

# Strategic Goal Priorities: 2020-2022 Action Plan

**Collaboration: We seek partnerships and cooperation with all who share our common goals.**

*Objectives*

## **Expand and enhance local partnerships.**

| <i>Action Steps/Tasks</i>  | <i>Lead</i> | <i>Due Date</i> | <i>Progress</i> |
|--|-------------|-----------------|-----------------|
| Continue and enhance partnership with Friends of Huntingdon Valley Library for advocacy and fundraising projects.  | Admin       | Ongoing         |                 |
| Strengthen partnership with administrators and/or librarians at schools in the Township through personal meetings at least once a year.  | Admin       | Ongoing         |                 |
| Support and partner with the Lower Moreland Township School District (LMTSD) through the CAPS and Library Board student liaison programs.  | Admin       | Ongoing         |                 |
| Explore the benefits of joining a local networking group, such as the Eastern Montgomery County Chamber of Commerce (EMCCC).   | Admin       | 2021            |                 |
| Investigate the feasibility of working with the Township and LMTSD administrators to launch a local TV station.  | Dept Heads  | 2021            |                 |
| Expand partnerships with local organizations, schools, businesses, and service providers for activities of benefit to the community, library, and staff.   | Staff       | Ongoing         |                 |
| Participate in three (3) collaborative programs per year with local businesses and organizations, such as the Township, Bryn Athyn, Lower Moreland Police Department (LMPD), and Huntingdon Valley Fire Company. | Staff       | Ongoing         |                 |
| Explore hosting a job fair with the LMTSD, local government, and local businesses.   | Staff       | 2022            |                 |
| With the LMPD, develop and host CSI Club for teens that features police and fire professionals from the region.  | Youth Serv  | 2020            |                 |
| Investigate feasibility of partnering on community education initiatives, technology, and author/illustrator events.   | Youth Serv  | 2021            |                 |
| Coordinate with administrators and/or librarians at schools in the Township to provide an outreach visit to students at least once a year.   | Youth Serv  | Ongoing         |                 |

## **Ensure the financial stability of the Library and plan for future growth to support strategic goals.**

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|---|-----------------|---------|--|
| Identify and establish relationships with potential Board and Ad Hoc committee members, including donors, Friends, Township and other partners. | Board           | Ongoing |  |
| Review and ratify a Fiscal plan, policies, and procedures.  | Board           | 2020    |  |
| Pursue grant and fundraising opportunities that support the strategic plan as they arise and apply for at least one a year.                     | Board and Admin | Ongoing |  |
| Advocate for restored and increased State funding through the Pennsylvania Library Association.   | Board and Admin | Ongoing |  |
| Increase financial support for the Library, with a focus on non-residents.  | Admin           | Ongoing |  |

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| Identify and contact potential business partners for Educational Improvement Tax Credit (EITC) program to continually enhance coding club. | Admin      | 2020 |
| Investigate utilizing the MCLINC network for VoIP and Learning Lab wireless access.  | Admin      | 2021 |
| Pursue a grant for early literacy initiatives.   | Youth Serv | 2021 |

**Grow relationships between the Board and local stakeholders.**

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| Utilizing the leads identified by the Fundraising Study, personally contact stakeholders and discuss Library plans. | Board | 2020 |
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**Destination: We will continue to be the hub of our community.**

*Objectives*

**Provide a sustainable library facility that meets the needs and expectations of the community.**

| <i>Action Steps/Tasks</i>  | <i>Lead</i>     | <i>Due Date</i> | <i>Progress</i> |
|--|-----------------|-----------------|-----------------|
| Convene a Building Committee to retain an architect or library building consultant to assist with a renovation to improve sustainability, usability, and accessibility of the library. | Board and Admin | 2022            |                 |
| With the Building Committee, convene a parking sub-committee with Township, HVAA, and Friends to explore options to increase parking.  | Board and Admin | 2020            |                 |
| Proceed with renovation plans after parking solution is found and fundraising study is complete utilizing Preliminary Design from the Community Design Collaborative.                  | Board and Admin | 2021            |                 |
| With the Township, assess and address grounds and building maintenance issues and opportunities.   | Admin           | Ongoing         |                 |
| Submit a PECO grant for Community Room and remaining lights not covered in 2019 grant. Achieve 90% LED lighting by 2021.   | Admin           | 2021            |                 |
| Work with the Township and building committee to explore solar grants for funding solar panels on the library roof and/or parking lot.   | Admin           | 2022            |                 |
| Reimagine and rearrange teen space utilizing additional funds from the Friends and input from the Teen Advisory Board.   | Youth Serv      | 2020            |                 |

