



**SEYMOUR LIBRARY**  
**LONG RANGE PLAN**  
**2020 -2023**

**FINAL DRAFT**

## **Executive Summary of the Seymour Library Plan**

**Mission:** Lifelong learning and discovery for all.

**Vision:**

- Provide a safe and inviting community gathering space in the Library,
- Build meaningful community connections,
- Serve as community technology hub, facilitating access and instruction,
- Maintain robust program offerings,
- Increase the size and scope of physical and digital collections.

**Core Values:**

Intellectual Freedom

Education, Literacy, and Lifelong Learning

Access

Confidentiality/Privacy

Service

Sustainability

<b>Strategic Initiatives</b>	<b>Overall Goal</b>
<b>Develop a Long-term Sustainable Funding Strategy</b>	<b>Ensure that funding received from all sources is used most effectively to serve community members, and the Library Board of Trustees (“Trustees”) and Library Staff (“Staff”) are good stewards of taxpayer funds.</b>
<b>Strengthen Communication with Stakeholders and Community</b>	<b>Communicate the value of the Library to constituents.</b>
<b>Create an Attractive and Welcoming Environment that Fosters Use as a Commons (a community space within the Library for intellectual growth and positive community relationship development)</b>	<b>Increase the community’s use of the Library as a Commons.</b>
<b>Enhance Technology Infrastructure and Accessibility</b>	<b>Improve the community’s access to the Library’s resources and serve as a technology hub through up-to-date technology systems.</b>

<b>Trustees</b>	<b>Staff</b>	<b>Strategic Plan Team</b>
<p><b>Officers:</b> Taysie Pennington <i>President</i></p> <p>LuAnne Cenci <i>Vice President</i></p> <p>Margaret Zimmer <i>Finance Officer</i></p> <p>Dr. Scott Rochette <i>Secretary</i></p> <p><b>Trustees:</b> Marilyn Brown Dr. Patricia Galinski Dr. David Newman Linda Sanford Dr. Sandeep Singh</p>	<p><b>Library Director:</b> Michael Boedicker</p> <p><b>Children Services Librarian:</b> Natalie Burch</p> <p><b>Teen Services Librarian:</b> Stephanie Blando</p> <p><b>Adult Services Librarian: TBD</b></p> <p><b>Reference/Tech Services Librarian Assistant:</b> Hannah Morrison</p>	<p><b>Members:</b> Michael Boedicker <i>Co-chair</i></p> <p>Dr. Patricia Galinski <i>Co-chair</i></p> <p>Natalie Burch LuAnne Cenci Carl Gouveia* Donna Mancuso** Taysie Pennington Dr. Sandeep Singh</p>

\* Former Library Director

\*\* Former Interim Library Director

## Introduction to The Library's Plan

### A Flexible Roadmap Approach and Long-range Plan

In January of 2019 year, the Library Director and the Trustees formed a sub-committee to develop a long-range plan for the Seymour Library.

The committee attended webinar training on long-range planning for libraries that addressed the challenges of creating a plan in a rapidly changing society and proposed using a flexible roadmap approach. The committee decided to create the long-range plan with mission and vision statements, core values, strategic initiatives and overall goals *assigning a project team* with the responsibility of developing annual action plans by January of each year. By September of each year an annual report on the status of goal attainment will be prepared by the Library Director for the Trustees, municipalities and community.

The committee used the American Library Association and New York State Library guidelines, reviewed Library documents (i.e. the Library's current Long-range Plan, The Marketing Plan developed by Causewave for the Library, et.al.), and hired the services of library consultant Ron Kirsop for initial planning and for conducting Staff and Trustee Focus Groups.

During the 2019 year, a Feasibility Study conducted by the The Bonadio Group (CPA consultants & More) for the three municipalities (the Village of Brockport, Town of Sweden and Town of Clarkson) interviewed various stakeholders and officials. The municipality leaders and Library Director and Trustees have worked diligently to address findings and recommendations. The design of this plan reflects recommendations of this report in being more strategic, and is tied to assessment and budget.

In addition to the Feasibility study for this plan, three surveys were reviewed: the Marketing Committee's 2018 survey, the February 2019 Post Card Campaign and the October 2019 Library Book Sale survey. Survey respondents strongly expressed appreciation and desire to *maintain* current Library programs, resources, and services while exploring/increasing additional offerings.

# Mission, Vision, and Core Values

**Mission:** Lifelong learning and discovery for all.

## **Vision:**

- Provide a safe and inviting community gathering space in the Library,
- Build meaningful community connections,
- Serve as community technology hub, facilitating access and instruction,
- Maintain robust program offerings,
- Increase the size and scope of physical and digital collections.

## **Core Values:**

### **Intellectual Freedom**

Support intellectual freedom and free inquiry.

### **Education, Literacy, and Lifelong Learning**

Meet community needs by promoting lifelong learning and literacy in all forms.

### **Access**

All information resources are equitably accessible to all Library users.

### **Confidentiality/Privacy**

Protect everyone's right to confidentiality and privacy.

### **Service**

Provide the highest level of customer service to all Library users.

### **Sustainability**

Commitments to practices that are environmentally sound, economically feasible and socially equitable.

## Strategic Area One: Develop a Long-term Sustainable Funding Strategy

Project Team: Library Director and Trustee's Finance Committee

Overall Goal: Ensure that funding received from all sources is used most effectively to serve community members, and the Trustees and Staff are good stewards of taxpayer funds.

