

BALDWIN BOROUGH PUBLIC LIBRARY

STRATEGIC PLAN 2021-2025



BBPL

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baldwinborolibrary.org

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Letter from the President



To All residents of Baldwin Borough:

In 2020 the Board of Trustees and the Library Director began a review of the Library Strategic Initiatives. Our goal has been to have a new Strategic Plan in place during 2021 that will guide our activities and set goals for the next five years. The document you are seeing is the outgrowth of these efforts.

For the past five plus years our strategic initiatives have included:

- Position the Baldwin Borough Public Library as a community destination and gathering place that facilitates civic engagement.
- Increase awareness about library programs and services and promote the library as the place for lifelong learning and personal growth.
- Build strong partnerships and relationships with community leaders, businesses and residents.
- Create an interactive environment that allows the community to harness the power of ever-changing technology.
- Train, encourage and inspire our dedicated staff and volunteers, so they can provide exceptional customer service to the community.
- Build an inspiring and functional library that enables residents to experience the next generation of library programs and collections.

As we reflect on our efforts we have done a good job at working these initiatives. However, it is important for an organization to have a plan for the future. We cannot rest on the fact that we now have a home of our own, a constantly updated and relevant collection for all members of our community, active and updated programs and outreach, and extensive involvement in community activities. We must continue to grow and develop.

Included in the following pages are ideas from the community, our staff, the Director, and the Board of Trustees on where this organization needs to go to continue to successfully execute the groundwork and promise put in place over the past 5 years. Our areas of focus for the next five years include:

- Organizational Excellence
- Outstanding Customer Experiences
- Community-Driven Programming
- Meaningful Community Connections

We hope you read through this document and it raises questions and thoughts on how to help implement this and future plans. This is our library and our community. It is important for us to all be involved as our communities become better places with us involved.

Thanks for reading. We believe you will find this document informative.

Sincerely,

A handwritten signature in blue ink that reads "Paul J. Hayhurst". The signature is written in a cursive style with a large initial 'P' and 'H'.

Paul J. Hayhurst
President, Baldwin Borough Public Library Board of Trustees

What Guides Us

Mission

The Baldwin Borough Public Library is your destination for discovery, enrichment and life-long learning.

Core Values

Access

We believe the library to be an open and limitless resource to every member of our community. We support the open exchange of information and of ideas that represent multiple points of view.

Service

We support user-centered services to enrich and enhance the quality of the life of community members.



Knowledge

We value literacy, education, and information for all. We believe the library is an essential source of knowledge and discovery for the community that stimulates their imagination and piques their curiosity.



Community

We believe in providing a welcoming, inclusive, safe, comfortable, and inviting gathering place that connects the community.

Diversity

We believe in the equal value of each individual. We respect diversity and strive to reflect that diversity in the resources and services we provide to the communities we serve.

Library Profile

The Baldwin Borough Public Library was established on August 31, 1964 by an ordinance from the Baldwin Borough—a cause championed by Truman Staggers, former Borough councilman and the founder of the original library. The first library opened in 1970, with 12,000 volumes at the Baldwin Borough Municipal Building, and was staffed by volunteers.

In 1988, the library moved into a 2,059 square foot room in a former school building known as the Wallace Building. With the installation of carpet, shelving and upgraded electrical the library opened in August 1988 with a ribbon ceremony attended by the Major and local representatives.

Over the next 30 years, the library upgraded and expanded its space to accommodate new technology, equipment and furniture as needed to serve the public. By 1997, the library occupied three rooms in Wallace, and continued to make repairs and upgrades until 2012, with a final renovation including new carpeting and paint.

In March 2017, the Library received a \$500,000 Keystone grant from the state to renovate the Leland Building—an underutilized community center given to us by Baldwin Borough leaders. Over the next two years, the Library underwent a capital campaign and raised \$2.1 million dollars, including a \$100,000 CITF grant and a \$500,000 RACP grant. After a groundbreaking ceremony in June 2018, construction started on revitalizing this space into a new library.

February 1, 2019, the library closed to begin the transition into its new space. Volunteers from the community dismantled, packed, and moved the library. After two months, we opened to the public on April 1, 2019, with a community open house on April 6, 2019.

In 2020, two weeks before our 1-year anniversary celebration, the COVID pandemic forced us to close for the safety of the community. Throughout the year, and into 2021, we have had to adapt our services to serve our residents. Once the pandemic is over, we are excited to fully resume services, and work hard on the initiatives outlined in this plan.



Planning Process

Every five years, the library undertakes a strategic planning process designed to reexamine our mission, values, and strategic priorities. The process for this plan was especially significant, as it was after the first year in our newly renovated location. In April 2019, after 3 years of fundraising, design and construction, the Library opened its permanent home to the community in the former Leland Center. The year was full of excitement, new experiences, increased usage and positive responses from our supporters. The Board of Trustees and staff were excited and motivated to map out a future in their new home.

The formal planning process began in January 2020. The Board of Trustees reviewed the previous strategic plan to evaluate the Library's progress and identify goals that still needed to be addressed. In February, an outline for monthly discussions and community meetings was established, with a goal to finish the planning process by the end of the year.

In March, in response to the COVID-19 pandemic libraries, businesses and schools were forced to close all around the country. The Board of Trustees halted all board meetings and future strategic sessions. The process was temporarily paused as we focused on the health and safety of our staff and community.

By late summer, the Board of Trustees was able to meet again and map out a new path going forward. Through the subsequent months, strategic discussions were held, a SWOT analysis was done, and staff participated in visioning exercises. In the fall, the Library conducted two community surveys. One survey captured demographic and usage data, as well as feedback on programs, services, and future needs. A second survey consisting of more open-ended questions was sent to community partners, donors and other stakeholders. This included our municipal and school district leaders, non-profit partners, funders and volunteers.

In January 2021, the Board of Trustees went through all the feedback provided by the community surveys and analyzed library data to identify and prioritize patron needs and services. Two half day sessions were held in April and May to draft the full plan. The plan was reviewed and revised with its formal adoption at the Board meeting on May 20, 2021.

ACKNOWLEDGEMENTS

We would like to thank the following individuals who assisted with the preparation of this plan.

Library Board of Trustees

Paul Hayhurst, President
Kelly Mossbauer, Vice-President
Paul Moder, Treasurer
Mike Fitzgerald, Secretary
Khara Timsina, Trustee
Kevin Moder, Former Trustee
David Stiffey, Former Trustee
Denise Maiden, Baldwin Council Liaison

Library Staff

Jenny Worley, Director
Nancy Musser, Adult Services
Dolores Colarosa, Youth Services
Angela Fenk, Technology & Marketing Librarian
Tracy Bakowski
Namrata Bhattarai
Kumari Kharel
Linda Doring

Community Partners

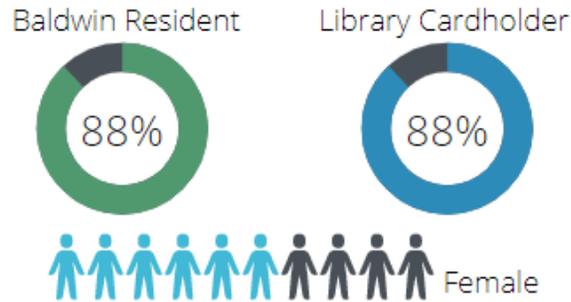
Friends of the Library
Baldwin Borough Council
Baldwin-Whitehall School District

Survey Participants

Community Survey Snapshot



Who responded?



