

SKANEATELES LIBRARY STRATEGIC PLAN | 2020 - 2025

Five primary goals will guide the library over the next five years:

Goal 1: Finalize a community-supported, flexible facility plan designed to serve the next generation

Goal 2: Implement an outreach and engagement plan for all neighborhoods and hamlets in the school district

Goal 3: Build and curate collections that serve our local community

Goal 4: Raising the profile of the library as a forward-looking cultural and information hub

Goal 5: Ensure the library's financial sustainability into the future

LONG RANGE PLANNING COMMITTEE REPORT:

PLANNING PROCESS DEPLOYED

- Step 1:** **Mission & Vision** – Reviewed and approved the current mission and vision.
- Step 2:** **Needs Assessment** – Reviewed and consolidated the needs identified for the community at large, drawing from community input received from 2015 to the present, research on comparable communities' library services, and our interpretation of what a library should offer in the 21st century. Concerns of a growing socio-economic divide can be addressed by developing a thriving, easily accessible library to provide community infrastructure as an equalizer.
- Step 3:** **SWOT (Strengths | Weaknesses | Opportunities | Threats)** – Developed a SWOT analysis and prioritized the library's strengths, weaknesses, opportunities and threats to help guide future development and decisions.
- Step 4:** **Goals** – Developed 5 goals for the library to cover the 2020-2025 timeframe, supporting the needs assessment and addressing the SWOT analysis results.
- Step 5:** **Objectives** – Built a set of SMART (Specific, Measurable, Attainable, With Reach, Time-based) objectives that will drive decision making and long-range plan execution.
- Step 6:** **Action Steps** – Developed action steps capturing many ideas to enable the board/library staff to meet the goals and objectives laid out and agreed upon.
- Step 7:** **Evaluation** – Monitor how we are progressing against the goals and objectives we have agreed are required to support our mission and realize our vision meeting the community needs.

SUPPORTING OUR MISSION: What we do

Inspire learning, enrich lives and connect our community

REALIZING OUR VISION: What we aspire to be

The cultural and informational hub of a vibrant, thriving community by creating spaces and experiences that are welcoming, enriching and sustainable

NEEDS ASSESSMENT

I. Library as platform (sustainability)

- Is the hub of community connectivity
- Provides an accessible meeting resource for community organizations
- Develops a civic engagement component acting as the clearing house for community issues; has an open and collaborative atmosphere
- Supports citizens with technological and digital skills training
- Provides maker space tech, such as video production, photography, 3D printers and design
- Develops and curates a community skill set matrix
- Builds an information hotline



LIBRARY AS PLATFORM



services & tools



II. Library as place (welcoming)

- Is the hub of student-centered activities; provides a safe space for students/youth to gather; develops engaging middle reader and teen spaces
- Builds a children's program centered around an interactive collection and play spaces
- Provides meeting space for mobile workers, entrepreneurs, interviews, Odyssey of the Mind activities
- Provides food and drink for patrons through a joint venture with a community restaurant or food service
- Provides travel resources to help people planning trips
- Space is flexible and adaptable, meeting the changing demands of the future
- Provides community history programming to welcome new community members



LIBRARY AS PLACE



community connections



- Partners with area colleges to offer enrichment classes, college classes, high school college credit classes
- Assists with college applications; hosts career lectures
- Provides access to a wealth of online resources, including Adobe Creative Suite
- Provides exhibit space for art projects, space for workshops and classes for youth and adults
- Provides easy access for staff and patrons; sufficient parking
- Is ADA accessible
- Offers a demonstration kitchen; expand the cookbook classes



LIBRARY AS PEOPLE

adults & seniors



III. Library as people (enriching)

- Targets needs of a diverse population covering our entire tax base
- Supports afterschool programming; late bus could pick up school kids in collaboration with the public schools
- Supports kindergarten readiness
- Offers support services as needed to various socioeconomic groups
- Partners with community organizations; YMCA, preschool programs, etc.
- Provides space for book clubs
- Provides space for summer learning programs
- Provides a small theater for films, lectures, concerts, National Theater Live



LIBRARY AS PEOPLE



kids & families



SWOT ANALYSIS

[INTERNAL FACTORS]

Strengths: What do we do well?

- Library staff, board and consultants
- Economic viability, funding sources and investments
- Range of programs

Weaknesses: What must we improve?

