

Hepburn Library of Norfolk

2014 – 2018 Strategic Plan (5 Year Plan)

The purpose of this strategic plan is to delineate the direction and priorities of the Norfolk Library over the next five years. The Plan was created through a collaborative effort of the Library Board of Trustees and Library Director. The library's mission statement was reviewed. An internal and external analysis was completed, along with a detailed analysis of the library's strengths, weaknesses, opportunities and threats.

Mission Statement: The **Hepburn Library of Norfolk** serves the township of Norfolk by providing current high-demand, high-interest material in a variety of formats for persons of all ages. The library also assists community members in discovering all the services, facilities and opportunities available through the library and promotes their interest in reading and learning. The **Hepburn Library of Norfolk's** primary role is "Open Door to Learning" with a secondary role of "Popular Materials" Library. To perform these roles the library has become an "Electronic Doorway Library."

Strategic Goals and Objectives

Goal #1: Improve the Financial Management of the Library.

Objective 1.1: Develop a detailed plan for the use of the Hepburn Library of Norfolk Trust funds over the next five years. *[The library was recently the recipient of an endowment which is to be used to supplement (not replace) operating funds. During the planning session, trustees created a draft budget for the income from this investment, which will be integrated in the board's regular budget process]*

Objective 1.2: Evaluate and implement changes to improve the library's financial record keeping, financial reporting and regulatory compliance reporting.

Goal #2: Within the local community, improve the Library's communication, solicitation of feedback, image, and marketing efforts.

Objective 2.1: Conduct a survey of residents of the service area. *[Director was assigned to create survey with input from trustees]*

Objective 2.2: Conduct community presentations about the library. *[This was replaced by creating a brochure and/or newsletter about the library and distributing it in the community.]*

Objective 2.3: In an effort to improve communication, conduct informal meetings with Town Trustees every four months. *[This was replaced by having trustees and the director takes turns attending regular Town board meetings]*

Objective 2.4: Develop a plan to better serve neighboring areas. *[After results of survey]*

Goal #3: Improve the Library Facility.

Objective 3.1: Develop a long-range facility plan in partnership with, and with participation from, Town representatives.

Objective 3.2: Develop a contingency facility plan to address future library needs, including different building/location and proper infrastructure. *[During building brainstorming process, trustees decided that moving the library to a new building wasn't financially feasible at this time]*

Goal #4: Improve Organizational Structure.

Objective 4.1: Convert the library to a 501c3 not-for-profit organization by the end of 2013. *[In process]*