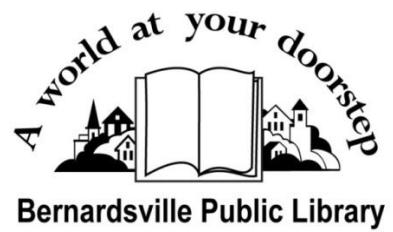


# Strategic Plan

## 2012 - 2014



# Community Collaboration



*Adopted March 20, 2012*

**Bernardsville Public Library**  
**Strategic Plan**  
**2012 - 2014**  
*Adopted March 20, 2012*

## **Community Collaboration**

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## **Library Vision and Mission**

### **Slogan/Brand**

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 information via diverse media resources. The library is a continually-evolving community resource for addressing life issues. The library serves as an educational and social community center.

### **Mission**

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

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

Emphasize the support of young children, students and their parents in an appreciation of reading and learning.

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

## Message from President of the Board of Trustees

Bernardsville Public Library is a model institution in its community offerings, public service and effective use of people and funding to make things happen.

The year 2011 was a terrific one for Bernardsville Public Library. Library Journal released the Star Libraries Survey and Bernardsville was the highest ranked New Jersey library in our budget category. We ranked second among New Jersey libraries overall. Bernardsville placed 6<sup>th</sup> among libraries in our budget category nationally. We have skilled management, staff and volunteers. Our Board is strong in both commitment and skills. This was the first year we really developed our eBooks collection, as well as getting started on updating all our services to work with mobile technologies.

We stepped up our career and job search services, putting up banners on the building and providing state of the art resources for the Career Center. We took advantage of state resources and delivered programs for Word and Excel training in our Library. More than 9,000 adult registrations and participations were logged for our 494 adult programs in 2011. Many of these programs were geared to building employment skills.

Pre-Halloween snow brought misery to many, but it brought nearly 1,000 people to this building on a cold and dark Sunday. People warmed themselves, recharged their technological and personal batteries. This opened the door to a new role for the library as part of the Borough Emergency Management team. That role is continuing to expand.

Stable funding and updated technology infrastructure are keys to maintaining our excellent services:

- Bernardsville, like all New Jersey municipalities with a library has a state mandate to fund that library, according to a formula linked to local property values. The Borough Council must balance the needs of the entire community in deciding whether or not to augment that statutory minimum amount. We are grateful that for another year the Borough Council provided funding in excess of the minimum in order to help keep this jewel of the community shining.
- Friends of the Bernardsville Public Library made library programming special with project funding and sponsored events such as the Sundays At Three concerts.
- Bernardsville Library Foundation had a successful first year, and provided us with much-needed funding.

Looking ahead, the next few years promise to be a challenge, but we are positioned to meet that challenge. With the financial support of the community, our predecessor boards, management, staff and volunteers, we have certainly achieved excellence. But we need to sustain that and continue to evolve as community needs change.

We will continue to explore what we can do to improve, how we can offer the services that our community needs. Our strength has been in staying ahead of the curve, and I am confident that that will continue. The people of Bernardsville deserve no less.

- *Donald Burset, President, Library Board of Trustees*

## **Acknowledgements**

Special thanks to all the community members who gave input by email, interview, survey or at the leadership meetings. We especially thank the Friends of the Library, Bernardsville Public Library Foundation, library volunteers and library staff for their direct input based on their daily observation of library needs.

All Borough departments and staff collaborate with library staff to provide services to the community. We thank everyone who partners with us on special public programs, facility needs and community safety.

Our thanks to the Bernardsville Borough Council whose members work to balance the needs of the Borough each year and consistently recognize the importance of library service to our community.

### **Bernardsville Public Library Board of Trustees**

Donald Burset, President  
Patrice Cummings, Vice President  
John La Duc, Treasurer  
Terry Thompson, Secretary  
Mike Gouldin  
Lee Honecker, Mayor  
John McCrossan, Mayor's Designee  
Pete Miller, Superintendent of Schools  
Lucy Orfan  
Maribeth Southworth

### **Strategic Planning Team Members**

Mike Gouldin, Chair, Long Range Planning Committee  
Rosalie Baker  
Karen Brodsky  
Donald Burset  
Lia Carruthers  
Patrice Cummings  
Madelyn English  
Pat Kennedy-Grant  
Terry Thompson  
Karen Vaias

## Planning Methodology

This plan was developed using a research-based approach. Data was obtained from two primary sources: Direct community input and library staff observation of community needs demonstrated in the library.