**Plan, prepare, and initiate a capital campaign.**

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| Develop a long-term donor recognition strategy and display.  | Board           | 2022 |  |
| Prepare a Campaign Plan for a library renovation and additional parking.   | Board           | 2021 |  |
| Secure lead donors for a library renovation during a 'quiet campaign.'   | Board           | 2022 |  |
| Complete Fundraising Study with consultant and review final report.  | Board and Admin | 2020 |  |
| Plan and apply for a Keystone grant in cooperation with the Township.  | Admin           | 2021 |  |
| Turning Outward campaign prior to capital campaign. Schedule community conversations with community leaders and groups. Follow 2019 Turning Outward plan developed by staff. | Staff           | 2021 |  |

**Expand programming and outreach beyond the building.**

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| Promote the library in the community and region through one annual outreach activity.  | Staff      | Ongoing |  |
| Strengthen and support local businesses with strategic partnerships and outreach programs, such as "Who are the businesses in our neighborhood?" | Staff      | 2021    |  |
| Organize and execute a series of informational programs on-site at local businesses.   | Staff      | 2022    |  |
| With Township support, host cooperative programs, such as the Spring Egg Hunt and Movie Night Under the Stars.                                   | Youth Serv | Ongoing |  |

### **Manage Library Meeting Rooms for maximum efficiency and effectiveness**

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| Periodically review Library meeting room use and policies and procedures.                    | Admin | Ongoing |
| Evaluate effectiveness of EventKeeper and explore new/additional features and functionality. | Admin | 2021    |

### **Library serves a vital and active role in the lives of Lower Moreland Residents.**

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| Host a New Resident Reception to introduce them to the Library and community.  | Board | 2021    |
| With the Township, develop a series Civic Literacy Discussions addressing local government, local history, infrastructure, fire/safety, regional government, and community planning initiatives. | Admin | 2022    |
| Review Library hours of service to determine if they meet the needs of the community, including the impact of reduced summer hours.  | Admin | 2021    |
| Complete a usability study of Library web site and develop a new Wordpress theme based on user testing.  | Staff | 2022    |
| Promote library's Web site as "digital branch" and increase use of online resources by local residents.  | Staff | Ongoing |
| Include a current Library brochure with all mailings from the Township to new residents.   | Staff | Ongoing |
| Participate fully in Libraries Transform ALA advocacy campaign to improve awareness of the Library in the community.   | Staff | 2020    |
| Increase local use of the library and strive to have over 50% of the Township households with an active library account by 2022.   | Staff | 2022    |
| Participate in annual library card sign-up program.  | Staff | Ongoing |

**Education: We support lifelong learning for all members of our community.**

*Objectives*

**Continually develop responsive and current patron services and collections that meet the needs of the community.**

| <i>Action Steps/Tasks</i>   | <i>Lead</i>     | <i>Due Date</i> | <i>Progress</i> |
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| Investigate the feasibility of taking credit card payments at the circulation desk with a 3rd party vendor such as Square and present to Friends and Board for funding. | Board and Admin | 2021            |                 |
| Investigate adding print management software and mobile printing services with Envisionware with help from MCLINC.  | Admin           | 2020            |                 |
| Support the MCLINC strategic plan of a seamless user experience by standardizing policies, procedures, and cataloging standards.  | Admin           | Ongoing         |                 |
| Expand collection to include and circulate "Things" - instruments, mobile hot spots, robots, cake pans, tools, etc.   | Admin           | 2020            |                 |
| Increase use of Reference Department and collection in person, on-line and by phone.  | Reference       | Ongoing         |                 |
| Gather use data of print Reference collection.  | Reference       | 2020            |                 |
| Reduce print Reference by at least 25% based on age, use, and redundancy.   | Reference       | 2021            |                 |
| Continue to reduce and consolidate reference collection to meet the needs of the Community in preparation for renovation.   | Reference       | 2022            |                 |
| Achieve a positive rating of 75% ('critical' and 'very important') on customer satisfaction surveys.  | Staff           | 2022            |                 |
| Reconfigure computer tables to improve patron privacy and include seating for caregivers.   | Staff           | 2020            |                 |
| Explore consolidating all media, including music, audiobooks, movies, and games.  | Staff           | 2021            |                 |
| Develop a "New DVD" collection with 1-week circulation for six (6) months.  | Staff           | 2020            |                 |

