



Strategic Plan 2024-2027

Plan Summary

The Newark Public Library's Strategic Planning process started from February to November 2023. During that time, the library conducted a community survey and Strength, Weakness, Opportunities, and Threats (SWOT) analysis with staff input. The information gathered during these activities aided the Newark Library Planning Committee in developing the library's strategic plan.

This document outlines the directions, including strategic priorities for Newark Public Library for the next 4-year period beginning January 1, 2024, through December 31, 2027. The plan is designed to be flexible to adjust to the changing needs of the community while staying abreast of library trends and innovations. Regular status reports and updates to the Board of Trustees will ensure and support the vision of the library's strategic plan outlined in this document.

MISSION STATEMENT

Our mission is to provide equal access to information, knowledge, and experiences so that people of all ages may seek education and social and cultural growth.

VALUES

The Board identified four core values that aligned with the library's mission statement. Those values are:

1. **Literacy** – Fostering the pursuit of knowledge and lifelong learning.
2. **Community**- Engage with the people of Newark through outreach, programming, services, materials, and space.
3. **Diversity** – Championing everyone's right to intellectual freedom and diverse points of view.
4. **Integrity** – Maintain financial, and operational transparency.

VISION

Newark Public Library aspires to be the gateway to creativity, entertainment, and lifelong learning.

GOALS & OBJECTIVES

The following are five goals that the library will focus on over the next four years (2024-2027):

1. **Library Services** – Improving community interests and expanding public awareness
2. **Library Staff** – Ensuring our staff have the tools, training, and support they need to thrive
3. **Library Facility** -Provide a safe, clean, and comfortable environment.
4. **Sustainability** - Focusing financially, socially, and efficiently on a sustainable future

IMPLEMENTATION OF RESPONSIBILITY

Board of Trustees: Responsible for reviewing prior to adopting the plan. After adopted, the board will review the plan annually to check progress and make needed adjustments.

Library Director: Coordinate and oversee the development and execution of the strategic plan.

Library Staff: Complete tasks assigned by the Library Director to help fulfill action items.

Goal One: Library Services

Project Leader: Library Director

Project Team: Assistant Director, Head of Youth Services, Program Coordinator, and PR Clerk

Description: Support community interests and needs by offering diverse classes and events. Expand public awareness of library programs and digital services.

Action Items:

- Invest in advertisements on the community electronic bulletin boards
- Evaluate existing programs to identify successes and failures by surveying community members.
- Identify community interest by collecting feedback via surveys and other sources.
- Increase equitable access to services by diversifying and expanding our physical and digital collections
- Coordinate programs and events demonstrating the ethical and moral responsibility of individuals to support and promote diversity, equity, and inclusion for all.
- Continue to implement ways to bring library services to underserved populations.
- Conduct outreach activities to increase awareness of library resources, programs, and services
- Audit and update the current marketing plan to deliver advanced programming information.
- Revise and rebuild the recipient list for the electronic newsletter.
- Explore options to advertise programs, events, and services by streaming on television.

- Reestablish a Teen Advisory Board, use input from the Teen Advisory Board to expand programs and services for teens
- Research options for replacing the current online calendar to be implemented by April 2024
- Establish a new independently-run website by the end of 2024

Goal Two: Library Staff

Project Leader: Library Director

Project Team: Assistant Director, Staff

Description: A commitment to a healthy workplace culture is a commitment to the library and its community. The library must invest in staff as they are the strongest asset and connection to the community.

Action Items:

- Increasing staff training so all staff are confident in their ability to help patrons with routine technology and customer service queries
- Explore other sources to provide a variety of training options for staff
- Support staff well-being and career advancement.
- Remind staff of services provided by the library such as EAP
- Develop consistent procedures for staff on-boarding and off-boarding by the end of 2024
- Establish and maintain competitive pay rates for existing and future employees
- Develop a process to evaluate staff engagement and job satisfaction to improve retention
- Maintain a minimum of six (6) staff meetings throughout the calendar year.
- Establish a standard part-time schedule to accommodate the operational needs of the library.
- Explore ways to boost staff morale and recognition by offering staff appreciation events.
- Staff will collaborate together to renovate the current multi-use space to a staff-only space by the end of 2025

Goal Three: Library Facility

Project Leader: Library Director

Project Team: Assistant Director, Head of Youth Services, Village of Newark

Description: Maintain a welcoming and safe space for all ages. Update spaces to provide accessibility to all patrons.

Action Items:

- Upgrade and replace all computers every five years or older
- Analysis of library spaces annually by:
 - Assess ADA compliance
 - Resolve all non-compliances

- Schedule and budget for floor cleaning throughout the library
- By 2026 explore new flooring options for the entire building.
- Explore the possible creation of sensory spaces within the library for all ages.
- Consider removing old heating units that may not be used due to new equipment installed.
- Develop effective and updated signage for collections and rooms within the library.
- Establish a manual or list of current service providers and account details to make accessible to all staff.
- Consider installing an outside light pole closer to bookdrop for night visibility and safety.
- Video Surveillance in the library
 - Determine the legal constraints of video surveillance in a Village-owned building
 - Install cameras in various locations inside the library by the end of 2027
 - Create a Camera and Recording Policy to have in place by 2026
- Complete existing air conditioning and future HVAC projects

Goal Four: Sustainability

Project Leader: Library Director

Project Team: Assistant Director, community, and staff

Description: To enable the library, and ultimately our community, to become more environmentally sound, socially equitable, and economically feasible.

Action Items:

- Learn more about The Sustainable Libraries Initiative (SLI) by the beginning of 2026.
- Explore the KultureCity sensory certification program.
- Research to ensure that valuable library historical documents are provided with proper storage
- Explore NYSERDA for grants, resources, and guidance
- Beginning half of 2027 survey the community interest in sustainable activities i.e. composting, electric charging stations, and services that may be provided by the library
- Continue to review all policies and resolve any issues of non-compliance
- By the end of 2026 purchase from local community-based vendors when financially feasible to support the community.
- Review option for alternative waste disposal companies that offers recycling.

Adopted by the Newark Public Library Board of Trustees January 12, 2024