Newburgh Chandler Public Library

2022 to 2026 Strategic Plan
High-Level

Adopted:_____

ReThinking Libraries

Process Facilitated by
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Mission, Vision & Values

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NCPL Revised Mission-Vision-Values

MISSION

Enhancing lives and empowering the community through access, knowledge, and connections.

VISION

A community connected to ideas, resources, knowledge, and each other.

VALUES

The Newburgh Chandler Public Library values:

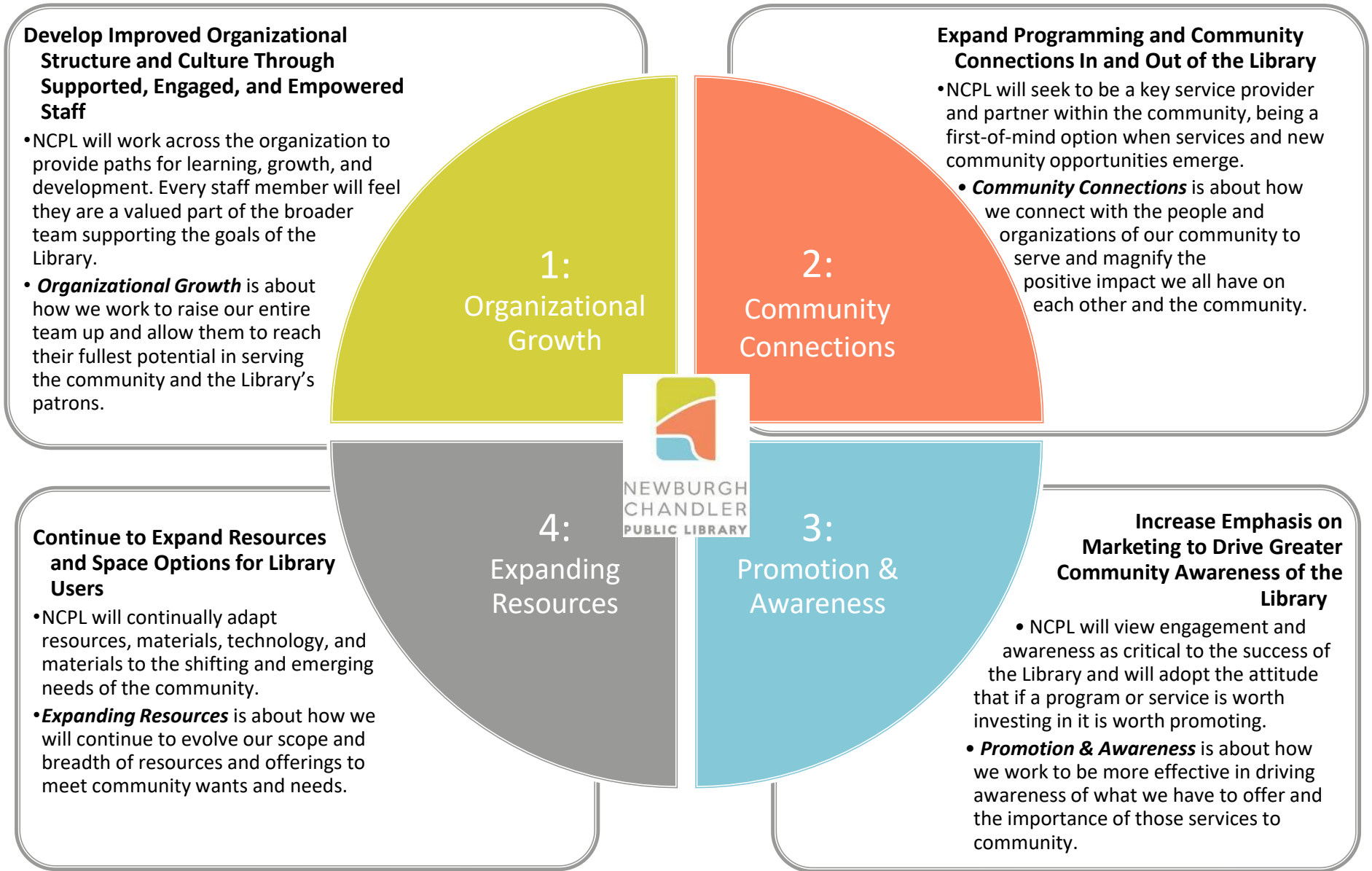**Welcoming**—Fostering a friendly and safe setting that enables relationships and builds rapport.

Education & Learning—Encouraging on-going learning both inside and outside the Library.

Accessibility—Offering a variety of materials, services, and spaces that serve our community wherever they are.

Diversity & Inclusion—Ensuring a respectful and open-minded environment that welcomes all.