Each member of the Strategic Planning Team was charged with obtaining input from various demographic classes of community members, including people who do not currently use the library. This was a difficult area to gain input as more than 80% of Bernardsville's population holds library cards. But each team member was charged to deliver a minimum of two data sets each from non-users.

Trustee team members interviewed officials who understand the needs of our community, including members of the Borough Council and the school district. Members of the business community were solicited for input at a Chamber of Commerce meeting in late 2011. Leadership interviews were held with community group stakeholders in 2009. Fourteen (14) groups were interviewed. Input was solicited from parents and schoolchildren.

In late 2011, the library publicized an online survey in the local newspaper, by email and on the desktop on library computers requesting input that yielded 165 responses. The director held four open forums in late 2011 inviting community members to provide input on the library. Paper surveys were also distributed in the library and yielded 32 responses.

This data was tested against the 2008-2010 Long Range Plan, which was discussed in a brainstorming session by the Library Board of Trustees on June 15, 2010. That session focused on the funding issues that were thwarting the existing Long Range Plan. Sequential Staff Development Day activities focused on SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and observed patron needs and obstacles while using the library.

Highlights include that households maintained by persons 65 years old and over grew by 16% over the last ten years, although the total number of residents 65 and over has changed very little, either in actual numbers or as a percentage of the total population (around 12%). This suggests that seniors are staying in their own homes longer. Ages 35 to 54 comprise approximately 30% of population – more individuals than any other age group. Young adults and children under the age of 19 comprise another 30%. Hispanic/Latino population grew 5% over the ten-year period but is less than 12% of the total population; 20% of the population speaks a language other than English at home. Recent Somerset Hills School District enrollment was also considered. These numbers were used to prioritize services.

Statistics on use of the library over a ten-year period and an in-depth analysis of recent circulation trends were incorporated into the plan.

Benchmarking was of limited use in developing an improvement plan since Bernardsville Public Library is ranked a top library in the country by Library Journal, so we opted to compare ourselves to only the very top performers in our immediate area. Among the Somerset Hills Libraries (Bernards Township Library, Bernardsville Public Library, Clarence Dillon Library), our percentage of budget spent on materials was the highest among the three in 2010.

According to *Public Libraries* magazine (a publication of the Public Libraries Association, American Library Association (ALA)), libraries with populations of 5,000 to 9,999 typically have 70.37% of population as cardholders and Bernardsville cardholders number more than 80% of the population. (Source: *Public Libraries: The Official Magazine of the Public Library Association*; Volume 50, No. 5; Chicago, IL; September/October 2011 issue; pp. 28.) This was accomplished by offering services that people use and discontinuing services that were not used. The library staff proactively evaluates services to meet changing community needs.

For each of the initiatives that were considered, the Strategic Planning Team applied the “Library Initiative Litmus Test” developed by The Ivy Group consultants.

In the course of research and planning, many great ideas emerged. To keep the plan focused and its objectives achievable, our consultant encouraged the planning committee to gauge and prioritize all strategic recommendations by means of a “library initiative litmus test” which included questions such as:

- Is it a “work smart” concept?
- Is it practical and actionable?
- Does it make “best use” of resources?
- Does it address multiple goals?
- Does it provide a favorable return on investment?
- Does it offer opportunities for community partnerships?
- Does it leverage interlibrary opportunities?
- Does it satisfy identified [and/or emerging] community needs?
- Does it align the Library with education and lifelong learning?
- Does it position the Library and its facilities as central to community life?

The Long Range Planning Committee will review this plan annually and make suggestions for adjustments and changes at the Board of Trustees annual reorganization meeting each year.

## **Notable Strengths and Weaknesses**

### **Strengths**

The community itself is an asset to the success of the library. This is a demanding community with high expectations where people tend to be literate, engaged and curious. The level of volunteerism and the skills of volunteers greatly strengthen the library. This includes Library Board of Trustees, Borough Council members who recognize the need for our library, support group members and people who use the library who constantly make suggestions for improvement.

The library enjoys strong community support.

The library staff is consistently proactive, innovative, with a culture of great customer service.

