



The Future is Now:

A Strategic Plan for the Moorestown Library 2008 -2012



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Prepared by the
Moorestown Library Planning Committee
& Board of Trustees
with assistance from
Library Development Solutions

November 2007

A Message from the Board President and Members

November 2007

Friends,

Moorestown has spoken loud and clear and we hear you! Moorestown wants and needs a modern library for EVERYONE!

This strategic plan is the work of the library's Board of Trustees, the staff, and many of Moorestown's residents and neighbors who not only came together in a series of meetings, but also participated in a survey to define what the Moorestown Library is, can and should be. The strategic plan, however, is not simply about a renovated or new building, for a library is much more than brick and mortar and stacks and books. Our library has a place in Moorestown that carries with it a special responsibility for the community. The Moorestown Library is about people: children taking home their first books, teenagers looking for help with their term papers or school projects, adults checking out their favorite author's bestseller as their way to momentarily escape from a hectic day, or seniors researching their genealogy. We believe you will find these exact themes throughout this strategic plan.

A library is about knowledge and opportunity and a place for the community to meet. Whether someone is looking for the latest bestsellers and audio books, researching the online databases, shopping their favorite music downloads, or registering their children for a story time hour, a library should have it all. Moorestown residents deserve and want a library that has it all!

In a very real sense, our library needs to modernize and cannot do that within the existing conditions of its current building. The services now offered, the opportunities now presented by technology and the needs demanded by a changing community mean more people want and need to use the Moorestown Library today than ever before. Over the past years, there have been discussions, meetings, and certainly hopes for a renovation of our library or a new library building. Now is the time to make this happen.

My colleagues on the Board of Trustees and I will be reporting to you again in the coming months through the library's new e-newsletter and through public announcements and events. Already some of your suggestions have been put into place. Library trustees will continue to discuss the plans for a new library with our colleagues on the Town Council as well as with others. This is our vision for the Moorestown Library's future. Please read it. Talk about it with your family and friends. Talk to us about it. Thank you for your time and your support.

Moorestown needs a modern library.

Sincerely,

Mara Jacobs, President,
Mary E. LoGiudice, Secretary
Maura Rafferty, Treasurer

John Fraser
Cephas Green
Frank Keith
Julie Kligerman
John T. Terry
Glen Walton



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Moorestown Library Board of Trustees

John Fraser, Moorestown Township Public Schools	Susan LaGatta*
Cephas Green	Mary E. LoGiudice, Secretary
James Huber*	Maura Rafferty, Treasurer
Mara Jacobs, President	Roy Sewell*
Frank Keith	John T. Terry, Township Manager
Julie Kligerman	Glen Walton

*Past Board of Trustee members during Strategic Planning Process

Library Planning Committee Members

Maria Esche	Mara Jacobs
Joseph Galbraith, Acting Director	Susan LaGatta*
Danya George	Mary E. LoGiudice
Cephas Green	Robert Paglee
Steve Hovnanian	Maura Rafferty
James Huber*	

*Past Board of Trustee members during Strategic Planning Process

Current Moorestown Library Staff

Deborah Blair	Bernadette Nuehauser
Karen Campbell, Office Manager	Carroll Old
Alyse Carlton	Joanne Parra, Reference Librarian
Ann DiBlasio, Circulation Supervisor	Lata Patel
Denise DiBlasio	Marie Pettine
Jennifer Dunne, Children's Librarian	Jane Riley
Maria Esche, Reference/Adult Services Librarian	Rita Rosen
Joseph Galbraith, Acting Director	Greer Samson
Elite Law	Beth Schroeder
Pamela Mennel	Mary Sheehan
Nancy Newcomer	Kathleen Slotman



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I. Introduction

The Trustees and Staff of the Moorestown Library have been planning a new future for the library since 1993 when it began looking for ways to expand the library in order to provide improved service to the community. Since that time the Library Trustees:

