Gardiner Library - Strategic Plan 2023-2028

<u>Our Values</u>

Defined by the American Library Association - these values embody the foundation of our practice as librarians.

<u>Access</u>

All information resources that are provided directly or indirectly by the library, regardless of technology, format, or methods of delivery, should be readily, equally, and equitably accessible to all library users.

<u>Confidentiality/Privacy</u>

Protecting user privacy and confidentiality is necessary for intellectual freedom and fundamental to the ethics and practice of librarianship.

<u>Democracy</u>

The publicly supported library provides free and equal access to information for all people of the community the library serves.

<u>Diversity</u>

We value our nation's diversity and strive to reflect that diversity by providing a full spectrum of resources and services to the community we serve.

<u>Education and Lifelong Learning</u>

We strive to provide lifelong learning services to all.

<u>Intellectual Freedom</u>

We uphold the principles of intellectual freedom and resist all efforts to censor library resources.

<u>The Public Good</u>

We believe that libraries are an essential public good and are fundamental institutions in democratic societies.

<u>Service</u>

We provide the highest level of service to all library users.

<u>Professionalism</u>

The Library will provide a workplace where enthusiasm, teamwork, innovation, accountability and a sense of shared purpose combine to provide a rewarding experience for employees, volunteers and patrons.

<u>Social Responsibility</u>

The Library will be an active partner in identifying and solving societal and community issues and will be a forum for discussion and learning about these issues.

Sustainability

We support practices that are environmentally sound, economically feasible and socially equitable. Libraries play an important and unique role in promoting community awareness about resilience, climate change and a sustainable future. They are also leading by example by taking steps to reduce their environmental footprint.

Vision Statement

Your place to learn, connect, share and belong.

Mission Statement

Gardiner Library's mission is to connect people, ideas, information, and technology, to enrich lives and strengthen our community, in a welcoming and inclusive atmosphere accessible to all.

Slogan

Small enough to know you, large enough to serve you.

Goal 1: Ensure library is financially stable and capable of growth, with appropriate resources for consistent and responsible stewardship of finances.

Objective 1: Continue to seek full funding for operating budget through 414 votes

- determine how often the library should place a 414 on the ballot and create a schedule so the Board can plan accordingly *(Board and director)*

Objective 2: Develop a legacy giving program with possibility of creating an endowment in the near future.

- learn what is required to establish an endowment for the library *(Board)*
- develop a plan so that potential donors can be approached *(Board)*

Objective 3: Pursue alternative funding sources to meet the needs of specific Library programs and services.

- create a list of grants, determine how many grants a year the library will apply for, and develop a timeline to apply to each chosen grant *(director)*
- develop a plan to determine when the appeal letter should be sent more broadly (not only to past donors) *(Board and director)*
- consider an interior wall donor "bricks" for a passive fundraiser *(Board and director)*
- continue to offer two large fundraisers annually

Objective 4: Improve donor relations/stewardship

- update the thank you letter we send out in appreciation of appeal letter (and other) donors *(Board)*

- update management of donor contact lists *(Board)*
- consider giving a free "brick" to donors that give over a certain amount
- consider how to regularly update larger donors about the library (annual donor newsletter) *(Board and director)*

Performance Measures

June - August 2023: schedule the next two 414's

July 2023: update thank you letter and determine a way to manage donor information

November 2023 and beyond: speak to a financial advisor (Dave Sterman) about creating an endowment

December 2023: revisit Goal 1, revise as needed and make a 2024 plan to achieve goal

Goal 2: Ensure library staff, the board of trustees and volunteers are recruited and retained to ensure adequate support for the activities of the library and to meet the needs of the community.

Objective 1: Create a plan to determine what areas of library services need staffing

- evaluate current and potential future library services to determine potential, future staffing needs *(director)*

Objective 2: Continue outreach to potential and past library volunteers

- update volunteer lists in Library Aware *(director)*

Objective 3: Annually acknowledge volunteers

- continue to choose a volunteer of the year with scheduled publicity and a consistent plan to celebrate *(Board and director)*
- choose a way to acknowledge all volunteers once a year *(director)*
- regularly promote/publicize the work of library volunteers

Objective 4: Integrate new Board members efficiently and thoroughly

- develop onboarding materials (physical and electronic) for new Board members

Objective 4: Maintain and nurture relationships with community stakeholders, including New Paltz and Wallkill schools, SUNY New Paltz/SUNY Ulster, Ulster County Summer Youth Employment

- continue to have the NPHS AP art show every June
- continue to send out flyers to school districts and individual teachers
- continue to support one teen through the Ulster County summer youth employment program (consider the young adult program)
- continue to engage SUNY New Paltz service organizations for Make a Difference Day, haunted library and craft, fabric yarn sale

- discuss potential internship/volunteer opportunities with college students in education and arts fields att SUNY Ulster and new Paltz

Objective 5: Maintain a schedule to oversee Board turnover and to plan recruitment activities

- every August review board terms, who wants to renew and who will need to be replaced *(Board and director)*

Objective 6: Develop a strong Friends of the Library group

- determine what the goals of the Friends group should be (advocacy) *(Board, director)*
- develop a plan to recruit and train new Friends *(Board, director, Friends)*

Performance Meausures

April through December 2023: define and develop the Friends group

April - June 2023: send an email to all volunteer lists to "clean up" lists

April - August 2023: schedule regular acknowledgements of volunteers via social media posts,

July - August 2023: create onboarding materials for Board members

December 2023: revisit Goal 2, revise as needed and make a 2024 plan to achieve goal

Goal 3: Ensure the current and future library facility is sustainable, resource efficient and accessible.

