



Strategic Plan 2025-2028

Executive Summary

The Memorial Library of Nazareth and Vicinity is a community-focused, patron-centered institution, serving 14,000 users from a population of 30,000 across four municipalities. It has been a cherished community cornerstone for nearly 75 years.

The library was originally located above a store on South Main Street in Nazareth Borough before moving to a purpose-built building in 1951. As the library grew, it relocated to the Trumbower House on East Center Street in 1970. Due to the addition of new partner municipalities, a growing population, and the popularity of its programs, the library outgrew this space as well. Rather than moving, the library expanded its facility with an addition and renovation between 1997 and 1999.

The library receives 60% of its funding from four neighboring municipalities: Nazareth Borough, Upper Nazareth Township, Lower Nazareth Township, and Bushkill Township. It employs five full-time staff, twelve part-time staff, and four pages. The library is open to the public 51 hours a week and houses over 60,000 items in its collection, with an annual circulation of over 100,000 items. Additionally, it hosts more than 800 programs each year, attracting over 9,000 attendees.

Our Mission & Vision

Vision Statement

The library will be the community center of the municipalities we serve, where members share experiences and information and cultivate relationships.

What is the purpose of the Memorial Library of Nazareth and Vicinity? The answer is to provide books, story times, and Internet access. However, our library offers more than that. The library provides a variety of services and access to many resources. These include:

- Programming for children and adults
- A clean, safe place to read, work, study, and collaborate
- Written materials in a wide variety of formats, including print, large print, audio, and electronic
- Public access computers
- Wi-Fi capabilities
- Online resources

It is not our mission to provide these services and resources. The library strives to fulfill its mission through these services and resources; this is our unique reason to exist. The methods of accomplishing our mission are fluid, but the relevance of our mission continues.

Mission Statement

Our goal is to inspire and enrich the lives of the residents in our supporting municipalities by offering valuable lifetime literacies and a community-centric service approach.

Strategic Planning Approach

In 2023, the Memorial Library of Nazareth and Vicinity began its strategic planning process. Library Director Holly Bennett participated in a strategic planning seminar at the Pennsylvania Library Association's annual conference, which guided engaging board members, BKP Architects, community leaders, staff, and patrons in discussions about the library's future.

From November 2023 to September 2024, the director participated in several public community forums to engage with the public about the library and its services. These forums allowed the director to connect with patrons, residents, and community leaders regarding the library's future. The director attended events such as the Nazareth Greater Chamber of Commerce Board Meetings, Nazareth Rotary Club Meetings, Kiwanis Club Meetings, Nazareth Area School Board Meetings, Friends of the Library Meetings, Dog's Day Out in Lower Nazareth Township, and Upper Nazareth Community Days.

The director held individual and small group meetings with board members to assess the library's collection, patron services, program offerings, technology, community outreach, facilities, and financial sustainability.

Staff meetings were held to evaluate current library services, discuss ongoing challenges, pinpoint areas for improvement, identify more efficient processes, and set future goals. The team focused on improving community service through programming and library collection. Additionally, they identified key areas for professional development.

The resulting strategic plan was designed to address current challenges and capitalize on future opportunities, considering the library's history, demographics, and environmental trends. In addition to board and staff input, information was gathered through focus groups with children, teens, parents, and municipal leaders, as well as online surveys to shape the library's strategic plan.

Goal 1: Continue to build and maintain a diverse collection of books and materials in various formats to meet the community's informational and recreational needs.

