**Lower Merion Library System Strategic Plan 2022 - 2024**

**Purpose:** Lower Merion Libraries: always ready to inspire and empower our community. We bring you the world.

<table>
<thead>
<tr>
<th>Engagement</th>
<th>Exploration</th>
<th>Excellence</th>
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<tbody>
<tr>
<td>• We create opportunities to connect individuals and build community.</td>
<td>• We promote a culture of learning to support discovery and growth.</td>
<td>• We provide service guided by respect, compassion, and the highest standards of professionalism.</td>
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<tr>
<td>• We ensure fair and equal access to library resources as champions of inclusivity and diversity.</td>
<td>• We cultivate a sense of curiosity to spark new ideas and innovation.</td>
<td>• We build trust through fairness, transparency, accuracy, and confidentiality.</td>
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<td>• We foster and enhance the intellectual and civic life of the community.</td>
<td>• We uphold the right of every individual to seek and receive information from all points of view.</td>
<td>• We work as a team on behalf of staff, patrons, and the entire community to build an institution which will serve current and future generations.</td>
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**Strategic Initiative: Create a community of belonging**

**Goal 1** – Ensure that the library is a place that reflects and welcomes the cultures, religions, genders, economic status, and diversity of the greater community
- Objective 1 – Endeavor to diversify the library staff and board on all levels
- Objective 2 – Create a culture of diversity, equality, and inclusion through training for staff and boards
- Objective 3 – Ensure library resources are accessible and usable by all residents
- Objective 4 – Expand diversity in library collections, services and programs
Strategic Initiative: Streamline internal processes for efficiency

Goal 1 – Develop consistent policies and procedures for all LMLS Libraries
- Objective 1 – Review current policies and procedures to identify possible items for streamlining and updating – on going
- Objective 2 – Update the LMLS Procedure Manual – consider using an intern
- Objective 3 – Develop core competencies and staff training schedule
- Objective 4 – Develop cooperative purchasing procedures for libraries

Goal 2 – Develop and nurture a team spirit across all locations
- Objective 1 – Hold staff meetings at different library locations, include other staff persons
- Objective 2 – Create Fun Squad
- Objective 3 – Staff appreciation activity, and encourage recognition with Way-To-Go program
- Objective 4 – Create post-COVID recognition/thanks
- Objective 5 – Encourage Outreach to Community
- Objective 6 – Staff profiles to get to know co-workers and/or share on social media

Strategic Initiative: Make technology on all levels a seamless part of the library

Goal 1 – Develop innovative programs and expand technology in libraries
- Objective 1 – Improve technology infrastructure by updating Google Drive and OneDrive
- Objective 2 – Improve staff communication using technology (e.g. increase use of Teams, use text messaging, particularly for pages)
- Objective 3 – Provide more internet/technology access to the public
- Objective 4 – Develop a five year schedule of equipment replacement with costs
- Objective 5 – Book a librarian for technical assistance

Goal 2 – Training/Documentation – provide programs and documentation for staff and patrons
- Objective 1 – Create staff technology training program/documentation for core technology competencies, including Polaris, create a channel on Teams for sharing documentation
- Objective 2 – Develop a list of technology documentation that includes one-page handouts for patrons on e-library platforms, can be done on the fly
- Objective 3 – Develop training videos for staff and the public and utilize vendor developed resources

Goal 3 – RFID – Improve Self-Check process and use by staff training and patron education
- Objective 1 – Monitor the growing use and effect of RFID technology plus evaluate any future impact on staffing
- Objective 2 – Continue to implement RFID to streamline operations
Goal 4 – Reap maximum benefit from LMLS membership in MCLINC
- Objective 1 – Improve knowledge of MCLINC technical documentation (MCLINC knowledge-base) among Staff
- Objective 2 – Take advantage of MCLINC training for LMLS staff
- Objective 3 – Explore MCLINC cooperative purchasing

Strategic Initiative: Make the libraries visible and part of the community
Goal 1 – Develop an “Outreach Event” for each library
- Objective 1 – Each library holds at least one remote program annually
- Objective 2 – Invite library board members to help at these events
- Objective 3 – Conduct a program at the event which has been successful in libraries
- Objective 4 – Develop a programming summit for libraries to share best practices on what worked at in-service day

Goal 2 – Create marketing materials
- Objective 1 – Update LMLS brand and create a tag line
- Objective 2 – Create and/or update promotional materials for use at events, such as “Did You Know” bookmarks, and “Ask Me” buttons
- Objective 3 – Create library branded merchandise to promote visibility and as a fundraiser
- Objective 4 – Develop meaningful statistics to communicate the benefits of libraries and send out monthly

Goal 3 – Increase presence on local social media

Goal 4 – Use video to increase awareness
- Objective 1 – Stream episodes of the “Library Show” and “This Month at the Libraries” on LMLS website (list past episodes)
- Objective 2 – Work with LMTV to create PSA and other promotional media

Goal 5 – Further outreach to schools
- Objective 1 – Get to know the new school librarians
- Objective 2 – Encourage back to school visits by library staff and have library card promotion events
- Objective 3 – Offer to assist with summer reading suggestions
- Objective 4 – Increased outreach to child care centers

Goal 6 – Enhance the user experience through customer focused services
- Objective 1 – Review the LMLS web page to enhance ease of use
- Objective 2 – Review policies, fines and fees with a focus on eliminating barriers to service
- Objective 3 – Implement a survey for the public to gather input on needs and interests
Strategic Initiative: Develop a culture of philanthropy

Goal 1 – Investigate methods to share best practices among library boards
- Objective 1 – Examine the current state of fundraising events and activities across the system
- Objective 2 – Share fundraising techniques and resources
- Objective 3 – Create a framework for sharing the planning and proceeds of system-wide fundraising events
- Objective 4 – Provide training and awareness for boards

Goal 2 – Increase local fundraising capacity
- Objective 1 – Identify and implement best practices in the field, including development of library specific annual fundraising plans
- Objective 2 – Promote fundraising through technology
- Objective 4 – Investigate ways to explain the need for sustained stewardship
- Objective 5 – Investigate possible system-wide fundraising events, such as grants and township-wide activities, such as the car raffle
- Objective 5 – Build upon existing community events for promotion and fundraising

Goal 3 – Expand capacity for system-wide fundraising capacity
- Objective 1 – With leadership from the Director of Development expand funding streams
- Objective 2 – Expand library use of Donor Perfect customer management program

Strategic Initiative: Create a more efficient workforce

Goal 1 – Monitor appropriate staffing levels and library hours

Goal 2 – Provide appropriate training and mentoring
- Objective 1 – Create standards/core competencies for staff for all aspects of library operations
- Objective 2 – Provide training and evaluation for core competencies
- Objective 3 – Develop recognition program
- Objective 4 – Survey staff to gauge interest and needs for mentoring and develop an appropriate program, including data from the Township Employee Engagement Survey
- Objective 5 – Encourage membership in professional associations

Goal 3 – Promote Self-Check

Goal 4 – Develop a Succession Plan
- Objective 1 – Change scope to include broader training issues
- Objective 2 – Identify all MLS staff and non-MLS staff who are interested in advanced skills training
- Objective 3 – Create a training curriculum with Department Heads for management processes
- Objective 4 – Encourage and support township tuition program, investigate additional scholarship sources
- Objective 5 – Evaluate the classification of para-professional positions