

Library System of Lancaster County

Strategic Plan

2018-2021



Adopted by LSLC Board of Directors: January 17th, 2018

Strategic Plan Introduction

In 2014, the Library System embarked on developing a strategic plan that would truly be a living document and would be used by all as a blueprint for our daily work. This plan was collaboratively crafted by a committee of two member library directors, two LSLC staff members and two Board members. The plan, covering 2015 -2018, was adopted and has been followed for the last three years.

By utilizing the focus areas, goals and action steps as our blueprint throughout the organization and basing our reporting system on the focus areas, LSLC stayed on target. Everyone was informed. This approach made for transparency and for clear communications. Thus, the strategic plan was truly a living document. Work progressed in an orderly manner while daily crises were handled expeditiously. As a service organization, it is important to be flexible while not losing sight of the goals. (By following the strategic plan and keeping our mission in mind at all times, the staff was able to implement the action steps and to do their work right the first time. They did so without worrying about artificial due dates that were established several years ago.)

Such a strategic plan is only successful with a strong leader. The success of the current strategic plan and its daily implementation under a strong and capable leader allowed LSLC to effectively utilize staff, budgets and resources to meet daily and often changing requirements and expectations. See Appendix A for accomplishments under the current Strategic Plan.

In 2017, after reviewing the current plan, another group of two member library directors, two LSLC staff members, two Board members and the Executive Director crafted a Strategic Plan for 2018 - 2020. It was determined that the Focus Areas were still viable. New goals were added, continuing goals were updated and action steps and target dates where appropriate were developed for each goal. The rest of this document details this new strategic plan.

Diane Tannehill
Library System of Lancaster County Board President

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 IT in 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

- Refine a High-Functioning LSLC Board.
- In 2019, Hire a New LSLC Executive Director.
- Refine a High-Functioning Internal LSLC Organization.
- Implement a Sustainable Funding Stream.



Strengthen Relationships and Collaboration with Member Libraries

- Continued Improvement of Communications.
- Increased Collaboration with Member Libraries.
- Strengthen Relationships Among and With the Board Presidents.



Advocate the "Greater Purpose" of Public Libraries

- Implement the Directors Fund Raising Committee (headed by Heather Sharpe, Director of LPL) as Funding Permits.
- Prepare Member Libraries for Effective Advocacy.
- Develop and Leverage Partnerships with Other Community Organizations.



Plan for IT in the "Library of the Future"

- Investigate Gigabit WAN and Internet Connectivity for the Library System and Member Libraries.
- Improve IT Security for our Data, Networks, and Endpoints.
- Leverage our Investment in Sierra to Increase Library Productivity, Expand Library Access, and Create New Library Services.
- Feasibility Study Regarding Implementation of RDA (Resource Description and Access).

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

1) Refine a High-Functioning LSLC Board.

- a) Advise County Commissioners of the needed skills/talents for board members as needed.
- b) Develop a schedule for the review and updating of policies. Target: June 2018.
- c) Ongoing board training.
- d) Continue to emphasize the importance and value of diversity.

2) In 2019, Hire a New LSLC Executive Director.

- a) Establish a search committee composed of Executive Board Officers. Target: December 2017.
- b) Review/edit job description. Target: May 2018.
- c) Conduct search and hire. Searching Target: August 2018, Hiring Target: January 2019.

3) Refine a High-Functioning Internal LSLC Organization.

- a) Update HR Manual. Target: September 2019.
- b) Develop a Mentoring and Coaching Process linked to staff performance. Target: December 2018, to be implemented 2019
- c) Refine accounting practices. Target: June 2019.
- d) Refine Emergency Management Plan. Conduct staff training on the plan. Target: June 2019.
- e) Develop a Services Catalog. Target: December 2019.
- f) Evaluate current practices to identify obsolete or unnecessary work.
- g) Create process for evaluation and lifecycle management of eResources, Databases and other products.