Top Future Library Priorities

- 34% Programs, events, activities
- 12% Community Outreach
- 11% Books and Collections
- 7% Community Involvement/Partnerships
- 6% Technology

23%
"Keep up the good work!"

How does the library benefit your family?

“ *The Library is the cornerstone of our family.*

It's a wonderful place to learn and read in a safe peaceful environment.

We enjoy the camaraderie and friendships that we have made with people who work there as well as our fellow Baldwin Borough neighbors.

The library allows me to connect with other people in my community thru programs.

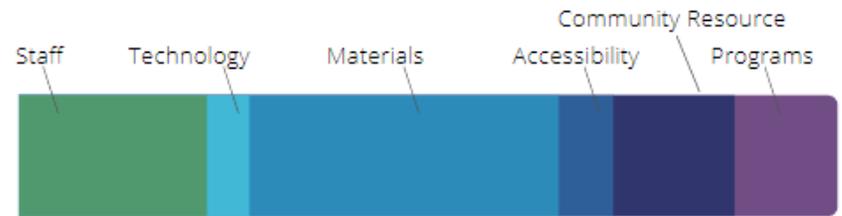
We are a single income family of 6 on a tight budget and the library gives us lots of opportunities for learning and fun without costing us anything (which is rare).

Our kids have fun, develop their reading skills, and learn new things. **”**

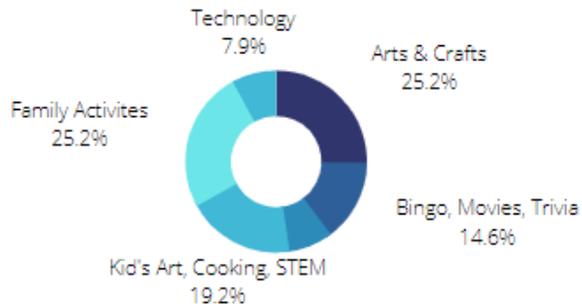
What do you value about the library?

48% used the word **FREE** in their response.

Staff is described as being **helpful, friendly and kind.**



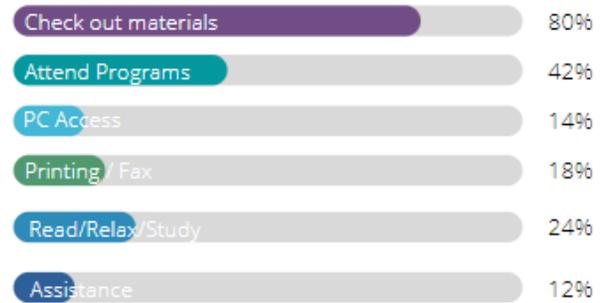
Most-Loved Programs



How can we improve?

- Accessibility** - Many of you said you want more open hours, 24/7 book pick-up and even a pop-up library in other locations.
- More books!** Everyone wants more books, including Manga, non-fiction, diverse authors, mysteries, large print and as many TV shows as possible.
- 62% love what we are doing

Why do you visit?



Executive Summary

To meet our commitment to be the community's destination for discovery, enrichment and life-long learning, the Baldwin Borough Public Library will focus on four strategic areas:



Organizational Excellence

Financial Management - We will ensure our financial assets are secure, sustainable and are used in support of our mission.

Staff Enrichment - We will empower staff by supporting their talents and encouraging innovation.

Effective Governance - We will strive for the ongoing improvement in our organization through leadership and advocacy.

Facility Development - We will create physical spaces that reflect the community and maximize our new building and grounds to better address community needs.



Outstanding Customer Experiences

Customer Focused Service - We will ensure the library is easy and enjoyable to use by putting the community's needs first.

Accessible and Diverse Collections - We will develop collections that support equitable and inclusive experiences through a vast array of perspectives and stories.

Non-Traditional Services - We will strive to be a community hub for different services that contribute to the ease of our community's daily lives.



Community-Driven Programs

Skill Building - We will deliver responsive programs to build a well-rounded and well-informed community.

Early Literacy - We will strengthen the Library's role in supporting early literacy education to promote school readiness.

Recreation - We will be the community center for free entertainment and leisure activities.



Meaningful Community Connections

Community Outreach - We will engage effectively with the community to support their needs where they live, work and play.

Branding and Communications - We will find new ways to tell our story, illustrate our impact and increase public familiarity with our services.

Strategic Partnerships- We will collaborate and partner with groups that advance our mission and meet the needs of our community.

Volunteer Engagement – We will develop strong relationships with community members and inspire them to become enthusiastic library advocates.



Organizational Excellence

Goal: Financial Management

We will ensure our financial assets are secure, sustainable and are used in support of our mission.

Objectives:

- Ensure ongoing financial viability for the library through innovative approaches.
- Strengthen and grow our donor base to help build a robust reserve.
- Explore non-traditional sources of revenue to supplement our existing financial resources.

Actions:

- Monitor our monthly expenses to identify service areas that require more funding, based on the needs of the community.
- Thoughtfully budget, with conservative forecasts, to ensure services and program needs are met while also providing the opportunity to build reserves capable of sustaining the library against unexpected events, loss of income, and large unbudgeted expenses.
- Implement a donor retention and recruitment plan to show appreciation and maintain and grow relationships.
- Explore using the library space for novel community and private events to help generate revenue for the library.

Goal: Staff Enrichment

We believe in empowering staff, supporting their talents and encouraging innovation.

Objectives:

- Invest in recruitment strategies that build a diverse staff so that all people see themselves represented in the management and delivery of library services.
- Seek and retain individuals that strengthen the library's ability to fulfill its mission.
- Encourage and support staff growth by fostering new skill sets.

Actions:

- Conduct a staff assessment of strengths and competencies to identify areas in which training can improve and elevate their ability to support our mission.
- Each staff member will have an individual learning plan developed with the Director that gives them the opportunity for professional development and training.
- Annually review staffing levels and salaries to ensure we are providing merited compensation based on performance and have ample staff to deliver quality service.
- Offer competitive salary packages that attract qualified individuals.

Goal: Effective Governance

We will strive for the ongoing improvement of our organization through leadership and advocacy.

Objectives:

- Adhere to the governance standards set forth in the Allegheny County Library System Standards and Pennsylvania State Library Standards.
- Ensure a committed Board of Trustees that strengthens the library's ability to fulfill its mission and reflects the diversity within our community.
- Maintain policies that are inclusive of the community.

Actions:

- Annually review the governance and state standards, and develop a plan of action to address any concerns.
- Regularly review policies to ensure they are equitable for all.
- Annually conduct a trustee self-assessment to determine level of engagement and commitment to the library's mission.
- Develop a new Trustee orientation program.
- Identify training and continuing education opportunities for Board of Trustees.
- Create a succession plan for the Director, including a plan for emergency back-ups for critical job functions.

Goal: Facility Development

We will create physical spaces that reflect the community and maximize our new building and grounds to better address community needs.

Objectives:

- Improve outdoor area to be a functional space for the library.
- Consider opportunities for library expansion and upgrades.