### Year One Goals (2020)

1. Use the municipal contributions economically and effectively.
2. Initiate and complete an external audit of the Library.
3. Define the role of, and incorporate the Treasurer in the Library's financial review and reporting system.
4. Seek alternative sources of funding: the Seymour Library Foundation ("Foundation") through corporate campaigns; the Friends of the Seymour Library ("Friends") through membership, book sales, etc.; and the Library Director, Staff, and other experts through grants.
5. Review banking relationships and develop a fund management plan to be approved by the Trustees.

### Year Two Goals (2021)

1. Initiate and complete internal changes as may be needed to comply with auditor findings.
2. Create a comprehensive plan on how to track and measure outcomes.
3. Subject to Trustee approval, manage funds to optimize returns on cash held in various bank accounts.
4. Develop a five year plan to fund projects from the Reserve for Indoor Capital Expenditures.

### Year Three Goals (2022)

By September 2022, the project team will:

1. Present to the three municipalities a report on changes made in the financial systems of the Library in the past two/three years.
2. Develop a three year (2023-2025) financial forecast for the Library.
3. Develop a plan to address areas of concern identified in the next long-range plan.

## Strategic Area Two: Strengthen Communication with Stakeholders and Community

Project Team: Library Director and Trustee's Marketing Committee

Overall Goal: Communicate the value of the Library to constituents.

### Year One Goals (2020)

1. Promote communication consistency to enhance the understanding of what the Library has to offer and its place in the community.
  - Tailor website and social media updates based on patron feedback and analytics.
  - Review and revise Library talking points for various audiences.
2. Promote user and community engagement by creating messaging and experiences that are relatable and engaging.
  - Design a costume for *Seymour the Dragon*, the Library's mascot, and utilize the mascot at Library and community events, through social media venues, and publications.
  - Strengthen collaboration with community institutions and organizations.
  - Continue to invite community involvement in setting up displays in the Local History Room and highlighting community achievements.
3. Strengthen communication between Library leadership and municipality leadership.
  - Arrange a meeting with the Library Director, select Trustee members and the three municipality leaders at least once a year.
  - Provide an annual report to elected officials and the public (separate from the New York State requirement).
  - Implement new arrangement for Trustees to keep their respective town boards informed.

### Year Two Goals (2021)

1. By January 2021 the project team will assess the level of goal attainment.
2. Present next action steps that need to be completed to the Trustees.

### Year Three Goals (2022)

By September 2022, the project team will:

1. Evaluate overall goal attainment.
2. Present overall goal attainment to the Library Trustees, municipalities and community.
3. Develop a plan based on findings to be included in the next long-range plan.

**Strategic Area Three: Create an Attractive and Welcoming Environment that Fosters Use as a Commons (a community space within the Library for intellectual growth and positive community relationship development)**

Project Team: Library Director, Adult Services Librarian, Teen Services Librarian, Children Services Librarian, and Trustee’s Facilities Committee

Overall Goal: Increase the community’s use of the Library as a Commons.

**Year One Goals (2020)**

1. Evaluate existing space and use and make recommendations to the Trustees for improvements.
  - Create timeline and identify funding sources for Trustee approved improvements.
2. Prioritize a list of facility improvements needed to enhance use of the Library as a Commons and present recommendations to the Trustees.
  - Create a timeline and identify funding sources for Trustee approved improvement.
3. Market the Library as a community space.
  - Present to the Trustees the message and method of delivery.

**Year Two Goals (2021)**

1. By January 2021, the project team will review progress of the Trustee approved use of space and facility improvements proposed in 2020, and present to the Trustees findings and next action steps to be completed.
2. Streamline room reservation systems.
3. Evaluate use of Study Rooms.

**Year Three Goals (2022)**

By September 2022, the project team will:

1. Evaluate overall goal attainment.
2. Present overall goal attainment to the Trustees, municipalities and community.
3. Develop a plan based on findings to be included in the next long-range plan.



## Strategic Area Four: Enhance Technology Infrastructure and Accessibility

Project Team: Library Director, Adult Services Librarian, Teen Services Librarian, Children Services Librarian and Reference/Tech Services Librarian Assistant

Overall Goal: Improve the community's access to the Library's resources and serve as a technology hub through up-to-date technology systems.

### Year One Goals (2020)

1. Update the Library website to create a "digital branch," a service open 24/7 for our community.
  - Website information and resources will be expanded from the current site, providing streamlined access to Library news, digital collection and more. Identified Staff will be trained to update information on the website.
  - The website will be "responsive" i.e. scale for any device accessing it.
  - Use third party services (i.e. Booksite) to quickly create attractive book lists, cover art, and email newsletters promoting Library materials and programs.
  - Add pages for Foundation and Friends and update the forms for membership, participation, and add donation link (i.e. Paypal).
2. Study bandwidth usage and capacity. Obtain WiFi usage numbers.
3. Add mobile printing ability.
4. Evaluate and if needed, make recommendations for Staff computer training.

### Year Two Goals (2021)

1. Explore emerging technologies to gauge interest and need. Due to rapidly changing technology, the project team may add new goals.
2. Assess strengths and weaknesses of the new website system and recommend improvements to the Trustees.
3. Meet with the Foundation and Friends to implement revisions/improvements if needed.
4. Analyze findings of bandwidth usage and capacity. Present findings and recommendations to Trustees.
5. Update Staff computer training based on new technology to assist patrons.

### Year Three Goals (2022)

By September 2022, the project team will:

1. Evaluate overall goal attainment.
2. Present overall goal attainment to the Trustees, municipalities and community.
3. Develop a plan based on finding to be included in the next long-range plan.