Planning Summary
The Board of Trustees for the Southeast Steuben County Library wanted a community focused action plan to help steer the direction of the library for the next three years. The Board engaged the public in the ASK exercise. This exercise gave us information on our community members’ aspirations, and what is needed to move forward to attain some of those aspirations. In addition, we reviewed the library’s strengths by completing a SOAR analysis. (SOAR = Strengths, Opportunities, Aspirations, Results. This process helped us focus on our current strengths and how those fit into our vision for the future. We reviewed historical library data such as program attendance, collection performance, program offering numbers and number of program sessions offered. From there we named service priorities that aligned with our community’s aspirations and library strengths.

Mission Statement
The Southeast Steuben County Library provides free and open access to collections, electronic resources and innovative services which anticipate, support and respond to the ever-changing informational, cultural and leisure needs of all people within our community

Our Library:
- is a place for belonging
- empowers
- stimulates intellectual and creative curiosity
- is democracy in action
- provides a sense of hope

In partnership with individuals and organizations throughout our area, we provide access to information, resources and opportunities so that people can flourish in an equitable and thriving community.
Purpose
The purpose of the Southeast Steuben County Library is to be a community space that aligns with these values:

Our library:
- is a place for belonging that belongs to everyone
- provides opportunities and a sense of hope
- stimulates intellectual and creative curiosity

by providing access to information, resources and opportunities, in partnership with individuals and organizations throughout our area, so that people of all ages can contribute to a more equitable community.

Core Services
To fulfill our purpose and meet our mission in a way that aligns with our values, we provide the following core services:

Information Services from Knowledgeable Staff
- Technology navigation
- Literacy skills
- Referral to other useful organizations
- Cultural/Educational/Fun Entertainment

Collections Curated for Our Region
- Books, movies, music – in print and digital
- Maker materials
- Museum and experience passes
- Experience kits
- Local history

Equipment to Meet Your Needs
- Copier, fax, scan, and send your documents
- Computers, tablets, and Wi-Fi
- Creation Station Tools and Machines

Safe and Responsible Space
Meeting Rooms
- Study spaces
- Bathrooms, water fountains, and climate control
- Meals for youth
- Welcoming and attentive Staff

Priorities 2019-2021
We will build on our strengths in partnerships, programming and reference services to align ourselves with the aspirations of our changing community by creating:

Communication Doorways
Facilitating digital and in-person community information finding

Social Connections for Adults
Getting grown-ups together to create, chat, eat, and drink

Building Internal Capacity to Assist in Community Health
Committing to be an ethical part of Total Count Census Staff/Development
Programmatic Strategic Planning 2019-2021

Adult program Ideas

- Party with a Purpose
- Themed Adult Cooking Programs
- Health and Wellness- Topics of Concern- Community Discussions
- Partner with area organizations and businesses

2019-2020: Develop and implement
2020-2021: Evaluate and Revise
Overseen by: Adult Programming Staff

Children, Families and Teens Services

Children, Family and Teen Services are core services of the Southeast Steuben County Library. SSCL will continue offering high quality material, and offering creative educational programming. Our library will continue to evolve and maintain these exceptional offerings.

Patron Services

Free Faxing Service

- 2019: Research- Procedure Plan
- 2020: Implement/ Evaluate
- 2021: Review and Revise
Overseen by: Circulation Staff

WiFi-Hot Spot Check Outs

- 2019: Research and Grant submission
- 2020: Implementation
- 2021: Evaluation and revise
Overseen by: Circulation Staff
Census
2019 Research, target partnerships, establish needed services and needed equipment
2019-2020 Public Awareness and promotion
2020 Implement and evaluate process
Overseen by: Reference Staff

On-site Social Service
2019 Research existing services, target partnerships
2020 Establish a plan/ secure funding
2020-2021 Implement/ Evaluate/ Improve
Overseen by: Administration