**Promote reading and early literacy throughout the community.**

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| Continually highlight the collection with curated displays of library materials.   | Staff      | Ongoing |  |
| Investigate and initiate programs and services for special needs adults and families.  | Staff      | 2021    |  |
| Review, purchase, develop, and train staff of Reader's Advisory aids, such as Novelist or print resources.                         | Staff      | 2020    |  |
| Improve quality, accessibility, and use of Foreign language book collection with improved labeling, indexing, and routine weeding. | Staff      | 2020    |  |
| Provide outreach to local nursery schools/daycares identified near the Township.   | Youth Serv | Ongoing |  |
| Host a "read to a pet" program for children annually for reluctant readers.  | Youth Serv | 2020    |  |
| Review and restructure the 1,000 Books Before Kindergarten early literacy program for maximum efficacy.                            | Youth Serv | 2022    |  |
| Review the success of past programs and survey families to determine the demand for additional weekend activities.                 | Youth Serv | 2021    |  |

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| Refresh juvenile non-fiction with financial support from the Friends and achieve an improvement in turn statistics for the collection. | Youth Serv | 2022 |
| Investigate feasibility of adding face-out shelving to new picture books with support from the Friends.                                | Youth Serv | 2022 |
| Develop a collection of YA fiction in Russian and Korean.  | Youth Serv | 2022 |

**Provide diverse programming that encourages collaboration and meets the needs of the entire community.**

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| Host three Library celebration events a year, such as a concert, block party, or donor gala.  | Board      | Ongoing |
| Continuously scan community demographics for changing trends and opportunities to develop new relationships with community groups.  | Admin      | Ongoing |
| Survey community to identify program priorities and underserved populations.  | Admin      | Ongoing |
| Support PA Forward initiative with programs to achieve a Gold Star.   | Staff      | 2022    |
| Host a panel of financial experts to answer common questions.   | Staff      | 2021    |
| Develop and host an event series that engages our culturally diverse community.   | Staff      | 2022    |
| Host a Senior Health Fair with community partners.  | Staff      | 2021    |
| Host a citizenship program on naturalization.   | Staff      | 2022    |
| Host CPR trainings for adults and teens at least twice a year.  | Staff      | 2020    |
| Investigate launching a Parent-Child book club for elementary school children.  | Youth Serv | 2020    |
| Present two workshops annually that feature the arts, such as a writing club, music classes, or professional performance.           | Youth Serv | Ongoing |
| Provide babysitting certification classes once a year.  | Youth Serv | Ongoing |
| Expand multicultural programs and resources in youth services.  | Youth Serv | 2022    |
| Explore partnering with the Pine Road Elementary school's annual diversity event.   | Youth Serv | 2021    |
| Address teen mental health issues, such as anxiety, meditation, and time management as a PA Forward Health Literacy program series. | Youth Serv | 2020    |
| Host a driver safety course for new drivers.  | Staff      | 2021    |
| Host low-cost or free college preparation courses for students.   | Youth Serv | 2021    |
| Investigate CreativeBug access for use by area students.  | Youth Serv | 2022    |

**Innovation: We support and encourage enhanced technological literacy in the community.**

*Objectives*

**Provide technology training that meets the needs of the community.**

| <i>Action Steps/Tasks</i>   | <i>Lead</i> | <i>Due Date</i> | <i>Progress</i> |
|---|-------------|-----------------|-----------------|
| Purchase a robust laptop to be used for video editing, presentations, and gaming.   | Admin       | 2020            |                 |
| Determine the needs and wants of the community for technology training through interviews and a survey.   | Staff       | Ongoing         |                 |
| Review and expand robotics and coding clubs to meet demand as feasible.   | Staff       | Ongoing         |                 |
| Host a topic-specific technology class quarterly in Friends Learning Lab and open to staff and patrons.   | Staff       | 2020            |                 |
| Explore restoring one-on-one technology appointment program utilizing volunteers and staff after identifying teachers/mentors, establishing policies, and determining training needs. | Youth Serv  | 2020            |                 |
| Investigate the feasibility of hosting a computer programming language course.  | Youth Serv  | 2022            |                 |

**Foster innovation and the adoption of new skills.**

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| With the LMTSD, develop a coordinated Technology Plan with hardware, software, peripherals, maker space technology, robots, competencies, etc. included to ensure the Library can act as a 'satellite' to schools.  | Admin      | 2020    |  |
| With the LMTSD, determine training needs of parents to support hardware and software used by students.  | Admin      | 2020    |  |
| Visit area libraries for building and programming ideas, such as Elkins Park's technology to archive media.   | Staff      | 2021    |  |
| Formulate programming to inform and excite the community about a future makerspace. A makerspace is a collaborative work space for making, learning, exploring, and sharing that uses high tech to no tech tools, such as 3-D printers, sewing machines, and soldering irons. | Staff      | 2021    |  |
| Increase the response rate on the Customer satisfaction survey question re: importance of maker space from 27% (critical/very important) to 50% prior to the renovation.  | Staff      | 2022    |  |
| Identify and develop creative and innovative programs for all ages.   | Staff      | Ongoing |  |
| Develop collections in support of innovative programs.  | Staff      | Ongoing |  |
| Determine role of technology in the children's department.  | Youth Serv | 2021    |  |
| Investigate offering caregivers LaunchPads to use in-house in lieu of AWE computer stations.  | Youth Serv | 2022    |  |