- Hired Library Development Solutions to conduct a series of community focus groups and create a long range plan of service including assessing interest in expanding the library (1993)
- Engaged Faridy Thorne Fraytak to develop a preliminary Building Program for alterations to the Moorestown Library. (August 1996)
- Hired the PMK Group to conduct an analysis of indoor air quality services in the Moorestown Library. (July 2003)
- Contracted with consultant Nina Ladof to write an expansion and renovation plan for the Moorestown Library. (June 2004)
- Conducted an analysis of benefits offered by joining the Burlington County Library System and benefits of remaining an independent Moorestown Library. (2004)
- Worked with Town Council to approve a \$3.55 million bond ordinance for renovation and new public space (July 2005)
- Contracted with architect Faridy Thorne Fraytak to develop plans for renovation of the first floor and public space on the second floor. (October 2005)
- Cancelled renovation plans when difficulties and issues with contract surfaced. (2006)
- Engaged Library Development Solutions to work with the Board of Trustees and a Planning Committee to develop a strategic plan to address building and service priorities for the next several years. (2008 to 2012)

The Board has and continues to explore all opportunities for either renovating/expanding the current library facility or identifying space where the library can build to meet the needs and demands of the modern community it serves. This plan provides details about the planning process that led to the recommendations detailed in the report as well as specific actions that should be taken over the next few years to ensure that Moorestown residents have the modern library they need and deserve.



II. About the Planning Process

The planning committee consisted of members of the Board of Trustees, community members, the Library Director and selected staff members who met with the planning consultant during the course of several meetings to identify priorities, synthesize information, and set a new strategic direction for the Library.

Information generated during the planning committee discussions, obtained during the focus groups, community meeting and survey informed the development of the plan.

Specific planning steps included:

Data analysis

This included a review of library use statistics, review of previous reports and studies including the architect's recommendations for increasing library space and all other studies and library use statistics.¹

Focus Groups, Community Meeting and Survey

During this planning process the Library conducted many focus groups to assess community interests in new library services and suggestions about the future of the Moorestown Library. Over 210 people participated in the focus groups and community meeting and over 400 people participated in the survey. Both of these efforts provided detailed information about the services and features the community would like to include in a modern library.

Meetings with the Planning Committee

A planning committee consisting of members of the Board of Trustees, community members and library staff met with the planning consultants to develop a vision and mission to guide the library in determining strategic directions for the plan and identify specific goals and objectives for the next few years.

The planning committee:

- Identified social, technological, and demographic trends that will have an impact on the delivery of library services.
- Considered the library's strengths and capacity to deliver high quality library service within the confines of the current facility.
- Agreed upon a vision to guide the Library's future development and crafted a mission statement that describes the library's primary purpose.
- Discussed and agreed upon priorities, goals, and measurements to guide the library's development for the next few years.

¹ See Moorestown Library Space Analysis Report 2007 and the Community Connections Report for more detailed descriptions of Moorestown demographics and library statistics.



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III. Space Needs Assessment

Architects in their evaluation of the existing library building, agreed with the Library Board of Trustees and previous studies that the Moorestown Library must grow in size to accommodate expanding programs and technology. The failed renovation in 2006-2007 would have added 17,000 square feet of space to the 20,000 square feet on the main floor. After reviewing the existing facility the Library Development Solutions' consultants identified a gap of approximately 13,548 square feet of needed space. Library Development Solutions also commented that a major renovation of the current building might not be a cost effective solution to accommodate the space needed to deliver modern library services and that the Board consider a new 34,000 square foot building.²

² Moorestown Space Analysis Report 2007



IV. Community Conversations

The Moorestown Library reached out to the community on many occasions in the last five years through focus groups and community meetings to get them involved in the discussion about expanding the library and improving the Library service program.

The most recent effort took place in 2007 after there had been a wave of articles, discussions and debates on the stalled renovations to the current library facility. A number of key issues emerged from these discussions and included issues of:

- The need for private as well as public methods of funding the new library and building a sustainable financial future for the library.
- The design, size and location of the new library.
- The ability to provide greater accessibility to computers, technology and public space.
- A need to expand children's services and adult programming.
- A desire for modern comfortable meeting space.

Many participants agreed that the current (non -renovated) library is undersized and inadequate to offer the services and collections that residents expect from a modern library. In addition, many participants expressed dissatisfaction with the antiquated and often malfunctioning heating and cooling system. They want the library to become the social, recreational, cultural and technological center of Moorestown. They want the library to be connected to all segments of the community, businesses and civic organizations to help them meet information, cultural, intellectual and social needs.



