

Radnor Memorial Library Roadmap for the Future Strategic Plan 2007 – 2010

March 2007

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Letter from the President of the Board of Trustees:

Only a few months ago on a warm early summer afternoon, I recall when our vice president, Chip Addis, and I were unloading the new patio tables, chairs, porch rockers and bright red market umbrellas from our vans and arranging them on the front terrace together with a few staff members. I knew we were on the right track when a library patron exiting the building commented to us, "Furniture on the terrace? Now that is a great idea!"

People are still commenting about the umbrellas. The excitement and sense of surprise stirred within the Radnor library community by seeing something new showed all of us it was possible that there was a new way we could experience the library.

Over the months of 2006 trustees, staff and members of the community participated in a strategic planning process for the Library. We worked hard to make it as comprehensive as possible with numerous opportunities for input, so that we could hear and know what Radnor wants from its community library.

We hired a fine consulting team in Alan and Leslie Burger, Library Development Solutions, of Princeton, New Jersey. Together with Alan and Leslie we held several strategic planning meeting sessions and numerous community forums with a variety of segments of the community. We held a "town meeting," and we utilized an online survey on the Library's website to gain even more input from our community.

We asked and we heard from our community. We learned a lot, and much of it is contained within this report.

Over the coming months and years we will work hard together with the Radnor library community to implement the goals contained herein, which are a reflection of what we want our library to be for us.

This is an exciting time in the Library's history, as we near the bicentennial of a Radnor library, January 21, 2009. What was begun in 1809 as a group of men sharing their small collection of seventeen books in the former school house on the property of the Radnor Meeting House, we are growing into a place where all can find the materials and services we need, with the assistance of well-trained, professional staff, in a relaxing and welcoming environment. We also want the Library to be a place where we can find exciting surprises, something new you might not have expected.

On behalf of the board of trustees of the Radnor Memorial Library, the Director and all the staff, I want to thank all those who have participated in making the strategic planning process a success. The moment of this writing is a brief caesura to reflect on the accomplishments of this process and to prepare to take the first steps forward. But it is mainly the beginning of the time of attaining our goals for a better Library in Radnor.

We look forward to working with all of you who care about the Library to making the best Library for Radnor a reality.

Sincerely,

Anne Minicozzi

Plan Overview

I. Vision, Mission and Values for the Radnor Memorial Library

Our Vision

The Radnor Memorial Library will be the community's destination for discovery – a place for cultural and intellectual enrichment and lifelong learning.

Our Mission

The Radnor Memorial Library, provides access to information, programs, collections and resources to satisfy the intellectual and information needs of all members of our community, and serves as our community front porch, which enhances our quality of life.

As the Radnor Memorial Library works to fulfill this vision and mission, the Library will:

- Serve as a hub for community activity for all ages, from children and teens, to older adults.
- Provide a warm inviting space that creates opportunities for quiet study, conversation, browsing and programs.
- Bring people together to provide an intellectual and cultural focus for the community.
- Offer materials, programs and staff to support life-long learning.

Our Values

These values will ensure that we are focused on a set of commonly held principles, ensuring consistency in our individual expectations and actions.

The Library will:

- Act as central focus for the community's personal and intellectual growth.
- Seek opportunities to collaborate with individuals and community leaders to achieve common goals.
- Provide barrier free access to the Library, online and physically.
- Assure excellence in our collections by assessing and responding to the changing demands of the community.

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- Promote the Library in the delivery of its services and development initiatives.
 - Maintain a modern facility and value technology, innovation and change.
 - Provide for the growth of the Library through ongoing promotion and sound stewardship.

II. Strategic Issues

After reviewing the information from the focus groups and survey and analyzing usage and demographic trends, library planners were able to organize information into a group of strategic issues which follow:

Customer-Focused Services

Successful libraries provide services that are easy to use. The Library of the future will work more efficiently, eliminate routine or redundant tasks and provide more direct customer-focused services. Automated book checkout and return, e-mail notification for late material, one-on-one and group instruction with a librarian, drop-in story hour programs, and after school homework centers are among the services that need to be considered.

Library Space that Works

The importance of versatile space to a library's success can not be overstated. A focus on library layout and design can improve library functionality and enhance the aesthetic appeal. A consistent approach is needed towards improving service efficiencies and the design of library spaces. This will allow the Library a space to provide the widest variety of community activities, from quiet reading and research to group studies, social space and programs.