Actions:

- Add exterior and interior multi-lingual signage to create a welcoming atmosphere for all community members.
- Conduct a safety and security audit of the library building and grounds.
- Explore the feasibility of a capital campaign to support the construction of an addition, or outdoor patio area onto the library.
- Continue to add seating, lounge areas and permanent activities around the library.



Outstanding Customer Experiences



Goal: Customer Focused Service

We will ensure the library is easy and enjoyable to use by putting the community's needs first.

Objectives:

- Provide free and equitable service by removing potential service barriers and increasing library accessibility.
- Ensure our services address the unique needs of all communities and are reflective of the cultures and social identities of the library's residents.

Actions:

- Explore adding services such as permanent curbside pick-up, self-checkout stations, after hours lockers, increasing open hours, drive-thru pick-up/drop off and offsite library book drops.
- Evaluate all current library services to identify service barriers and inequities.
- Provide training to all staff members on diversity and equality.

Goal: Accessible and Diverse Collections

We will develop collections that support equitable and inclusive experiences through a vast array of perspectives and stories.

Objectives:

- Provide collections which accurately and authentically reflect all backgrounds with a wide variety of representations, experiences and points of view.
- Purchase materials in a variety of formats and genres driven by customer demand and needs, both in physical and digital.

Actions:

- Annually review the collection development policy.
- Conduct a diversity audit on our collections to make sure they are well-balanced and include diverse books, wider perspectives, and reflective of the diversity of our world.
- Increase materials in our alternative collections, and explore additional materials including access to streaming services or experience kits.

Goal: Non-Traditional Services

We will strive to be a community hub for different services that contribute to the ease of our community's daily lives.

Objectives:

- Identify services that the library can offer to accommodate the everyday needs of the community in potentially innovative ways.

Actions:

- Determine what types of services other libraries are already successfully offering by speaking to different libraries across the country, particularly ones that are similar to our size and service population.
- Survey patrons and add a suggestion box, both in the library and virtually, to collect feedback on the types of services that would benefit the community.
- Add three new services in the next five years. Establish measurement tools to determine if service is well utilized, economical and sustainable.



Community-Driven Programs



Goal: Skill Building

We will deliver responsive programs to build a well-rounded and well-informed community.

Objectives:

- Offer programs that enhance our community's skills in areas such as technology training, career development, and other educational pursuits that improve their quality of life.
- Create programs for people to become informed and engaged on important issues.

Action

- Research types of programs being offered by peer libraries, with similar community sizes and cultural populations.
- Add a new skill building programs each per year, for the next five years. Establish measurement tools to determine if service is well utilized, economical and sustainable.
- Be the community's service hub and facilitate connections for residents with the appropriate outside agencies and organizations that can provide them with more in-depth help.
- Host outside organizations and services at the library on a monthly basis to provide on-site help.

Goal: Early Literacy

We will strengthen the Library's role in supporting early literacy education to promote school readiness.

Objectives:

- Expand and enhance the 1000 Books Before Kindergarten program.
- Target parents and caregivers through programming that emphasizes their importance in the education of their child.

Actions:

- Provide daycares, preschools and other early learning organizations with literacy materials to hand out to all parents of infants and toddlers, including program information, 1000 Books Before Kindergarten registration forms and a free board book.
- Live stream programs or provide pre-recorded storytimes and activities that children can watch anytime to accommodate working families and busy schedules.
- Offer regular opportunities for parents and caregivers to get together, in an unstructured environment to connect with each other and offer socialization for their children.
- Explore how to become a Family Place Library.

Goal: Recreation and Entertainment

We will be the community center for free entertainment and leisure activities.

Objectives:

- Focus on providing programming that establishes the library as a community center for recreation, fun and fitness.
- Provide programming specifically for the senior community to foster connections and support mental health and physical resilience.

Actions:

- Provide a variety of monthly exercise programs of varying levels, for all ages, so anyone can comfortably participate.
- Have weekly days and/or hours for seniors to socialize and play card games, do crafts sessions, watch movies, exercise, or participate in any other activities that interest them.
- Provide regular daytrips/longer trips to a variety of destinations—explore discount options for trips for library cardholder.



Meaningful Community Connections



Goal: Community Outreach

We will engage effectively with the community to support their needs where they live, work and play.

Objectives:

- Provide services to adults and seniors through community collections and offsite programming.
- Participate in community events with schools, businesses and other organizations to better serve the community.
- Improve specific outreach and technology services to meet the needs of underserved residents.

Actions:

- Explore the logistics, staffing needs and economic impact for delivering materials and technology access to individual community members' homes, or specific areas that need better access to the library.
- Offer storytime programs and recreational activities at the local parks.
- Create a pop-up library at events, major sports games, and school festivals to engage spectators and promote the library.

Goal: Branding and Communications

We will find new ways to tell our story, illustrate our community impact and increase public familiarity with our services.

Objectives:

- Become expert story-tellers to build recognition and awareness of the library and a deeper understanding of its mission as a destination in the community.
- Improve the library's online presence to create an interactive environment between library staff and library users.
- Increase visibility by building a communications strategy that includes donor profiles, social media engagement, and celebrates our milestones.

Actions:

- Construct and implement a formal written marketing plan including targets, strategies and timelines.
- Establish a positive and consistent institutional identity, by creating branding guidelines, and marketing templates for graphics, social media, website and outreach events.
- Create a quarterly service report, that shows the impact we have on the community.

- Tell patron stories, highlight families, spotlight Board members, and feature Baldwin history on all marketing platforms.

Goal: Strategic Partnerships

Objectives:

- Establish the library as a connection between new residents and the local municipalities school districts and human service agencies.
- Become an essential partner with municipal leaders, businesses, organizations and social groups to build a more cohesive community.

Actions:

- Develop programs/social events with first responders and community leaders to inspire Borough pride and collaboration.
- Participate as an active member of community organizations.

Goal: Volunteer Engagement

We will develop strong relationships with community members and inspire them to become enthusiastic library advocates.

Objectives:

- Recruit, engage and sustain volunteers that are committed to serving and supporting the library.
- Partner with schools and other organizations to train young volunteers in workforce development.

Actions:

- Develop a volunteer engagement strategy to keep volunteers active and interested in supporting and advocating for the library.
- Work with the Friends of the Library, to help them become an autonomous volunteer group that actively sponsor fundraisers for the library.
- Participate in the annual Learn and Earn summer program with Jewish Family and Community Services and partner with the Baldwin Whitehall School District to grow our teen volunteer program.



Next Steps:

Now that our focus priorities have been identified, we can begin to move forward and start working on outlining and implementing procedures to successfully complete each goal. We will use the action items as a jumping off point to ensure that we are focused on the initiatives put forth in this document.

Library staff will have the responsibility of overseeing implementation and will consult with the Board of Trustees and other groups directly involved in or affected by decisions. In the course of implementation, new issues, challenges, and ideas will emerge. Staff will consider these new areas while assessing progress overall on the plan, and annually review the appropriate next steps to remain community-focused and true to our mission.

Additionally, the Board will evaluate the Library's accomplishments, challenges and strengths annually. The Board will also use staff input, community feedback, demographic changes and library trends to determine if further revisions need to be made to ensure we continue to fulfill our mission.