V. Emerging Trends

The Planning Committee identified a number of important trends that need to be considered in developing the library's plan. These trends all have the potential to reshape the way in which library service is delivered.

The way in which people use the library is changing. People are increasingly coming to the library to attend adult as well as children's programs and take out popular and current materials. People are attempting to use the library in a more community focused and leisurely way.

The way in which people search for information is changing. The balance between information in books and in digital formats has shifted. Access to a computer and the skills needed to use data bases and search engines are essential. The library has a role in training users to be competent in computer searching.

Media Formats are rapidly changing placing more demand on the library to purchase new formats to accommodate demand. Now the library has to use its resources to purchase books, digital resources, DVDs, CDs, MP3, etc. to keep up with demand.

Business models are influencing the library. People want libraries to consider using space for library related merchandise, used books, and café type refreshments, as well as offering business center services.

People want greater connectivity to all kinds of technological devices – laptop plug-ins via ports, wireless access to the Internet, the ability to download information to handheld devices.

People expect more from the library than just books. Programs and a place where people can come together as a community are as important as checking out books. There is a need for more adult programs, more computers, and more programs for teens, toddlers, and parents.

Space and environment are more important than ever in attracting people to the library. Space that supports individual study, group study, quiet conversation, simultaneous meetings, a café, and informal community gatherings are essential in a modern library.

Funding tensions are likely to continue within the municipal budget and bonding capacity.



VI. 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. Varied adult programs, off-site book drops, express collections, drop-in story hour programs, and after school homework activities, are among the services that need to be considered.³

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 value, 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 Moorestown 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. 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

Pre-teens and teens are valued library users. Consistent programming and staff dedicated to this age group are a key component for future library design. Library resources that support pre-teens and teens' educational and leisure time interests as well as a wide variety of programs are essential for them.

³ An express collection provides additional copies of a book, with no holds, available for a limited time such as three days and then a fee for every day it is late. A value-added collection for fast readers.



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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 Moorestown Library depends on tax support from the township 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.



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VII. Goals, Mission and Vision

Goal 1: Create a Destination Library

Moorestown residents will open the doors to the new Library, by 2012, that is welcoming, flexible and inviting with customer-focused staff that support the library's service program and meets community needs.

Goal 2: Involve the Whole Community

All Moorestown residents will use the library for its collections, programs and technology and celebrate its value to the life of the community.

Goal 3: Build Community Awareness and Proudly Promote the Moorestown Library

Moorestown Library users will be more aware of the programs and services offered by the library. 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 Moorestown Library.

Goal 4: Provide Access to Information Technology

Moorestown Library users will have expanded access to information technology to meet their needs and interests.

Goal 5: Secure Funding to Create an Endowment to Support a Future Capital Campaign

The future Moorestown Library will have stable and dependable sources of public and private funding to meet the community's demands for modern library service



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The Future is Now: A Strategic Plan for the Moorestown Library 2008 -2012

The vision, mission and values set the stage for what the Moorestown Library hopes to achieve during the five year lifespan of this plan.

The goals and objectives provide the specific steps and actions that will help the Board, staff and community achieve their vision for the Library.

Vision

The Moorestown Library will become the community's favorite gathering place, a welcoming destination that has something for everyone.

Achieving the Vision

When the Library vision is reached, this is what will happen:

When people come to the library, they will have a Moorestown Library experience in which:

- The library will be attractive, convenient and have exciting physical space that invites people of all ages to spend time.
- The new library will incorporate the best of the past and the promise of the future.
- The library will be the crossroads of the community – a place to meet people – to talk, read and discuss.
- The library will be a public gathering and learning place that inspires community spirit and local pride.
- The library will offer lifelong learning experiences and activities
- The library will promote a love of reading and the joy of discovery for all ages.
- The library will have an area specifically designed for children, pre-teens and teens where both materials and services are easily found.



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Mission

The Moorestown Library provides free and open access to ideas, information and resources to enrich the community.