Technology

The impact of information technology is transforming the way in which libraries deliver service. The increasing number of online resources makes it difficult for many people to evaluate information. The technology revolution has created an environment of information "haves" and "have-nots". Many people rely on the Library as their only source of access to technology. Increasingly the library staff is called on to instruct and coach in the use of new technologies. State-of-the-art technology will enable the Library to accomplish its objectives more effectively.

Community Connections and Expanding Awareness

By pooling resources to reach specific groups, organizations can work together to achieve common goals. The Radnor Memorial Library will seek to work with social service and educational organizations to extend library service. By collaborating with cultural and academic organizations, the community will benefit from expanded and dynamic programming. The population of retirees and seniors will increase in Radnor and the Library must respond to these population and lifestyle changes.

Current and potential users should know what the Library has, where to find it, and how to use it.

Services to Pre-Teens and Teens

Teens are valued library users. Consistent programming, staff dedicated to this age group, library resources that support their educational and leisure time reading interests and a wide variety of programs are essential to get teens thoroughly engaged in the Library.

Staff Investment

Great staff is vital to produce great library service. The Library of the future will provide highly knowledgeable staff in sufficient numbers to support the level of service expected by the community. The Library will invest resources to ensure that staff receives ongoing training and the skill development needed to provide excellent service.

Resource Development

The Radnor Memorial Library depends on tax support from the township and state as well as private donations to deliver library services. Increasing needs for additional private and public funding will require the Library to explore other avenues for generating support.

The strategic issues were organized into a set of broad Goals to achieve during the course of this plan. The Library's implementation plan, which includes the steps and dates for these goals, follow in the implementation section..

III. Goals

- Goal 1: Provide a broad spectrum of library services and resources in an environment which enriches the community's library experience
- Goal 2: Establish the Library as the main community forum for ideas and discussion of current events and topics in Radnor Township, Delaware County and The Upper Main Line
- Goal 3: Increase the profile and level of awareness and discussion about the Library among all segments of the township and collaborate with other community organizations and agencies. Foster groups of library advocates to guide the growth and development of the Radnor Memorial Library

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- Goal 4: Increase support for the Library by creating and securing stable and sustainable sources of funding
- Goal 5: Improve the Library's facility and create new spaces that remove barriers between the library and its users
- Goal 6: Build and maintain an organization that supports the delivery of high quality library service

IV. Measuring Success

The Radnor Memorial Library will determine whether the Library is responding successfully to the community. Each year, library staff and trustees will plan time to assess their progress in meeting the goals and objectives in this plan. Goals and objectives will be modified depending on changing needs and circumstances during the planning cycle. The results of this annual assessment will be shared with the staff and library stakeholders.

In evaluating its success, the Radnor Memorial Library will:

Measure levels of community satisfaction 2008-2010:

- a. Develop and administer specific community needs surveys (online and print) based on the results of the 2006 satisfaction/opinion survey

Monitor and measure levels of support 2008-2010:

- a. Record and report levels of public and private support
- b. Encourage and help guide the growth in numbers and activity level of the Friends of the Library
- c. Report to the Board of Trustees on progress toward meeting annual endowment and other funding goals

Measure and analyze customer use 2008-2010:

- a. Install an electronic counter at the Library and Winsor Room entrance doorways
- b. Record and report accurate circulation statistics
- c. Monitor collection turnover
- d. Record and report numbers of visitors
- e. Record and report numbers of reference questions
- f. Monitor and record program attendance
- g. Record the frequency of computer use
- h. Monitor and record frequency of use of library web site visits and page uses

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- i. Monitor the percentage of the population using the Library and set high goals for new registrations in each year of the plan
 - j. Develop baseline data about current library use and measure changes in use following the building improvements
 - k. Develop baseline data about specific collections and determine levels of use if featured in special displays

Increase the level of awareness 2008-2010:

- a. Measure the number of new partnerships each year with realtors and other area businesses
- b. Measure the number of presentations to community groups

Monitor the success of the community forum series 2008-2010:

- a. Record and report numbers of participants at programs

Plan Implementation

The Planning Process

Library trustees, staff and many participating residents contributed time and energy to the planning process and to the development of the strategic plan. They were assisted by Library Development Solutions, a Princeton, New Jersey library consulting firm. Before launching the planning effort, the library trustees determined that the plan should reflect the needs and interests of the community served by the Library. Through the use of focus groups and an online survey, the planning committee reached out to hundreds of individuals to solicit ideas and suggestions for making the Library a more essential part of their lives. Library planners listened carefully to this community input, identified the most frequently requested suggestions and worked together to devise a plan to improve the Library.