- Space – inadequate for research and collections, inflexible, not ADA compliant
- Outreach to outlying areas of our tax base
- Public support for future of the library
- Access to the library, parking

[EXTERNAL FACTORS]

Opportunities: What assets/possibilities exist?

- Expand library services with adequate space to meet established needs
- Cultivate public support through information explaining libraries of today and tomorrow
- Engage in mutually-beneficial community partnerships

Threats: What obstacles do we face?

- Loss of relevance to the community; loss of momentum on what to do to address unmet needs
- Loss of community support if we do not make a thoughtfully-considered long term decision
- Perception of a lack of transparency
- Ability to meet regulatory needs in whatever is decided

GOALS

Goal 1: Finalize a community-supported, flexible facility plan designed to serve the next generation

- ★ Create accessible, engaging and flexible library spaces
- ★ Meet identified needs, including space for reading, study, play, technology, maker activities, programming and meetings
- ★ Reimagine spaces for greater community/social connections and cultural enrichment

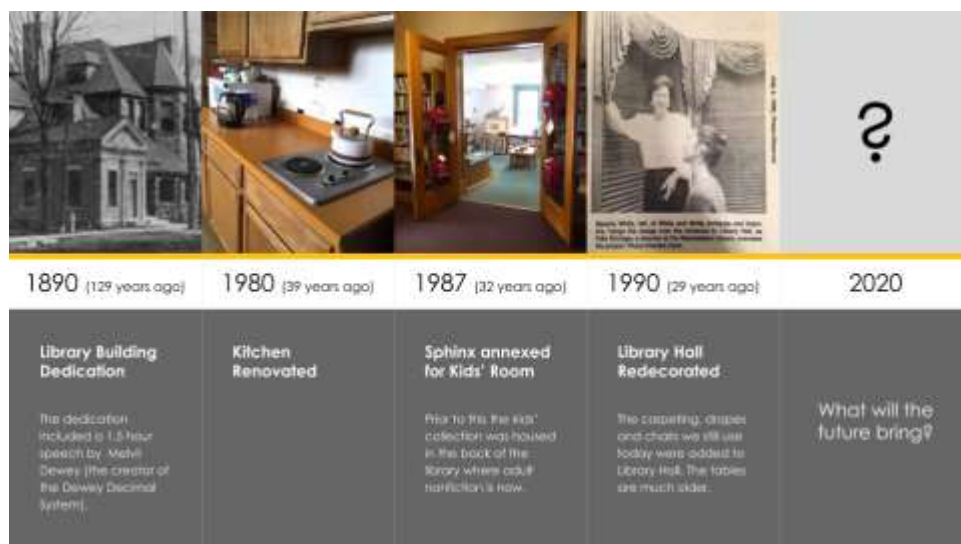
OBJECTIVE #1: Finalize a community supported facility plan by year end 2019 that will fully meet the diverse needs of patrons today and well into the future.

The plan will include:

- A decision on renovation of the current library building vs. building a new library
- If building new, the future of the existing building will be determined
- The Barrow location will also be decided

Action Items:

- Board agenda will drive these decisions
- Trustees will review plans for renovation vs. building new
- Discussion and decision regarding the future of the Barrow's location
- Discussion and decision regarding the future of the current library if the decision is to build new
- Solve the ADA compliance issues
- Develop appropriate fundraising program with sufficient reach and capacity to generate funding for either decision



Goal 2: Implement an outreach and engagement plan for all neighborhoods and hamlets in the school district

- ★ Evaluate the needs of residents in various villages and rural areas coupled with implementation of an outreach and engagement plan for reaching the many neighborhoods and hamlets in our service area that are part of the Skaneateles Central School District
- ★ Assess the ability of the library to fulfill needs with current resources
- ★ Welcome all school district residents to use the library; transition from a village-centric to a community-centric library

OBJECTIVE #1: Library staff will perform a needs assessment for the rural areas of the school district. Develop an engagement plan to improve use of library resources by assessing the ability of the library to fulfill these needs. Library staff will make a recommendation to the board by January 2021.

Action Items:

- Perform needs assessment of the rural areas of our tax base via surveys, town hall meetings, open houses, etc.
- Develop an engagement plan to include options to expand the relevance of the library to outlying communities; schedule events in these communities, such as kids' reading programs, book clubs, etc.

