Mission

What is our purpose?
The mission of the East Greenbush Community Library is to serve as a community center for lifelong learning with access to a broad range of ideas and information through traditional and emerging resources to meet the intellectual, recreational and cultural needs of residents in a professional and friendly manner.

Core Values

What are our key guiding principles?
Respect and care: If we’re not treating everyone well, we’re not making anyone feel at home.
Do the right thing: Go the extra mile with each other and with the public.
Get it done: Look for solutions when problems arise, while working with patrons and coworkers.
Champions for literacy and reading: At the heart of everything we do.
Responsive to community: Community needs drive programs, material selections, and services.

Organization-Wide Strategies

How do we get there?
RESPECT a variety of viewpoints and make them available in the interest of promoting a healthy learning environment.
ENCOURAGE library users to become comfortable using a variety of formats and instruct them in using new technologies.
ASSIST patrons in finding information they want, when they want it, in a form that is most useful.
DEVELOP partnerships to ensure that library services truly respond to the needs and desires of residents.

Strategic Objectives and Organization Goals

Fiscal Accountability and Stewardship

1. Ensure the Library is well supported to meet the needs of current and future generations of library users. Appropriate funding will sustain and enhance the quality of Library services; including staffing, collections, technology, programs, and the facility.
   1.1 Continue to practice prudent financial management and funding strategies by securing additional dependable sources of public and private funding by 2020.
   1.2 Solidify relationships with partnering libraries and legislative bodies to increase collaboration, and establish economies of scale by representing East Greenbush Community Library at 90% of consortium meetings, and serving in leadership capacities.
   1.3 Develop financial plan for implementation after the bond is paid-off which includes potential capital improvements and other uses for the money.
   1.4 Develop and implement a landscape management plan.

2. Develop partnerships and build collaborations across the community to share resources, expertise, and strengthen community. Continue to provide a welcoming and responsive environment, with a user-centered staff, that supports the Library’s mission and meets the community’s changing cultural, civic, technological, and informational needs and interests.
   2.1 Invest in at least 5 initiatives that strengthen the Library as a core component of the community.
   2.2 Support and grow active volunteer program by 5%.
   2.3 Provide a central source for information about the wide variety of programs, services, and activities provided by other community agencies and organizations.
   2.4 Library staff will make connections monthly with at least 5 relevant community partners to ensure they know what is available at the Library for small business owners, organizations, and individuals.

3. Continuously evaluate internal processes, and invest in technology and human capital to eliminate, improve, or create new processes for driving organizational success. Embrace a culture of proactive and rapid problem solving, creativity, and innovation in the workplace to maximize staff productivity, morale, accountability, and trust.
   3.1 Review and evaluate workflow, Library staff positions, and organizational structure to allow time for professional development, collaboration, and innovation/planning.
   3.2 Sustain a plan for equipment/infrastructure rotation and acquisition that will allow the Library to be responsive to changing technology and support all internal processes.
   3.3 Develop a collaborative recruitment, training, and succession plan to sustain and reenergize the Trustees and Friends of the East Greenbush Community Library.

Lifelong Curiosity, Imagination, and Learning

4. Provide access to materials, programs, technology, and services that empower the community to succeed in educational, professional, and personal interests. Patrons will be supported in their creative pursuits.
   4.1 Develop dynamic layouts and displays that effectively promote library collections and services.
   4.2 Engage patrons of all ages, cultures, and abilities by providing a robust indoor/outdoor programming schedule that includes opportunities for cultural, civic, and recreational enrichment.
   4.3 Increase Library circulation 2% yearly, by providing timely access to materials, technology, and formats patrons desire.
   4.4 Support educational achievement and lifelong student learning by identifying and removing at least five barriers to service.
   4.5 Provide hands-on workshops (crafts, gardening, knitting, video, cooking, sewing, etc.) for patrons of all ages to learn and express themselves, including at least 5 targeted at early/new adults and 5 for career age professionals.

Key Performance Indicators

How will we measure success?

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
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<tbody>
<tr>
<td>New revenue sources</td>
<td>3</td>
</tr>
<tr>
<td>Adopted financial plan for yearly bond payments after the bond is fully paid off</td>
<td>100%</td>
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<tr>
<td>Board approved landscape management plan</td>
<td>100%</td>
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<tr>
<td>Build a community organization database</td>
<td>100%</td>
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<tr>
<td>5 community partner connections monthly</td>
<td>5</td>
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<tr>
<td>Board approved staffing plan</td>
<td>1</td>
</tr>
<tr>
<td>Trustee/Friends approved recruitment, training and succession plan</td>
<td>100%</td>
</tr>
<tr>
<td>Identify/remove 5 barriers to service</td>
<td>5</td>
</tr>
<tr>
<td>Number of programs held yearly</td>
<td>600</td>
</tr>
<tr>
<td>Lower holds ratio for best sellers</td>
<td>25%</td>
</tr>
<tr>
<td>Number of outdoor programs held yearly</td>
<td>10</td>
</tr>
<tr>
<td>Number of hands-on workshops held yearly</td>
<td>50</td>
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Competitive Advantages

What do we do best?
- Excellent customer service
- Welcoming facility and location
- Excellence in youth services
- Dedicated staff and volunteers
- Serve the entire community, all ages

Implementation

How do we make strategy a habit?
- Monthly Board meetings and Department Head meetings reviewing strategic plan target performance
- Communicate effectively with all staff (intranet, email, in-person, whiteboard)
- Monthly department specific staff meeting
- Quarterly all-staff meetings/trainings
- Staff set annual goals and objectives based on strategic plan service areas
- Host annual meeting with Board, Staff, and Friends participation to review annual progress

Adopted February 22, 2017