

SSCL STRATEGIC PLAN 2022-2024



Vision/Purpose

The Southeast Steuben County Library is a community space in which everyone is welcome and provided an opportunity to explore their intellectual and creative curiosity.

By partnering with individuals and community organizations, we provide access to information and empower people of all ages to contribute to a more equitable community. We affirm the American Library Association's Bill of Rights, and denounce all forms of censorship.

Mission

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 in our community.

STAFF GOALS

Programmatic Goals:

• Adult Programming

- o Support Diversity, Equity and Inclusion with programs, collections, displays, and staff trainings. Deadline: annually/ ongoing
- o Enhance, develop and provide outreach programming. Deadline: annually/ ongoing
- o Support intellectual freedom. Deadline: annually/ ongoing

• Teen Programming

- o Support Diversity, Equity and Inclusion with programs, collections, displays, and staff trainings. Deadline: annually/ ongoing
- o Enhance, develop, and provide outreach programming. Deadline: annually/ongoing
- o Expand and enhance after school programming. Deadline: September 2023
- o Support intellectual freedom. Deadline: annually/ ongoing

• Youth Programming

- o Support Diversity, Equity and Inclusion with programs, collections, displays, and staff trainings. Deadline: annually/ ongoing
- o Expand STEAM programming. Deadline: annually/ ongoing
- o Provide more in-house programming, both passive and structured. Deadline: annually/ongoing
- o Increase circulation with book neighborhoods and front facing displays. Deadline: annually/ ongoing

- **Maker Space**

- Provide additional staff training. Deadline: annually/ ongoing
- Develop a future plan. Deadline: December 2023
- Participate in maker learning and networking. Deadline: annually/ ongoing
- Develop and provide passive programs and services. Deadline: annually/ ongoing

Patron Services Goals:

- Support Diversity, Equity and Inclusion with collections, displays, and staff trainings. Deadline: annually/ ongoing
- Expand circulation staff training. Deadline: annually/ ongoing
- Increase patron knowledge of services with a talk campaign. Deadline: annually/ ongoing
- Enhance browsability of collection to increase circulation. Deadline: annually/ ongoing
- Provide, promote and enhance digital literacy. Deadline: annually/ ongoing

Community Engagement Goals:

- Develop an Outreach policy. Deadline: August 2023
- Enhance and Develop community partnerships. Deadline: annually/ ongoing
- Enhance participation with community events. Deadline: annually/ ongoing
- Marketing plan for programming, services, and advocacy. Deadline: April 2024

Volunteer Goals:

- Continue to incorporate volunteers into nonessential library roles that support the daily functioning of the library in meaningful and respectful ways. Deadline: annually/ ongoing
- Promote a sense of community among staff and volunteers. Deadline: annually/ ongoing
- Maintain a volunteer schedule that is available for staff to consult. Deadline: annually/ ongoing
- Maintain communications with volunteers regarding new volunteer opportunities based on the changing needs of the library. Deadline: annually/ ongoing
- Create an exploratory task list for court mandated community service volunteers. Deadline: October 2023

BOARD GOALS

Board Committees: Executive Committee, Nominating Committee, Personnel and Policy Committee, Facility Committee, Finance Committee, Audit Committee, Fund Development Committee, PR/

Advocacy Committee, Scholarship Committee, Board Governance Committee, Strategic Planning Committee

- **PR/Advocacy**

- Goal 1: Develop a marketing/communications plan for board-related activities (such as advocacy, fundraising, research-gathering). Deadline: April 2024
- Goal 2: Accomplish 100% board participation in annual advocacy activities and efforts at state and local levels. Deadline: annually/ ongoing
- Goal 3: Plan and administer a comprehensive survey of patrons and non-patrons to use for future programming and facility development. Deadline: plan by July 2024, implement by December 2024
- Goal 4: Redesign website. Deadline: March 2024

- **Fund Development**

- Goal 1: Recommend a donor data base for purchase. Deadline: February 2023
COMPLETED
- Goal 2: Create a fund development plan that includes case statements, donor cultivation, and target goals. Deadline: September 2024
- Goal 3: Fund mini capital campaign for children's department project. Deadline: December 2022 **COMPLETED**
- Goal 4: Plan email campaign to reach and engage young professional donors. Deadline: March 2024

- **Facilities**

- Goal 1: Identify building management options. Deadline: December 2022
COMPLETED
- Goal 2: Develop facilities plan for children's department. Deadline: December 2022
COMPLETED
- Goal 3: Develop a comprehensive plan for basement/parking lot drainage.
Deadline: February 2024
- Goal 4: Perform annual review of tenant leases and use of space scenarios.
Deadline: annually/ ongoing
- Goal 5: Develop plan for compromised outside façade. Deadline: October 2023
- Goal 6: Secure needed building generators. Deadline: September 2023
- Goal 7: Pre-plan 2024/2025 grant projects based on health and safety needs specified in the facilities plan. Deadline: December 2023

- **Policy/Personnel**

- Goal 1: Develop a policy statement regarding staff wages and incorporate it into salary matrix. Deadline: September 2023

- Goal 2: Increase staff health buy-out to \$2500. Deadline: September 2023
- Goal 3: Develop a comprehensive emergency plan. Deadline: May 2023

COMPLETED

- Goal 4: Support the social-emotional health of staff by allocating funds for relevant staff trainings. Deadline: January 2024

● **Scholarship**

- Goal 1: Streamline and clarify the application process for applicants. Deadline: November 2022 **COMPLETED**
- Goal 2: Implement an annual review of the application process and scholarship budget. Deadline: annually/ ongoing
- Goal 3: Create an ongoing promotion plan for scholarship advertisement. Deadline: March 2024

● **Finance**

- Goal 1: Develop short-term plan for debt payments. Deadline: June 2024
- Goal 2: Create timeline for endowment sustainability plan. Deadline: December 2024
- Goal 3: Present and recommend options for financing of future facility projects, sustainability of library operations, and long-term debt payments. Deadline: December 2024

● **Board Development and Nominating**

- Goal 1: Build diversity plan for board and staff to implement. Deadline: September 2024
- Goal 2: Develop succession plans for outgoing committee chairs and executive committee members. Deadline: December 2024
- Goal 3: Increase pool of prospective board members through networking and mentorship. Deadline: December 2024
- Goal 4: Coordinate minimum of 2 hours of trustee education annually, as per NYS law. Deadline: annually/ ongoing
- Goal 5: Develop Library Services Education Plan for trustees. Deadline: December 2023
- Goal 6: Establish mentorship program for new trustees. Deadline: December 2024

● **Strategic Planning**

- Goal 1: Strike ad hoc Strategic Planning Committee. Deadline: December 2023
- Goal 2: Develop 2025-2027 Strategic Plan. Deadline: December 2024