Values

- Customer satisfaction is our first priority.
- We offer equal service to all, respecting the needs of all of our patrons.
- We provide a comfortable and welcoming environment.
- We are a responsive organization that listens to community concerns, responds quickly and adapts to meet changing needs.
- We encourage independent thinking by offering resources that represent all viewpoints.
- We make sure that every visit to the library is a rewarding experience so residents will continue to return often.



VIII. Goals and Objectives to Help Achieve the Vision for the Library

During the next five years the Moorestown Library Board of Trustees and staff will focus on six key goals to help achieve the vision.

- Goal One: Create a destination library
- Goal Two: Involve the whole community
- Goal Three: Build community awareness and proudly promote the Moorestown Library
- Goal Four: Provide access to information technology
- Goal Five: Secure Funding to Create an Endowment to Support a Future Capital Campaign

Goal One: Create a Destination Library

Moorestown residents will open the doors to the new library by 2012, that is welcoming, flexible and inviting with customer-focused staff that supports the library's service program and meets community needs.

Objectives:

- 1.1 By October 2008, finalize all legal and other matters pertaining to the library's site, and/or work with the township to develop the new facility within a new campus on the existing site.
- 1.2 By January 2009, complete design for the new centrally located library building with architectural features that reflect the character of the Moorestown downtown and community.
- 1.3 Beginning in 2008 and continuing through the design process, provide opportunities for the community to review the building plans and provide input on the final design.
- 1.4 By June 2009, secure dedicated funding to support library construction, furnishings and equipment.
- 1.5 Beginning in June 2009, develop a communication plan to update the community about construction progress.
- 1.6 By March 2010, develop a plan for a transition from the old library to the new library including an interim location and a staffing plan.



Goal Two: Involve the Whole Community

All Moorestown residents will use the library for its collections, programs and technology and celebrate its value to the life of the community.

Objectives:

- 2.1 Improve new collection development methods to provide ease of use with new and traditional formats

Action Steps:

- a. Undertake an extensive, major weeding program to renew the collection and open shelf space for new, clean books and additional floor space for seating and other uses.
 - b. Replace old and worn children's books, toys and materials.
 - c. Create a "Dated" book report to identify aged books by the decade they were printed and a "Dusty Book" report to identify books that have not circulated in many years.
 - d. Focus on improving collections based on improved customer feedback tools.
 - e. Focus on the need to renew parts of the collection and use Celebrating the Moment and other fundraising methods.
 - f. Increase the materials budget to meet increasing demand, up to 15% of total budget.
 - g. Create a new collection development policy and statement.
 - h. Assign collection development manager responsibilities to key staff.
 - i. Respond to demand for popular DVDs, music CDs and audio books with an increased non-print budget.
 - j. Create an "Express" or "Lightening" collection in which some extra copies of bestsellers are shelf available, with no hold, for a very limited loan period.
 - k. Renew and increase the Large Print collection and investigate off site collections in adult care facilities.
 - l. Consider using Baker & Taylor, Brodart, Ingram or other vendors to process all books and deliver them shelf-ready.
- 2.2 Provide additional services to adults

Action Steps:

- a. Offer on site group computer instruction in a computer lab environment (email, MSWord, etc.).
- b. Offer on and off-site book clubs.
- c. Develop a year round adult reading club.
- d. Develop a relationship with the local SCORE (www.score.org) (Senior Corps of retired Executives) to offer in-library guidance to new home and small business entrepreneurs.



- e. Create a “Moorestown - Reads” program in which all residents read one book, attend activities and encourage participation – look for a local author (there are many).
- f. Consider hosting a Moorestown Library summer festival of children’s authors and illustrators and their work.
- g. Collaborate with local arts institutions to present programs highlighting community arts events and exhibits.

2.3 Expand the scope of services currently offered to pre-teens and teens

Action Steps:

- a. Coordinate library activities for teens with other town agencies.
- b. Create a teen advisory committee to provide assistance in developing teen use of the library.
- c. Hire a full time teen librarian
- d. Enlist teens in developing library programs and teen space in the new library.
- e. Offer late night study during mid terms and finals each semester with volunteer teacher tutors.
- f. Develop a corps of teen tech aides to assist users with computer questions.
- g. Provide training for all staff on working with teens.
- h. Renew the existing “teen space” with a modern design.
- i. Improve communication with teachers regarding homework assignments and on line and in library support.
- j. Explore the use of social networking sites for teen use.
- k. Consider a collection of video games.

