



STRATEGIC PLAN

2026 - 2028



Enriching. Engaging. Inclusive.

VISION: Enriching. Engaging. Inclusive.

MISSION: We meet evolving, diverse needs by being the welcoming place in the community where everyone can access resources, share ideas, connect, learn, and grow.



Build Community

GOALS

- 1.1** Continue to be a welcoming and inclusive community hub where people can connect, learn, and grow.
- 1.2** Build and maintain partnerships with individuals and organizations that serve all aspects of our community.
- 1.3** Ensure collections, programs, and our staff and Board reflect our diverse community.
- 1.4** Expand external communications to raise awareness of all the library offers.



Enrich Lives

GOALS

- 2.1** Provide exceptional and responsive services with compassion and kindness to help people navigate every stage of their lives.
- 2.2** Connect people to current technology tools and resources they can rely on.
- 2.3** Instill a love of learning and support literacy for all ages to foster success in school and beyond.
- 2.4** Expand worldviews through our collections and programs.



Ensure Organizational Sustainability

GOALS

- 3.1** Stabilize and diversify funding sources to ensure the library can grow and change to meet the evolving needs of the community.
- 3.2** Update library facilities and operations for flexibility and sustainability to adapt to community needs.
- 3.3** Support staff with tools and training to increase their engagement and job satisfaction.
- 3.4** Empower the Library Board and library stakeholders as advocates for the library.

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Introduction

The Cheltenham Township Library System (CTLS) is a vibrant and important community organization. The library system's staff and services make the libraries welcoming and comfortable community spaces. To align the library system's services with the evolving needs of the community, CTLS is working on a refresh to their current strategic plan that centers input from the community. By working with an updated strategic plan, CTLS will:

- **Build community** by providing a welcoming hub, connecting with new and current partners, and raising awareness of the library's services;
- **Enrich lives** by providing accessible and responsive services that help people connect to technology tools and literacy skills needed for success at all learning levels;
- **Ensure organizational sustainability** by diversifying funding, updating facilities, and supporting library staff and Board members, helping them learn, grow, and communicate well with each other and the community.

In spring 2025, the Cheltenham Township Library System began a strategic planning refresh process. CTLS engaged [Fast Forward Libraries LLC](#) in July 2025 to oversee the refresh in three phases: Learn, Dream, Do. In the Learn phase, the library sought community feedback through a survey, focus groups, and interviews. In the Dream phase, the Board and staff held meetings to discuss possible future work for the library. This document outlines the refreshed strategic directions and goals for CTLS and will guide the library's activities through the Do phase.

Process Timeline

July 2025 - December 2025

The Planning Team spent months learning about community needs and developing strategies to advance the library's impact over the next three years.

**Planning Team
Kick-off**

July

**Community
Input and
Learning Report**

July - September

Planning Workshops

October

**Plan Development
and Review**

October - November

**Present to the
Board, Transition
to Implementation**

December

Vision

Enriching. Engaging. Inclusive.

Mission

We meet evolving, diverse needs by being the welcoming place in the community where everyone can access resources, share ideas, connect, learn, and grow.



Strategic Directions



BUILD COMMUNITY

We connect with our community in a variety of ways and promote the library as a strong partner with local organizations. We ensure our services reflect the diversity of the community and regularly share information about all the library offers.



GOALS:

1.1 Continue to be a welcoming and inclusive community hub where people can connect, learn, and grow.

1.2 Build and maintain partnerships with individuals and organizations that serve all aspects of our community.

1.3 Ensure collections, programs, and our staff and Board reflect our diverse community.

1.4 Expand external communications to raise awareness of all the library offers.

POTENTIAL OUTCOMES:

- Patrons indicate feeling welcomed at the library
- Local organizations think of the library as a go-to partner
- Patrons feel that programs and collections meet their cultural interests and needs/wants
- Patrons, elected officials and the wider community are aware of what is happening throughout the library system
- Participation of Cheltenham School District students in reading based programs and challenges increases





ENRICH LIVES

We listen to our community's needs and provide various services and technologies that help people feel included and build confidence. We support technology and literacy skills needed for successful learning at all ages.

GOALS:

- 2.1** Provide exceptional and responsive services with compassion and kindness to help people navigate every stage of their lives.
- 2.2** Connect people to current technology tools and resources they can rely on.
- 2.3** Instill a love of learning and support literacy for all ages to foster success in school and beyond.
- 2.4** Expand worldviews through our collections and programs.

POTENTIAL OUTCOMES:

- Patrons indicate continued high satisfaction with customer service
- Patrons have higher confidence using new technologies
- Patrons increase their use of materials and programs that feature diverse authors, cultures, ideas, and perspectives.
- Increased participation in literacy-based programming and reading challenges



ENSURE ORGANIZATIONAL SUSTAINABILITY

Our library staff and Board are the heart of our organization, and we support their learning and growth as they benefit the overall patron experience. Through sustainable funding and updated facilities we provide flexible services that meet the community's needs.



GOALS:

- 3.1** Stabilize and diversify funding sources to ensure the library can grow and change to meet the evolving needs of the community.
- 3.2** Update library facilities and operations for flexibility and sustainability to adapt to community needs.
- 3.3** Support staff with tools and training to increase their engagement and job satisfaction.
- 3.4** Empower the Library Board and library stakeholders as advocates for the library.

POTENTIAL OUTCOMES:

- Increased, sustainable funding allows for strategic plan activities to be carried out
- Library facilities meet community and staff needs
- Staff indicate high job satisfaction and there is low turnover
- Board members feel confident in their roles



NEXT STEPS

Implementation and Evaluation

The CTLS Board has approved the strategic directions and goals outlined in this plan. Library staff will now develop an activity plan to guide the library system's work. Staff will regularly review and adjust the activity plan, paying attention to the funding and timing needed for specific activities.

Library staff will also evaluate their work on the approved goals. Progress toward the goals will be regularly reported to the Board, staff, and community.

