bushkill Township**
- **Library Staff**
- **Township Board of Supervisors and other Elected Officials**
- **Library Board of Directors**
- **Friends of the Nazareth Library**
- **The educational institutions represented in the Nazareth Community, both public and private**
- **Nazareth's business community**
- **In county and out of county ACCESS PA cardholders**
- **Pennsylvania State Department of Education**

Planning Process and Inputs

The Library Board of Directors launched the strategic planning process in September 2016. Underlying research and community input for this plan was gathered over a nine-month period through one-on-one conversations, a Library Board strategic planning session, and surveys.

Conversations with the Director

August 2016 – April 2017: The director attended various public community forums to talk to the general public about the library and its services. These forums provided the Director to converse with patrons, neighborhood residents and community leaders about the future of the library. Some of the venues attended included: The Nazareth YMCA, the Nazareth Red Hat Society meetings, Nazareth Community Days, Upper Nazareth Community Days, and Bushkill Township Science Fest.

Library User Survey

January 2017 – May 2017: More than 260 people responded to a library user survey that was handed out at community events and in the library. Respondents answered questions about their current use of library resources, the importance of library service and their views regarding future priorities of the library.

Library Board Strategic Planning

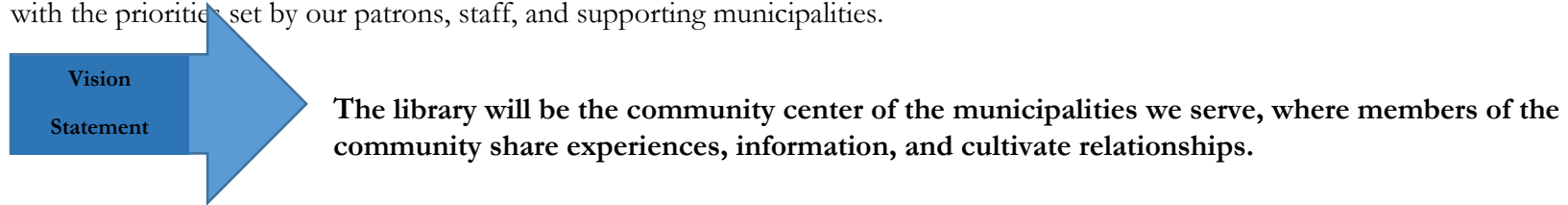
March 2017: The Library Director facilitated a strategic planning session with Board Members. The Board was asked to evaluate the library on: The library's collection, patron services, program offerings, technology, community outreach, facilities, and financial sustainability.

In Addition

The Library Director was afforded the opportunity to speak with several civic and academic associations such as the Nazareth Rotary Club, Colonial IU 20, and the Assistant Superintendent and Librarians of the Nazareth Area School District (NASD) and library user groups whenever possible over the last 9 months.

Section 2: Vision and Mission Statements

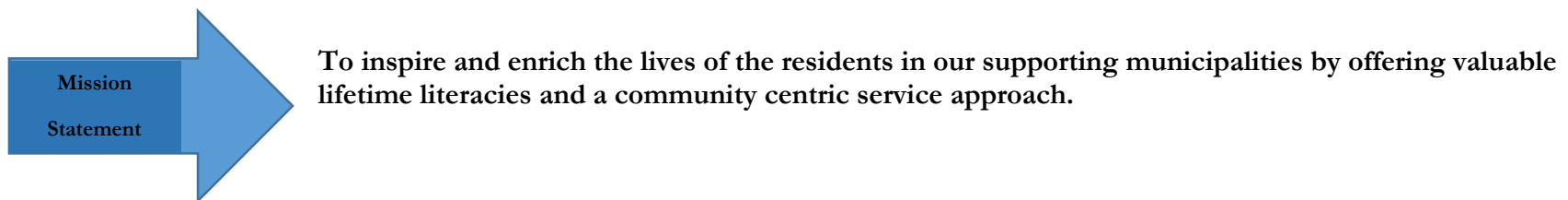
A vision represents the desired future state of the library. Our vision: “the library will be the community center of the municipalities we serve, where members of the community share experiences, information and cultivate relationships” is an example of aspirational thinking about the future and not an over-inflated view of the library. Our vision is based on the process of making a personal connection with people through connecting, discovering, educating, and responding to their needs. We seek to strategically align our vision for the future with the priorities set by our patrons, staff, and supporting municipalities.