2.4 Establish the library as the community’s cultural center

Action Steps:

- a. Establish a year-round cultural program series.
- b. Promote the library as the source of information on local cultural activities.
- c. Add links to the library web page to local and regional cultural organizations.
- d. Establish a broad program advisory committee to identify topics for the program series.
- e. Create 3-4 series of new adult programs that appeal to cultural and intellectual needs of residents and use local college and author resources for speakers. (Such as a Moorestown Speakers Series – 4 to 6 speakers a year on different hot topics).
- f. Seek co-sponsors/partners/financial supporters for these programs.



2.5 Make it easier for all residents to use the library

Action Steps:

- a. Expand library hours and staff to include Sunday hours.
- b. Create a parking lot book return to accommodate greater ease of use.
- c. Establish an offsite book drop in town and use volunteers to empty them, if needed.
- d. Maintain the book returns at the front of the library to be open all day for ease of use.
- e. Allow patrons to register for a library card online.
- f. Investigate the ability to provide credit card payment options in person and online.

2.6 Offer excellent programs for children and their families

Action Steps:

- a. Monitor the number of story hours so no child is waiting.
- b. Heavily weed the children's collections and upgrade the collections with new and clean materials.
- c. Develop an online summer reading club.
- d. Plan to introduce pre-k programs such as lap sits, Mommy and Me, Mother Goose type of reading programs and explore expanding parenting collections and programs.

Goal Three: Build Community Awareness and Proudly Promote the Moorestown Library.

Moorestown Library users will be more aware of the programs and services offered by the library. Increase the profile and level of awareness and discussion about the Library among all segments of the township; collaborate with other community organizations and develop Board and staff capacity.

Objectives

3.1 Develop an identity campaign for the Moorestown Library

Action Steps

- a. Hire or contract a professional marketing/PR person to head a new identity and communications program.
- b. Create a new library logo, icons, colors, fonts and all other recognizable symbols to be used on all library literature, web site, and cards.
- c. Use the library logo on all library materials to ensure a consistent look and promote the library's image.



3.2 Improve communication to the community

Action Steps:

- a. Collect email addresses of library users for a new user database.
- b. Continue to develop an email newsletter (such as Constant Contact) and begin sending monthly or quarterly newsletters.
- c. Develop a presentation about the strategic plan and the library for community and business organizations.

3.3 Build the Friends of the Library and other forms of advocacy

Action Steps:

- a. Form a community advocacy group of library supporters to promote the new library (such as The Committee for the Future of the Moorestown Library).
- b. Work closely with the Friends of the Library to plan events that attract a broad range of constituents.

3.4 Increase resident's awareness of, and interest in, all the Library has to offer through formal marketing methods

Action Steps:

- a. Provide articles about the Library for the local papers and other organization's newsletters.
- b. Develop a lively professional brochure about the Library for new homeowners and realtors.
- c. Develop corps of Board and staff to speak to community organizations.

3.5 Help residents become more knowledgeable about the Library

Action Steps:

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

3.6 Reach out to groups that are currently underutilizing the Library

Action Steps:

- a. Collaborate with the Township to provide a library orientation session for all township employees.
- b. Investigate creating library-affinity groups for social and professional communities such as writers, artists and home-based business people.
- c. Provide more outreach to all Moorestown businesses.



3.7 Develop partnerships with community agencies and schools

Action Steps:

- 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 Moorestown public and private school student.
- c. Provide off-site library card registration.

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

Action Steps:

- a. Expand the Library’s ability to provide staffing 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.

3.9 Invest in the effectiveness of the administration, staff and Board

Action Steps:

- a. Develop and provide a complete orientation session and packet for new and prospective trustees.
- b. Recommend that the Board represents all segments and areas of the community.
- c. Recommend trustees who have the needed expertise, interest, time availability and influence within the community.
- d. Prepare Board members for the assumption of leadership roles and provide pertinent training.