Objective 1: develop a facilities plan for maintenance and replacement needs *(Board and director)*

Objective 2: review current facilities to see where we can make changes to become more efficient, sustainable and accessible (Board and director)

Objective 3: create organized, efficient spaces for storage (e.g. new shed) of library materials and future Library of Things *(director and volunteers)*

Performance Measures

April through July 2023: create a facilities plan (annual maintenance plan)

April - June 2023: decide on a shed

April - December 2023: Reach out to library designers to consider updated interior spaces for storage, display and seating.

December 2023: revisit Goal 3, revise as needed and make a 2024 plan to achieve goal

Goal 4: Cultivate Sense of ownership for the Library (the library is a valuable place) and community (sense of attachment to place)

Objective 1: increase the number of Gardiner residents that have Gardiner Library cards by 10% *(director and staff)*

Objective 2: develop a comprehensive plan to promote the library through annual and ongoing advocacy campaigns *(director, staff and Friends)*

Objective 3: build connections by organizing and supporting events with community organizations that tie to the larger cultural practices of coming together as part of a community *(director and staff)*

Objective 4: develop programming and physical spaces that encourage people to stay in the library so that they consider the library as a place to "hang out" *(director and staff)*

Performance Measures

April 2023: make a publicity/advocacy plan to increase library card holders by 10% in 2023

April - December: develop an advocacy plan

April - December: develop programming that encourages people to be in the library

April - June: make a list of community events the library wants to be involved in

December 2023: revisit Goal 4, revise as needed and make a 2024 plan to achieve goal

Goal 5: Promote literacy and life-long learning through electronic and "in-house" collection development as well as programming to be more responsive to community needs

Objective 1: purchase electronic content and create an awareness and educational plan to promote usage *(director and staff)*

Objective 2: manage and update "in-house" collections to reflect community needs and programming *(director and staff)*

Objective 3: regularly evaluate and adjust programs and events offered *(director and staff)*

Performance Measures

By June of 2023: begin to use our Overdrive Advantage account

April - July of 2023: integrate science fiction and mysteries into adult fiction, weed and purchase new large print books

April - August: determine reports to run to help purchasing decisions

December 2023: revisit Goal 5, revise as needed and make a 2024 plan to achieve goal

Goal 6: Inspire positive social change

Objective 1: complete certification to become a certified Sustainable Library and Ulster County Green Business Champion *(director and volunteers)*

Objective 2: offer programming and resources that reflect the library's commitment to environmental and financial sustainability and being socially equitable within the community *(director and staff)*

Objective 3: maintain indoor and outdoor spaces that provide examples of ways to address environmental, social and economic issues facing our community *(director, staff and volunteers)*

Objective 4: continue to be involved with Helping Hands Food Pantry and seek out other social service organizations to develop connections and relationships between library users and these organizations *(director, staff and volunteers)*

Objective 5: regularly promote/make people aware of the work that volunteers do for the library *(director and staff)*

Performance Measures

April - December 2023: fulfill action steps for both certifications and get help as needed

December 2023: revisit Goal 6, revise as needed and make a 2024 plan to achieve goal

Goal 7: Determine future of capital project and campaign.

Objective 1: lead focus groups to determine community needs regarding an expansion *(Board)*

Objective 2: research costs of expansion and funding opportunities (grants) *(Board and director)*

Objective 3: develop a timeline for a potential expansion

Performance Measures

In 2023: speak to and visit other libraries to learn what types of expansion projects had the largest impact in their communities

December 2023: revisit Goal 7, revise as needed and make a 2024 plan to achieve goal

Goal 8: Gardiner Library will uphold the principles of diversity, equity, and inclusion.

Objective 1: Staff and Board members will receive training on DEI principles by completing a training session once a year.

Objective 2: When staff, Board, and committee positions open, one goal of the search process will be to increase the diversity of applicants.

Objective 3: Continue to plan and implement programs and expand resources that educate patrons about the history of people who self-identify as Black, Indigenous and People of Color (BIPOC), with special attention to local people.

Performance Measures

April - June 2023: send out links to DEI training for staff and board to complete

April - December 2023: organize/schedule at least two events that incorporate DEI principles

April - December 2023: continue to expand collections to increase resources for and by diverse populations

December 2023: revisit Goal 8, revise as needed and make a 2024 plan to achieve goal