Approximately 330 Radnor residents and library users reflecting all age groups and a wide variety of interests were involved in the development of this plan.

A number of key assumptions helped lay the groundwork for this plan. Planners agreed that:

- The Library will need to make significant improvements in its collections
- Tax support and private funds for the Library will need to increase over the next few years requiring library trustees and staff to seek additional private support to expand library services
- The Library needs to become the recognized center for community activity and lifelong learning, bringing people together to share common values and concerns
- Radnor's population will not grow significantly¹

The planning process included:

Focus Groups

One hundred and thirty-five Library staff, trustees, residents and others met in seven focus group sessions facilitated by the planning consultants and one town meeting. During these sessions participants discussed their ideas for improving library service, shared what they liked best about the Library, and identified areas needing improvement.

Online Survey

One hundred and ninety-five residents and library users responded to an online survey to discuss the Library. Their comments and suggestions

¹ Delaware Valley Planning Commission

assisted with the development of the plan. The survey results are available in the library.²

Space Analysis

The consultants performed a space analysis to determine the gap between the existing space and the space needed to provide modern library services to today's population and the population of 2025. The gap in space is the same for today and the expected 2025 population. There is a gap of **18,698 square feet** of library space in Radnor Township.³

Meetings with Library Staff and Managers

The consultants met with library staff, trustees and the management team to explore concerns and solicit ideas for the strategic plan.

Meetings of the Planning Committee

A planning committee of mostly trustees and staff met on four occasions to review the outcomes of the focus groups and survey, review staff and board recommendations for the plan, and finalize recommendations for future library direction.

Radnor Township and Radnor Memorial Library Today

One of the busiest public libraries in the Delaware County Library System, the Radnor Memorial Library, while serving a population of 30,878, has the largest number of loans to libraries outside the outside the system.

Population Changes

Radnor's population grew to 30,878 people in 2000. An analysis of demographic changes in Radnor leads to a slight increase in a projected 2025 population of approximately 31,480.⁴

Ethnicity and Language

Radnor is becoming slightly more ethnically diverse in the past several years. According to recent statistics and studies, residents of Asian background make up 5.7% and of Hispanic background 2.0% of the population. African American residents are 3.1 % of the population.

Educational Attainment and Income

In Radnor, educational attainment is high; of the population age 25 and older, 66.4% have a bachelor's degree or higher compared with 22.4% in PA. The 2000 median household income is \$74,272 compared with \$40,106 in PA.

² RML 2006 Survey Results

³ RML Space Analysis Report available in the Library

⁴ 2000 US Census data and Delaware Valley Planning Commission

Library Circulation

Circulation has fluctuated since 1995 with a high point of 276,000 in 1999 and 231,000 in 2005. An objective to greatly expanding circulation is dependent on a number of factors that will be challenging to achieve in the next several years.

It is important to have a continuously changing book stock with a significant number of new materials that can be attractively displayed in order to encourage use. There may be adequate space to display new material, though existing damaged and old material will need to be vigorously and continually weeded to encourage browsing and interest. It is also important to feature high interest materials in displays that may remove an item from its normal shelf location based on the Dewey classification system in order to increase interest and turnover in these materials. This too requires different space use and display.

Reference

Increases in reference information may be hard to achieve if perceptions are that the library cannot provide information. Key to increases is the ability of students and all residents to feel welcome in the library after school to work on projects. Additionally, the Internet is bringing new users to the library; who also ask for assistance in finding information both online and offline. The library needs to promote the idea that library staff can be helpful in finding material on the Internet and can save people hours of search time if they use the staff's expertise in navigating the web and print reference. The limited number of available computers and slow connection to the Internet is an important part of this perception.