We serve those in the village—and well beyond.



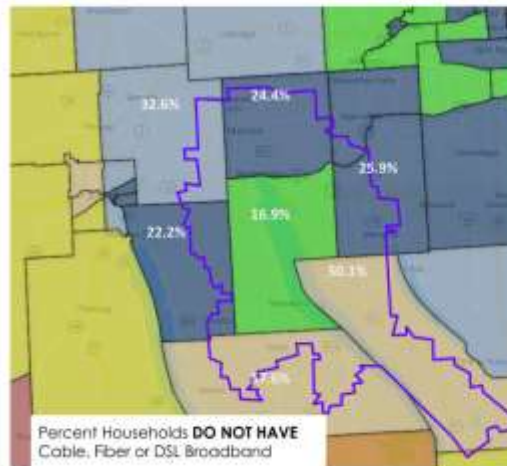
Source: 2010 US Census, 2017 American Community Survey (ACS)

OBJECTIVE #2: Library staff will use existing data to calculate current utilization from rural areas (outside of the village) by January 2020 and improve utilization by 20% over the next 4 years, providing annual updates starting in January 2021.

Action Items:

- Continue current outreach efforts to Baltimore Woods, Town Park, Historical Society, local preschools, Laker Limo, Music Guild and Sustainable Skaneateles; expand outreach to area colleges and universities, SKARTS, etc.
- Install little free libraries in outlying communities (Spafford, Skaneateles Conservation Area, Owasco)
- Plan open houses targeting taxpayers in communities outside the village

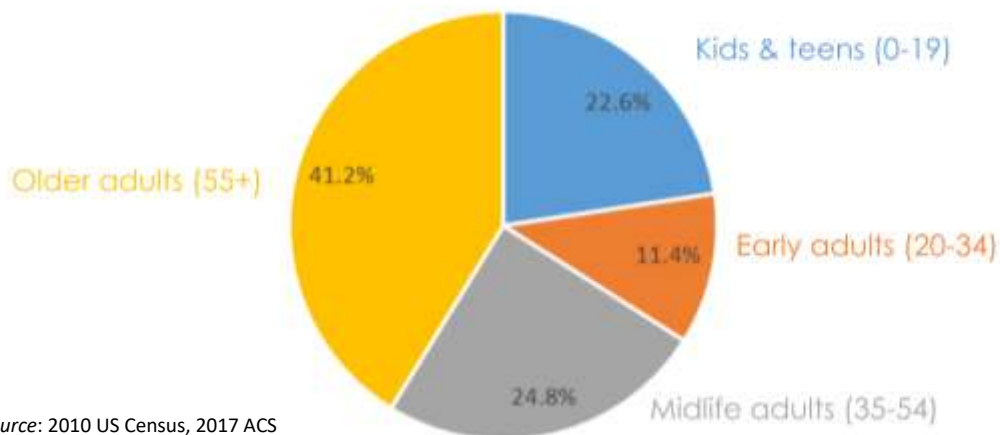
We serve the connected—and disconnected.



Did you know?
Many households
in our school
district **do not have**
home internet.

Source: National Digital Inclusion Alliance, 2017 ACS

We serve the young—and the young at heart.



Source: 2010 US Census, 2017 ACS

Goal 3: Build and curate collections that serve our local community

- ★ Design collections based on community needs, including correcting distribution imbalances and increasing size where appropriate
- ★ Develop and implement a technology and digital literacy plan to grow our e-resources collection
- ★ Update our in-house technology and circulating tools and gadgets; offer training for both staff and patrons in emerging technologies to meet baseline competencies

OBJECTIVE #1: By 2025 library staff will have corrected distribution imbalances by building and curating collections that meet the community's needs.

