

Bernardsville Public Library
Long Range Planning
Strategic Goals – Yearly Milestones
Adopted February 19, 2008

Slogan

Bernardsville Public Library
A world at your doorstep.

Vision

Bernardsville Public Library provides access to instructional services, expert forums, and both fact and fiction on-demand resources. The library is a continually evolving community resource for addressing life issues. The library serves as an educational and social community center.

Strategic Initiative #1.

Provide a diversity of current, popular and reference reading, viewing and listening material for community residents.

By End of Year 1: Objectives:

1. Create a marketing and fund raising strategy to raise significant new dollars needed for purchasing materials and setting up an R&D fund. (S1-01) - A
2. Select one target area for content growth in Year 2. (S1-02) - F
3. Create format acquisition and abandonment policy. (S1-03) - B

By End of Year 2: Objectives:

1. Significantly increase content purchases in one targeted area using operating funds, or restricted gift or grant.
2. Track funding requests made in year 1 and submit proposals to all key funding prospects.

By End of Year 3: Objectives:

1. Raise \$20,000 for purchase of new materials in key target areas (foreign languages and targeted cultural materials, business/career center, science fiction/fantasy/graphic, video/DVD-non-fiction and entertainment, educational games).
2. Create a Research & Development (R&D) fund for purchasing materials in new, cutting edge formats.
3. Demonstrate Return on Investment (ROI) for acquisition evaluation including metrics and materials that will be compelling to funders.

Strategic Initiative #2.

Support the personal, educational and professional needs of all ages by providing access to materials, services and technological tools.

By End of Year 1: Objectives:

1. Create plan for re-categorizing and re-arranging materials in a user friendly and intuitive manner (similar to bookstores), including color coding and new layout. This includes a cost analysis for new hardware, software and space reconfiguration. (S2-01) – B, D, E
2. Create plan to improve catalog access so that patrons can find content easily and quickly with minimum keystrokes/searches. (S2-02) E, F
3. Integrate media into other content area plans. (S2-03) B, D
4. Create service and staffing plan consistent with a Reader's Advisory focus that makes staff easily accessible and focused on customer service and request fulfillment. (S2-04) C
5. Create a refocused staff training curriculum. (S2-05) C

By End of Year 2: Objectives:

1. Reclassified nonfiction materials according to plan.
2. Staff realignment and training for Reader's Advisory model.
3. Make investment in technology upgrade needed to improve user access and ease of use.

By End of Year 3: Objectives:

1. Reclassified fiction materials according to plan.
2. Full focus on customer service using the Reader's Advisory service.
3. One click database searches for content.

Strategic Initiative #3.

Place special emphasis upon supporting young children, students and their parents in an appreciation of reading and learning.

By End of Year 1: Objectives:

1. Create space and staffing plan for upgrading Children's Services and extended hours. (S3-01) A, B, F

By End of Year 2: Objectives:

1. Add early morning hours for increased children's activities (more of the currently popular programs).
2. Raise money for space renovation, as needed.

By End of Year 3: Objectives:

1. Expanded hours and programs for Children's Services (early morning and Friday evening).
2. Move and upgrade space for Children's Services to provide appropriate and a stimulating

- reading and learning environment.
3. Increase usage rates of patrons by 5%.

Strategic Initiative #4.

Make facilities and resources available for group interaction and community participation.

By End of Year 1: Objectives:

1. Finalized needs assessment for ultimate decision making on space needs and hours of operation. (S4-01) B, F
2. Create feasibility study and business plan (including technology needs) for expanding services to targeted community groups. (S4-02) E, F
3. Identify appropriate rule changes and fee structure needed so that new groups are interested in using Library space (i.e: food, fees, hours, library priorities). (S4-03) G

By End of Year 2: Objectives:

1. Add 3 hours per week of building use by outside organizations targeting Borough Committees and outside book clubs.
2. Implement technology plan to attract local business use for web based conferencing.

By End of Year 3: Objectives:

1. Full implementation of adding a total of 6 hours per week of use by small community groups and local businesses.
2. No less than 3 new groups holding occasional meetings at the Library.
3. Targeted groups include non-library affiliated book clubs, Borough committees, local enrichment programs and telecommuters (video/web conferencing services).

Years 4-10:

- Refocus services – review demographic shifts
- Teen area expansion / Teen artwork area
- Facility needs (undetermined)
- Local History Room needs analysis and volunteer retirements planning
- Succession planning

Beyond 10 Years:

- Tenant lease (if not already resolved)

A - S1-01 S3-01

**YEAR 1 ACTION PLAN FOR: Fund Raising And Marketing Strategy
All Goals – Increased content, space renovations, technology needs**

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Prospect research to find key targets for each activity	Month 6	K. Brodsky & M. English	Top donor list by item	Fundraising resources
2	Create case statement and buy-in from key stakeholders (Board, Friends, focus group participants)	Month 9	K. Brodsky	Compelling case statement and agreement to proceed	
3	Develop targeted cultivation plan for key donors including key elements of each “ask” and educational materials to prepare for the ask	Month 10	K. Brodsky, M. English and Friends of the Library	Key private donors aware of need and ready to be solicited	Agreement of Friends to take on private donor solicitation
4	Grant writing and cost estimates	Month 11	Staff	Grant template for each activity created and customized for each key grant prospect. As possible, grants submitted	
5	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	