Objective	Actions	Timeline	Resources	Performance Indicators
1.1 Develop a formalized weeding schedule	<ul style="list-style-type: none"> Continue the initial inventory of the collection to identify outdated, damaged, or irrelevant items. Work with the library staff to develop a three-year weeding schedule for all collections. Define clear weeding criteria, such as circulation frequency, condition, and relevance to the community. 	<p>Ongoing</p> <p>Complete by January 2026</p> <p>Complete by January 2026</p>	Acquisition Librarian and Library Director	<p>Completion of the first year of weeding according to the schedule and criteria by the end of 2027.</p> <p>Execute schedule through the end of 2028.</p>
1.2 Create quarterly acquisition assessment reports	<ul style="list-style-type: none"> Establish a system for quarterly collection reviews based on circulation data, patron feedback, and staff assessments. 	Complete by January 2026	Acquisition Librarian, Circulation Lead, and Library Director	A comprehensive collection assessment report will be produced each quarter. The first report will be produced at the end of the first quarter of 2026.
1.3 Launch the extension of the SPARK cooperative	<ul style="list-style-type: none"> Train staff and patrons on the extension of the cooperative. 	Complete by January 2025	Circulation Lead, Library Director, Library Staff, and Technical Services Lead	Full integration of SPARK's cooperative and a reduction of interlibrary loans by 25% by 2028.
1.4 Maintain a concentration on book repair	<ul style="list-style-type: none"> Develop a formalized book repair and rebinding policy. Train staff necessary to assist with repairs. 	<p>Complete by June 2026</p> <p>Ongoing</p>	Circulation Lead and assigned Library Staff.	Repair at least 60% of damaged materials annually, focusing on irreplaceable or frequently used items.

Objective	Action	Timeline	Resources	Performance Indicators
1.5 Enhance display strategies for the collection and integrate additional nontraditional collections (lending library items such as gardening, crafting, and simple household tools).	<ul style="list-style-type: none"> • Design engaging displays for featured books, new acquisitions, and seasonal or themed collections. • Partner with local businesses or patrons to highlight nontraditional collections. 	<p>Ongoing</p> <p>Ongoing</p>	<p>Circulation Staff</p> <p>Library Director, Marketing Team, and Circulation Staff</p>	<p>Successfully integrate at least two new nontraditional collections with measurable increases in usage by the end of 2026.</p> <p>Increase the library's social media reaches and engagement by 10% by the end of 2026, focusing on promoting the library's collection through targeted marketing efforts.</p>

Expected Outcomes:

- A well-maintained, relevant collection that satisfies both informational and recreational needs.
- Increased patron engagement through creative displays and diverse, non-traditional collections.
- Efficient library operations through improved circulation tracking and material processing systems.

Goal 2: Remain at the forefront of changing technology, materials, information, and patron access.

Objective	Action	Timeline	Resources	Performance Indicators
2.1 Enhance access to digital library resources	<ul style="list-style-type: none"> • Increase the library’s digital collection, including streaming services, online databases, ebooks, audiobooks, and other digital resources. 	Ongoing	Acquisitions Librarian	Increased usage of digital resources by 10% by the end of 2026, with positive feedback from patrons regarding the ease of access.
	<ul style="list-style-type: none"> • Promote electronic resources to patrons through social media, library newsletters, and website updates. 	Beginning Summer 2025	Circulation Lead and Marketing Team	See above
	<ul style="list-style-type: none"> • Create virtual tutorials and instructional materials to help patrons navigate and access remote resources. 	To be completed by the fourth quarter of 2026	Circulation Team	See above
	<ul style="list-style-type: none"> • Promote remote access options for library programs and events (e.g., virtual story times). 	Create a plan by June 2027 with implementation in the first quarter of 2028	Leadership Team	Achieve consistent participation in virtual opportunities, with a 2% increase in engagement by the end of 2028.

