

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

Introduction.....	2
History.....	3
Governance .....	4
Funding .....	4
Mission.....	4
Vision.....	4
Strategic Initiatives .....	5
Initiative #1: Financial Resources/Partnerships and Outreach .....	5
Short Term .....	5
Ongoing.....	5
Long Term .....	6
Initiative #2: Customer Service .....	6
Collections .....	6
Ongoing.....	6
Long Term .....	7
Community Programs .....	7
Ongoing.....	7
Long Term .....	8
Children/Youth .....	8
Ongoing.....	8
Initiative # 3: Expanded Service Facilities .....	9
Long Term .....	9
Initiative #4: New Technology .....	9
Short Term .....	9
Ongoing.....	9
Long Term .....	10
Initiative #5: Library Advocacy and Program Development.....	10
Short Term .....	10
Ongoing.....	11
Long Term .....	11
Initiative#6: Organizational Effectiveness.....	11
Staff.....	11
Short Term .....	11
Ongoing.....	12
Long Term .....	12
Board.....	12

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

### Introduction

Welcome to the Memorial Library of Nazareth & Vicinity's new strategic plan. The Plan builds on the achievements of the 2000 plan and the many accomplishments of the past five years. The Plan has been effective beyond the Board's expectations and was nearly fully implemented. Real progress was made toward establishing a model for equitable and predictable funding however the model is now in jeopardy. A new library automation system has been installed, the fulltime staff has quadrupled, and long neglected salary and wage scales have increased substantially.

The new plan presented here has been developed to chart a course for the next five years and includes a set of initiatives, and strategies, which take into consideration the following trends identified in a recent Community Assessment Survey [1].

- A growing population base made up of young families and commuters taking advantage of the areas economical housing market
- Business growth that is increasingly concentrated in small or home based enterprises
- Concern over the quantity and quality of information available on the Internet
- Home schooling growth
- New competitors vying for library patrons e.g. Web-based information providers, super bookstores (Barnes and Noble) and virtual bookstores (Amazon.com)
- People who will demand greater convenience of services
- A "digital divide" or lack of access to computerized information persists
- Formal education will become more technology based
- Increased competition for municipal funding which threatens predictable local funding for the library

We are living in an era of rapid change, driven by advancing technology, social change and political opportunities. In this context, the MLNV seeks to position itself as the "center for knowledge" for the communities it serves.

No one can predict with accuracy what our world will be like in 2010, but this plan attempts to prepare us to be financially strong and socially responsive, and through the miracle of technology, to connect library users to growing global information network. Our staff will be well trained, customer-oriented and competitively paid.

In 2010 our success will be measured by the following indicators:

- Establish a permanent equitable and predictable local funding formula

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

- Public acknowledgement as a major contributor to the intellectual, educational and recreational life of the Nazareth area
- Enhanced alliances with the business, social and educational organizations
- Enhanced collections, both virtual and traditional, that better reflect the needs of our service communities.
- An endowment principal that has grown from \$150,00 to \$200,000
- Creation of a Facilities Master Plan that includes renovation and enhancements to our current facility.

Achieving this vision will require extraordinary leadership, calculated risk-taking and a firm commitment by all who want to help. Staff, supporters and the public must be assured that we will remain foremost an independent and vibrant institution. Our core purpose will continue to be to collect, organize and make accessible recorded knowledge. But our vision also includes the use of new knowledge sources and the use of technology to increase accessibility and distribution of information to those who need it anytime, anywhere.

Technology demands that we develop a professional staff which is paramount to our quality of service. However, we will continue to create opportunities to engage volunteers in service for the Library, not to supplant the work of our employees, but to supplement our efforts. All human resources, paid or volunteer will be engaged to promote customer-oriented, quality library service.

Any success in soliciting private support for our services will not jeopardize the public trust that has been given us. Private donations will not be used as a substitute for predictable and equitable public funding of our core library operations. Instead, private donations and grants will be used to increase and enhance the variety of services we offer.

This plan is a commitment to excellence. We are ready for the challenge and invite you to join us on the journey.

Lynn Snodgrass-Pilla, Director

## History

MLNV was founded in 1950, as a non profit corporation with 501(c) (3) status. The Library serves the communities of Nazareth Borough, Bushkill, Upper Nazareth, and Lower Nazareth Townships by promoting literacy, providing programs that attract young people and adults to the Library, and helping people of all backgrounds achieve their lifelong learning goals. The Library is open six days a week including 4 evenings for a

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

total of 58 hours. There is a staff of 8.65 FTE employees. The collection has nearly 50,000 items available for circulation in its online catalog including: books, videos, audio-books, CD's and DVDs. Internet access is available to the public. Approximately 130,000 items circulate annually. It is estimated that 50,000 people visit the Library per year. The Library is a member of the Bethlehem Area Public Library District Center as designated by the state and participates in ACCESS PA the statewide reimbursement program.