What is the purpose of the Memorial Library of Nazareth and Vicinity? The answer is to provide books, story times, and Internet access. However, our library offers more than that. The library provides a variety of services and access to many resources. These include:

- **Programming for children and adults**
- **A clean, safe place to read, work, study, and collaborate**
- **Written materials in a wide variety of formats including print, large print, audio, and electronic**
- **Public access computers**
- **Wi-Fi capabilities**
- **Online resources**

It is not our mission to provide these services and resources. It is through these services and resources that the library strives to fulfill its mission, “**To inspire and enrich the lives of the residents in our supporting municipalities by offering valuable lifetime literacies and a community centric service approach.**” This is our unique reason to exist. The methods of how we accomplish our mission are fluid, but the relevance of our mission continues.



The Values of the Memorial Library of Nazareth and Vicinity (MLNV)

Values are the bridge between where we are and where we want to be. The library is a patron-centered organization that values:

Patrons

MLNV is committed to providing outstanding service to all patrons in a courteous and confidential manner. The library respects our patrons' requests for information, the online sites they access, and their borrowing history.

Reading and Learning

MLNV promotes the love of books and the importance of reading. The library values reading and information literacy for the knowledge, power, and recreation they bring. It recognizes that reading and information literacy provide a foundation for lifelong learning, opening doors, and expanding horizons.

Access

MLNV is committed to intellectual freedom and to providing convenient, equitable and open access to our resources and services.

Staff

MLNV values and recognizes the professionalism, dedication, and expertise of our employees and volunteers. The library is committed to providing a supportive work environment that offers opportunities for learning and professional development.

Fiscal Responsibility

MLNV is committed to the judicious management of the library's public funds, facilities, and resources.

Community Outreach

MLNV extends its reach and impact in the community through partnerships with individuals, public and non-profit organizations, community groups, educators, and businesses.

Section 3: Strategic Goals, Objectives, and Actions

Community Engagement

Goal: Create a thriving and relevant library that serves and responds to community needs.

	Responsible	Timeframe	Measurement
<p>Collection Objective: To create a collection that balances traditional and emerging formats</p>			
<p>Actions:</p> <ul style="list-style-type: none"> To research and analyze the circulation of materials. To incorporate foreign language learning resources. To augment the collection by adding electronic magazines. To adjust the budget accordingly. 	<p>Director</p> <p>Director & Assistant Director</p> <p>Director</p> <p>Director</p>	<p>Year 1 and 3</p> <p>Year 1,2, and 3</p> <p>Year 1</p> <p>Year 2 and 3</p>	<p>Check circulation statistics</p> <p>Monitor circulation rates</p> <p>Monitor circulation rates</p> <p>Evaluate budget</p>
<p>Education Objectives: To serve all ages in the community with convenient and engaging opportunities.</p>			
<p>Actions:</p> <ul style="list-style-type: none"> To alternate children’s programming schedule regularly. To plan engaging events for patrons in their 20s, 30s, and 40s. To offer specific programming for Seniors by working with the Nazareth YMCA. To partner with local higher educational institutions to offer resume and technology workshops. To offer nostalgic and fandom programs. To achieve PA Forward Gold Status. To collaborate with NASD to take MakerSpaces and LEAP into Science to the schools. 	<p>Children’s Librarian (CL)</p> <p>Adult Program Coordinator (APC)</p> <p>APC</p> <p>Director</p> <p>APC and CL</p> <p>Director</p> <p>Young Adult/Teen Librarian</p>	<p>Year 1</p> <p>Year 1 and 2</p> <p>Year 1 and 2</p> <p>Year 1 and 2</p> <p>Year 2</p> <p>Year 2</p> <p>Year 1</p>	<p>Monitor programming attendance</p> <p>Number of programs offered</p> <p>Number of programs offered</p> <p>Number of programs offered</p> <p>Number of programs offered</p> <p>Gold Star Status achieved</p> <p>Number of outreach visits</p>

