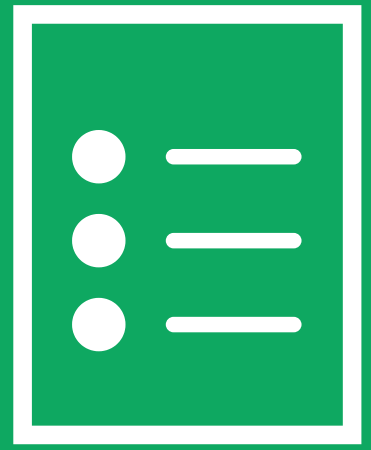




# **STRATEGIC PLAN 2022-2025**

# Executive Summary

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Since 1930, the Midland Park Memorial Library has proudly been serving the people in our community and surrounding areas. Since that time, the role of the library continues to evolve as new opportunities are presented and new challenges arise.

Our world has changed tremendously in recent years. Not only has a global pandemic changed the way we approach our daily activities, but new technology, new digital and media formats, and other nontraditional library services are requested by people of all ages.

With all of this in mind, in 2021, the Strategic Planning Committee took on the task of crafting a new strategic plan to address the anticipated needs of Midland Park residents. In order to truly root the plan in the needs of our key stakeholders, the committee surveyed residents, borough leaders, educators, and community organizations for their insights. The results were dissected and follow up discussions were held with many of our respondents to dig deeper and glean additional intel.

The result of this in-depth research is the following Strategic Plan. Within you will see a revised Library vision and mission in addition to newly established strategic pillars that will guide the future of all endeavors: Quality, People, and Investment.

With a new strategic plan for 2022-2025 in position, the library is poised to move forward with clarity and a new level of engagement with the community at large. It is important to note that this undertaking would not have been possible without the hard work of our community members, library staff, and library board members who came together to hone a shared vision and mission for our library for the future.

This necessary foundation will help us define the direction our organization must take in order to maintain competitiveness and relevance. These last couple of years have taught us in real time the importance of being proactive instead of reactive. Business as usual is no longer business as usual.

This plan maps out our short and long term goals and provides guidance for the Board of Trustees to build upon and enhance the existing level of service to the community. Specifically, the plan focuses on the resources and services the library currently provides so that all of us can fully realize the potential value of the Midland Park Memorial Library to our community.

Understanding the ever-changing economic realities facing municipalities, this plan will help us all set priorities within our financial resources. This is a fluid document and priorities will change over time and circumstance.

As we implement our plan, we will continue to communicate and engage the community. We will establish benchmarks as tactical plans are finalized to measure the progress of our plan and hold ourselves accountable to action.

But above all, we are excited to renew our commitment to providing a gathering place of intellectual activity and high-quality services to the residents of Midland Park and beyond.

Annie Campbell

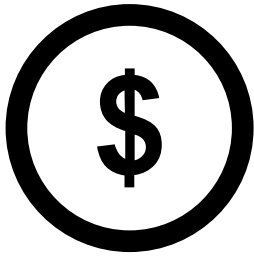
Lauren Sikora

Catherine DiLeo

Emily Myhren



**Midland Park, New Jersey is a borough of 7,216 residents in Bergen County.**



### **Income**

The median household income is \$121,062. 1.1 % of residents live below the poverty line



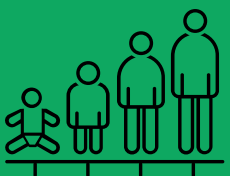
### **Housing**

The median value of homes is \$513,400. This is 10% higher than other homes in Bergen County



### **Education**

94.9% of residents have a high school diploma or higher. 45.5% have a bachelor's degree or higher



**Median Age**  
**41**



**19% are 65 and over**



**33% is renter occupied**



**93.8% households with a computer**



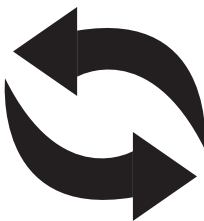
# The Library

The Midland Park Memorial Library was founded as an association library in 1930. In November 1937, a referendum was passed establishing the library as a municipal free public library. The library is now part of the BCCLS, a cooperative library system comprised of 77 libraries.



## Programs

The library offered 208 programs in 2021 with a total attendance of almost 7,000



## Circulation

The library circulated 78,238 print and digital items in 2021, a 24.2 % increase from 2020



## Cardholders

There are 2,405 cardholders, this means 32 % of residents have a library card.