### **Governance**

MLNV's governing Board of Directors consists of 7 members. Members are appointed by their respective municipalities. Four members are appointed by Nazareth Borough. The remaining funding municipalities appoint one member each. The regular term of office is three years. The Board is responsible for policy making and has overall fiscal responsibility for the institution.

### **Funding**

The vast majority of MLNV's annual revenue comes from its four funding municipalities and the state of Pennsylvania. Individual and corporate support as well as competitive government and private grants, which are largely in support of special projects and initiatives, are coordinated by the Library Director.

### **Mission**

The Memorial Library of Nazareth & Vicinity provides free and open access to the universe of ideas and information without distinction as to income, religion, nationality, or other human condition. The mission of the Library is to use its available resources to provide a balanced collection of library materials and information services in a wide range of traditional; and non-traditional formats. The purpose of this mission is to protect intellectual freedom, promote literacy, and to encourage lifelong learning among the citizens of the Borough of Nazareth, Lower Nazareth Township, Upper Nazareth Township and Bushkill Township which it serves.

### **Vision**

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

Recognizing that the world is ever-changing, the Library intends to continue to be a vital community center of knowledge and information for all. It will be accessible 24 hours a day via the library webpage. The Library will be a leader in traditional and innovative library services that support lifelong learning and reflect the diverse and changing needs of the communities it serves.

### **Strategic Initiatives**

The initiative and strategies outlined below provide guidelines for future developments. Items referred to in the strategic planning process included: State requirements and mandated levels of service, a Community Assessment Survey, the current Technology plan, and a Facilities Needs Report. Six initiatives were identified as being of particular importance to the public, staff, management and the Board.[2] [3] [4] These initiatives strive to maintain a balanced approach to ensuring the continuation and improvement of the library's current services, coupled with the enhancement and addition of new services and functions.

The initiatives and strategies outlined in the plan are not static and are meant to be dynamic. The strategies are defined as short-term, ongoing or long term. Because the library has limited staff it is assumed that the person/s responsible for implementing the plan is the Director and staff as designated by the Director. All initiatives are under the direction of the Board. The plan will be monitored and reviewed and progress reports will be submitted to the Board.

### ***Initiative #1: Financial Resources/Partnerships and Outreach***

The MLNV will explore partnerships and strategic alliances that allow the Library to fulfill its various roles and enhance its profile within the community. The library will develop appropriate partnerships with municipalities, community institutions and organizations. In so doing the library will:

#### **Short Term**

- Establish a permanent equitable and predictable local funding formula

#### **Ongoing**

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

- Maximize the Library's share of expected municipal and state funding for operating support through aggressive advocacy by the Director, the Board of Directors and the Friends of the Library
- Build stability in funding commitments to support inflationary increases in operating expenses
- Annually review fines and fee structures, and implement increases where appropriate
- Continue to offer Tatamy and Stockertown the opportunity to become a local funding municipality subject to the same equitable and predictable funding formula as our current supporting municipalities.

### **Long Term**

- Establish a more precise investment management policy that addresses the needs of annual operations and endowment growth requirements.

### ***Initiative #2: Customer Service***

The Library is committed to expert, client-centered service. The MLNV will strive to maintain and improve its current services in light of the changing realities of the world in which it functions. Guided by the findings noted in the Community Assessment Survey the MLNV will examine the following areas of service delivery:

#### **Collections**

The MLNV collects materials in both print and non-print formats. Building and preserving a great collection is one of our reasons for being. The MLNV will respond to increased pressure on its collections by expanding areas of popular use and in doing so will:

#### **Ongoing**

Provide training to improve the ability of staff to evaluate and select collections that reflect local needs

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

Improve our capacity and value as a “virtual library” by adding new electronic resources, and providing access to future digitized collections

Develop the audio-visual collection to accommodate shifts in formats, technology and patron demand

Maintain links on the web-site to reflect relevant community information

Increase the beginning readers collection

Ensure collections and resources complement school curriculums as funding permits

### **Long Term**

Increase collection expenditures to 20% of the operating budget

### **Community Programs**

Through the strategic planning process it was determined that the library should provide more public programs, however additional space is required if more are to be delivered. The MNLV will market its programs and services to ensure the community is aware of the diversity of services and programs available at the library and in doing so will:

#### **Ongoing**

Provide educational opportunities for adults, and groups on topics of interest

Provide opportunities for people to develop information literacy and knowledge management skills

Increase attendance at programming events for children, youth and adults by surveying community interests

Anticipate and respond to the leisure needs of the community by promoting the library as a cornerstone of leisure pursuits

Develop programs for parents to encourage recreational reading with their children, and strengthen library orientation for parents

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

### **Long Term**

Conduct a survey to determine what is required to find/create a space that could host larger audiences for scheduled programs

### **Children/Youth**

The library is committed to maintaining the high caliber and diversity of its services to children to ensure they have the information and literacy skills that are increasingly essential for academic success and lifelong learning. The Library actively promotes the benefits of library service for children and the relationship between early reading and lifelong learning and will continue to do so in the future. Through surveys of library patrons, however it was indicated that there is an insufficient level of services for youth (Ages 13-18). The library will intensify efforts to connect to teens as well as children and pre school age children and in doing so will:

### **Ongoing**

Increase programming, collection development and outreach services for youth.

