

Elting Memorial Library Long-Range Plan of Service 2021-2023

Background

The Board of Directors, as part of its responsibility to ensure the sustainability and growth of the Library, as well as the Library's responsiveness to the community, created a Long-Range Planning Committee composed of board members, former board members and the Library Director to develop a plan that can guide the Library through the next three years. The LRP Committee met during 2020 and developed a draft plan with goals and action items. From November 2020 through March 2021, the Board reviewed the draft goals for alignment with the mission, vision, and values statements and alignment with the new Minimum Standards for Libraries. The Board then revised the goals, developed objectives and performance measures and then aligned the existing action steps within this framework, presented here.

Our Mission

Elting Memorial Library's mission is to promote literacy, build community, and inspire lifelong learning. The Library's extensive collections, unique historical holdings, cultural programs, services and events, provided in a welcoming and inclusive atmosphere, shall be an accessible resource for all.

Our Values

Access: The Library will ensure all patrons will have equal access to all information resources that are provided directly or indirectly by the Library, regardless of technology, format or methods of delivery.

Confidentiality/Privacy: The Library will protect user privacy and confidentiality, which are necessary for intellectual freedom and fundamental to the ethics and practice of librarianship.

Democracy: The Library will promote an informed citizenry essential to a democracy.

Diversity: The Library will strive to reflect our nation's diversity by providing a full spectrum of resources and services to the communities we serve.

Preservation: The Library supports the preservation of information published in all media and formats, and, uniquely, the curation of resources documenting local history. The Library affirm that information preservation is central to its mission.

Professionalism: 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.

The Public Good: The Library recognizes it is one of the fundamental institutions of our community and is dedicated to promoting the public good.

Service: The Library will provide friendly, courteous, knowledgeable and prompt services, respecting and valuing all individuals for their diverse backgrounds, experiences and ideas.

Social Responsibility: 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: The Library will employ environmentally sound, economically feasible and socially equitable practices.

Our Vision

- ◆ Elting Memorial Library will be the welcoming heart of our community, where all can come to discover, create and connect;
- ◆ Will provide services and programs accessible to all;
- ◆ Will encourage curiosity, a love of reading and the pursuit of knowledge;
- ◆ Will pursue and promote sustainability in the use of resources in our physical plant as well as through programs and collections;
- ◆ Will seek partnerships that support library values and goals, and
- ◆ Will create and maintain an environment of diversity, inclusion and respect.

Elting Memorial Library Long-Range Plan of Service

Section 1 | Diversity, Equity, Inclusion, and Justice

Goal: Elting Memorial Library will uphold the principles of diversity, equity, and inclusion.

Objective 1: Staff and Board members will receive training on DEI principles.

Objective 1 Action Steps

- Identify training opportunities (from Mid-Hudson Library System or elsewhere). *(Director)*
- Add to the existing anti-racism reading list on the Elting Library website, at <https://www.libraryaware.com/510/Posts/View/a4468770-5df9-4019-867a-1e05416b25e9?SID=> *(Director with suggestions from staff, board, patrons)*

Objective 1 Performance Measures

- Staff complete a training session each year on DEI principles. *(Director)*
- Board members complete a training session each year on DEI principles. *(Executive Committee)*

Objective 2: A portion of the library budget will be allocated towards attaining this goal through collections and programming.

Objective 2 Action Steps

- Establish a budget and plan for DEI collections and programming, and present this to the Board for inclusion in the budget. *(Director)*
- Evaluate Elting's collection development plan to ensure it reflects and expands materials that address DEI topics. *(Director, Assistant Director)*
- Continue to plan and implement programs 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. *(Director and Black History Committee)*

Objective 2 Performance Measures

- Ensure the library budget provides sufficient funding annually to support the initiatives in this objective. *(Treasurer and Director)*
- Annual presentation to Board on the Library's collection development plan. *(Director)*
- Inclusion in the monthly report to the Board (and annual summary) of the events and programs that address DEI topics. *(Director)*

Objective 3: When staff, Board, and committee positions open, one goal of the search process will be to increase the diversity of applicants.

Objective 3 Action Steps

- Promote and advertise, in a variety of publications and venues, open staff positions to facilitate the diversity of applicants. *(Director, Personnel Committee)*
- Continue to search for people who will further diversify the make-up of the Board. *(Board President, Nominating Committee, Director)*

Objective 3 Performance Measures

- A list of channels and contacts will be maintained to promote and recruit for paid and volunteer positions at the Library. *(Personnel Committee, Director)*

Objective 4: Develop policies and procedures that support equal access to and use of materials.