## 2021 Added Value to the community

Print &  
Digital  
Books



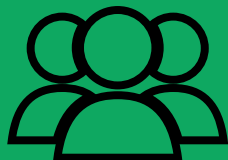
Programs &  
Community  
Outreach



Subscription  
Services &  
Digital  
Access



**\$1.3**  
million



# Purpose and Objective

To enrich the community by creating opportunities for life-long learning through free, equal, and open access to information and ideas.

## **Mission**

## **Vision**

Be a central community gathering place that connects all people and encourages the exchange of ideas and information.

## **The Strategic Planning Committee**

Annie Campbell, Vice President, Library Board of Trustees  
Lauren Sikora, Treasurer, Library Board of Trustees  
Catherine Dileo, Library Director  
Emily Myhren, Children's Librarian

# Methodology

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Securing feedback from the Midland Park Community was paramount. This feedback is what ultimately drove every element of this strategic plan. In order to secure insight from as wide an audience as possible, the Committee executed the below.

## Community Survey

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A detailed survey that requested feedback on services, collections, programming and more was crafted and distributed in the following manner: email through town wide e-blast, social media posts, posting on the library website and personal emails from Committee members to key stakeholders in town. Print copies were offered at the library circulation desk.

## Email Focus Groups

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Following the initial results, select patrons who indicated they would be open to providing additional feedback were contacted to dive deeper in their responses to identify trends and tangible direction for the plan. As the majority requested email follow-up, this was executed completely online.

# Survey Results

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## Respondents



Majority were educators outside of MP (23.2%), retirees (17.9%), Healthcare + Social Services (13.5%) and Homemakers (10.3%)

## Age



Top age ranges in respondent households were 35-44 (32.9%), 5-10 (31.5%) and 65+ (31.2%)

## Wants



People requested more Family (131 votes), Adult Only (119 votes) and K-5th (103) programming at the library. Access to technology was rated the most important offering (107) followed by Curbside pick-up of checked-out items (105), Removal of late fines (83) and Personalized recommendations from staff (74)

## **Strengths**

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- Library Staff and Customer Service
- Booked Subscription Service
- Adult Craft
- Children's Programs
- Digital Collection

## **Improvements**

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- Interior updates
- Bigger selections of diverse print titles
- Expand the digital collection.
- Online newspapers
- Children's programs on nights and weekends

## **Reasons For Lack of Library Use**

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- Pandemic hours are not convenient
- Work or activity schedules
- No longer see use because kids are older



# Strategic Pillars

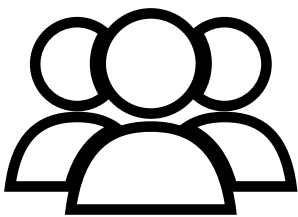
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Based on the above data and research, the below will serve as the three strategic pillars the Library will execute against. Each speaks to the needs and desires of the community while working to enhance the Library's perceived strengths and improve upon the perceived weaknesses.



## Quality

We do not cut corners or accept “good enough.” Every action we take delivers a top-quality result that clearly demonstrates our commitment to our mission + vision.



## People

We put people first and nothing is more important than serving our community. And, at the heart of that is our staff, which we see as our most valuable asset.



## Investment

We are committed to making smart investments of funds and resources. We seek measurable ROI.

# The Way Forward

Each year, the Strategic Pillars will be brought to life through thoughtful tactical plans that align with the approved final budget, which is confirmed each March. Each plan will be a living document, evolving as the needs of the community evolve.

## Continual Test & Learn

Built into every plan will be ways to test new collaborations and tactics that will ultimately enhance and benefit the community.



## Ongoing Community Engagement

Informal and formal community surveys will be executed throughout a calendar year to secure feedback on new services, programs and other ideas implemented as a result of this strategic plan. Feedback will impact future planning.



## 2024 Tactical Focuses

During year three, we will look to activate under the strategic pillars in these ways, in light of the feedback provided:

Community Outreach and Engagement Initiatives (People):

- Develop and implement outreach programs targeting seniors to ensure equitable access to library services.

Enhanced Staff Training and Development Program (Quality and People):

- Develop and implement a staff training program that focuses on enhancing customer service skills and digital literacy.
- Invest in professional development opportunities.

Expansion of Digital Resources and Technology (Quality and Investment):

- Allocate resources to upgrade the library's phone system to enhance user experience and accessibility.
- Invest in acquiring digital content to meet the evolving needs of the community.
- Monitor and learn about the latest trends and developments in AI and how it will affect the future of libraries.

Educate stakeholders and promote library services (Investment, People)

- Continue to forge strategic partnerships and collaborations with local businesses, schools, and community organizations to intensify the reach and impact of library services.

This tactical plan will be finalized once the budget is approved; please contact the Library Director with questions.