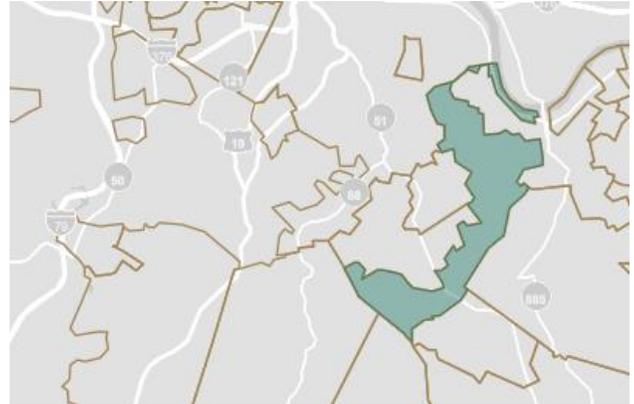
Community Profile

Baldwin Borough, Allegheny County

5.8 sq. miles, South Pittsburgh

Population: 19,554

Incorporated: 1952



Baldwin Borough strives to be an ideal place to live and raise family where quality of life is maintained and supported with responsible commitments in planning.

--Mission of the Baldwin Borough

Baldwin Borough was formed from a part of Baldwin Township the area now included in the Boroughs of Baldwin, Whitehall, Brentwood, and Castle Shannon, the present Baldwin Township, and parts of the City of Pittsburgh.

People moved to Baldwin Borough in the 1950s because of its affordability and proximity to the city of Pittsburgh. Since that time, population has remained level due to lack of development and because it continues to remain an affordable option to live.

Over 60,000 Bhutanese refugees from Nepal have been resettled in the U.S as part of the Third-Country Resettlement Program started by UN Refugee Agency for the refugees in Nepal who were victims of ethnic-cleansing and political vendetta in Bhutan.¹ Since 2008, Baldwin has been primary resettlement area for Bhutanese refugees. Most of this community take a path to citizenship, and choose to buy a home and permanently settle with their families in Baldwin. As a result, our demographics are shifting to reflect this new community.

Governance: Seven elected Councilmembers and a Mayor

County Council District: 6

Senatorial District: 45

Legislative District: 36, 38

Congressional District: 14

Emergency Services: Police Department, Three Volunteer Fire Departments, EMS Station

School: Baldwin-Whitehall School District (4000+ students)

Amenities: Two parks, public pool, baseball fields, Borough auditorium

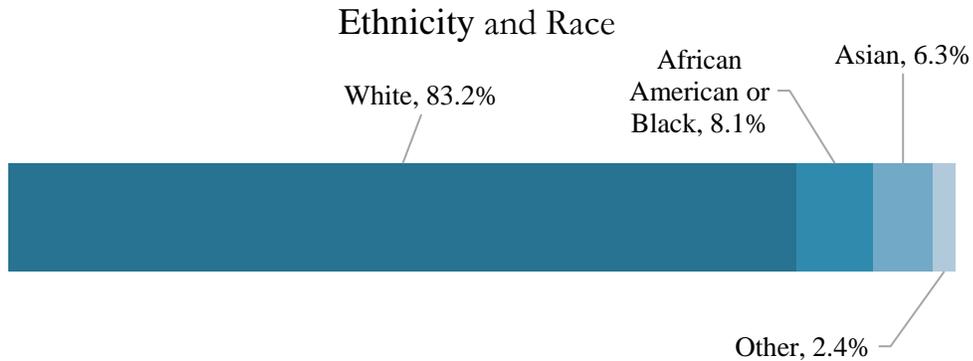
Property Tax Millage Rate: 6.78 mils; 58th out of 131 county municipalities
School Tax Millage Rate (2021): 21.76; 23rd out of 45 County School Districts

¹ Children of Shangri-Lost <https://www.shangri-lost.org/about-us/pittsburgh-bhutanese-community/>

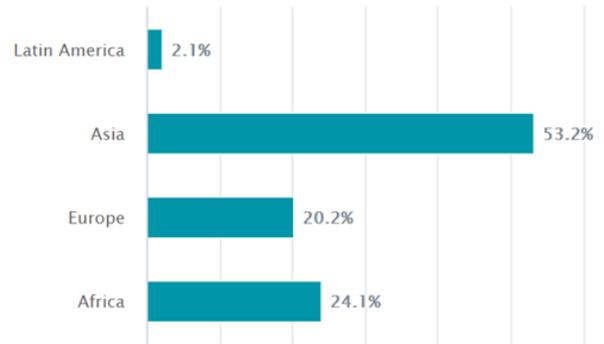
Demographics

Population: 19,554

Age Breakdown: < 18: 20.9% 18-44: 33.5%; 45- 64: 25.8%; > 65:19.8 %



- 9.5% of residents are foreign-born, 65% of which are naturalized U.S. citizens and an estimated 52.1% entered the country before the year 2010.²
- 53.2% of foreign-born residents are from Asia – a reflection of the resettlement of Bhutanese refugees from 2008.
- 10.5% speak a language other than English at home.



Households: 8,038 (8,642 housing units)

Average Household size: 2.42 people

Single-family homes: 76.8%

Multi-unit structures: 23.2%

Computer/ Internet use:

Households with a computer: 87.5%

Households with broadband: 84.6%

Education:

High School Graduate or higher: 92.4%

Bachelor’s Degree or higher: 26.4%

Employment:

Private Wage/ Salary Workers: 87.2 %

Federal, state, or local government: 9.5%

Self-employed: 3.2%

Income:

Median Household Income: \$65,420

Median Full-time Income: \$48,521

Poverty Level: 6.7%

Households receiving SNAP: 12%

Free and reduced lunches: 35%

² American Community Survey 2015—2019 ACS 5-Year Narrative Profile Baldwin Borough, Pennsylvania

Library Data

Historical Context:

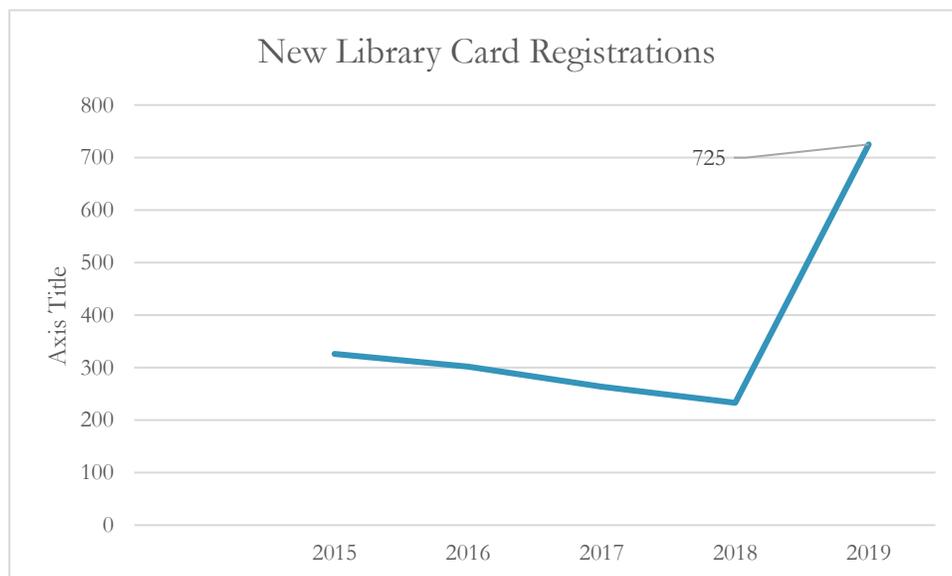
In 2019, we operated out of our old building for the month of January. We then closed for all in-person services for 3 months (February – March) to move into our new building. Our grand reopening was April 1, 2019.