The collection is small but strong, carefully maintained to provide the best possible selection. Interlibrary loan system and donations are a major assistance in fulfilling community needs.

### **Weaknesses**

Long-range planning is difficult because funding is determined annually without advance notice (a problem for all New Jersey libraries).

Expanding collections, children's activities, adult programs and training, and community meetings is restricted by the limited space in the building.

Meeting unexpected needs is a challenge because reserve funding is at a minimum.

Allowing work time for staff to learn new technologies is limited by available funding.

## **Future Challenges and Needs**

In 2008 Bernardsville Public Library Board of Trustees adopted a Long Range Plan. Many of the initiatives could not be achieved because funds were not available due to lack of predictable funding. Inability to predict a final budget well into a budget year is not conducive to effective and efficient planning.

Staying current with technology is a challenge requiring time and funds to purchase and test new developments that the library does not currently budget for.

The library needs more meeting space for community groups and individuals as well as for library programming. Even now, library staff members are forced to juggle and deny meeting bookings for community members and curtail some library programming due to space constraints. There is a constant dilemma in allocating Community Room space for Adult and Children's programs, mainly because there is no other enclosed Children's Room (except for the small Story Room).

Staffing needs to evolve with community needs.

## Goals

Goal 1: Increase and improve patron access points to library information and resources. Make it easier for people to use the library as part of their lives rather than as a special activity.

Objectives:

1. Gear patron services toward individual needs with technology.
  - a. Develop mobile app.
  - b. Make Polaris reading lists available.
  - c. Target marketing with email blasts – categorize our mass emails – may need software upgrade.
  - d. Provide new books announcements.
  - e. Deliver services to the patrons instead of waiting for the patrons to ask for it.
  - f. Develop a text reference service.
  - g. Give option of text overdues in addition to email.
  - h. Update the Spanish website to help serve that growing demographic group.
  - i. Evaluate use of space in the library and consider whether possible to create space for different adults' needs / move collection neighborhoods.
  - j. Develop the infrastructure to support digitization.
2. Convert to laptops/tablets rather than fixed desktop computers for patron use.
3. Create access to library collection and information available via mobile technologies:
  - a. Develop mobile app.
  - b. Improve the website design.
  - c. Give option of text overdues in addition to email.
  - d. Develop a text reference service.
  - e. Provide more eBooks and other downloadable products.
4. Consider policies and services to make library easier to use, convenient, comfortable.
  - a. Reconsider selling coffee in the library.
  - b. Reconsider cellphone use in the library.

Goal 2: Evolve from providing information to guided exploration of knowledge and conduit to training. Support lifelong learning as a survival skill, essential to retain employment and societal connections.

Objectives:

1. Emphasize satisfying current community knowledge needs, whatever they are, however they change. Current focus has been employment/alternative careers.
2. Provide computer training and training for other emerging technologies.
3. Build on the Community Assistance Resource & Educational Services (CARES) concept:
  - a. Include more medical/health initiatives to aid the aging segment of our population.
  - b. Increase the government assistance programming tested successfully last year.
  - c. Provide additional venues as appropriate.
4. Help our community connect to the online world – help introduce new technologies and

how to use them effectively in conjunction with library services or other services.

5. Provide access to and promote educational webinars by experts.
6. Establish partnerships with institutions that have the necessary expertise and provide an outlet to reach our community.

**Goal 3: Support children and parents in an appreciation of reading, learning and community.**

**Objectives:**

1. Foster creativity and satisfy curiosity through innovative programming and resources.
2. Collaborate with our schools.
3. Provide safe mechanism to orient kids to technology resources - Early Literacy Stations. Things for families to do together.
4. Partner with other groups for families (Preschool Fair, Junior Garden Club).
5. Continue outreach such as Storytime outside library: local restaurant, pool.
6. Develop kids clubs for interaction, socialization and group initiatives to improve library service.

**Goal 4: Serve as The Community Place**

**Objectives:**

1. Provide More space for seating and tables for collaboration.
2. Create more enclosed meeting space as funding permits.
3. Foster family time and space – consider how to enclose a Children’s area and provide better space for Children’s programming.
4. Integrate disaster planning; prepare to provide space and services to the community in emergency situations.
5. Create mutually beneficial partnerships.
6. Evaluate space for possibility of fewer print books and more collaborative space for people over time. Evaluate need for tenant space when available – have a plan in place three years ahead of lease option.
7. Recognize the importance of children’s programming with 30% of our population under 18 years of age. Consider ways to provide more enclosed space.
8. Provide space for adult library programs and public training.