Objective	Action	Timeline	Resources	Performance Indicators
2.2 Improve remote access technologies	<ul style="list-style-type: none"> Investigate tools that enhance virtual patron engagement, such as live chat and virtual help desks. 	Feasibility study planned to begin in 2027—anticipated implementation if viable in the first quarter of 2028.	Tech Services Lead and Library Director	Increase remote access to library programs and services by achieving a 3% growth in online interactions and virtual program participation by the end of 2028.
2.3 Explore new ways to assist library patrons in using library services and technology	<ul style="list-style-type: none"> Offer digital literacy workshops to educate patrons on how to use ebooks, audiobooks, and online research tools effectively. Continue to revise and maintain the library’s website. 	<p>Schedule workshops and training courses on a quarterly basis beginning in the third quarter of 2025.</p> <p>Website revision and content updates are monthly—a website bi-annual review to begin in 2026.</p>	<p>Tech Services Lead, Marketing Team, and Library Director</p> <p>Circulation Lead, Tech Services Lead, and Library Director</p>	<p>Increase in the number of technology assistance requests and successful program participants by at least 3% annually.</p> <p>Increase website traffic, measured through website analytics, by enhancing content, and expanding digital marketing efforts.</p>
2.4 Bridge the digital divide through continued partnership with Northampton County’s Digital Access Navigation Coalition (DANC)	<ul style="list-style-type: none"> Host programs for the DANC that provide technology training, access to computers, and internet connectivity for patrons in need. Develop initiatives that provide loaner devices to patrons without access to personal technology. 	<p>Host a program by the end of 2025.</p> <p>Launch device loaner program by the fourth quarter of 2026.</p>	Circulation Lead, Tech Services Lead, and Library Director	Increase the number of underserved patrons receiving digital access and technology training by 2% annually, with progress tracked through usage metrics such as program attendance, completion rates, and follow-up surveys. Additionally, measure a 3% increase in the number of training sessions conducted and a 3% increase in digital tool usage among participants each year through 2028.

Expected Outcomes:

- Increased patron engagement with library resources through improved access to digital tools and technology assistance.
- Bridging the digital divide in underserved patrons, providing equal access to technology and information.
- Keeping the library at the forefront of technological advancements by continuously updating and improving digital platforms, services, and patron access.

Goal 3: Maintain a Consistent Funding Stream for Library Operations

Objective	Action	Timeline	Resources	Performance Indicators
3.1 Create a committee representing all supporting municipalities to guide investment planning	<ul style="list-style-type: none"> Regularly meet to review investment priorities and ensure they align with the library's strategic vision. 	Form the committee in the first quarter of 2025.	Library Director, Board Members, and Municipal Leaders	The committee will meet at least two times in 2025, with the first meeting occurring in the first quarter. Meeting outcomes will be documented and tracked, including specific action items and progress toward identified goals, with a target of completing 50% of action items by the end of the year.
3.2 Maintain support of the operational budget through municipal relationships	<ul style="list-style-type: none"> Hold at least one meeting a year with municipal representatives. Advocate for continued funding for library operations. 	Ongoing	Library Director and Board Members	Sustained or increased funding from municipalities at each year's end 2025-2028.
3.3 Diversify funding sources through grants, fundraising events, donations, and sponsors	<ul style="list-style-type: none"> Apply for federal, state, and private grants. Continued to build a more robust donor program and develop local business relationships. 	<p>Ongoing</p> <p>Ongoing</p>	<p>Library Director and Library Staff</p> <p>Library Director and Library Board</p>	At least 25% of the operational budget will be secured through nonmunicipal sources by 2028.

Expected Outcomes:

- Achieved long-term financial sustainability through diverse funding streams.
- Strengthened relationships with municipalities and increase their financial support.
- Continue building robust donor and sponsorship programs.

Goal 4: Secure Funding for Phase II of the Renovation Plans (\$1 million)

Objective	Action	Timeline	Resources	Performance Indicators
4.1 Seek capital improvement grants	<ul style="list-style-type: none"> Identify potential grant opportunities. 	Ongoing	Library Director and Library Staff	Secure at least 50% of the funding goal (\$500,000) by the end of 2027.
4.2 Seek corporate and business sponsors	<ul style="list-style-type: none"> Approach local businesses and corporations with customized sponsorship packages. Explore matching gift programs with larger corporations. Offer public recognition through branded plaques, advertisements at events, and visibility in the annual report. 	<p>2026</p> <p>Dedicated effort in the second quarter of 2025.</p> <p>2027</p>	<p>Library Director and Library Board</p> <p>Library Director and Library Staff</p> <p>Library Director, Library Board, and Marketing Team</p>	Secure 1 to 3 corporate sponsors who will contribute at least 15% of the goal (\$150,000) by the end of 2028.
4.3 Host a Centennial Celebration fundraising event	<ul style="list-style-type: none"> Plan a celebration to serve as a fundraiser and awareness platform for the renovation project. 	Begin planning in 2025, with the event(s) to be held in 2027.	Board Members, Library Staff, Library Director, and Patrons	Raise \$50,000 - \$100,000 by the first quarter of 2028.

