

# Richmond Memorial Library

## Strategic Plan: 2024 - 2028

### Executive Summary

The Richmond Memorial Library is chartered by the New York State Department of Education to serve the Batavia City School District. Our statistics show that approximately 32% of our borrowers reside outside of the school district. According to Census figures, 25% of the population of Genesee County is under the age of 18 and 21% are over the age of 65. Batavia's poverty rate is over 16%, which is 25% higher than the rate in NY State, and 82% of students in the school district qualify for free and reduced school lunches.

The Richmond Memorial Library Strategic Planning process took place during the final quarter of the calendar year of 2023. This process included community surveys in both paper and digital formats, discussions with staff members and board trustees during meetings and training days, as well as open discussions with a variety of stakeholders, including our Friends of the Library, the Library Foundation, the Batavia City School district, local government and business owners, and library patrons. The Strategic Planning Committee took all this input and created the new guiding plan for the next five years.

After reviewing the information gathered, the Board identified three core values that align with the library's mission.

#### Core Values

1. Equal and Inclusive Access- to ensure the right for all community members to have access to library materials, programs, and services.
2. Literacy and Learning- to create and support a literate, knowledgeable society.
3. Community- to positively contribute to our community through offering a wide variety of materials and programming.

The following are the primary four goals that the library will focus on during the next five years:

#### Goals

1. Facility: Adapt library facilities and collections to meet identified growing needs in the community
2. Services: Improve community engagement with the library to support literacy and lifelong learning
3. Sustainability: Make strides towards an economically, environmentally, and socially sustainable future
4. Staff Relations and Development: Invest in, support, and develop library staff and trustees.

As the Library moves forward with the goals listed in this plan, the Board of Trustees will support the outlined priorities by establishing a funding plan to ensure that the new initiatives will be funded and sustained.

## **Mission Statement**

The Richmond Memorial Library's mission is to connect our community with diverse resources that educate, enrich, and engage.

## **Goal 1- Facility:**

### **Adapt library facilities and collections to meet identified growing needs in the community.**

*Project Leader:* Library Director

*Project Team:* Building and Grounds Committee, Head of Maintenance, School District Building/Grounds

Measure: This goal will be measured through patron statistics and feedback received from our annual patron survey, the continuous input from staff and trustees, as well as the results received from the Genesee County Safety Audit.

### **Facility:**

Evaluate accessibility, functionality, safety, and usage of space, including:

1. Accessibility issues of physical and virtual spaces, including ensuring ADA compliance, assistive or adaptive technology needs, the need for accessible green spaces, and our website.
  - a) Assess the potential need and feasibility for assistive technology devices and equipment at the library.
  - b) Create a technology succession plan.
2. Assess the accessibility of the library's green space and how it can be improved for programming.
3. Evaluate the old cafe space and ideas for future use.
4. Evaluate and ensure a safe and sufficient workspace for all staff.
5. Evaluate and improve the staff break room.
6. Evaluate the current children's room and create a plan to improve the use of space and to make the space ADA compliant.
7. Using the input from the evaluations, create a plan for construction projects and apply for grant funding to assist in the cost of the updates.

## **Collection**

Increase awareness of nontraditional library materials that are available at the library, including digital materials, science kits, Chromebooks, and hotspots.

1. Create a “library of things” that patrons can check out for use. The items in this collection will include household tools and items that people need on occasion but may be unable to purchase.
2. Conduct an audit of the collection to ensure diversity in our materials.
3. Annually weed and update the collection for all departments following the guidelines in the Collection Development policy.

## **Goal 2 - Services:**

**Improve community engagement with the library to support literacy and lifelong learning.**

Project Leader: Library Director

Project Team: Librarians and Department Heads, Friends of the Library group

Measure: This goal will be measured using post program and annual patron surveys for feedback regarding programs, services, as well as how they learned about library offerings.

## **Outreach**

Engage with patrons as well as community partners, such as schools, businesses, and service providers to strategically build and strengthen relationships and collaborative opportunities.

