Library System of Lancaster County

# Strategic Plan

2015-2018

Adopted by LSLC Board of Directors: **May 20th**, 2015

# Purpose of Strategic Plan

Why have one?

> A Strategic Plan will enable our organization to utilize our people, budgets and resources more effectively in this ever-changing environment. It provides a unified set of expectations and focus.

> This Strategic Plan is not meant to supplant LSLC current operations, but to guide and direct decisions. Programs and activities will be maintained and adjusted as appropriate.

Who is responsible for its implementation? (Board President and New Executive Director)

> Oversight of implementing the Strategic Plan will fall under the Board's standing "Governance Committee." The ad-hoc Strategic Planning Committee will be thanked and dismissed upon LSLC Board adopting this Strategic Plan.

Who has authority to change/revise/update the Strategic Plan?

> This Strategic Plan is a "living document" to be used as a tool.

> The Board expects the Strategic Plan to continue to develop and adapt over the next three years.

> A separate Staff Work Plan will be developed detailing the specific and tactical Action Steps necessary to implement and achieve the metrics set forth in the adopted Strategic Plan. This Staff Work Plan would not be formally adopted by the LSLC Board.

> The Board in its adoption of the Strategic Plan is approving the Focus Areas and Goals and giving the Executive Director the authority over its means-and-methods, including Action Steps and Staff Work Plan.

> In short, the Executive Director does not need Board approval to change, delete or add Action Steps in an effort to meet a goal. However, the Executive Director must obtain board approval for any changes to Goals or Focus Areas.

# Our Mission

A mission is the organization's reason for being and its reason for existing.

> Provide resources, services, and expertise in a collaborative manner to and with the Member Libraries in order to effectively serve our communities.

# Our Vision

A vision is the expression of the organization's "ideal self." It's the ultimate aspiration of the organization's future in terms of how it will exist and operate.

> The Library System of Lancaster County supports Member Libraries to be vibrant community centers where people and communities connect to what they need to achieve their greatest potential.
>
> Together with Member Libraries, we foster an environment of collaboration, trust and transparency that propels continual development.
>
> Member Libraries choose us as an integral partner in their strategy for success.

# Our Strategic Focus Areas

Focus Areas are broad, thematic statements that provide general direction in implementing our Mission and Vision.

**Refine LSLC Organizational Structure and Operations**

**Strengthen Relationships and Collaboration with Member Libraries**

**Advocate the "Greater Purpose" of Public Libraries**

**Plan for the "Library of the Future"**

# Our Goals

Goals are actionable statements that provide prioritized and specific direction in achieving the Strategic Focus Areas. These are areas of action and not tactics/steps.

## Refine LSLC Organizational Structure and Operations

- Hire a New LSLC Executive Director.
- Develop a High-Functioning Internal LSLC Organization.
- Develop a High-Functioning LSLC Board.
- Create a Comprehensive Development Plan.

## Strengthen Relationships and Collaboration with Member Libraries

- Improve Communications - both "In" and "Out."
- Increase Collaboration with Member Libraries.

## Advocate the "Greater Purpose" of Public Libraries

- Implement the Public Awareness Campaign, as funding permits.
- Prepare Member Libraries for Effective Advocacy.
- Increase Engagement with Other Community Organizations.
- Advocate Public Libraries to County and State.

## Plan for the "Library of the Future"

- Track Trends and Inform Member Libraries on How to Capitalize on Opportunities.
- Develop LSLC Staff to Adapt to New Changes.
- Equip Member Libraries to Position Themselves as "Libraries of the Future."
- Stay Current with Forward-Moving Technology.

# Our Action Steps

Specific, clearly defined, operational steps that staff, board, and other stakeholders will accomplish in support of the Goals. These are detailed, measurable, and doable tasks that answer the question: "What will you do to implement the goals?"

## Refine LSLC Organizational Structure and Operations

### Hire a New LSLC Executive Director.

➢ Establish a Search Committee. (Completed during the process).

➢ Create Job Description (Has been approved), Qualifications (Has been approved), and Hiring Criteria.

➢ Integrate strategic plan into the search and interview process.

➢ Conduct Search and Hire.

### Develop a High-Functioning Internal LSLC Organization.

➢ Get Organized.

Such as: Update org chart, employee handbook & job descriptions, Redefine appraisal process & competencies, Implementing regular appraisals, Create onboarding process for new employees, Develop a volunteer plan, Hold employee brown bag lunches to share how department or project reflects back on our mission and vision.

➢ Improve Internal Accountability.

Such as: Increasing efficiency of project delivery, Tracking deadlines, Meeting promised deadlines, Communicating status to stakeholders, Evaluating industry benchmarks and Establishing LSLC benchmarks).

# Develop a High-Functioning LSLC Board.

➢ Provide Board Training.