Develop a topical webpage for teens based on teen input.

Intensify collaborative efforts with teen education providers to introduce and assist educators in the use of library services, materials and programs

Instruct students in the use of library services, materials and programs through class visits to the library

Develop marketing materials that target teens as users of electronic resources.

Intensify collaborative efforts with educational institutions in the Library's service area for children and pre school children

Instruct parents, caregivers and community-based education providers in the use of library materials and programs through workshops, speaking engagements and on- line resources

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

### ***Initiative # 3: Expanded Service Facilities***

The MLNV will examine the requirements of the current facility to deliver enhanced services

Space has become a scarce resource, particularly in the Children's Department. To make the best use of limited space the library will continue to review its collection development policies, initiate collection analysis activities, and withdraw items from the collection, which are deemed unnecessary. In so doing the library will:

#### **Long Term**

Develop and adopt a comprehensive Facilities Master Plan that will increase the capacity of the facility and adapt it for dynamic changes in library services

Improve facility structures, maintenance and accessibility to reflect the highest standards for libraries

Provide a facility that meets standards for state mandated levels of support

### ***Initiative #4: New Technology***

The MLNV will continue to harness new technologies to enhance the delivery of traditional services and provide access to new technology-based library services expected by patrons who demand the convenience of remote access and 24-hour service. In so doing the library will:

#### **Short Term**

Design and obtain grant funding for a wireless network in designated areas of the library

#### **Ongoing**

Be guided by the current technology plan which will be updated on a regular basis (Appendix A)

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

Monitor and evaluate new technologies that will broaden electronic access and offer new services

Increase utilization of electronic resources in-house and remotely

Continue to develop, redesign and promote a comprehensive virtual library via the library's website

Provide computer training programs for all library users

Establish public information literacy programs that will help patrons develop the skills to find and evaluate the relevancy and reliability of electronic information

Aggressively market the Library's technological services to all users

### **Long Term**

Request more District Center and Commonwealth Libraries technology training programs for staff

Obtain grant funds to digitize fragile historical materials e.g., newspaper articles, postcards, etc., to permit more access to these materials

### ***Initiative #5: Library Advocacy and Program Development***

The MLNV will market collections and services to the community through a focused, strategic public relations and marketing plan. The intention is to raise the profile and visibility of the Library to position it as the unique and essential institution it is. Simple put the library needs to have a more visible image within the community. The MLNV will address these issues and in so doing will:

### **Short Term**

Create a new staff position for program and community development

This staff position will be responsible for developing library advocacy initiatives over seeing library-oriented programs and will capitalize on opportunities for traditional and new media promotional activities. This position will draw upon

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

the existing programming and promotional practices of the Children's Department. The position will report to the Director. Criteria for the position will be defined by the Library Policy Committee using the sample position descriptions included in Appendix D. [5]

### **Ongoing**

Develop an advocacy program for outreach to key municipal officials based on results of the recent Community survey based

Continue to enhance collaboration with educational organizations to raise awareness of the Library in students, caregivers, parents, teachers and administrators

Regularly survey patrons and nonusers to evaluate their awareness of our programs and services and our effectiveness in meeting their needs

### **Long Term**

Increase funding for library programs that capitalize on surveyed public interests

### ***Initiative#6: Organizational Effectiveness***

A major strength of the Library is its talented staff and dedicated Board members. Together they provide effective and efficient library services. The MLNV will review organizational policies and procedures that support the efficient operation of the library by staff members. It will also develop the role of the Board in gaining support from elected officials and strengthening the image of the library throughout the communities it serves. In addressing these issues the library will:

#### **Staff**

##### **Short Term**

Hire a program/community development staff member [6]

# Memorial Library of Nazareth & Vicinity

## Strategic Plan 2005-2010

Hire a fulltime reference librarian [7]

### **Ongoing**

Continue to actively attract and retain quality staff

Seek increases in compensation to replace and retain quality staff

Support and encourage staff ideas and suggestions that promote the goals of the organization

Provide staff training and professional development

### **Long Term**

Develop a standard of core competencies for all staff positions

### **Board**

Expand the advocacy role of the Board

Engage in advocacy by publicizing and improving the image of the library in the community

Continue the efforts of the Library Advocacy Council

Develop a Board orientation program to introduce state standards of library service

[1] Appendix A Ivy Group, Inc., Community Assessment Survey, 2004

[2] Appendix A. Ivy Group Inc., Community Assessment Survey, 2004.

[3] Appendix B Library Technology Plan 2004-2007.

[4] Appendix C Facilities Need Report 2004

[5] Appendix D

[6] Criteria and salary for this position will be defined by the Policy Committee

[7] Criteria and salary for this position will be defined by the Policy Committee