	Responsible	Timeframe	Measurement
<p>Community Outreach Objectives: To strengthen and create new relationships with community partners. To increase the library's visibility in the community.</p>			
<p>Actions:</p> <ul style="list-style-type: none"> • Increase visibility through signage, municipalities websites, and the LV Chamber communications and Nazareth Downtown Manager. • Deliver programs in each supporting municipality. • Solicit new residents of the supporting municipalities. • Design a new library logo. 	<p>Director</p> <p>APC and CL</p> <p>Director and Administrative Assistant</p> <p>Hire Professional Marketing Firm</p>	<p>Year 2</p> <p>Year 1</p> <p>Year 1</p> <p>Year 2</p>	<p>Increase in new patrons to the library</p> <p>Number of programs offered</p> <p>Increase in new patrons</p> <p>Completed and integrated logo into all advertising</p>

Technology

Goal: Provide dependable, reliable, and easy to use technology services.

	Responsible	Timeframe	Measurement
<p>User Experience Objectives: To improve support to online users of library resources. To provide increased opportunities for computer instruction.</p>			
<p>Actions:</p> <ul style="list-style-type: none"> • To create trouble shooting instructions and procedures for assisting patrons with computer issues. • Plan computer classes that meet user needs. • Redesign the library website. • Incorporate self-checkout functionality. 	<p>IT Support Librarian</p> <p>IT Support Librarian</p> <p>IT Support Librarian</p> <p>IT Support Librarian</p>	<p>Year 1</p> <p>Year 1</p> <p>Year 2</p> <p>Year 2</p>	<p>Patron survey</p> <p>Class attendance</p> <p>Roll out technology and survey</p> <p>Roll out technology and survey</p>

	Responsible	Timeframe	Measurement
Technology Management Objectives: To effectively manage library technology. To create basic technology competencies for staff.			
Actions: <ul style="list-style-type: none"> Hire FT Technology Librarian 	Director	Year 2	Evaluate budget

Staffing

Goal: Re-organize and train staff to be knowledgeable and confident in assisting patrons.

	Responsible	Timeframe	Measurement
Staff Training Objectives: To create on-going staff computer training. To ensure staff has basic technology competencies.			
Actions: <ul style="list-style-type: none"> Research and implement computer staff training program. Research or create a test for basic competencies. Administer basic competencies test to all employees. Train employees that didn't pass basic competencies, retest. 	IT Support Librarian IT Support Librarian IT Support Librarian IT Support Librarian	Year 2 Year 2 Year 2 Year 2	Track number of classes and attendance. Evaluate proposed test Evaluate test results Evaluate test results
Policy and Procedure Objectives: To improve work flow processes			
Actions: <ul style="list-style-type: none"> Update Employee Handbook. Update all outdated reference guides. Evaluate the efficiency of the staff schedule. Ensure statistical validity. Implement door counter. 	Director and Administrative Assistant Director and Administrative Assistant Director Director Director	Year 1 Year 1 Year 3 Year 2 Year 2	Completed handbook Updated reference guides Number of part-time staff Validated data Acquire statistical data

Facilities Management

Goal: Create a safe, accessible, welcoming and comfortable environment.