Objective 4 Action Steps

- Develop a plan to subsidize overdue fines for patrons. (Overdue fines for children's materials have already been eliminated.) *(Board, Director)*
- Identify funding sources within library accounts to support these expenses. *(Board, Director)*
- Continue to find ways to make digital content, technology, and information literacy more accessible through programming and training. *(Facilities Committee, Technology Committee, and Assistant Director)*

Objective 4 Performance Measures

- Overdue fines will be eliminated by Dec. 31, 2023, if not before. *(Board, Director)*
- Inclusion in the monthly report to the Board (and annual summary) of the programs that address technology and information literacy. *(Assistant Director)*

Section 2 | Volunteers

Goal: Improve the process for recruiting and retaining volunteers, to ensure adequate support for the activities of the Library.

Objective 1: Recruit more people to volunteer at the Library.

Objective 1 Action Steps

- Update the list of volunteer opportunities with descriptions as needed. *(Volunteer Committee, Assistant Director)*
- Maintain and nurture relationships with community stakeholders, including New Paltz schools, SUNY New Paltz, and the local and county court system. *(Director)*

- Organize volunteer recruiting events at the Library or online. (*Volunteer Committee, Director*)
- Continue to advertise Library volunteer opportunities by leveraging in-library venues and social media. (*Volunteer Committee, Assistant Director*)

Objective 1 Performance Measures

- Annual report that documents the successes and challenges of volunteer recruiting efforts. (*Volunteer Committee chairperson*)

Objective 2: Regularly recognize volunteer contributions to the Library.

Objective 2 Action Steps

- Continue annual Volunteer Appreciation event (*Development and Volunteer Committee organizes; choose coordinator each year*)
- Use in-library venues, social media and newsletter to highlight volunteer contributions to the Library. (*Volunteer Committee; Assistant Director*)

Objective 2 Performance Measures

- Volunteer Appreciation event occurs annually.
- Annual report showing how volunteers were individually recognized. (*Volunteer Committee*)

Objective 3: Maintain a centralized list of library volunteers with current contact information and volunteer interests and strengths.

Objective 3 Action Steps

- Develop a process to maintain and update volunteer contacts. (*Volunteer Committee, Administrative Assistant*)
- Using the centralized list, explore ways to coordinate volunteer involvement in library activities and programs. (*Volunteer Committee, Director and Assistant Director*)

Objective 3 Performance Measures

- Biannual report to Board verifying completion of updated list. (*Volunteer Committee chairperson*)

Section 3 | Personnel

Goal: Ensure the Library is adequately staffed to meet the needs of the community.

Objective 1: Create a three-year plan specifying what areas of library services need staffing.

Objective 1 Action Steps

- Conduct a comparative study of staffing in similar libraries
Potential positions to consider: Adult Level Program Coordinator; Community Outreach and Volunteer Coordinator; technology staff person; additional staff for children’s room; positions related to possible expansion (including security personnel); a position (or positions) to serve as the central point of responsibility for the integration of promotion, social media and outreach activities. *(Director and Treasurer, with possible assistance of Finance and Personnel Committees)*
- Create a projected budget for each new position. *(Treasurer, Director, Finance Committee)*

Objective 1 Performance Measures

- Completed report of the comparative study of staffing in similar libraries by January 2022. *(Director and Personnel Committee chairperson)*
- Proposal for new positions for consideration at October budget preparation meetings. *(Director)*

Section 4 | Finance

Goal: 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 Elting’s operating budget through 414 votes.

Objective 1 Action Step

Hold 414 votes every two years until full funding achieved. *(Board and Director)*

Objective 1 Performance Measures

Successful 414 votes held in 2021 and 2023. *(Board and Director)*

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

Objective 2 Action Steps

- Form a task force made up of members of the Development Committee, staff and community to develop a legacy program. *(Board President, Director)*
- Develop a coordinated media plan for promoting the legacy-giving option through all Elting platforms. *(Legacy Task Force, Director, Communications Committee)*

Objective 2 Performance Measures

- Task force in place by November 2021.
- Media plan in place by Spring 2022.

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

Objective 3 Action Steps

- Develop a list of organizations and grant sources that might provide support for Library programs and services. (*Administrative Assistant*)
- Recruit volunteer with grant-writing experience to assist with plan. (*Board, Director*)

Objective 3 Performance Measure

Present prioritized list of potential grant organizations to the board annually. (*Administrative Assistant*)

Objective 4: Improve donor stewardship.