**Inspiration: We aspire to be an environment for exploration and creative expression.**

*Objectives*

**Seek and maintain relationships with corporate and philanthropic partners to enhance and expand library services, programs and collections.**

*Action Steps/Tasks*

Seek grants, subsidies, program sponsorships and donations from new and existing partners.

| <i>Lead</i>     | <i>Due Date</i> | <i>Progress</i> |
|-----------------|-----------------|-----------------|
| Admin and Board | Ongoing         |                 |

**Support the Arts and creative thinking.**

Establish and maintain a new Irene M. Reiter Fund speakers series.

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| Admin | 2020 |  |
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Book three exhibits of art and photography.

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| Staff | Ongoing |  |
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Increase local history programming with local partners, including Old York Road Historical Society.

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| Staff | 2021 |  |
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Expand Science, Technology, Engineering, Art, and Math (STEAM) programming for all ages, such as painting, chess, and computer coding.

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| Staff | 2020 |  |
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Reimagine Write and Illustrate contest to feature poetry, graphic novels, etc. Include a workshop and author gala. Explore the publication of a single volume of winning entries.

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| Youth Serv | 2022 |  |
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Explore hosting a Socrates café discussion program for teens with a book tie-in and utilizing outside facilitators and area schools.

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| Youth Serv | 2021 |  |
|------------|------|--|



**Participation: We are a catalyst to spark community involvement and personal and professional growth.**

*Objectives*

**Create active, interactive, and involved patron groups.**

| <i>Action Steps/Tasks</i>  | <i>Lead</i> | <i>Due Date</i> | <i>Progress</i> |
|--|-------------|-----------------|-----------------|
| Add a citizen/community liaison to the Library Board to represent Seniors.   | Board       | 2022            |                 |
| Hire a new Marketing Associate to help develop, organize, and support awareness of library programs and services.            | Admin       | 2020            | Complete        |
| Annually survey needs and interests of various demographic groups.   | Dept Heads  | Ongoing         |                 |
| Increase awareness of and participation in our activities.   | Dept Heads  | Ongoing         |                 |
| Annually survey effectiveness of current marketing strategies.   | Staff       | Ongoing         |                 |
| Develop strong programs, collections and services for Seniors.   | Staff       | 2022            |                 |
| Execute a series of engaging and well-attended Senior programs, such as Friday movies, Medicare, a Senior Fair, and Tai Chi. | Staff       | 2022            |                 |
| Host a series of evening movie nights.   | Staff       | 2021            |                 |
| Increase use and positive rating on Library's social media sites utilizing hootsuite.  | Staff       | 2021            |                 |
| Encourage passive programming, surveys, and interactive activities on social media.  | Staff       | 2020            |                 |
| Maintain an active and engaged Teen Advisory Board to plan and present programs for grades 6-12 (11 to 18 year olds).        | Youth Serv  | Ongoing         |                 |

**Develop a strong, involved Board of Trustees.**

|  |       |         |  |
|--|-------|---------|--|
| Participate in annual continuing education opportunities.  | Board | Ongoing |  |
| Organize an annual Board retreat.  | Board | 2021    |  |
| Have 100% Trustee attendance at fundraising, continuing education and supporting functions and events. | Board | 2022    |  |
| Review the Board Bylaws and Library Code for compliance.   | Board | 2020    |  |

**Develop a strong, involved staff.**

|   |       |         |             |
|---|-------|---------|-------------|
| Recruit and retain friendly, effective, and creative staff with exceptional customer service skills.  | Admin | Ongoing |             |
| Initiate a series of regular internal staff training opportunities, including online, staff-led, and with external speakers and facilitators. | Admin | 2020    | In progress |
| Research and prepare strategies for an increase in the minimum wage.  | Admin | 2021    |             |
| Research and prepare strategies for increased janitorial costs.   | Admin | 2022    |             |
| Investigate the feasibility of conducting a period workforce audit.   | Admin | 2022    |             |
| Establish a regular schedule of staff meetings, including supervisors and department heads.   | Staff | Ongoing |             |
| Curate opportunities for staff involvement in creative pilot projects that improve library services, programs, or collections.                | Staff | 2020    |             |