The 2020 statistics are skewed due to COVID closures and mitigation measures we were mandated to take. The physical library building was closed March - July, and again for a few weeks in December. Certain time periods also had us delivering curbside pick-up only, with no computer or building access.

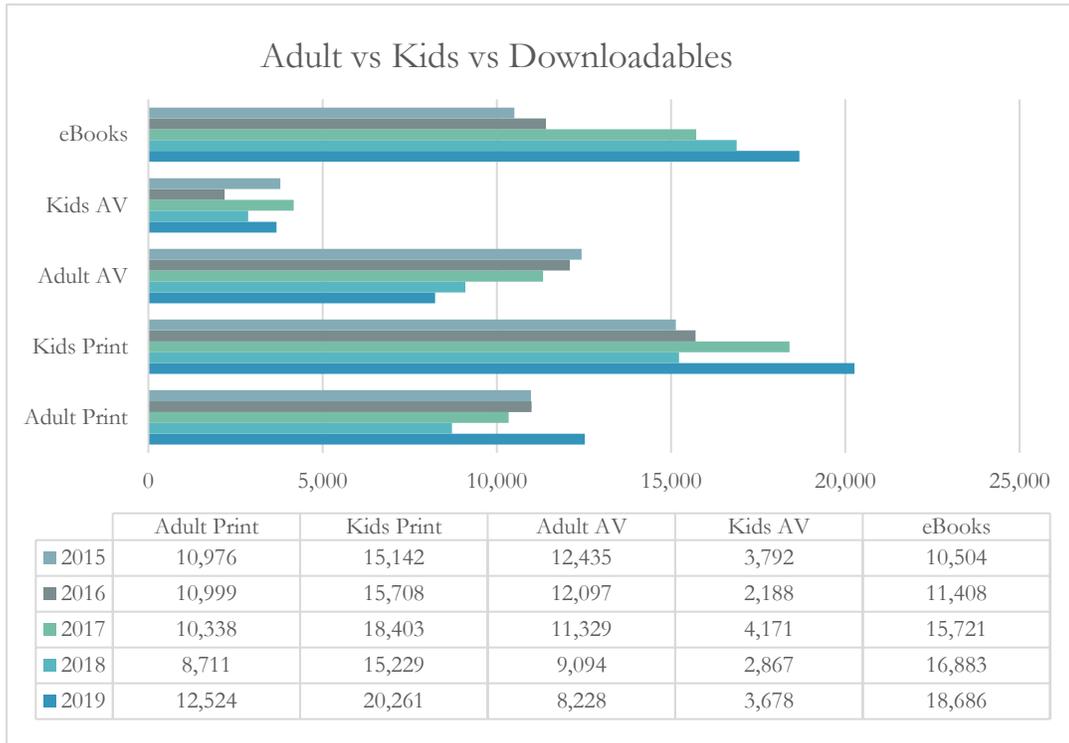
We have done our best to examine trends, successes and failures keeping the above changes in services in mind. Year by year comparisons are especially difficult to analyze.

Patron Trends

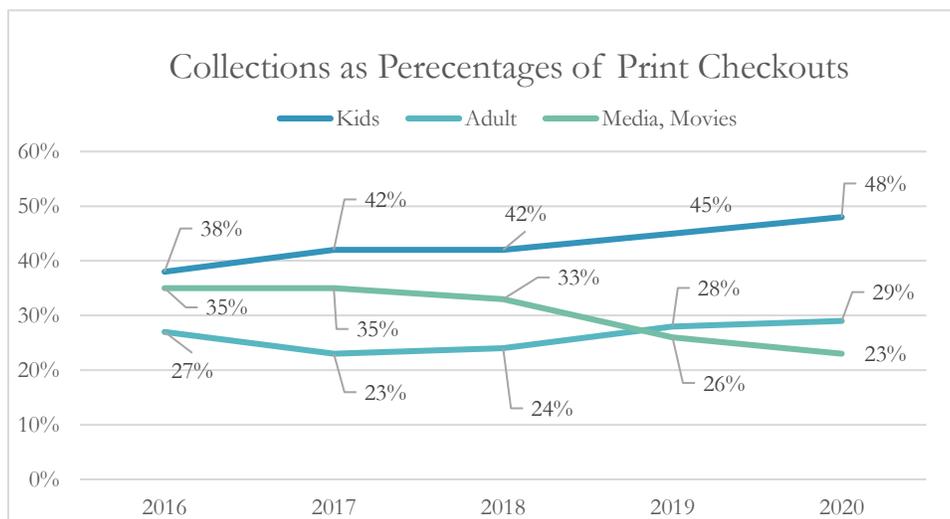
- 30% of all Borough residents have library cards (+5% from 2015)
- Not only do we have more patrons, but we saw a 25% increase in active usage by cardholders over the past 5 years. This means people are using our services more often, more consistently, and continue to do so for longer periods of time. Less people abandon our services after a few years—they find us useful and essential in their lives.
- Our move to the new building, created excitement and new library card registrations grew by 211%.