**Goal 5: Realign staffing to meet changing community needs.**

**Objectives:**

1. Shift to more Information Technology (IT) staff.  
Standard accepted rate for public use computers management is one fulltime person for every 50 devices, which includes peripherals such as printers. Average weekly time needed per PC is 1.15 hours. Bernardsville Public Library need is 1.5 fulltime people. (Sources: TechRepublic.com says 35-60 users per fulltime person; Association of

Information Technology Professionals per Newark Public Library Reference December 13, 2011 – not cut and dried but 50 PCs per fulltime IT person is a typical number to use. Not specific to public access computers.

2. Increase staff involved in developing website content.
  - a. Provide training.
  - b. Move to Word Press, a content management system.
3. Streamline administrative processes to free up staff time for direct service.
  - a. All managers are working managers with conflicting priorities. Eliminate some of the management team collaborative efforts to save time.
  - b. Administrative support for Director or establish an Assistant Director. (At one time, there was an Assistant Director position in Bernardsville in the old building. Don't create a new manager position – transfer a position as attrition permits.)
4. Proactively solicit information from the community on specific topics; form advisory groups. Collection Advisory Team; Technology Team.
5. Keep current with relevant technologies and make available to public.
  - a. More staff training overall.
  - b. Develop Technology-Advisory Staff Members.
  - c. Staff must be held accountable re keeping up.
6. Develop Local History staff positions to support volunteer work with professional staff as local history services evolve.
7. Consider need for development as a staffing priority since development is a legitimate part of library work in this economy. Consider a Development Officer or Fundraiser staff position. Budget for staff relationship building, donor management software. Consider need for support for fundraising activities by the Board and the consequent need for a separate fund development plan use of an MOU (Memorandum of Understanding) as the fund development plan among library support groups.
8. Attempt to better utilize the volunteer program to augment existing library services.

Goal 6: Focus on unique collections to preserve the community history and culture.

Objectives:

1. Partner with schools and other local groups, such as Historic Preservation Advisory Committee, to develop and preserve area local history.
2. Develop local content and make accessible online.
  - a. Bernardsville news digitization.
  - b. Readers' Advisory Team bookmarks.
  - c. Local History Room holdings.
3. Advertise that library will catalog and preserve locally-created materials. Encourage patrons to give/loan library interesting items such as pictures, etc.
4. Create content such as the Children's Local History Book.
5. Seek to keep electronic resources locally when possible, in case of future subscription issues.
6. Develop the infrastructure to support digitization.

Goal 7: Provide support for the above goals.

This goal has obvious challenges since the funding of the Bernardsville Public Library is done annually. Funding is based on assessed property valuations that typically change each year, which makes it difficult for the library's Board of Trustees and the director to effectively develop and implement long range planning.

Objectives:

1. Seek assistance from New Jersey Library Association and New Jersey State Government in order to change the way libraries are funded.
2. Consider and adopt a resolution that the funding of all New Jersey public libraries is revised from a one-year to two-year funding plan and that a bill be sponsored for introduction and adopted by the NJ legislature in a timely manner. Forward that request for legislative action.
3. Seek ways to develop an endowment to smooth funding levels from year to year in order to provide consistent service.
4. Update and maintain technology infrastructure in order to provide the services outlined in all the preceding goals.

## Timeline

Timeframe	Activity	Primary Participants
February 2012 – April 2012	All Board and staff members understand their roles in the plan and have action items in writing.	Director, Department Heads
February 2012 – December 2012	Goal 7 objectives initiated.	Board, Director
	Written plan finalized and made available to the community via website, press release, booklet.	Director, Public Relations Manager
February 2012	Year 1 Action Plan in process.	Director, All Department Heads, designated staff members
October 2012 – February 2013	Evaluation of Year 1 activity to-date and Year 2 plan timeline developed subject to Board review at annual reorganizational meeting. Make recommendations for adjustments to plan. Include a marketing plan and a staffing plan in the next round of action plans.	Director
January – February 2013	Initiate collaboration with Borough personnel re how to partner on a long-term joint Facilities Plan.	Board, Director
March 2013	Year 2 Action Plan and new timeline to Long Range Planning Committee	Director

## **Measuring the success of the plan**

Milestones include but are not limited to the following for each goal.