	Responsible	Timeframe	Measurement
<p>Facilities Planning Objectives: To create community rooms in the lower level. To ensure the building is maintained. To be prepared for emergencies. To offer a conversational area.</p>			
<p>Actions:</p> <ul style="list-style-type: none"> • To acquire a professional assessment of the current use of space. • To renovate the basement. • To replace carpeting throughout the building. • Create disaster plans. • To explore incorporating a café. • Acquire an AED machine and train staff. 	<p>Director</p> <p>Director Director</p> <p>Director Director Director</p>	<p>Year 1 and 2</p> <p>Year 1, 2 and 3 Year 3</p> <p>Year 1 Year 3 Year 1</p>	<p>Evaluate budget</p> <p>Evaluate budget Evaluate budget</p> <p>Completed plan Evaluate budget Acquired AED</p>

Fiscal Sustainability

Goal: Create a multi-pronged approach to sustainability.

	Responsible	Timeframe	Measurement
<p>Fundraising Objectives: Strengthen relationships with donors. Increase income from fundraising efforts. Develop donors. Seek Grants.</p>			
<p>Actions:</p> <ul style="list-style-type: none"> • Invite donors and municipalities to large library events. • Introduce credit cards payment for fees and donations. • Call 3 large donors and ask them strategic planning questions. • Seek LSTA grant funds. • Explore a paid “Library Champion Card” Programs • Roll out semi-annual campaigns • Rent the library space for social functions. • Launch a Capital Campaign. • Execute a philanthropic audit (effort vs ROI) 	<p>Director and Board of Directors</p> <p>Director and Accounting Staff</p> <p>Director and Board of Directors</p> <p>Director</p> <p>Director and Board of Directors</p> <p>Director and Administrative Assistant Director and Administrative Assistant</p> <p>Director and Board of Directors Director and Administrative Assistant</p>	<p>Year 1</p> <p>Year 1</p> <p>Year 3</p> <p>Year 1</p> <p>Year 2 and 3</p> <p>Year 2 Year 2</p> <p>Year 2 Year 1, 2 and 3</p>	<p>Number of large donors (\$1,000 and above)</p> <p>Income to the library budget</p> <p>Donor response</p> <p>Awarded grant</p> <p>Income to the library budget</p> <p>Annual donation amount Number of rentals</p> <p>Income to the library budget Number of identified reliable donors</p>

	Responsible	Timeframe	Measurement
Board Development Objectives Increase member involvement with donors. Increase involvement to more than Board meetings.			
<ul style="list-style-type: none"> • Include Board Members in the Capital Campaign planning • Involve Board Members in the Annual Campaign • Solicit diversity in Board Membership • Summarize attendance and support of Board Members • Ensure Board Members reflect the library constituents. 	Director and Board of Directors Director and Board of Directors Board of Directors President of the Board of Directors and Director Executive Committee	Year 2 and 3 Year 1, 2 and 3 Year 1, 2, and 3 Year 1, 2, and 3 Year 1, 2, and 3	Launch of a Capital Campaign Amount raised Board Member credentials Board report Board Member Credentials

Acknowledgements

Several groups and individuals contributed their opinions and insight into the development of this plan. A great deal of effort has gone into consulting the public about the future of the library. Library staff members have been involved throughout this process, whether through one –on-one conversations, survey responses, or staff meetings, providing valuable insight into the performance needs of library patrons.

I would like to acknowledge the support and contribution of the Library Board of Directors, the library’s governing body, who provided input. The strategic plan will guide our efforts and is intended to set an ambitious course for the future of the library.

Nazareth Library Board of Directors

(as of March 2017)

Board Position	Name	Representing Municipality
President:	Barbara Fischl	Nazareth Borough
Vice President:	Teresa Sayago	Upper Nazareth Township
Treasurer:	Cindy Merritt	Bushkill Township
Secretary:	Athena Gross	Upper Nazareth Township
Borough Liaison:	Carl Fischl	Nazareth Borough
Members:	Jordan Howell Chris Crook Harry Adams Norma Shriver Brian Harris	Lower Nazareth Nazareth Borough Nazareth Borough Lower Nazareth Bushkill Township