Recent Accomplishments

Library trustees and staff can be proud of a number of significant accomplishments during the past few years. Among the most significant accomplishments are:

- new circulation, reference, and popular areas as well as carpeting and painting
- new county wide integrated library system and a wireless network at Radnor – the library is a hot spot
- establishment of a website and recent improvements
- open 72 hours a week, throughout the year, including Friday nights and Sundays
- the ability to meet demand for many titles
- addition of community relations staff position
- embarking on a strategic plan
- outdoor seating – tables, chairs, umbrellas
- renovation of the Winsor room
- a healthy endowment

Listening to the Community

To learn more about Radnorites and their library and information needs, members of the Planning Committee invited community residents to attend a series of focus groups and a town meeting. The Library's planning consultant conducted 7 focus groups and a town meeting discussion where they spoke with 136 people about their ideas for the Library. Among the groups interviewed were:

- Middle School students and High School students
- Educators
- Business and Civic leaders
- Regular library Users
- Parents of young children
- Library Board of Trustees
- Library Staff

A detailed report summarizing the discussion with each focus group is available in the Library's reference department.⁵

Additionally, an online survey received 195 lively responses willing to discuss the library.

The Results

Radnor residents and non-resident library users offered ideas for improvement during the focus group sessions and the survey. Although they were satisfied with many of the features and benefits the current Library offers, they wanted to see services and facilities enhanced and expanded to meet changing needs and to provide even better service.

These suggestions included:

- more access to computers
- faster connection to the Internet
- better selection of popular books, music CDs, DVDs and audiobooks
- more space for newer collections by removing old, obsolete and damaged titles
- more opportunities for social interaction with friends and other residents
- more comfortable and inviting spaces within the library
- staffing that provides more personalized service
- more services, programs and space specifically for teens and preteens
- changes in the Library layout to provide more comfortable seating and study space
- more help in finding books users would like

The survey report which is available in the Library identifies areas that people are satisfied with and areas that need improvement. Fifty two respondents made a

⁵ See Community Connections Report

comment about the library on the survey. Comments praised the Library and offered useful comments, such as the above. Many respondents comment that the Library needs to become the center of the Radnor community.

Goal 1: Provide a broad spectrum of library services and resources in an environment which enriches the community's library experience

The Need:

The Radnor Memorial Library strives to provide content and experiences that appeal to our community. Staff and trustees will work together to ensure that each visit to the library is a positive experience. The Library will provide consistent and useful services and explore the potential for new offerings that will surprise and excite the community.

Objectives:

1.1 Continue to reorganize space to create new opportunities for library use

Strategies:

2007-2008

- a. Continue to use signage, furniture arrangement and, mobile display tables and other techniques to help users understand how to use the library's space and resources
- b. Assess opportunities for other short-term building enhancements based on the recommendations of consultant and architect
- c. Create a parking lot book return to accommodate greater ease of use by drivers
- d. Review ideas for an informal library café or beverage vending space in the library

2008-2009

- e. Provide a book return on the front terrace that is open all day for ease of use

1.2 Market the library and library materials in new ways

Strategies:

2007-2008

- a. Identify areas of the collection to merchandise on mobile displays

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- b. Monitor the hold-to-order ratio and increase purchases on topical and popular new titles
 - c. Promote the availability of best sellers through the local newspaper and other means
 - d. Work with a marketing consultant to develop marketing materials to promote library awareness
 - e. Initiate a marketing campaign to develop a new logo, icon, colors, symbols and consistent name for the library and everything it does.
 - f. Install a flat screen TV near the entrance on the main floor and outside the Winsor Room to provide information about library events and new selections
 - g. Add more slat-wall in selected areas to highlight different and new collections

2008-2010

- h. Add a full time marketing/community relations position to the staff
- i. Anticipate new demand for older works of authors (i.e. when new works spark interest in backlist)
- j. Implement a more active and responsive selection process
- k. Create enhanced displays throughout the children's area
- l. Investigate the library's ability to remove all fees and fines as barriers to use

1.3 Provide more customer-focused services

Strategies:

2007-2008

- a. Develop a program to use IM, voice mail and e-mail reference and then promote them
- b. Implement a "greeter" (or information) function to greet and direct people to needed resources
- c. Create a "Personal Librarian" program for personalized service for teens and parents for school projects, especially for middle school students
- d. Provide wireless notebook computers for use throughout the Library
- e. Customize the library's catalog for greater ease of use
- f. Work with the ARCS in the DCLS to promote using a search aggregator to combine searches through all of the library's databases

2008-2010

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- g. Offer and promote the Library as the place for regularly scheduled computer instruction on Internet use, catalog, MS Word, email and other uses
 - h. Offer additional instruction in new technologies such as wikis, blogs, mash-ups, RSS and other emerging technologies
 - i. Create customer “profiles” so patrons can receive information using computer technology
 - j. Offer an after-school tutoring or homework help program
 - k. Investigate opportunities for more personalized service, such as delivery of library materials through the eight train stations in Radnor
 - l. Consider additional book drops in other parts of the township, such as in Rosemont

1.4 Promote the Library and its staff as a source of advice about reading

Strategies:

2007

- a. Position the readers’ advisory function so it is readily visible to library users in the library
- b. Provide readers’ advisory training for staff
- c. Use the web site to highlight readers’ advisory information

2007-2008

- d. Promote the use of web-based book discussion groups through the library’s web site
- e. Develop a promotional campaign that emphasizes the Library’s unique talent in providing advice about current titles
- f. Create a reader’s advisory team

1.5 Use technology to add value to all library services

Strategies:

2007

- a. Use e-mail to alert library users of library events and services
- b. Obtain e-mail addresses of registered library users
- c. Publish an e-newsletter

2007-2009

- d. Investigate an express or self-checkout

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- e. Improve the quality of library equipment such as copiers/printers
 - f. Conduct a web usability study to ensure that patrons can easily navigate and find information on the library's web site
 - g. Develop and establish a systematic approach to make sure that website content is responsive to user's questions
 - h. Evaluate the cost and benefits of offering real-time, online reference
 - i. Contract for web site development and design to a professional web site resource

1.6 Develop new collection development methods to provide ease of use with new and traditional formats

Strategies:

2008-2009

- a. Review the need to rebalance the collection
- b. Undertake an extensive weeding program to renew the collection and open shelf space
- c. Replace old and worn children's books, toys and materials
- d. Focus on improving special collections in home improvement, travel, cooking and health
- e. Consider a fundraising campaign focused on the need to renew the collection
- f. Apply part of the existing carry over budget to this campaign
- g. Increase the materials budget to meet increasing demand, up to 20% of total budget
- h. Create a new collection development policy and statement
- i. Assign collection development manager responsibilities to a staff person
- j. Respond to demand for popular DVDs, music CDs and audiobooks
- k. Renew and increase the selection of the Large Print collection

1.7 Provide more services, resources and programs for teens and students

Strategies:

2007-2009

- a. Hire a full time MLS teen librarian

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- b. Provide training for all staff on working with teens
 - c. Create a teen advisory group to provide information and assistance in developing teen use of the Library
 - d. Renew the existing teen space with a modern design
 - e. Provide an orientation and communication program about the library for all local teachers and administrators
 - f. Improve communication with teachers regarding homework assignments and support
 - g. Explore the use of social networking sites such as MySpace, Friendster, etc... for teen use
 - h. Develop Manga, graphic novel, preteen and teen collections
 - i. Consider a collection of video games

Goal 2: Establish the Library as the main community forum for ideas and discussion of current events and topics in Radnor Township, Delaware County and The Upper Main Line

The Need:

Many focus group and survey participants observed that the Library is the community's meeting place for residents of all ages, backgrounds and interests. Residents would like to browse and linger in the Library as they meet with others in the community, attend activities, and discuss topical issues.