Objective 4 Action Steps

- Continue to cultivate current donors through publication of the Donor Newsletter and special acknowledgments through the website, monthly newsletter and other Library platforms. (*Development Committee*)
- Review possibility of acquiring new donor-tracking software. (*Administrative Assistant*)

Objective 4 Performance Measure

End-of-year report on donor retention and donor loss. (*Administrative Assistant*)

Section 5 | Facilities

Goal: Ensure the current Library facility is sustainable, resource efficient, and accessible.

Objective 1: Ensure facility sustainability.

Objective 1 Action Steps

- Work with Mid-Hudson Library System to achieve Sustainability Certification. (*Facilities Committee, Assistant Director*)

- Develop a Disaster Plan to ensure rapid recovery and continuation of services in emergencies. (*Facilities Committee, Director, Assistant Director*)

Objective 1 Performance Measures

- Form ad hoc committee by July 2021, to investigate certification process.
- Present report to Board at November/December 2021 meeting. (*Facilities Committee chairperson*)

Objective 2: Ensure building resource efficiency.

Objective 2 Action Steps

- Apply for new NYSERTA inspection and recommendations. (*Facilities Committee, Assistant Director*)
- Survey roof for heat leaks. (*Facilities Committee*)
- Explore alternative energy sources, such as geothermal heating/cooling. (*Facilities Committee, Assistant Director*)

Objective 2 Performance Measures

- Finish drone survey of roof by June 1, 2021. (*Facilities Committee*)
- Present budget for leak repair to Board at July 2021 meeting. (*Facilities Committee*)
- Report to Board on alternative energy sources. (*Assistant Director*)

Objective 3: Improve building accessibility.

Objective 3 Action Steps

- Install a remote drop-off box in the parking lot. (*Ad Hoc Committee on Drop-Off Box*)
- Replace interior elevator. (*Director, Facilities Committee*)

Objective 3 Performance Measures

- Install book drop-off box by June 1, 2021. (*Ad Hoc Committee, Assistant Director*)
- Survey staff for feedback on usefulness and efficiency of new drop-off box, by Aug. 1, 2021. (*Director*)
- Continue maintenance schedule for interior elevator. (*Director*)
- Get estimate for replacement of interior elevator by June 1, 2021. (*Assistant Director*)

Section 6 | Technology

Goal: Assess and adapt current technology to make Library more responsive to community needs.

Objective 1: Enhance digital access to Internet and Library services.

Objective 1 Action Steps

- Redesign Elting website. (*Director*)
- Create mechanism to apply for library card through the revamped website. (*Director*)

Objective 1 Performance Measure

- New website up by July 1, 2021.

Objective 2: Provide resources to support and encourage staff to create digital programming and add digital services.

Objective 2 Action Steps

- Create new budget categories for digital services. (*Director, Treasurer, Finance Manager*)

Objective 2 Performance Measure

- New budget categories included in 2022 budget.

Objective 3: Provide required annual technology training to staff.

Objective 3 Action Steps

- Provide funds for attendance at technology conferences or webinars. (*Technology Committee, Director*)
- Engage an instructor to provide library-specific technology training. (*Technology Committee, Director*)

Objective 3 Performance Measures

- Survey needs of staff, by June 2021. (*Director*)
- Develop training plan and request resources, by July 2021. (*Director*)

Objective 4: Educate community about services offered.

Objective 4 Action Steps

- Develop a coordinated plan for community education about digital services provided by Library, by October 2021. (*Director*)

Objective 4 Performance Measures

- Survey patrons to determine level of awareness of digital services, by December 2021. (*Director, staff*)

Section 7 | Library expansion

Goal: Determine future of Capital Project and Campaign.

Objective 1: Complete professional feasibility study.

Objective 1 Action Step

- Reactivate Bridge Committee to select a company to perform feasibility study.

Objective 1 Performance Measure

- Feasibility study initiated by October 2021.

Objective 2: Form Capital Campaign Committee.

Objective 2 Action Step

- Bridge Committee recruits candidates to lead Capital Campaign.

Objective 2 Performance Measure

- Capital Campaign Chair and Committee in place by November 2021.

Objective 3: Board decides whether or not to go forward with Capital Campaign.

Objective 3 Action Step

- Board votes on Capital Campaign and Building Expansion at December 2021 meeting.

Approved: April 22, 2021