Strategic Plan and Focuses

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NCPL: Strategic Focus Areas

Develop Improved Organizational Structure and Culture Through Supported, Engaged, and Empowered Staff

• NCPL will work across the organization to provide paths for learning, growth, and development. Every staff member will feel they are a valued part of the broader team supporting the goals of the Library.

• *Organizational Growth* is about how we work to raise our entire team up and allow them to reach their fullest potential in serving the community and the Library's patrons.

Expand Programming and Community Connections In and Out of the Library

• NCPL will seek to be a key service provider and partner within the community, being a first-of-mind option when services and new community opportunities emerge.

• *Community Connections* is about how we connect with the people and organizations of our community to serve and magnify the positive impact we all have on each other and the community.

Continue to Expand Resources and Space Options for Library Users

• NCPL will continually adapt resources, materials, technology, and materials to the shifting and emerging needs of the community.

• *Expanding Resources* is about how we will continue to evolve our scope and breadth of resources and offerings to meet community wants and needs.

Increase Emphasis on Marketing to Drive Greater Community Awareness of the Library

• NCPL will view engagement and awareness as critical to the success of the Library and will adopt the attitude that if a program or service is worth investing in it is worth promoting.

• *Promotion & Awareness* is about how we work to be more effective in driving awareness of what we have to offer and the importance of those services to community.

1: Organizational Growth

2: Community Connections

4: Expanding Resources

3: Promotion & Awareness

NEWBURGH CHANDLER PUBLIC LIBRARY

ReThinking Libraries

1: Organizational Growth

Develop Improved Organizational Structure and Culture Through Supported, Engaged, and Empowered Staff.

NCPL will work across the organization to provide paths for learning, growth, and development. Every staff member will feel they are a valued part of the broader team supporting the goals of the Library.

Organizational Growth is about how we work to raise our entire team up and allow them to reach their fullest potential in serving the community and the Library's patrons.

Objectives:

- Staff satisfaction and sense of empowerment are significantly increased.
- Staff turnover is dramatically reduced.
- Staff learning and development opportunities are available and utilized.

- Compensation is fair and aligns with market rates for all positions.
- Equity, diversity and inclusion are part of the organizational culture.
- Teamwork is increased between departments and locations.
- Organizational staffing models efficiently and effectively provide optimal service.

Top Potential Initiatives:

- Evaluate and develop a plan to improve staff compensation
  - Focus should be on front-line and part-time staff compensation
  - Seek to decrease turnover of non-exempt staff
- Improve Internal Communications
  - Better communication between departments and locations
- Evaluate Approaches to Staffing and Increase Flexibility
  - Analyze staffing and service models, roles and responsibilities, scheduling, allotment, prioritize quality over quantity
- Rethink onboarding, training, and expand cross training
  - Spend money on professional development and staff training

Other Potential Initiatives:

- Evaluate/ Improve staff benefits
- Utilize Data more to drive actions
  - More consistently seek patron input and feedback (programs, survey's, events)
  - Accumulate more operational data to help drive decisions
- Improve/ expand staff development and advancement opportunities
  - Evaluate opportunities for more mid- level positions
  - Create more opportunities for staff advancement
  - Advocate for employee retention and the policies and approaches that support that
  - Increase staff empowerment

2: Community Connections

Expand Programming and Community Connections In and Out of the Library

NCPL will seek to be a key service provider and partner within the community, being a first-of-mind option when services and new community opportunities emerge.

Community Connections is about how we connect with the people and organizations of our community to serve and magnify the positive impact we all have on each other and the community.

Objectives:

- Library programs are seen as a key and critical educational and service opportunity within the community.
- Community-Library partnerships are focused and impactful.
- Community members believe that the library contributes to the quality of life in the Newburgh-Chandler area.
- Library is seen as leader in convening both groups and residents around key community issues and topics of interest.

- Library is better positioned to help the community through a pandemic or other crisis (intervention & response).
- Community organizations seek the library as a first stop in launching new community initiatives or when they want to convene a larger audience around a specific concern or community-focused issue.
- Community partnerships are expanded and/or strengthened to drive both awareness and accessibility.

Top Potential Initiatives:

- Expand the Library's Programing
  - Mental health classes, nature walks, basic finance, photography, computer instruction, age inclusive programing, Increased social activities
- Community-oriented Events and Promotions
  - Community activities, food trucks, inflatables, concerts, connect more with community, consider library sponsored "funk in the city" type events
- Expand Outreach Services
  - Community engagement, classrooms, senior centers, general, civic groups, readers' advisories, increase van usage- book delivery, Wi-Fi access

Other Potential Initiatives:

- Increase Targeted Programming
  - Define specific key/targeted audiences and develop program plans for these target audiences
- Expand Community Partnerships
  - Identify top community partners, extend co-planning with those key partners, explore funding partnerships with those partners
- Enhance Arts and Crafts
  - Expand role of lobby gallery space, add more community art throughout buildings, look for options to display arts and crafts from programs

3: Promotion & Awareness

Increase Emphasis on Marketing to Drive Greater Community Awareness of the Library

NCPL will view engagement and awareness as critical to the success of the Library and will adopt the attitude that if a program or service is worth investing in it is worth promoting.