Objectives:

2.1 Create a Radnor community forum program series

Strategies:

2007-2009

- a. Establish a broad program advisory committee to identify issues for the program series
- b. Develop 3-4 series of programs focusing on issues that can be brought to the local level for discussion
- c. Seek co-sponsors/partners for these programs
- d. Collaborate with the colleges and universities in Radnor to develop these programs and resources

2.2 Offer programs that attract children, teens and adults

Strategies:

2008

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- a. Use Friday nights as family night at the library with specific programs, such as the first Friday of the month
 - b. Increase the number, variety and quality of programs for children year-round

2008-2010

- c. Create a “RadnorReads” program in which all residents read one book, attend activities and encourage participation – look for a local author
- d. Consider hosting a summer festival of children’s literature and illustrations
- e. Continue broadcast of library programs via Studio 21 and the regular “From The Shelves” series with George Strimel and the Director to expand the audience for library programs
- f. Collaborate with local arts institutions to present programs highlighting community arts events and exhibits
- g. Develop new program series to highlight cultural and intellectual life in Radnor and the local area

Goal 3: Increase the profile and level of awareness and discussion about the Library among all segments of the township and collaborate with other community organizations and agencies. Foster groups of library advocates to guide the growth and development of the Radnor Memorial Library.

The Need:

Current and potential users may not be aware of library resources or programs and how to use them, either when visiting the Library or on the Library’s web site. There are still many in the community who are underutilizing the Library – young parents, teens, and self-employed. The Library will identify ways to reach these groups, while finding new ways to communicate the wide range of library services to everyone.

Objectives:

3.1 Increase Radnor resident’s awareness of, and interest in, all the Library has to offer through formal marketing methods

Strategies:

2007-2010

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- a. Provide articles about the Library for the local paper and other organization's newsletters
 - b. Develop a lively brochure about the Library for new homeowners and realtors

2008

- c. Provide a section of the web site as a resource for local entrepreneurs and small business people
- d. Evaluate effectiveness of signage throughout the Library
- e. Promote a different database each quarter to encourage greater database usage

3.2 Help residents become more knowledgeable about the Library

Strategies:

2007-2010

- a. Develop an on-site and web based tour of the library for new residents and others
- b. Appoint staff liaisons to 3-4 community groups, per year of the plan, so they can improve the Library's assistance to them

3.3 Reach out to groups that are currently underutilizing the Library

Strategies:

2007-2008

- a. Provide a library orientation session for all township employees
- b. Investigate creating affinity groups for social and professional communities such as writers, artists and home-based business people
- c. Develop print and digital collections and services marketed to groups such as small business owners, home-based businesses, caregivers, newcomers, homebound and commuters

2007-2009

- d. Provide more outreach to Wayne and all Radnor businesses
- e. Develop a relationship with SCORE (senior corps of retired executives) to offer workshops and free consulting in the Library
- f. Expand contact with and delivery service to the homebound

3.4 Develop partnerships with community agencies and schools

Strategies:

2007-2009

- a. Work with school administrators and parents groups to identify how the Library can collaborate and share resources to help students achieve academic success
- b. Launch a “One Card - One Student” campaign to get a new library card to every Radnor student
- c. Provide off-site library card registration
- d. Identify additional community agencies and programs that could collaborate with the Library on collections or programs

3.5 Develop partnership programs with area retailers, clubs and community organizations

Strategies:

2007-2008

- a. Expand the Library’s ability to provide information and resources for additional real time and online book clubs
- b. Cooperate with local businesses to develop complimentary marketing programs to encourage library use
- c. Work with health professionals to promote library services that can provide information to library users

3.6 Improve the effectiveness of the Board of Trustees

Strategies:

2007-2009

- a. Provide regular orientation sessions for new and prospective trustees
- b. Ensure that the Board represents all segments and areas of the community
- c. Recruit trustees who have the needed expertise and influence within the community
- d. Prepare Board members for the assumption of leadership roles and provide leadership training

3.7 Develop additional stakeholder groups who could advocate for the Library

Strategies:

2007-2010

- a. Invest appropriate resources to help the Friends of the Library explore their identity and purpose and expanded opportunities for growth, to further enhance their ability to be supportive of the Library's effort to better serve the community
- b. Promote the active involvement of former Board members
- c. Identify potential library supporters and get more and new people involved
- d. Organize stakeholders to develop a 2009 Library Bicentennial Celebration
- e. Identify groups of people who share interests with the Library and can contribute
- f. Create a new volunteer plan and a volunteer coordinator

Goal 4: Increase support for the Library by creating and securing stable and sustainable sources of funding

The Need:

The Radnor Memorial Library cannot rely solely on the township for all of its funding. Demands for library service have surpassed the township's funding. To meet demand for services, the Library must receive additional township support and private contributions. The Library will need to grow its endowment to generate income each year to support new services and programs.