B – S1-03, S2-01, S2-03, S3-01, S4-01

**YEAR 1 ACTION PLAN FOR: Space Reallocation
All Goals – Children’s Area, Collection Redesign, Community Use**

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Rough space analysis to determine space needs for all new/expanded uses	Month 3	M. English, M. Casey, K. Brodsky, R. Baker, P. Kennedy-Grant	List of core needs and standards for space	
2	Contract with Library Space Consultant to design new space plan with outside input	Month 4 Plan by Month 6	K. Brodsky reach out to Leslie Berger and others	Draft space plan that integrates all new/expanded uses	\$5,000 for contract
3	Conduct focus groups with invited key stakeholders (Board, parents, teachers, friends, funders, community groups)	Month 8	Consultant with staff support	Report on public input on space needs	
4	Investigate current feasibility and methods to obtain downstairs space for library use	Month 11	K. Brodsky	Report of options	To be determined
5	Architect drawings and cost estimates for changes	Month 12	Depends on expertise needed to make required changes	Workplan for changes	Up to \$20,000
6	See Fund Raising Plan – raise funds for renovations	Month 12			
7	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	

C – S2-04, S2-05

YEAR 1 ACTION PLAN FOR: Create training and staffing for Reader’s Advisory model

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Define parameters for researching ways to organize genres and subject areas	Month 2	P. Kennedy-Grant, Readers’ Advisory Team	Research criteria	Staff time / mileage reimbursement
2	Research libraries and competitor companies such as bookstores	Month 5	P. Kennedy-Grant, Readers’ Advisory Team	List of findings	
3	Evaluate findings and make recommendations	Month 6	Department Heads	Recommendations	
4	Create training curriculum	Month 9	P. Kennedy-Grant	Training curriculum	
5	Form a focus group of selected Public Service Staff to evaluate curriculum	Month 10	P. Kennedy-Grant	Focus group input	
6	Establish and communicate training curriculum to staff	Month 12	P. Kennedy-Grant	Program	
7	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	

D – S2-01, S2-03

YEAR 1 ACTION PLAN FOR: User-Focused Arrangement of Materials

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Activities 1 through 3 same as for Action Plan C (<i>Create training and staffing for Reader's Advisory model</i>)	Month 6		Recommendations	
2	Evaluate circulation and other use and user trends	Month 6	K. Brodsky, R. Baker, M. Casey	Findings report	
3	Draft format acquisition and abandonment policy	Month 6	K. Brodsky, R. Baker	Recommendations	
4	Create plan to obtain community input	Month 7	Department Heads	Plan	
5	Implement community input plan	Month 10	Department Heads	Input	Facilitator costs (?); refreshments
6	Recommendations to staff	Month 11	Department Heads	Input and buy-in	
7	Subjects and genres determinations made; format acquisition and abandonment policy recommendation to Library Board of Trustees	Month 12	Department Heads	Format ready; recommendation	
8	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	

E – S2-01, S2-02, S4-01

YEAR 1 ACTION PLAN FOR: Integrated Technology

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Consider feasibility of joining an established group or forming a new one	Month 4	K. Brodsky	Recommendation and costs estimate	
2	Research and evaluate integrated library systems available for purchase and/or remote hosting	Month 8	R. Baker, J. Droney	Recommendation and costs estimate	
3	Reevaluate current Technology Plan	Month 9	K. Brodsky, R. Baker, M. Casey, J. Droney	Proposed revisions to plan	
4	Staffing analysis	Month 11	Department Heads	Needs assessment	
5	Identify technologies that lend themselves to funding opportunities	Month 11	Department Heads	List of prospective funders and projects	
6	Recommendation for revised plan and presentation to Library Board of Trustees	Month 12	K. Brodsky, R. Baker	Recommendation and presentation	
7	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	

F – S1-02, S2-02, S3-01, S4-01, S4-02

**YEAR 1 ACTION PLAN FOR: Needs assessment / feasibility study and business plan
for expanded services to targeted community groups**

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Identify target groups and individuals	Month 3	M. English	Recommendations	
2	Select actual invitees	Month 3	LRPC, Department Heads	List	
3	Decide focus group session details, select facilitator	Month 5	LRPC, Consultant	Plan	
4	Focus group session implementation	Month 8	Undetermined	Input	\$2,000 - \$4,000 for consultant? (May combine with other action plans)
5	Determine one target area for content growth in Year 2	Month 12	LRPC, Department Heads	Target area	
6	Plan for ongoing targeted needs assessment	Month 12	LRPC, Department Heads	Plan	
7	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	

G – S4-03

YEAR 1 ACTION PLAN FOR: Identify rule changes and fee structures

#	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1	Determine rule changes needed	Month 8	Department Heads bring input from own constituencies	List of issues	
2	Hold meeting to discuss need and feasibility	Month 8	Department Heads	Recommendations	
3	Gather supporting information for each recommendation	Month 10	Department Heads	Evidence	
4	Build a case for Library Board presentation	Month 11	Department Heads	Draft presentation	
5	Make presentation to Library Board of Trustees	Month 12	Department Heads and others	Presentation of recommended policy changes needed	
6	Reevaluate Year 2 Objectives and create action plan	Month 12	Library Board of Trustees	Year 2 Plan	