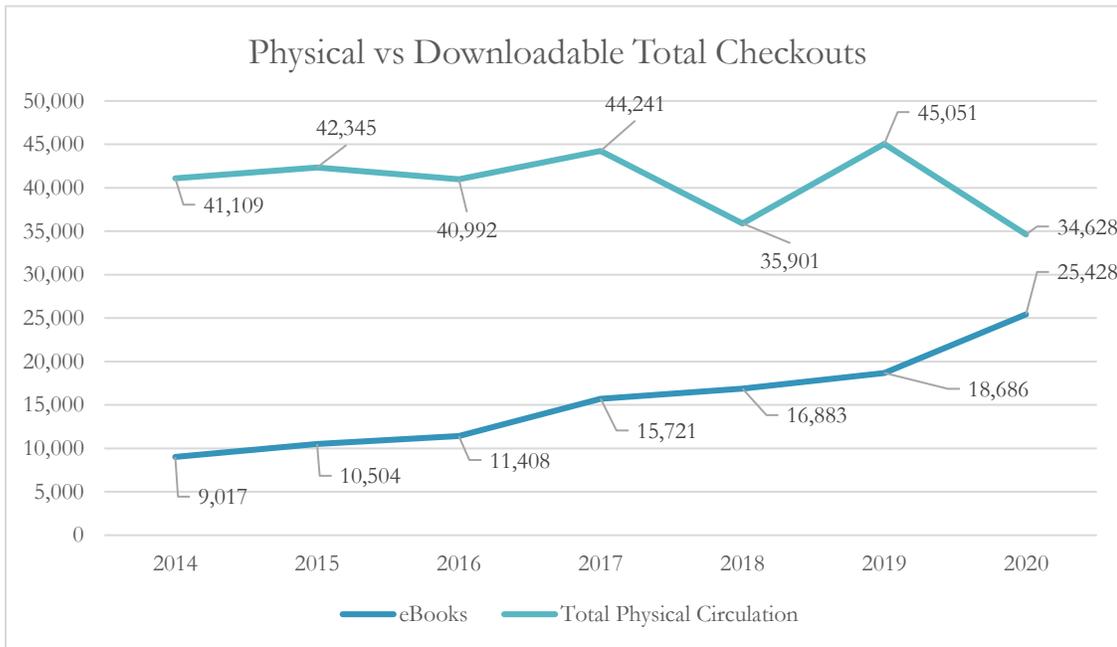
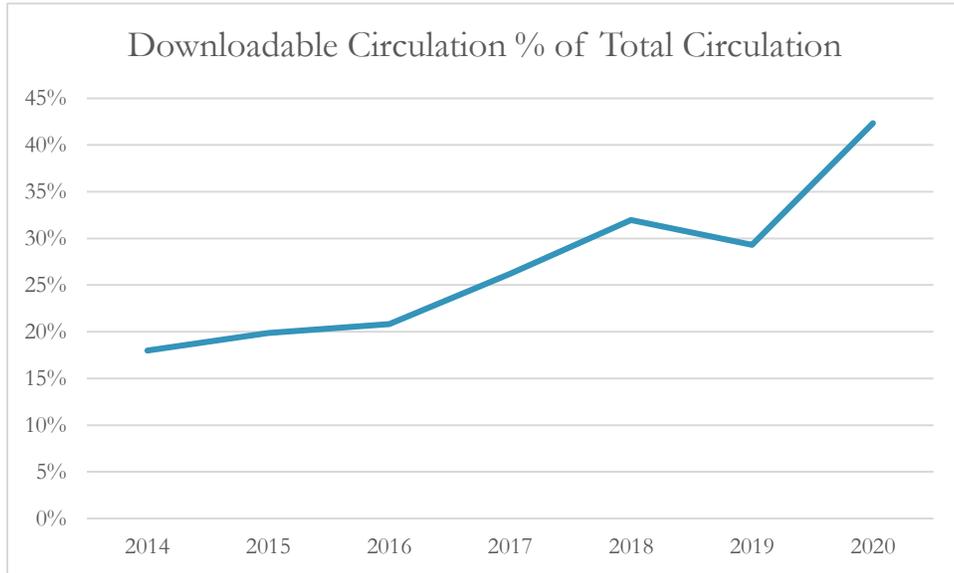
Circulation Statistics & Trends



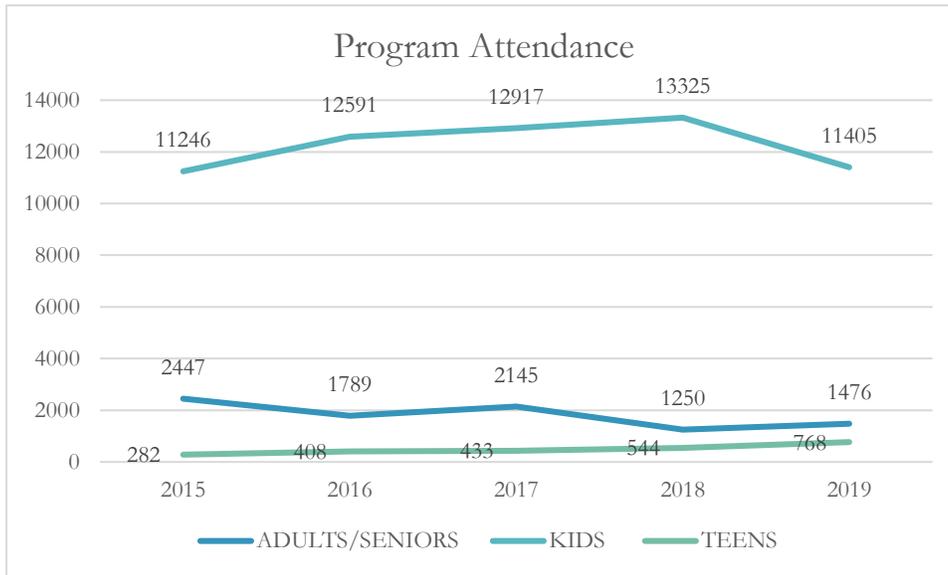
- Print checkouts in 2019 increased over the previous year due to the new library building. Children’s materials saw a 33% increase, and adult print materials a 43.7% increase.
- Beginning in Spring 2019, we stopped purchasing new CDs and audiobooks, due to the falling demand and the rise in circulation of eAudio downloadables (+350% since 2015). Additionally, cars do not have CD players and smartphones are more prevalent.
- In 2019, we added non-traditional collections including board games, lawn games, sewing machines, equipment, tablets, and backpacks. These alternative collections counted for 3.5% of our circulation in 2019; and 2.5% in 2020; In 2020 game circulation increased 25%.



- Downloadable use has steadily risen consistently from year to year. Patrons can now register for library cards online to immediately use our eContent, and never have to come into the library. During 2020 COVID closures, this was an invaluable service to our patrons.
- Not looking at 2020 data, even with the rise in downloadable usage, our physical collections are still very popular and remain the biggest percentage of our checkouts.