Action Item:

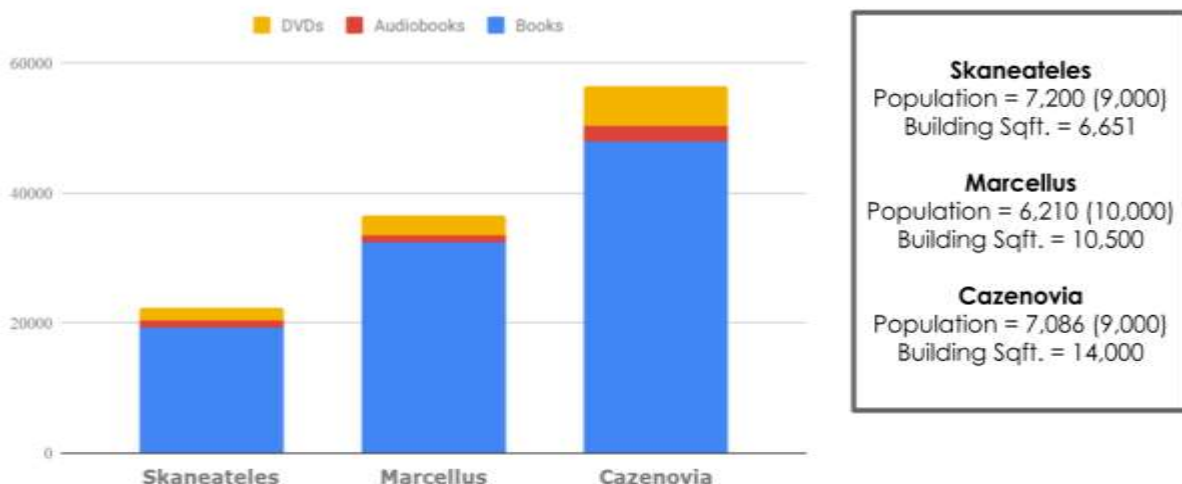
- Librarians will assess gaps in current collections and provide the board with appropriate recommendations, assuming adequate space and funds are available

OBJECTIVE #2: By 2025 all librarians and regular support staff will be trained to meet baseline competencies in technology, digital literacy and emerging technologies to support community needs.

Action Item:

- Set up training programs on digital skills for current staff

We are smaller than our neighbors ...



Source: 2016 Annual Reports, NYS Division of Library Development; 2010 US Census; 2017 ACS

Goal 4: Raising the profile of the library as a forward-looking cultural and information hub

- ★ Continue to share library activities and offerings via multiple communication channels, including the library website, social media accounts, press releases, the newsletter and presentations
- ★ Build new relationships and collaborations with local organizations and groups
- ★ Raise the library's positive profile in the community through transparency
- ★ Build the library's brand
- ★ Demonstrate welcoming, enriching, sustainable in everything we do

OBJECTIVE #1: By 2025 overall use of the Skaneateles Library building and resources will increase by 25%. School district residents will view the library as the place to inspire and cultivate learning, advance knowledge and nurture and strengthen the community.

Action Items:

- Schedule meetings in outlying neighborhoods to elicit community input
- Schedule board meetings in Spafford, Mottville, Owasco, Sennett and other service areas to spread the word concerning the library's offerings and programs
- Schedule open house events targeting folks outside the village

“Public libraries reflect the highest ideals of the communities they serve.”

(2018 Handbook for Library Trustees of the State of New York)

Goal 5: Ensure the library's financial sustainability into the future

- ★ In collaboration with the finance committee, establish a comprehensive development plan to include annual fundraising and legacy planning.

OBJECTIVE #1: Ensure the library's financial viability for the next 5 years. Develop a revenue and expense forecast by January 2020 covering a 5-year projection. The forecast will inform the need for possible tax levy increases, fundraising efforts and grant applications.

Action Items:

- Continue to support the success of the annual book sale as both an important fundraiser and a cherished community event
- Evaluate the need for tax levy increases to ensure the library can sustain its mission and vision
- Evaluate the need for additional fundraising mechanisms
- Evaluate the need for and structure of a Friends of the Library organization

OBJECTIVE #2: Develop a board-approved plan by January 2021 to meet the financial needs of the library based on the 5-year forecast, including strategies to close identified financial gaps.

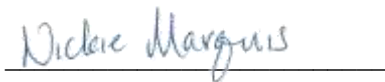
Action Items:

- Connect with the CNY Community Foundation for assistance
- Develop collateral materials to help tell the library's story and how we are working to meet unmet community needs

Adopted by the Skaneateles Library Board of Trustees on Sept. 10, 2019.



David Hempson
President



Nickie Marquis
Library Director

Note – A separate long range plan will be developed for the Barrow Art Gallery.