



STRATEGIC PLAN 2018–2021

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EXECUTIVE SUMMARY

The Montclair Public Library proudly celebrated their 125th birthday on April 2018. As one of the oldest of Montclair's community institutions, the library continues to honor its rich history and tradition of service excellence as it plans for the future. This 2018-2021 Strategic Plan sets the library on a path that re-invests in resources, buildings, and services in order to serve the community and the next generation of library users for many years to come.

The library's long-term vision is to provide unlimited opportunities for lifelong learning, discovery, and community engagement and its mission is to change lives every day, through words, ideas, and community building.

To accomplish this vision and mission the library's strategic plan focuses on five goals:

- GOAL 1:** The Montclair Public Library will engage our community in learning, culture, and civic engagement.
- GOAL 2:** The Montclair Public Library will provide and promote meaningful, substantive content and experiences for every segment of our community.
- GOAL 3:** The Montclair Public Library will be a leader in modeling innovation and reimagining libraries.
- GOAL 4:** The Montclair Public Library Board of Trustees and director will stabilize and grow the library's budget and make the library a worthy recipient for giving.
- GOAL 5:** The Montclair Public Library will create a staff team that is focused on reimagining the library and committed to its success.

The Library's Board of Trustees, The Montclair Public Library Foundation, Friends of the Bellevue Library, Inc, Library Director and staff will work together to accomplish these goals over the next three years by following a path of objectives and tactics that address both current and future needs. This plan, in conjunction with the library's recently completed master facilities plan, will pave the way for exceptional library service that will delight Montclair residents for years to come. We thank everyone who participated in the strategic planning process for their contributions and look forward to implementing our new plan.

INTRODUCTION

The Montclair Public Library after completing its previous strategic plan, began a new planning process in 2017. That process included small meetings with Montclair Township residents and a community survey that engaged more than 1,000 residents in thinking about the library's future and its role in supporting the community.

The Montclair Public Library's planning team reviewed and considered thousands of resident comments in developing this roadmap for the future. The library is committed to becoming an active community partner as it provides resources, learning experiences, and opportunities for engagement that enable all residents to realize their dreams.



VISION AND MISSION

A refreshed vision and mission can inspire the community to think differently about the library and its role in making Montclair a better place to live, learn, and work. As the staff and Board of Trustees work to implement the plan over the next four years, we want these two statements to guide their work and decision making.

OUR VISION

The Montclair Public Library provides unlimited opportunities for lifelong learning, discovery, and community engagement.

OUR MISSION

The Montclair Public Library changes lives every day, through words, ideas, and community building.

SHARED VALUES

These values will guide our work:

- We want everyone to be amazed and delighted each time they visit the library.
- We make Montclair a better place. The library's collections, staff, services, and facilities accommodate the interests and needs of our community.
- We help people connect. We offer programs, resources, and services that help people understand and change the world.
- We embrace change. Tradition is not our mission. We are eager and excited to launch new initiatives and incorporate best practices to improve all that we do.
- We celebrate the community's diversity and talents. The library thrives in a culture of intentional inclusion where all Montclair residents feel welcomed, valued, and engaged.

GOALS

The Montclair Public Library's goals address the strategic priorities, issues, and aspirations identified by participants, library leaders, and stakeholders during the planning process. These goals serve as a roadmap for the next few years along with renewed commitment to address changes in the way people learn and work, seek and consume information, changes in community demographics and the constraint of providing services in ageing facilities. Library staff and stakeholders are committed to improving the library and creating exceptional service for all Montclair residents and are willing to raise the necessary funds (both public and private) to achieve these goals.

Although these goals do not cover all the library's work, they are intended to set a strategic direction for the life of this plan. The goals will remain constant while objectives, action steps, and measurements may evolve.



Montclair Township's unique culture provides a powerful story about how the best qualities in all of us can create a values-based, collaborative, and healthy community. The library is a trusted community partner that helps everyone achieve their dreams and create meaningful change for our community. People learn, change, and create community and the Montclair Public Library is the place where that happens.

Objectives:

1. Become a collaborator with the schools, families and other community organizations to close the learning and achievement gap among Montclair students and residents.
2. Secure the role of the Adult School of Montclair as a leading brand extension of the Montclair Public Library
3. Review and strengthen partnerships with community educational and cultural organizations.
4. Reposition the MPL as the central convener for discussion of topical issues in Montclair and the area, branded as "Make Noise" @ the Montclair Public Library.
5. Enhance the community's digital literacy and enable everyone to fully participate in the digital world.

GOAL 1

The Montclair Public Library will engage our community in learning, culture, and civic engagement.



GOAL 2

The Montclair Public Library will provide and promote meaningful, substantive content and experiences for every segment of our community.

Montclair residents are curious, creative, and committed to building a stronger community through shared values, stories, and experiences. The library's collections, programs, and events should contribute to this effort as they continue to become "not to miss" activities for all ages and interests.

Objectives:

1. Create a unique, comprehensive marketing and branding effort.
2. Right-size and refresh the library's collection to reflect the necessary mix of digital, streaming, and print content.
3. Celebrate Montclair's unique cultural and social history through library collections, programs, and events.
4. Develop innovative ways to engage and connect people in their 20s through 40s with the library.
5. Establish the Library as THE GO-TO destination for pre-teens and teens.
6. Create the next generation of library users by offering programs that are irresistible for children and their families.
7. Expand access to the Library.