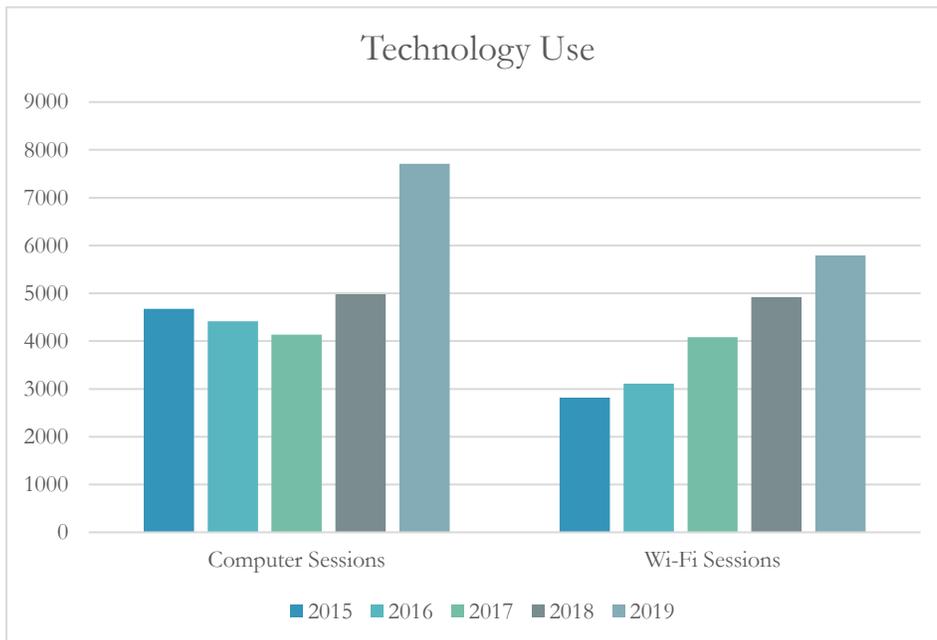
Program Statistics & Trends



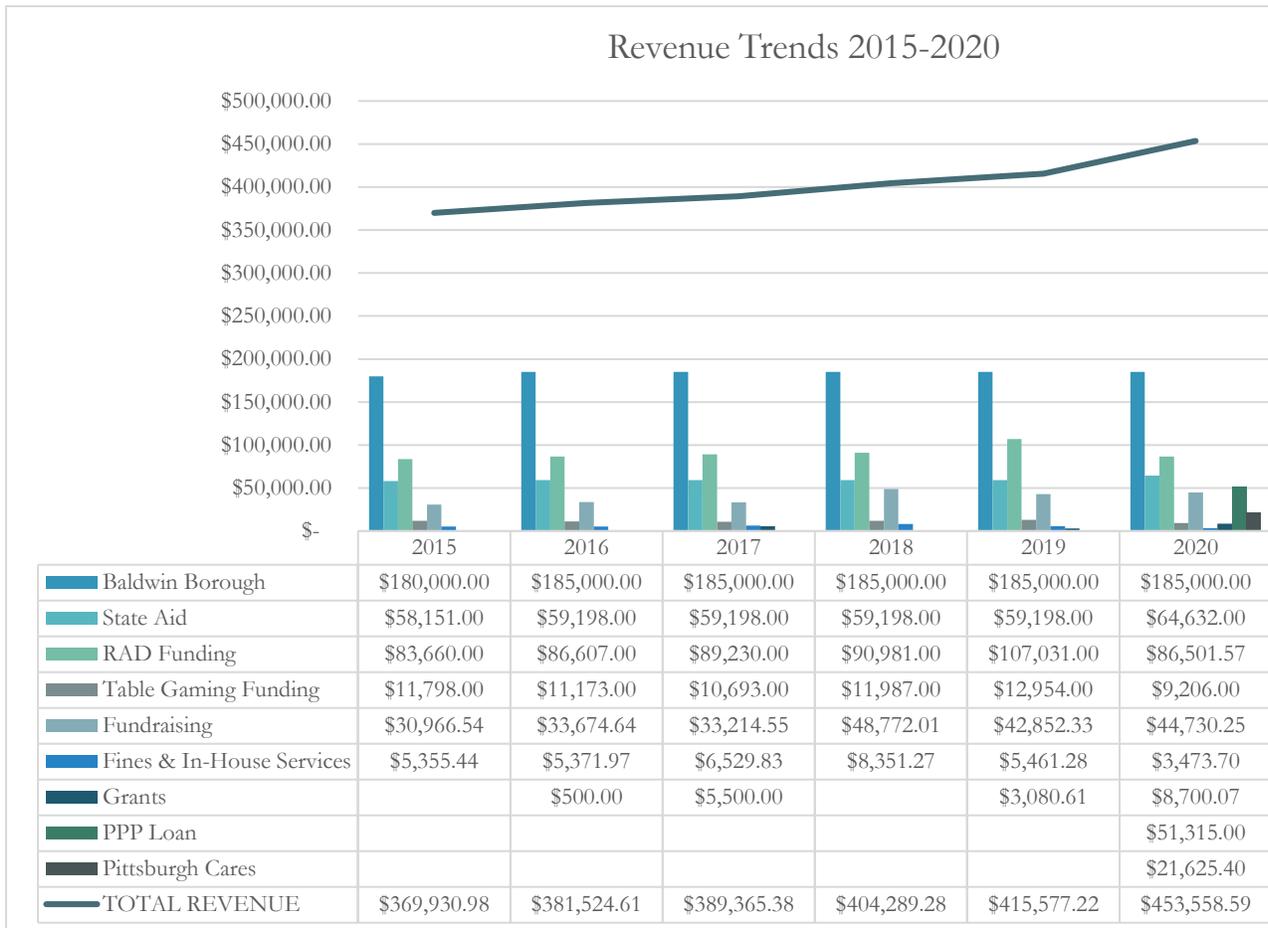
- Teen attendance at programs and involvement in the library has been steadily increasing, due to our Summer Volunteer Program, and a grant funded theater camp.
- We increased our programs when we moved into the new building, and although attendance seems lower, the variety of programming has increased as we try to determine the types of activities our patrons enjoy.

Technology Use

- Even with the closures, our computer and wi-fi use has seen the most growth.



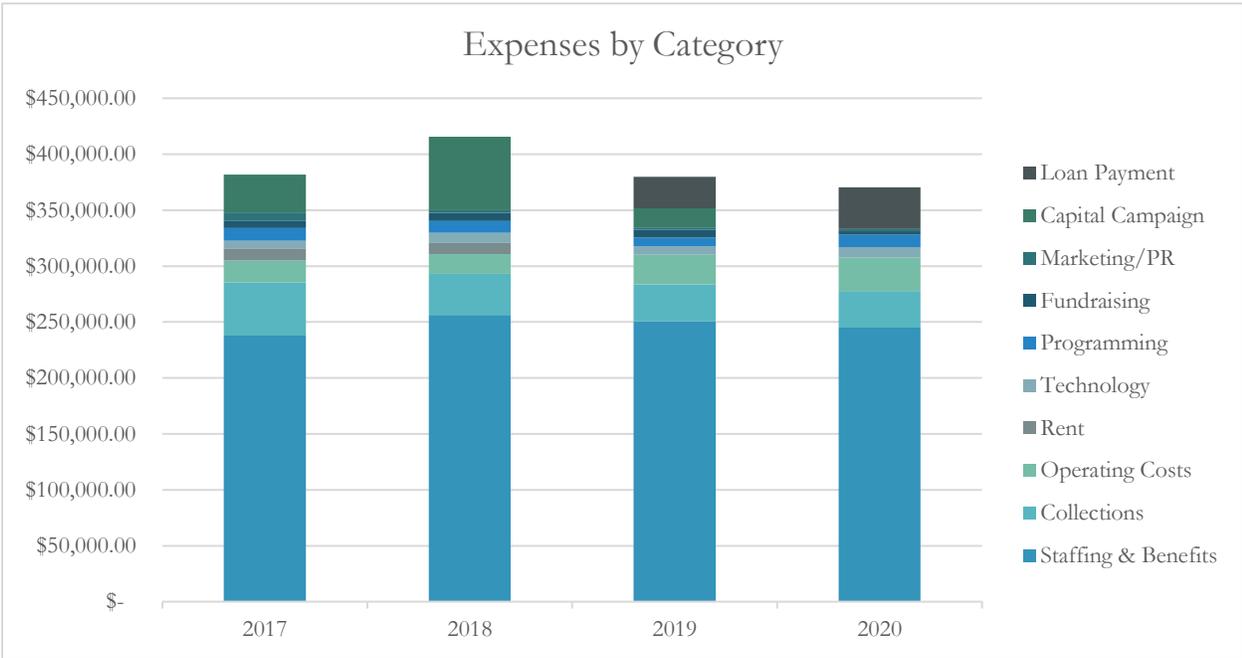
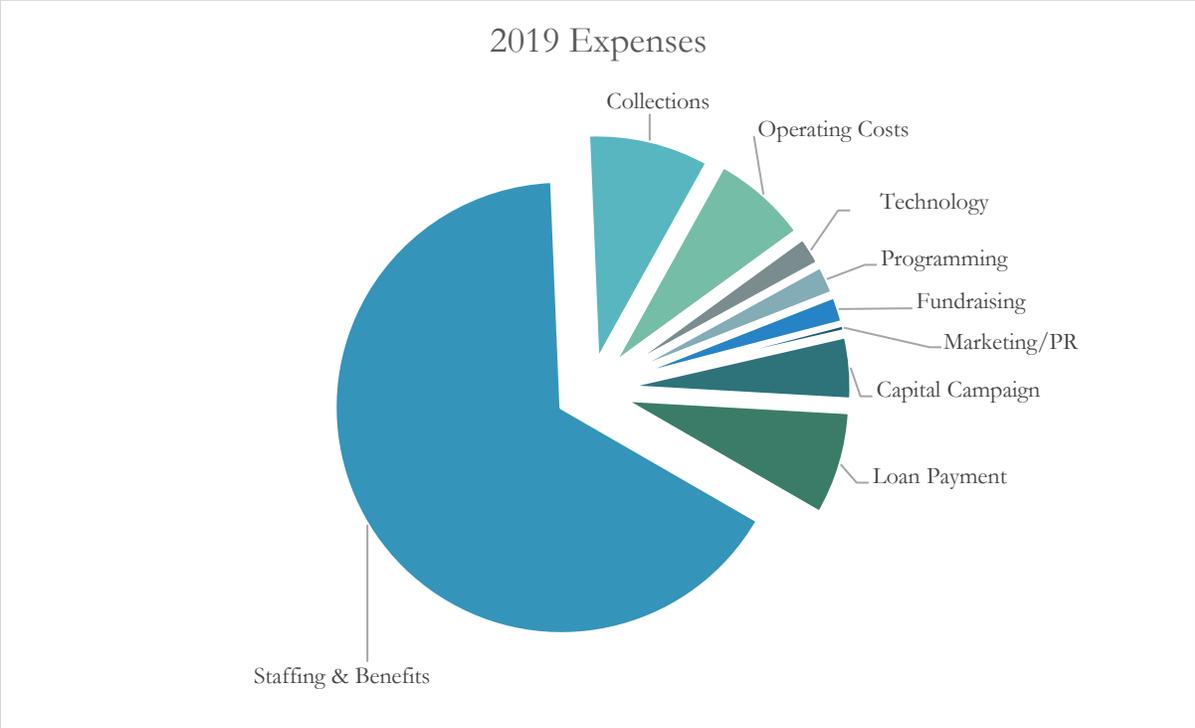
Revenue and Expenses