Promotion & Awareness is about how we work to be more effective in driving awareness of what we have to offer and the importance of those services to community.

Objectives:
- Awareness of library services and resources is high among area's residents, particularly within underserved and higher need segments of the community.
- Usage of the libraries is further increased (materials borrowing, programs, resources, etc.).
- Community members see that the library contributes to a better quality of life in the Newburgh-Chandler area.
- Marketing resources and processes are well defined and positioned for success.
- Opportunities for promotion are leveraged throughout the community.

Top Potential Initiatives:
- Increase and Improve Marketing
  - Increase resources and staffing focused on marketing and community awareness (consider a focus position)
  - Increase awareness of history collection - more at CH and DN
  - Build "free" awareness - short video of patron stories, introduce staff via stories/ Facebook/YouTube (consultant note- perfect application for Tok-Tok)
  - Advertise meetings elsewhere
  - Seek to increase awareness of and traffic to the two smaller branches
  - Look at all marketing channels: e-mail, mail, social media, in-building, PR, print, billboard and related advertising
  - Develop a post COVID-19 plan of community re-engagement

Other Potential Initiatives:
- Attract Lower Usage Groups
  - Seek ways to attract more teens and tweens, in addition to attracting the 20-30 age groups with unique programs and services
- Look to update and improve the website and ensure process and policies that help to keep it up- to-date
- Expand Borrowers and Library Card Holders
  - Put particular focus on kids/youth
  - Partner with schools, preschools, companies on this initiative
- Explore improvements to Bell Road location roadside signage, perhaps digital

4: Expanding Resources

Continue to Expand Resources and Space Options for Library Users

NCPL will continually adapt its resources, materials, technology and materials to the shifting and emerging needs of the community.

Expanding Resources is about how we will continue to evolve our scope and breadth of resources and offerings to meet community wants and needs.

Objectives:

- Community has access to resources and services when and where they need them.
- Users attest to getting the resources, technology, and materials they want and need from the Library.
- Materials users want and need, beyond just books and A/V, are available to them at the library.

- Library spaces meet needs and continue evolve to provide what users want in terms of spaces and furnishings
- Outdoor spaces are highly used and provide patrons alternative space options in addition to providing some service flexibility when public health conditions may limit indoor space usage.

Top Potential Initiatives:

- Expand Library of Things
  - Look to technology teens/public don't have at home
  - Increase available equipment and 3D printer usage
  - Look for ways to drive more tool lending/ makerspace usage
  - Expand Mobile Hotspot lending as needed
- Outdoor space upgrades and improvements
  - Add a small outdoor playground
  - Increase outdoor activities
  - Add more outdoor lighting by pond
  - Open neighborhood trails, cross paths, bridges to get to Library

Other Potential Initiatives:

- Improve technology for patrons and staff
- Expand fee payment options (credit card)
- Downsize/weed low/no-usage collections freeing up space for users
- Collection Tweaks
  - Continue to balance digital/physical and other formats
  - Make collection identification more user friendly
  - Develop strategies to encourage/promote/share reviews
- Broaden/increase Meeting Room Usage/Rentals
- Increase number of self-checkouts
- Makerspace ideas
- Add snack/vending options at the Library

NCPL - SWOT Analysis

Strengths
- Locations, Convenience, and Hours
- Community support & High demand for services
- Breadth of Services
- Art Lobby
- Children's Under 8 Programming
- Growing transportation network
- Tech skills of some staff
- Nice & clean facility
- Staff in general
- Funding/financial stability
- Wireless/remote print availability
- Evergreen Library and access to 120+ library collections

Weaknesses
- Breadth of services-makes it harder to support & market
- Losing too many kids at key points of development
- Library brand has a narrow view of services
- Marketing, Promotion, Community Awareness
- Breath of tech skills (# of staff)
  - not all staff know all systems
- Update level of technology
- Evergreen interface/platform

Opportunities
- Aging Customer base
  - More time to use library
- Gaining more ground with young at risk and low frequency readers
- Space and breadth of space opportunities
  - Broad meeting room usage policy allows connection to non-users
- Lobby space
  - Marketing, Events, Art
- Tech help needs of users
- Large corporation presence
- Area growth
  - New users
  - Marketing –new residents
- Marketing growth
- Showing saved value on checkout receipts
- School engagement-high school especially
- Virtual reality equipment
- Public transport users

Threats
- Long term funding
- Content shifting to Digital only
  - Impacts older generation (non-digital)
- Keeping physical content up-to-date
- Maintaining breadth of services
  - More competition in some areas
- Changing technology
- Aging Customer base
- Challenging patron behavior
  - Unaccompanied kids—liability?
- Evergreen System-mission critical