### **Goal 1**

1. Five percent (5%) increase in signups for specific email blast categories by October 2012.
2. Mobile app used by 5% of the Bernardsville population by December 2012.
3. At least 100 people using New Book E-Mail Alerts service by December 2012.

### **Goal 2**

1. One new mutually-beneficial expert partnership created with an authoritative source qualified to provide knowledge or training to patrons by December 2012.
2. Computer training offerings attended by 25% more people than in 2011 with positive user feedback via survey.
3. Ten percent (10%) of eligible library users receiving text overdues by January 2012.

### **Goal 3**

1. Summer Reading Program 2012 attended by 300 or more people.
2. Increase in patron circulation of materials in the juvenile and teen collections by 5% over the summer.
3. Patron use of juvenile and teen website or online resources increased by 5% by September 2012.

### **Goal 4**

1. Most of library Management Team completed CERT (Community Emergency Response Team) training by December 2012.
2. List of possible partnerships developed by November 2012.

### **Goal 5**

1. At least one community advisory group active by December 2012.
2. Move to Word Press content management system completed for public portion of website.
3. At least five (5) different people are editing the website.

### **Goal 6**

1. Calendar for promotion and solicitation of Local History materials developed by February 2013.
2. List of potential Local History partners and possible projects developed by February 2013.

### **Goal 7**

1. Initiated contacts with New Jersey Library Association and New Jersey State Government by October 2012.
2. Develop a plan for endowment level targets by January 2013.

## Future Benchmarks

Development of this plan was comprehensive and time-consuming. The consultant who guided this process was adamant in stressing that the goals must be limited in number and modest in scope.

Not wanting work wasted and identified goals to be lost, layered goals are captured here in various categories, recognizing that needs must be updated annually.

Would like to establish the following goals but unrealistic in the first three years of the plan, which is already ambitious. Hold for plan updates.

Adjunct Goal 1: Enhance and customize our excellent customer service.

Objectives:

1. Take steps to meet the different needs of various adult age groups -- cannot treat all adults the same anymore. We are serving the senior segment of the population well but not others. Breakdown into Generation X and Generation Y service initiatives.
2. Need staff education and input from these age groups.
3. Need programming geared toward these age groups.
4. Focus on content curation: package information/programming for people, i.e. Cultural Connection programs such as Metropolitan Museum of Art Lectures.
5. Written customer service standards as part of each staff annual review - thankfulness attitude (Mike's thank you program).
6. Have patrons test new processes for us to make sure customer friendly.

Adjunct Goal 2: Make the library image fit the reality for better community understanding of the benefits available through the library.

Objectives:

1. Find ways to measure and demonstrate library use by hours of intellectual engagement rather than circulation of number of items.
2. Seek and implement trendy services or access that don't take a lot of time (like QR codes) to demonstrate innovation and pique community interest. Target to do one thing every quarter.
3. Align staff titles for PR purposes:
  - a. Business Manager for M. English.
  - b. Change Readers' Services to something more representative (Adult Services or Customer Services or Patron Services Member Services).
4. Reconsider other old-style library terminology currently in use.
5. Give our community tools instead of rules.
  - a. Consider less restrictive model for borrowing library materials – Netflix model. Concurrent rather than sequential use. Text/email people when someone wants an

- item they have – may motivate them to bring back early.
- b. Reconsider restrictive policies that are no longer common elsewhere, such as cellphone use (possibly in dedicated space) and coffee.
- c. Remove barriers to use of library technologies such as eBooks and laptops in the library.
- d. Possibly suggested donation instead of fines? Not sure a great idea.
- 6. As part of image campaign, view vision statement and mission - work with what we have now – but mission statement is too long - should be able to recite. - same with vision - 5 words – essential learning for life or something with alliteration.
- 7. Increase our non-program marketing – set a schedule.
- 8. New logo with community input.
- 9. Customize marketing – no more one-size fits all:
  - a. Customer relations management software.
  - b. Use Integrated Library System functions.
  - c. Market to specific demographic segments under Adult (Generation X, Generation Y) rather than to one general group.
- 10. Cultural Connection – package things we already do better.