Objective	Action	Timeline	Resources	Performance Indicators
4.4 Introduce crowdfunding (using online platforms to generate donations) to the library's fundraising initiatives	<ul style="list-style-type: none"> • Launch an online crowdfunding campaign to attract small contributions. • Use social media to highlight the renovation's impact on the community. • Offer small incentives for contributors. 	2026-2028	Library Director, Marketing Team, and Library Staff	Raise \$50,000 - \$75,000.
4.5 Improve donor engagement and major gifts	<ul style="list-style-type: none"> • Develop a donor engagement strategy for individual donors, legacy gifts, and significant contributions. 	Secure initial pledges by the first quarter of 2028.	Library Director and Library Board	Secure \$250,000 from individual donors by December 2028.

Expected Outcomes:

- \$1 million secured revenue for renovations by the end of 2028.
- Strengthened relationships with the community and donors through diverse fundraising efforts.
- Completed basement renovations, providing a valuable community resource.

Goal 5: Eliminate Obstacles to Accessing the Library

Objective	Action	Timeline	Resources	Performance Indicators
5.1 Research, technology, materials, and programs to meet the needs of people with a broad range of disabilities	<ul style="list-style-type: none"> Investigate assistive technologies to make the library more accessible to individuals with disabilities (e.g., braille books, screen readers). Explore potential partnerships with organizations specializing in accessibility resources to enhance the library's offerings to patrons with disabilities. 	<p>Ongoing, beginning 4th of 2026</p> <p>See Above</p>	Library Staff, Community Organizations, and Library Director	Introduce at least two new accessibility tools or programs by the Summer of 2027, with positive feedback from disabled patrons.
5.2 Continue to offer off-site programs	<ul style="list-style-type: none"> Maintain and expand the library's off-site program to reach underserved populations who cannot easily visit the library. 	Ongoing, with program reviews every 6 months for improvements beginning in August 2025.	Library Staff and Library Director	Increase participation in off-site programming by at least 3% by the end of 2026.

Objective	Action	Timeline	Resources	Performance Indicators
<p>5.3 Develop a board policy for handling inquiries and establish a committee to assess the needs of underserved residents in Tatamy and Stockertown.</p>	<ul style="list-style-type: none"> • Research how the towns of Stockertown and Tatamy can be integrated into the library and explore possible interest in moving forward. • Develop a budget model to analyze the impact of adding new municipalities to the library’s service area, including funding sources and potential increases in operational costs. 	<p>Policy to be implemented by Summer 2027. Committee to be formed by the fourth quarter of 2026.</p> <p>See above</p>	<p>Library Board</p> <p>Library Board</p>	<p>Present committee recommendations and a budget model by March 2027, including a detailed plan to expand services to underserved communities, with a target of reaching at least 10% of unserved residents within the first year of implementation.</p>
<p>5.4 Install a digital signboard on the front lawn of the library</p>	<ul style="list-style-type: none"> • Secure proposals and finalize plans. • Promote the installation of the sign to community members. 	<p>Finalize plans by March 2025.</p> <p>Community conversations in February/March 2025.</p>	<p>Library Board, Donor, and Library Director</p>	<p>Install a digital sign by Summer 2025. Success will be measured by a 5% increase in community engagement and event awareness, tracked through surveys and attendance metrics.</p>