4) Implement a Sustainable Funding Stream.

- a) The Executive Director initiates activities to hire a part time grant writer to benefit both the System and member libraries. Target: March 2019.
- b) Increase our EITC (Educational Improvement Tax Credit) funding efforts.
- c) Implement a “Books on the Go Club” for sustaining the bookmobile on a monthly basis.
- d) Consider becoming a fiscal agent for the Commonwealth.



Strengthen Relationships and Collaboration with Member Libraries

1) Continued Improvement of Communications.

- a) Inform member libraries in a timely manner of system-wide changes.
- b) Promote use of technology to increase communication and virtual participation.
- c) Continue to be responsive to Member Libraries.
- d) Delivery of the Services Catalog.

2) Increased Collaboration with Member Libraries.

- a) Plan Bookmobile events with member library partners.
- b) Increase site visits for feedback and member library education for best practices.
- c) Plan special Youth Services events in the calendar year.
- d) Provide a standard orientation for new ML directors and/or staff as appropriate.
- e) Support the initiatives of the Directors Council as funding permits.

3) Strengthen Relationships Among and With the Board Presidents.

- a) Continue Presidents' Circle meetings.
- b) Continue to discuss challenges member libraries experience and share ideas for solving problems.
- c) Plan advocacy training and discussions on fundraising.
- d) Continue to update Board Presidents on System improvements that benefit member libraries.
- e) Discuss LSLC mission and activities.



Advocate the "Greater Purpose" of Public Libraries

- 1) Implement the Directors Fund Raising Committee (headed by Heather Sharpe, Director of LPL) as Funding Permits.**
 - a) Help Member Libraries tell their stories more effectively.
 - b) Increase public engagement on our online social media platforms.
 - c) Increase the visibility of libraries.

- 2) Prepare Member Libraries for Effective Advocacy.**
 - a) Instruct libraries regarding EITC (Educational Improvement Tax Credit). Target: March 2018.
 - b) Continue to prepare data sheets to help libraries with municipal presentations.
 - c) Research and share library "Best Practice" Advocacy efforts.
 - d) Create Advocacy videos with community testimonies that highlight how library services benefit them.
 - e) Promote new ILS features and enhancements to the public.

- 3) Develop and Leverage Partnerships with Other Community Organizations.**
 - a) Continue Youth Services partnerships (i.e. STEM).
 - b) Seek community partnerships/support for Council of Friends events.
 - c) Identify and promote countywide sponsorship opportunities.
 - d) Continue to accept and participate in local engagements in the county.
 - e) Continue to attend professional development events (i.e. DLC (District Library Center) System Meetings, IUG (Innovative Users Group) and communicate relevant information received.



Plan for IT in the "Library of the Future"

- 1) Investigate Gigabit WAN and Internet Connectivity for the Library System and Member Libraries.**
 - a) Investigate IU13 (Lancaster-Lebanon Intermediate Unit 13) Dark Fiber project. Target: January 2018.
 - b) Investigate alternatives to current WAN (Wide Area Network). Target: January 2018.

- 2) Improve IT Security for our Data, Networks, and Endpoints.**
 - a) Create new disaster prevention SOPs (Standard Operating Procedures) and best practices. Target: June, 2019.
 - b) Create new disaster recovery SOPs (Standard Operating Procedures) and best practices. Target: June 2019.

- 3) Leverage our Current Investment in Sierra to Increase Library Productivity, Expand Library Access, and Create New Library Services.**
 - a) Explore Sierra APIs (Application Programming Interface) as they become available.
 - b) Work on better integration between Sierra and eResources.
 - c) Enhance end user and Member Library experience with Sierra.

- 4) Feasibility Study Regarding Implementation of RDA (Resource Description and Access Cataloging).**
 - a) Investigate new cataloging technologies (Bibframe – which is slated to be the replacement for MARC (Machine-Readable Cataloging) and Linked Data).