1. Develop a list of community events for library staff to participate in by running an informational booth and review annually.
2. Create a list of outside organizations the library can partner with to reach underserved populations in our service area.
3. Annually update the list of partnerships and collaborations to bring more diverse programming to the library.
4. Increase engagement with the new YMCA organization through more frequent programming and outreach.

## **Services**

**Evaluate and create interactive/collaborative opportunities to engage various populations to improve community engagement with the library.**

1. Complete an annual review of current library services.
2. Assess effectiveness of service models, hours, and timing of programs.
3. Consider the feasibility and benefits of scheduling programming for youth and families for times that complement other community programming rather than conflicting with it.
4. Supplement traditional patron surveys with more accessible and engaging options to allow patrons and community members to request services, programs, and materials that reflect their individual tastes and values.

### **Goal 3 – Sustainability:**

**Make strides towards an economically, environmentally, and socially sustainable future.**

*Project Leader: Library Director*

*Project Team: Head of Maintenance, Building and Grounds Committee, Policy Committee, Accounts Payable, Librarians, Friends of the Library group*

Measure: Economic and environmental impact will be measured using audits and comparisons for energy, water, and fuel usage over time, while social sustainability will be evaluated using patron and community member feedback from surveys and comments.

#### **Economic and Environmental Sustainability**

Assess the impact of our building and grounds on the community and ecosystem, including:

1. Benchmarking where we currently are in our efforts towards environmental sustainability.
2. Investigating potential cost savings by exploring new products and processes to replace those that may be outdated or time/money intensive.
3. Engaging employees by providing staff wide trainings on sustainability measures and practices.
4. Engaging Board of Trustees by facilitating discussions around the NYLA Roadmap to Sustainability and other best practices around becoming a sustainable library.
5. Evaluating the effectiveness of working with a financial advisor for non-profits or similar expert to create the next 5-year plan.

#### **Social Sustainability**

Explore what social sustainability means for our specific community, including local issues of social justice, equity, and a higher quality of life for our most vulnerable and marginalized patrons.

1. Using available demographical data and established best practices in public libraries, determine which populations are the most vulnerable and/or marginalized in our community, and what support they may need.
2. Strategize how best to increase services, programming, and materials for all populations, especially those most marginalized, without creating too much extra strain on our staff and budget.
3. Create policies that support vulnerable populations, such as people experiencing homelessness who would like to get a library card.

## **Goal 4 – Staff Development:**

**Invest in, support, and develop library staff and trustees.**

*Project Leader: Library Director*

*Project Team: Personnel Committee, Department Heads and Managers, Library Board President*

Measure: Statistical information about continuing education as well as direct feedback from staff and trustees through post-training quizzes, surveys, and one-on-one discussions with direct supervisors.

### **Staff**

Create and maintain a pleasant working environment for all staff through the assessment of workplace needs, including:

1. Making necessary adjustments to the physical environment to facilitate increased functionality and safety in shared spaces, such as the workroom and staff break area.
2. Planning strategies for improved board and staff relations and communication, including exploring social events to allow for networking.
3. Conducting staff assessments to identify areas for increased job satisfaction and decreased duplication of effort or redundant tasks.
4. Adding more detailed evaluation of staff behavior to the measures of annual evaluation and providing training opportunities for when the standards are not met.

### **Trustees**

Broaden trustee education on the library and legal requirements, such as open meeting law, officer insurance a liability, roles/responsibility, and policies & procedures.

1. Scheduling an annual trustee training day.
2. Reviewing progress on strategic plan quarterly with the library director.
3. Active participation in library programs and events.

### **Members of the Strategic Planning Team for 2024-2028**

Beth Paine | Library Director

Jessica Ecock-Rotondo | Library Board President

Leslie Moma | Library Board Vice President

Kristi Evans | Library Board Deputy Treasurer

Norm Argulsky | Library Board Trustee

Richard Beatty | Library Board Trustee

Catrina Lasher | Library Board Trustee

Becky LeFevre | Library Board Trustee

Samantha Basile | Librarian II

Laura Dumuhosky | Librarian I

***Board Approved June 10, 2024***