Objective	Action	Timeline	Resources	Performance Indicators
5.5 Develop a comprehensive library marketing plan	<ul style="list-style-type: none"> Utilize both digital and traditional marketing methods. Collaborate with local media outlets to get coverage on new library programs and initiatives. 	<p>Plan to be completed by January 2027</p> <p>Ongoing beginning 2027</p>	Marketing Team and the Library Director	Achieve a 3% increase in library patrons and a 5% increase in program participation by the end of the third quarter of 2028, measured through registration and attendance data.
5.6 Gather community input	<ul style="list-style-type: none"> Distribute surveys via multiple channels to gather feedback on desired library services and programs. Host focus groups or community forums to explore insight into the needs of various demographic groups. 	Survey distribution and data collection are to begin in quarter 4 of 2026.	Marketing Team and Library Director	Launch at least two new programs based on community feedback by quarter 4 of 2027.
5.7 Work with the Friends of the Library to provide program opportunities	<ul style="list-style-type: none"> Engage the Friends group in fundraising efforts to ensure sufficient funding for new and expanding programming. 	Ongoing, with quarterly reviews for fundraising efforts.	Friends of the library, library staff, and library director	Secure at least 3% more funding for programming by the end of 2027.

Expected Outcomes:

- Increased awareness of library services and programs, reaching a broader audience in the community.
- New programs based on community feedback, ensuring the library meets the evolving needs of residents.
- Enhanced community engagement through creative marketing strategies and tools such as the digital signboard, ensuring that the library remains a central and vital resource for all community members.

Goal 6: Continue to Maintain and Sustain the Library Facility

Objective	Action	Timeline	Resources	Performance Indicators
<p>6.1 Create a disaster and emergency plan</p>	<ul style="list-style-type: none"> • Identify potential hazards (e.g., fire, flood, power outages, active shooters, natural disasters). • Create specific response protocols for each disaster type, including evacuation procedures, staff duties, and communication strategies. • Work with local police, fire departments, and medical teams to integrate their roles into the response plan. • Develop strategies to protect collections, equipment, and technology during emergencies. • Create a training plan and drill schedule. 	<p>Beginning in the first quarter of 2026, it is projected to be completed in the first quarter of 2027.</p> <p>See above</p> <p>See above</p> <p>See above</p> <p>See above</p>	<p>Library Director, Local Emergency Services, Facilities Manager, and Insurance Professionals.</p>	<p>Finalized plan by the fourth quarter of 2027. Successful completion of at least two emergency drills annually beginning in 2028, with improvements noted after each session.</p>

Objective	Action	Timeline	Resources	Performance Impact
6.2 Develop a plan to upgrade essential systems: phone, security, and fire	<ul style="list-style-type: none"> • Assessment: evaluate the current systems to identify potential risks and functionality gaps. • Research modern solutions • Evaluate solutions concentrating on maintenance and efficiency 	2026-2028	Library Director, Facilities Manager, Service Vendors, Law Enforcement, and Board Members	A phased implementation plan, if viable, will be completed by December 2028.
6.3 Create a formalized building maintenance plan	<ul style="list-style-type: none"> • Develop an annual facilities plan that schedules regular inspections and repairs • Prioritize preventative maintenance • Track maintenance by keeping a detailed log of maintenance work, including completion dates and areas addressed. 	A plan will be created by the first quarter of 2026.	Library Director and Facilities Manager	Complete an annual maintenance plan by the end of 2026, with monthly progress reports demonstrating that 90% of tasks are on schedule.

Expected Outcomes:

- Enhanced preparedness for emergencies with a well-developed disaster response plan and trained staff.
- Increased security and ensuring the safety of library patrons, staff, and collections with upgraded security and fire systems.
- Fostered long-term building health by proactively addressing maintenance needs through an annual plan.
- A safe, secure, and well-maintained environment, increasing staff and patron confidence in the library's facilities.

Goal 7: Develop and Retain Knowledgeable Personnel

Objective	Action	Timeline	Resources	Performance Indicators
7.1 Seek funding for continued staff training and development	<ul style="list-style-type: none"> Explore funding options (e.g., grants, donations, budget allocations) for staff training programs. 	Ongoing	Library Director, Library Staff, and Professional Associations	At least two successful funding applications for staff training by mid-2026 At least all full-time employees attend at least one library conference or association each year by 2027.
	<ul style="list-style-type: none"> Identify opportunities for staff to attend relevant workshops, webinars, and conferences. 	Ongoing		
	<ul style="list-style-type: none"> Collaborate with local, state, or professional organizations to access external funding or scholarships. 	Ongoing		
7.2 Develop and support the existing leadership mentorship program to enhance and reinforce training initiatives.	<ul style="list-style-type: none"> Maintain regular meetings with the leadership team to establish organizational goals. 	Ongoing	Library Director and Library Staff	Ensure 100% staff participation in the mentorship program by the end of 2025, with measurable improvements in technical skills and library knowledge, as in performance reviews.
	<ul style="list-style-type: none"> Hold one-on-one meetings with mentors to oversee part-time staff performance. 	Ongoing		
	<ul style="list-style-type: none"> Schedule frequent check-ins with mentors to assess their comfort levels and identify staff training needs. 	Ongoing		