Objectives:

4.1 Establish an enhanced annual appeal campaign for the Library

Strategies:

2007-2009

- a. Continue the fundraising appeal with revised funding targets for specific aspects of the strategic plan – such as series of programs
- b. Create a broader committee of Trustees, and other library stakeholders to lead the annual appeal
- c. Provide fundraising training for the Development committee
- d. Expand the list of prospects

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- e. Create a cultivation committee to plan events targeted to attract new donors
 - f. Consider adding a full time professional development person to the library staff
 - g. Develop web pages specifically focused on the enhanced annual appeal campaign
 - h. Improve the availability of online contributions

4.2 Develop opportunities for increased support for library collections

Strategies:

2007-2008

- a. Identify materials, resources and equipment that the Library would like to purchase and announce these giving opportunities on the Library web page-Wish Lists
- b. Develop a memorial and tribute gift program
- c. Develop a planned giving program

4.3 Enlist the help of the local business community in supporting the Library

Strategies:

2007-2010

- a. Develop a list of corporations/businesses that may be interested in sponsoring new program series or business-related services and collections

4.4 Increase the development skills of trustees and staff

Strategies:

2007-2010

- a. Continue to work with staff to build awareness that every user is a potential donor
- b. Develop relationships with library users and send frequent “thank you” follow-ups
- c. Increase the number of volunteers who are available to work on Library fundraisers

4.5 Identify the funding implications of the Strategic Plan

Strategies:

2007

- a. Create a new committee comprised of Board members to establish a financial strategy for the next few years

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- b. Consider setting a specific goal for the Library's endowment by the year 2015 with a specific campaign theme
 - c. Explore the need for the creation of a Radnor Memorial Library Foundation to oversee the investment and distribution of endowment funds

Goal 5: Improve the Library's facility and create new spaces that remove barriers between the library and its users

The Need:

Library users want an attractive, welcoming space that accommodates information technology, a growing variety of simultaneous activities like quiet reading, group study, casual conversation, computing, research, small group meetings, and community programs.

The Radnor Memorial Library was designed and built prior to two major forces which are driving the design of today's public libraries: the desire for the bookstore/café setting and the use of technology tools.

Objectives:

5.1 Improve the library's current space

Strategies:

2007-2008

- a. Make improvements in the library to enhance user experience based on the architect's and consultant's advice
- b. Continue to work with the library's architect to develop ideas for expanding and updating the building
- c. Consider floor design and staff uses that free staff to assist users on the floor and not from behind desks

5.2 Develop a campaign/marketing plan to launch fund raising for "The Radnor Library of the Future"

Strategies:

2007-2008

- d. Examine all safety and structural issues of existing building

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- e. Meet with key community members to explain and promote plans for updating and expanding the library and obtain feedback
 - f. Work with township government to explore solutions to library needs including renovation and a new library
 - g. Write a building plan
 - h. Create a technology plan
 - i. Create a new library building development strategy
 - j. Launch a multi-year Radnor Library of the Future fundraising campaign

2009

- a. Begin renovation/expansion of the current space and/or complete search for a new space

Goal 6: Build and maintain an organization that supports the delivery of high quality library service

The Need:

Radnor residents expect high quality library service. The library must invest time and resources to ensure that staff remains skilled and leads the way in providing public library service that meets and exceeds the expectations for the community and serves as a model for the DCLS and other communities.

Objectives:

6.1 Develop an ongoing program for staff development and training to meet changing organizational and community needs

Strategies:

2007-2008

- a. Develop an orientation program for new employees
- b. Continue with staff development days to address management and service issues
- c. Review administrative staffing needs to meet growing demands for the library
- d. Evaluate the ongoing staffing plan to reflect evolving library requirements and competencies

6.2 Develop tools that assist staff in doing their jobs more effectively

Strategies:

2007-2008

- a. Create procedures for hiring staff to meet new demands
- b. Plan for technology upgrades and replacements
- c. Continue to provide innovative leadership to the DCLS to create solutions for users needs
- d. Institute an ongoing evaluation review process for all administration and staff

2008-2010

- e. Develop an intranet for more efficient organization-wide communication
- f. Continue to analyze all vendor preprocessing arrangements to determine possible effective use

Radnor Memorial Library

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