3.10 Invest in staff development and retention

Action steps

- a. Provide the necessary staffing plan to implement this strategic plan effectively, especially in administration, children’s and teen services.
- b. Develop staff training for every quarter to invest in skills and technology training and to address management and service issues.
- c. Review administrative staffing needs to meet demands for the Library.
- d. Annually evaluate the Library staffing plan to assess new requirements and needed competencies and efficiency.
- e. Develop and implement annual performance evaluations for all staff.



Goal Four: Provide Access to Information Technology

Moorestown Library users will have expanded access to information technology to meet their needs and interests.

Objectives:

- 4.1 Create an accessible 24/7 library for Moorestown residents.

Action Steps:

- a. Purchase at least 6 laptops for the library to be used in the Library.
 - b. Investigate replacing the current computer management system.
 - c. Add at least 6 desktop computers.
 - d. Upgrade bandwidth to at least a T1.
 - e. Provide real time, online reference service as well as email, Instant Messaging and chat reference.
 - f. Promote the 24/7 availability of library databases.
 - g. Offer technology instruction classes in hardware and software for scanners, iPods, digital cameras and other new technology gadgets that interest residents.
 - h. Address the need for adaptive technology to assist disabled residents in using all library resources.
 - i. Redesign the web site to offer an easier more satisfying experience and investigate hiring a professional web design firm and technology company to design and host the site.
 - j. Acquire www.moorestownlibrary.org and move the web site there so that residents can find it easily.
 - k. Use software such as “Contribute” to allow staff members to update the web site but not change the design.
- 4.2 Develop a coordinated approach to seek out and implement new technologies to enhance library service

Action Steps:

- a. Continually identify new library related technologies.
- b. Attend conferences to learn about new technologies.
- c. Add an IT person to staff or a contract service to implement and oversee all technology plans and discuss with the township.



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Goal Five: Secure Funding to Create an Endowment to Support a Future Capital Campaign.

The future Moorestown Library will have stable and dependable sources of public and private funding to meet the community's demands for modern library service

Objectives:

5.1 Develop a fundraising strategy for a capital campaign

Action Steps:

- a. Conduct a feasibility study to identify capacity for a library capital campaign.
- b. Establish a Moorestown Library Foundation, 501(c) 3, to raise money for capital campaigns and an endowment.
- c. Either add to staff or engage a full time development person to establish the capital campaigns, establish the Foundation, identify and solicit major donors and work with the Friends of the Moorestown Library. This individual will be responsible for seeking public/private and foundation grants from national sources.
- d. Develop a case statement and a DVD of the existing library and future plans.
- e. Establish a fundraising committee.
- f. Hold donor cultivation events.
- g. Conduct an annual appeal through the Library or the Foundation.
- h. Obtain federal, state and local support.

5.2 Develop an operating budget to meet needs of the Strategic plan

Action Steps:

- a. Develop an operating budget for the Library based on new service programs, new staffing, hours of service, new collections, new technology and services to be provided in the existing library, in the plan.
- b. Obtain estimates for increases in operating costs, e.g. staffing, heating, cooling, maintenance, refreshing and upkeep, such as care of carpet, paint and furnishings.
- c. Secure incremental budget increases to implement these plans.



IX. Measuring Success

The Moorestown 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 Library will begin or continue to:

Measure levels of community satisfaction 2008-2012:

- a. Develop a set of customer service standards.
- b. Develop and administer specific community needs surveys (online and print) annually to measure satisfaction with customer standards and other issues.

Monitor and measure levels of support 2008-2012:

- 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 2008-2012:

- a. Record and report accurate circulation statistics.
- b. Monitor collection turnover.
- c. Record and report numbers of visitors.
- d. Record and report numbers of reference questions.
- e. Monitor and record program attendance.
- f. Record the frequency of computer use.
- g. Monitor and record frequency of use of library web site visits and page uses.
- h. Monitor the percentage of the population using the Library and set high goals for new registrations in each year of the plan.
- i. Develop baseline data about current library use and measure changes in use.
- j. Develop baseline data about specific collections and determine levels of use if featured in special displays.



*My Moorestown...
My Library!!*

*Moorestown Library
Strategic Plan 2008-2012
November 2007*

Increase the level of awareness 2008-2012:

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

Monitor the success of the community forum series 2008-2012:

- a. Record and report numbers of participants at programs.