<p>7.3 Formalize the role of Circulation Supervisor</p>	<ul style="list-style-type: none"> • Evaluate the tasks and responsibilities of the Circulation Supervisor. • Create a comprehensive job description that outlines the role’s responsibilities, required skills, and qualifications. • Define the Circulation Supervisor’s reporting lines. • Clarify their relationships with other departments and staff. • Provide necessary training to handle leadership tasks, customer service expectations, and SPARK management. • Define performance expectations. • Establish SOPs for key circulation processes and ensure that the Circulation Supervisor oversees their implementation. 	<p>Completed by the end of the third quarter of 2025</p> <p>Completed by the end of the fourth quarter of 2025</p> <p>Completed by the end of the fourth quarter of 2025</p> <p>Completed by the end of the fourth quarter of 2025</p> <p>Ongoing</p> <p>Completed by the end of the fourth quarter of 2025.</p> <p>Completed by the fourth quarter of 2026.</p>	<p>Library Director</p> <p>Library Director and Human Resource Assistant</p> <p>Library Director</p> <p>Library Director</p> <p>Library Director, Professional Associations, and Office of Commonwealth Libraries</p> <p>Library Director</p> <p>Circulation Supervisor and Library Director</p>	<p>Metrics are collected to reflect operational efficiency, customer satisfaction, and policy and procedure compliance. See above.</p> <p>An updated organizational chart.</p> <p>Employee productivity, satisfaction, and retention. Evidence of staff collaboration.</p> <p>See above.</p> <p>Meet or exceed at least 80% of key performance indicators during the evaluation period.</p> <p>Achieve a compliance rate of 90% in all circulation tasks. Ensure that 100% of staff consistently follow SOPs when performing their duties. Ensure that 100% circulation staff are trained on SOPs within 2 weeks of any revision. Ensure that 100% of SOPs are fully documented and cover all necessary tasks</p>
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Expected Outcomes:

- Enhanced staff technology competency, enabling the library to better serve its community with the latest tools and resources.
- Adequate funding for ongoing staff training and development ensures that staff have the necessary skills to keep up with industry advancements.
- A culture of continuous learning through mentorship programs and professional development opportunities, ensuring that all staff members feel supported in their growth.
- Increased staff engagement with external professional networks, fostering collaboration and sharing of best practices.
- Efficient circulation operations, high levels of customer satisfaction, adequate supervision of circulation staff, adherence to policies and procedures, and improved operational efficiency.

Acknowledgments

Significant effort has been dedicated to engaging the public in discussions about the library's future. Library staff have been deeply involved in this process, offering valuable insights into patrons' needs through one-on-one conversations, survey responses, and staff meetings.

Nazareth Library Board of Directors

2025

Board Position	Name	Representing Municipality
President	Christopher Crook	Nazareth Borough
Vice President	Nate Golub	Lower Nazareth Township
Treasurer	Len Fodera	Nazareth Borough
Secretary	Becky Bartlett	Upper Nazareth Township
Board Members	Jarred Bedoya Cindy Corpora Evan Davis Keith McKeon Nancy Teague	Bushkill Township Nazareth Borough Upper Nazareth Township Bushkill Township Lower Nazareth Township
Board Liaisons	Davene Perruso Mary Reichel-Knecht Julie Bender	Nazareth Borough Nazareth Borough Bushkill Township

Adopted by the Memorial Library of Nazareth and Vicinity on Tuesday, January 28, 2025.