Adjunct Goal 3: Collaborate with Borough to address long-term infrastructure needs that support library services for the community.

Objectives:

- 1. Facility plan: Make sure to include long-term capital projects in the plan: Roof, plumbing, carpeting, HVAC (heating and air conditioning) system. Eliminate electric heat when feasible. Need ability to consult with experts to avoid wasting money.
- 2. Technology infrastructure and innovation consulting needed – seek from community and per diem vendor(s) or Borough staff.

Adjunct Goal 4: Continue efforts to keep the library an integral part of the community in order to build on opportunities to develop services.

Objectives:

- 1. Have a presence in community events.
- 2. Director or Board member included in Borough initiatives.
- 3. Presentations about the library at other community groups.
- 4. In newspaper regularly.
- 5. Float or other presence in parade.
- 6. Have other Borough departments speak at library - police, OEM, etc.
- 7. Join other service organizations - Chamber, Kiwanis.

Year 10 – 2021

Year 20 – 2031

## Bernardsville Public Library Strategic Plan

### **YEAR 1 ACTION PLAN Status Report Initial Working Grid**

Goal #	ACTIVITY IN SEQUENCE	BY WHEN	WHO	PRODUCT/RESULT	RESOURCES NEEDED
1-3-2	Website redesign official launch	April 2012	KB Word press team	Functional website according to staff feedback.	Time and training.
3-c	Determine Polaris system admin requirements to turn on text overdues.	April 2012	RB	Steps needed.	Time
1-3-c 3-c 4-g	Prepare and launch plan for staff to register eligible patrons for text overdues.	April 2012	PKG RB	The purpose to make library use easier for patrons. We will measure the results in October 2012 to see if we are at least halfway to 10% use. If not we will reenergize the staff and advertise again that we have the service.	No extra resources needed just staff time to sign people up, prepare implementation plan and publicize the service.
1-3-c 3-d 4-f	Implement and promote text reference service.	April 2012	PKG RB LC	To bring library services to a new audience.	Staff training.
1-3-b	Get the Mobile App ready to go live by 4/1/2012.	April 2012	LC	100 patrons who have downloaded the mobile app by July 2012.	Time to get the app ready to go. ME to help with PR.
1-4-b	Determine Polaris system admin requirements to turn on reading lists for patrons.	May 2012	RB	A procedure.	Time.
5-2	Assign website content development to staff members	May 2012	KB	All areas of website managed daily.	Full staffing complete and some training.
2-1	Evaluate current community knowledge trends quarterly and refocus.	June 2012	KB	Refocus of initiatives.	Time.

3-3	Promote Juvenile Technology materials (J Kindle, ELS Passports, LeapPads) to encourage safe havens in technology for children	June 2012	LC	Garner enough attention to have hold lists on every item. Educate staff about resources.	EF & FB for promotion on social media. ME for overall PR.
5-8	Find advisors from County on Building needs	July 2012	KB	Facility Plan eventually.	Time, funding.
5-8	Launch CAT (Collection Advisory Team) program.	July 2012	KB PKG	Broadened collection input and a community advisory group improving library service.	Full staffing.
3-2	Expand collaboration with schools through promotion of summer reading program and PR about Summer Reading materials (that we carry) through school visits, not just the elementary schools, but preschools and the high school, to promote summer reading. Coordinate access to summer reading materials with schools so that the library is seen by parents as a source for summer reading assignments.	July 2012	LC AP FB	Increase circulation of materials in the juvenile and teen collections over the summer. Increase program participation through publicity of programs.	AP & FB time to assist with visiting schools. ME – assist with PR \$500 to supplement collection with summer reading materials.
5-4	Allot funding for administrative assistance.	July 2012	KB	Free management team for other work.	Funding, logistics to work.
5-1	Allot funding for IT staff as available	July 2012	KB	Additional IT staffing.	RB and JD input. Funding.
2-6	Consider pros and cons of possible partnerships with five (5) institutions – select and approach two.	August 2012	KB ME	Two partnership proposals.	Time and research, recommendations.
1-2	Determine specifications for laptops that could replace desktops and obtain quote.	August 2012	RB JD	Price and specs.	Time and vendor information.
3-4	Provide a variety of activities to encourage families to see the library as a venue to visit together.	August 2012	LC AP FB	Create a program of sustained attendance for the 6 weeks of Summer Reading Programming.	Funding from programming budget.