It is difficult to track trending in funding without having spent a full year in the new building, not in the middle of pandemic, however our fundraising and grant efforts have seen a notable increase. We are seeing the support from our community year after year.

- In 2019 we went fine free, and in 2020 we moved to a donation based printing/faxing model. That line item will disappear in 2021, and all income will be reflected in fundraising
- Our municipality revenue as remained level for the past 5 years although we have been approved for a \$5,000 increase beginning in 2021.

2020 COVID Notes: We received a 25% decrease in RAD funding and Table Gaming funding due to pandemic economic repercussions, however we did receive Cares Act funding from the county to help offset that loss. We also applied for a PPP Loan, that was forgiven. This loan helped us surpass or normal revenue. We did continue to fundraise all year, and saw large increase in donations online.



- Staffing costs remain level due to turnover, despite increases in insurance, wages and number of staff.
- Through the transition of the new building, we focused on operating costs, and capital costs, and didn't spend as much on collections. Without our building debt, beginning in 2021, we will be able to increase our programming and collection expenditure.

SWOT Analysis

Throughout the planning process, the Board of Trustees and staff identified strengths, opportunities and challenges currently affecting the Baldwin Library

STRENGTHS:

Staff

New Building

Fine free

No limits on materials, renewals

Programming (youth)

Experienced director

Walkable location, geographically situated to help

Board of Trustees

Community Partnerships

Strong Relationship with Borough Municipal Leaders

Community support we have is strong – committed volunteers

OPPORTUNITIES:

Reach out to patrons not on social media – older patrons

Reaching out to surrounding community, playground Storytime, poolside stories

Multi-lingual opportunities

Expand building

Outdoor spaces – programming

Capacity building for staff – skill sets

Build virtual capacity

Staff salaries

Community Support - funding

Alternative Collections

Expansion / Take over the world

Homeschooling – Supplement virtual education

CHALLENGES: (things we cannot control)

Trying to serve the public in times of social change

Morale during COVID

Work/life balance

Getting funding for new building

Being able to competently serve diverse cultures / language barriers

School Partnership

Number of staff

Location – near other area libraries

Baldwin borough is weirdly shaped

Community/borough communication is minimal

Survey #1 Questions

For 3-4 months we posted this survey online on our website, social media, email newsletters. We also provided printed copies in the library, included them in people's material pick-ups and handed them out at the few community events around the community. We did offer a chance to win a \$50 gift card as an incentive for participants. All questions were required, to prevent participants from not providing meaningful feedback in order to qualify for the gift card.

How often do you visit the Baldwin Library?

- Daily
- Weekly
- Monthly
- Seldom
- Never
- I only use online services like eBooks.

If you answered, seldom or never, what prevents you from using the library?

What do you do when you visit the library? (Check all that apply)

- Check out materials (books, movies, music)
- Attend library programs
- Use computers/Wi-Fi
- Print, copy, fax
- Stay and play/read/relax/study
- Get assistance from staff (tax forms, community information, job help)

Do you download eBooks or eAudiobooks from the library? (Overdrive, Hoopla)

- Yes
- No, but I'm interested in learning more.
- No, I'm not interested in eBooks

If you answered yes, please tell us about your experience with our eBooks collection.

What kinds of library programs do you or your family attend? (Check all that apply)

- Adult hands on learning programs (painting, crafts, sewing, etc.)
- Books Clubs
- Recreational Programs (Movies, Bingo, Trivia)
- Teen Programs
- Baby and Toddler Programs (Early Learning/Storytimes)

- Children's hands on learning (STEM, painting, cooking, etc.)
- Holiday Family Events
- Summer Reading Programs
- Technology Classes
- Career/College Classes
- I do not attend library programs

What days/times are you most likely to attend a library program? (Check all that apply)

- Weekday Mornings
- Weekday afternoons
- Weekday evenings (after 6pm)
- Weekends
- I do not attend library programs.

What do you value most about the library?

What other types of programs or services would you like to see the library offer?

What suggestions do you have to improve library services, collections or programs?

How does the library benefit you and your family?

What should the library focus on in the next five years that would improve your library experience and its role in the community?

Any other questions or comments?

Do you or your child have a library card?

- Yes No

Are you a Baldwin Borough Resident?

- Yes No

How do you hear about library programs, services or events? (Check all that apply)

- Email Newsletter
- Social Media
- Website
- In the library (printed calendars, flyers)
- Local newspapers/magazines
- Word of mouth
- Other

Survey #2 Questions

This survey was targeted at our community partners, businesses, organizations, municipal leaders and prominent donors. We wanted a more in-depth look at how we were serving the community and if they felt we were meeting our mission.

What do you value most about the library?

What library services do you feel are the most essential for us to provide?

Are there any community needs that you think the library can fulfill or address?

Do you feel the library has been successfully serving the community in its new building? If yes, why? If no, what are some things we can do to improve our service?

Do you have any suggestions for new library services, collections or programs?

What should the library focus on in the next five years that would improve your library experience and its role in the community?

Do you have any suggestions for new library services, collections or programs?