The velocity of change is increasing. At the same time the community has expressed their desire for improved library space, services, resources, and convenient access. There is growing interest for compelling library-sponsored programs that address topical issues and community interests. The Montclair Public Library needs to assess its old routines and services and develop new ways of anticipating and meeting changing community needs. We will put our residents' experience first as we redesign our libraries and what happens inside them.

Objectives:

1. Design and renovate the Main Library and Bellevue Avenue Branch to create awesome spaces in people-centric, refreshed libraries.
2. Create a seamless, intuitive online and mobile experience for library customers.

GOAL 3

The Montclair Public Library will be a leader in modeling innovation and reimagining libraries.



GOAL 4

The Montclair Public Library Board of Trustees and Director will stabilize and grow the library's budget and make the library a worthy recipient for giving.

Objectives:

1. Grow the library's annual operating budget from its current \$3.4 million to \$4.5-\$5 million through a combination of municipal support and private donations.
2. Develop the library's fundraising capacity by creating a unified development operation that coordinates the library's annual capital endowment and special initiative campaigns.
3. Affirm the importance of the Montclair Public Library Foundation and rethink its role in supporting the overall development effort.
4. Create a single Friends of the Montclair Public Library to support the entire library system.



Objectives:

1. Develop an organizational culture that enables every staff member to achieve and excel.
2. Examine all external and internal library policies and practices to ensure that they are customer-friendly and support the work of the library.



GOAL 5

The Montclair Public Library will create a staff team that is focused on reimagining the library and committed to its success.

APPENDIX 1: MEASUREMENTS

The Montclair Public Library needs to use data to inform its short- and long-range decisions. Metrics should be established for all essential programs and services so the library can share stories about its impact on the community.

The metrics and targets for each goal and objective will continue to evolve over the life of the plan. Here are a few to start the conversation.



GOAL 1

- Increase library visits to 450,000 annually
- Increase circulation to 525,000 annually
- Increase program attendance to 55,000 annually

GOAL 2

- Establish a \$5 million endowment
- Launch a capital campaign of \$8 million to support facility improvements
- Increase annual appeal contributions to \$250,000-\$275,000

GOAL 3

- Increase the number of weekly e-newsletter subscribers to 15,000
- Create an e-mail database of 20,000 people
- Increase Facebook followers to 6,000
- Increase Instagram followers to 8,000
- Increase Twitter followers to 6,000
- Get 4,000 Snapchat followers

GOAL 4

- Merged database completed
- Establishment of library-wide Friends of the Library
- New focus and commitment for the Library Foundation

GOAL 5

- Increased staff engagement
- Policies updated and simplified

Gather Library Stories

Only some of the library's impact can be measured by numbers. Develop a systematic method for gathering stories or anecdotes about the library's impact from job seekers, career changers, older adults, teens, parents, etc. Share those stories and the numbers in an annual report to the community.

APPENDIX 2: STRATEGIC PLANNING PARTNERS

Strategic Planning Committee

Wilford Adkins, *President of Board of Trustees*
Claire Walls, *Trustee*
JoAnn McCullough, *Trustee*
Jen Bonnell, *Foundation Board*
Alison Bauer, *Trustee*
Ilmar Vanderer, *Trustee*
Kristen Blumberg, *Staff*
John Daquino, *Staff*
Chelsea Dodd, *Staff*
Kierstin Paine, *Staff*
Nancy Iannace, *Staff*
Peter Coyl, *Library Director*
Janet Torsney, *Assistant Director*

Montclair Public Library Foundation

Jonathan Simon, *Chair*
Nina Cooke John, *Vice Chair*
Gloria Pak, *Treasurer*
Jennifer Dorr, *Secretary*
Wilfred Adkins
Jennifer Bonnell
Jennifer Friedberg
Carley Graham Garcia
Irena Goldstein
Rosemary Iversen
Scott Pollack
Alexis Romy
JC Uva

Staff

Peter Coyl, *Director*
Janet Torsney, *Assistant Director*
Bruce Naidoff, *Development Director*
Nancy Ianucce, *Adult School*
Molly Hone, *Adult Services*
Dawn Quinn, *Borrower Services*
Kenneth French, *Collection and Material Services*
Timothy Flowers, *Facilities and Security*
Lisa Sedita, *Youth Services*

Montclair Public Library Board of Trustees

Wilford Adkins, *President*
Claire Walls, *Vice President*
Lois Whipple, *Treasurer*
Diana Lunin, *Secretary*
Alison Bauer
Clifford M. Kulwin
JoAnn McCullough
Ilmar Vanderer, *Alternate for The Honorable Robert Jackson, Mayor*
Felice A. Harrison-Crawford, *Alternate for Barbara Pinsak, Interim Superintendent of Schools*

Focus on the Future Participants

Wil Adkins
Peter Coyl
Janet Torsney
Israel Cronk
Jevon Caldwell-Gross
Phyllis Capriotti
Laura Hertzog
Shawn Jennings
Mayor Robert Jackson
Frank Gerard Godlewski
Shirley Grill
Joyce Michaelson
Lori Wood Montague
Richmond Rabinowitz
Mia Riker-Norrie
Eva Schaenen
Jonathan Simon
Rosemary Steinbaum