Community Engagement

Community Engagement Plan → Reach Targeted Populations → Effective Communication

Community newsletter
Welcome Wagon
Partner and connect with current community services (2-1-1/ social services)
2019 Research and establish an engagement plan
2020 Establish public relations platform or newsletter
2021 Evaluate and improve process
Overseen by: Public Relations
Community Service- Adult, Children, YA staff

Disaster Response Planning
Goal: Revise and Update Library’s Disaster Response Plan
2019 Review and revise, partner with area organizations
2019-2021 Evaluate and revise as needed
Overseen by: Reference/ Administration

Evaluation and Support of Services

Develop Financial Support → Evaluations → Change/Evolve
2019 Budget planning
2020-2021 Budget implementation
2019-2021 Programming evaluation
2019-2021 Public feedback evaluations
Continue “Tell Us What You Think”
2019-2021 Targeted surveys in-person and online
Overseen by: Administration, Programming Staff, Board
Board Goals

Facility Infrastructure Plan
In an effort to better leverage the facility as a resource for services, SSCL has secured engineering studies, established a facilities plan, and developed a facilities financial plan. We will need to consolidate all these resources into a full facility comprehensive plan, which will be revised and updated as the project evolves.

Goal: The library will engage a vetted architectural firm to help develop a plan that will include an implementation process, oversight and updated financial projections.

Overseen by: Facilities Committee
Deadline: 2020

Fund Development
The SSCL Board recognizes the importance of philanthropy and fund development in assuring the fiscal health of the organization, and in particular the importance of engaging philanthropic supporters for the forthcoming capital investments in the facility.

Goal: Establish a Fund Development Committee to work with staff to cultivate and steward individual, organizational and corporate support by establishing a donor-centered fundraising program.

Overseen by: Fund Development Committee
Deadline: 2020

Technology Infrastructure
SSCL seeks to establish clear goals and a realistic strategy for using telecommunications and information technology to improve library services.

Goals: SSCL will research, develop and implement a technology plan in conjunction with its facilities plan. The plan’s focus will be on benchmarks and identified community and infrastructure needs.

Overseen by: Staff, IT (CPE, STLS) and Facilities Committee
Deadline: 2020, 2021

Programming
SSCL will build on our strengths in partnerships, programming, and diversity.

Goal: SSCL needs a reliable revenue stream that adequately funds library services and programming.

Overseen by: Finance Committee
Deadline: Ongoing

Staffing
SSCL will strive to leverage its staffing to support its programming and services. We seek to recruit and retain skilled professionals.

Goal: Our library will adopt and implement competitive salary scales.

Overseen by: Personnel/Policy and Finance Committees
Deadline: 2020

Public Relations/ Marketing/ Advocacy
SSCL strives for transparency and community connections and support.

Goal: Develop a Facilities Public Relations Plan

Overseen by: PR Committee/ Staff
Deadline: 2020
**Board Governance and Development**

SSCL Directors will fulfill their responsibilities as defined by the New York State Board of Regents which include Duty of Care, Duty of Loyalty/Conflicts of Interest, and Duty of Obedience.

Goals:
- Ensure that financial resources are being used efficiently and effectively in meeting the institution’s goals.
- Seek, recruit, and retain board members who reflect the vision and mission of the Library.
- Enhance board development to include training on library funding structures and New York State Dormitory Authority services.

Overseen by: Nominating Committee  
Deadline: Ongoing

Goals:
- Create a Board Committee Development that will develop a plan to broaden the scope and knowledge base of the Facilities, Finance, and Scholarship committees, and establish task forces when needed.

Overseen by: The Board  
Deadline: Ongoing

**Policies and Procedures**

SSCL understands the importance of relevant, updated and functional policies and procedures. Our practice is to review, update, and implement benchmarked policies.

Goals:
- SSCL will research, construct and implement policies/procedures relevant to strategic initiatives.

Overseen by: Policy Committee  
Deadline: Ongoing

**All oversight committees will establish objectives**

Deadline: 2020