Such as: Develop onboarding process, Conduct periodic training retreat (topics could include board role, board member expectations, strategic plan implementation, self-evaluation, and board needs), Conduct board training reminders at monthly meeting (possible guides from "Board Source").

➢ Better understand LSLC role in the county, the state, and the public.

Such as: Conduct critical review of LSLC Board Charter, Better clarify balance of responsibilities between LSLC and Member Libraries, and Provide direction to LSLC staff.

➢ Better understand the Member Libraries – their people, their uniqueness, their strengths, and their challenges.

Such as: Specifics to be decided at annual training retreat, but could include visits to Member Libraries, attend Member Library board meetings, annual retreat, assign board members to specific libraries, board members to attend director's council.

➢ Discuss Strategic Plan at board meetings (quarterly) and review goals annually.

# Create a Comprehensive Development Plan.

➢ Train LSLC Board on what a Comprehensive Development Plan entails and its benefits (either at a Board Meeting or during Board Training Retreat).

Use the current fundraising document and Public Awareness Campaign as a starting framework, in which the development plan is the over-arching philosophy and direction behind it (giving it the foundation to be implemented)

A development plan addresses who are the stakeholders, how will they be involved, what is LSLC staff's role, board's role, how are events or campaigns run, how do we increase our capacity to drive LSLC mission and vision, what is the final goal

➢ Task Development Committee to develop a draft.

➢ Board to approve and Executive Director to lead implementation.

# Strengthen Relationships and Collaboration with Member Libraries

## Improve Communications – both "In" and "Out."

➢ Replace "LILLY" (Intranet used by LSLC and its Member Libraries).

➢ Establish and Implement a metric of accountability for LSLC staff.

> <u>Such as</u>: Use RACI "Responsible, Accountable, Consulted, Informed" as initial framework. Include increased transparency.

➢ Create methodology for LSLC staff to prioritize needs.

> <u>Such as</u>: Create LSLC Services Catalog, Develop standard operating procedures, Means for communicating priority/status.

## Increase Collaboration with Member Libraries.

➢ LSLC staff better understand Member Libraries.

> <u>Such as</u>: Conduct open house at LSLC for Member Libraries, Staff to visit Member Libraries with specific attention to "front-line" experiences. It's about developing relationships and increasing contact between LSLC staff and Member Library staff.

➢ Inform Member Libraries on available collaboration opportunities (HSLC, PANO).

➢ Increase opportunities for collaboration.

> <u>Such as</u>: county co-op, group audits, copiers, financial training.

# Advocate the "Greater Purpose" of Public Libraries

## Implement the Public Awareness Campaign, as funding permits.

➢ Site goes live.

➢ Look for low/no cost ways to implement logical next steps in the Public Awareness Campaign.

> Such as: Local University (like F&M or Millersville) to conduct public survey to determine market penetration.

## Prepare Member Libraries for Effective Advocacy.

➢ Provide advocacy training for Member Libraries.

➢ Provide advocacy templates/materials for Members Libraries.

➢ Assist with presentations by Member Libraries to their local municipalities.

## Increase Engagement with Other Community Organizations.

➢ Develop relationships with businesses to engage their skills and resources in a practical way – NOT just financially.

> For example: In-Kind services, Work release for their staff to volunteer.

➢ Increase collaboration with other Lancaster County departments and non-profits.

➢ Develop relationships with other library systems.

## Advocate Public Libraries to County and State.

➢ Determine role of LSLC board members and LSLC New Executive Director.

➢ Educate Local Officials (Municipal, County, and State).

> Through means such as: breakfasts, advocacy materials, coordination with election cycle, first steps in lobbying, coordination with other library advocacy on state-level.

➢ Issue annual report to the County Commissioners on the State of the LSLC.

## Plan for the "Library of the Future"

### Track Trends and Inform Member Libraries on How to Capitalize on Opportunities.

➢ Determine which news feeds, information type, and sources to track (like ALA, Aspen Institute, Horizon, Pew, etc.).

➢ Determine the best way to disseminate trends happening in the larger world of libraries in a meaningful way to Member Libraries.

➢ Specific Focus on "Inspiring the Next Generations of Volunteers."

Including: Motivations of Gen-X, Gen-Y, Pew reports, Crowd-funding, Social Media.

### Develop LSLC Staff to Adapt to New Changes.

➢ Disseminate same information to LSLC staff.

➢ Develop a culture of change/adaptability (generational, technical, other trends, etc.).

### Equip Member Libraries to Position Themselves as "Libraries of the Future."

➢ Promote Intentional Continuing Education Unit Classes to Member Libraries.

Such as: best way to disseminate and market the information, possible badge system, supplement training from other non-profit sources.

### Stay Current with Forward-Moving Technology.

➢ Implement/Fix the Websites (Wordpress platform).

➢ Implement Office 365 conversion.

➢ Implement new Integrated Library System (ILS).