1-3-b	Correct and supplement all of the recommended website links.	September 2012	LC	Increase usefulness of information to juvenile and teens.	Website reporting training.
1-1	Assemble information for Board policy decisions on selling coffee and cellphone use. Submit to Policy Committee for consideration.	September 2012	KB Dept Heads	Patrons perceive a friendlier, less restrictive environment. Do a week-long survey to test if implemented.	Time.
1-3-b	Improve website design: Easier viewing of adult programs for patrons; easier sign-up for staff; perfect email alert sign-up page.	September 2012	ME	Increase adult program page web use by 5%. Add option for text messaging for overdues from Polaris.	Training/expert resources in Word Press. Publicity.
1-4-c	Determine categories for email information; Investigate email blast options so ready (if necessary) when contract runs out with MyNewsletter-Builder (9/2012); perfect email alert sign-up page.	September 2012	ME	Increase sign-ups for specialized email blasts by 5%.	Publicity & help from Circulation staff to promote. Signage. EF-promotion on blogs/Facebook.
5-8	Solicit volunteer help for Technology plan	September 2012	KB	Technology Plan eventually.	Time.
5-6	Decide what volunteers can do that they are not doing.	October 2012	KB LC	Recommendations to free management team.	Time.
1-4-e	Consider and prioritize ways to deliver services instead of waiting for patrons to ask for them. Investigate CMS	November 2012	KB PKG LC	Proactive patron service(s) and eventually Marketing Plan to deliver them.	Time.
2-2	Computer training & emerging technologies. Identify trends and patron needs.	11/2012	ME PKG	A plan for computer training in 2013.	Money to hire outside trainers.
2-1	Satisfy current community knowledge needs: Watch for current trends among patrons and professional library communications.	11/2012	ME KB	Determination of focus of programs & publicity for 2013	Input from Dept. Heads and Circ. Staff
5-1	Estimate number and type of IT staff needed on regular basis and for special situations.	November 2012	RB KB	Staffing plan to support infrastructure for patrons.	Time, money, space to work.

1-4-d	Perfect email alert sign-up page and publicize for Library Week if possible but no later than year-end.	December 2012	ME	100 sign-ups for New Books Alert email	Publicity & help from Circulation staff to promote. Signage. EF-promotion on blogs/Facebook.
1-4-h	Upkeep of Spanish website. Research resources available.	December 2012	ME	Increase useful links by 5; links remain current.	ESL teachers to help navigate the web & find appropriate sites.
1-4-i	Evaluate space needs	December 2012	ME PKG	Devise a plan to create more meeting space and more dedicated enclosed space for children.	Information about potential funding; Agreement on whether more space will be created by removing little used volumes.
2-6	Partnerships with outside groups with expertise. Identify list of groups to approach in 2013.	December 2012	ME KB	List of identified institutions to approach.	Time.
4-4	CERT training for Dept Heads	December 2012	KB Dept Heads	Training substantially complete.	Reactive.
5-5	Investigate regular source of new technology information that can be easily incorporated in regular work schedule on a monthly or quarterly basis.	December 2012	RB KB	Recommendations for new patron services via technology.	Time, possible purchase of tools or conference attendance.
6-6	Consider digitization needs – tech and personnel or outsourcing possibilities.	December 2012	KB LC	Recommendations.	
5-3	Assign staff members a role in LH	December 2012	KB PKG	Initial staff assignment.	Time.
4-1	Interview library space planning consultants and evaluate if can afford price.	December 2012	KB	Proposal for space planning work.	Funding.
5-2	Assign staff responsibility for all website pages, including guidelines and necessary security.	December 2012	ME KB	List of staff responsible for specific pages. Guidelines for adding/subtracting info from website. Necessary security.	Training for all identified staff.

6-2	LH website content goals development.	December 2012	KB PKG	A basic plan to develop content and who can do it.	Time.
6-3	Advertise LH. Develop a calendar for advertising and promotion as part of Marketing Plan.	February 2013	ME	Calendar for promotion and solicitation of materials.	PKG/LH volunteers input.
6-1	Partner with schools & local groups to develop & preserve LH. Identify opportunities with groups and establish contact.	February 2013	ME KB	List of potential partners and possible projects.	Time. Funding for platform.