

STRATEGIC PLAN 2023-2025

September 21, 2022



**Kellogg-
Hubbard
Library**

135 Main Street
Montpelier, VT 05602

802-223-3338
kellogghubbard.org

Mission

Our mission is to empower community members to become lifelong learners by providing easy access to materials, online resources, programs and a welcoming place.

Vision

Our vision is to be a resilient, inclusive and innovative library that continually learns and adapts to meet the changing needs of our community.

Core Values

We support an empowered learning community by honoring these values.

We believe...

- All people are important, valued and belong.
- Every person has a right to read what they choose.
- Personal information is private and will be protected.
- A safe, welcoming and accessible space is essential for everyone.
- Vibrant conversations embrace different points of view.
- Service means helping every person as fully as we possibly can.
- We are stewards of this organization for the next generation.

Diversity Statement

Public libraries belong to everyone. We respect and embrace the wide range of diversity in the human experience, including race, ethnicity, age, gender, ability, economic background, place of origin, culture, lifestyle, native language, sexual orientation, religion, and more.

Every person who comes into the library should feel welcomed by our staff and represented in our collections, our building and our programs. The library strives to be a reflection of our community, our nation and future generations.

Strategic Goals and Objectives

Goal #1: The Library provides easy access to a high-quality and robust collection of information and media resources and services to people of all backgrounds.

OBJECTIVES	ACTIONS	BENCHMARKS	2023	2024	2025
A. Build the diversity of print and online resources to represent a range of voices and the changing needs and interests of the community	Review and update collections policies and procedures	Materials selection policy and request for reconsideration revised			
	Conduct ongoing diversity audits throughout the collection	CL Diversity audit complete; pathway established to meet diversity goals across collections			
	Broaden online and digital resources	Digital periodical collection assessed for use and titles updated Digital Ebook and audiobook collection evaluated and plan in place to reduce long holds lists Palace app rollout complete with staff and patron training in place			
B. Raise awareness of library services, their benefits, and how to access them	Communicate availability of all library services (print, digital, reference & programmatic) to identified partners, funders and our member communities	Outreach content developed and posted			
	Assess digital access in our region and identify community needs for education, services, and equity solutions to increase digital collections use	Create “how to” content for accessing digital services in areas with no broadband			

OBJECTIVES	ACTIONS	BENCHMARKS	2023	2024	2025
	Maintain and regularly update a user-friendly and accessible website	Website edited for accessibility and reading level Home page redesigned for a more modern look.			
	Regularly offer collections and services training to staff and patrons	Patron training for digital services conducted twice yearly Plan in place to support staff professional development Paid time available to staff for training in digital services			
	Update, formalize, and implement a marketing plan for library collections and services	Marketing plan written and implemented			
C. Work with community partners to better connect community members to expanded/targeted resources	Allocate resources to collaborate with community organizations that focus on literacy, housing, mental health, and independent living	Organizations and contacts identified Plan for regular communication drafted			
	Explore ways to highlight and/or expand resources that serve underrepresented populations, for example, new Vermonters	Identify underserved and potential patrons; refine and implement outreach plan for these groups Assessment of collection for TOEFL and citizenship resources completed			

Goal #2: The Library serves as a community hub that engages people of all ages and backgrounds.

OBJECTIVES	ACTIONS	BENCHMARKS	2023	2024	2025
<p>A. Reconfigure Library spaces to effectively and flexibly meet current and anticipate future needs</p>	<p>Budget for and hire an architect or space needs consultant to develop an optimization plan for the current building</p>	<p>Consultant retained</p> <p>Consultant recommendations evaluated by staff and board</p>			
	<p>Allocate resources to creating a dedicated space for public cooling</p>	<p>Short term: Dedicated cooling space established for high heat days</p> <p>Long term: Cooling plan for entire library contingent on funding prepared</p>			
	<p>Use a DEI lens to ensure that many ethnicities, races, languages and abilities are reflected in the Library's physical space</p>	<p>Key library signs expressed in the 5 most spoken languages in Vermont in place</p> <p>Artwork from diverse artists obtained and displayed</p>			
	<p>Review the physical collection in relation to size and how it is housed and identify/explore options to free space for other uses (e.g. flexible shelving, thoughtful weeding, potential reductions in overall print collection size)</p>	<p>Recommendations for changes to the physical collection and an implementation schedule prepared</p>			
	<p>Create or modify staff workspaces and spaces for patron use designed to meet modern needs, e.g. Zoom meetings</p>	<p>Staff survey on workspace needs completed</p>			
	<p>Continue to expand and develop inviting outdoor spaces</p>	<p>Finalize landscaping plan from GLL projects.</p> <p>Assess need for additional seating.</p>			
	<p>Assess current Library hours to determine whether different or additional hours would increase access for underserved populations</p>	<p>Data gathered on patron traffic during busy times</p>			

OBJECTIVES	ACTIONS	BENCHMARKS	2023	2024	2025
B. Diversify programs and enhance collaborations to make the Library a learning and cultural center of the community	Diversify topics, delivery mechanisms, timing, and age ranges of programs to meet a broader range of community needs	Programs audit completed – who was represented and who wasn't? Diverse performer/topic goals established			
	Allocate resources to collaborate on programming with other community organizations, to create efficiencies and to address barriers (transportation, time, language, economic) to reach underserved populations	Job descriptions reviewed for inclusion of time, skills, support needed for collaboration with partners			

Goal #3: The Library is staffed and governed to meet its mission as an inclusive, sustainable, and resilient organization.

OBJECTIVES	ACTIONS	BENCHMARKS	2023	2024	2025
<p>A. Ensure appropriate staffing levels, skill sets, and staff empowerment to meet evolving service demands and community needs</p>	<p>Identify and invest in professional development and staff retention strategies</p>	<p>Updated workplace practices are in place including flexible/hybrid schedules where feasible</p> <p>DEI consultant suggestions integrated into HR process documents</p>			
	<p>Systematize training (including on-boarding process and cross-training)</p>	<p>Supervisors have training/cross-training plan for each position.</p>			
	<p>Review and update roles, tasks, and compensation in light of strategic goals and current workforce conditions</p>	<p>Identify and negotiate desired changes to union contract</p> <p>New union contract secured by July 1, 2023</p>			
	<p>Build infrastructure for staff succession while preserving institutional knowledge</p>	<p>Each position has a manual that outlines work tasks</p> <p>Succession plan for leadership positions is created</p>			
	<p>Complete a volunteer needs assessment, including recommendations about how to use and manage additional volunteers to augment staff efforts</p>				

OBJECTIVES	ACTIONS	BENCHMARKS	2023	2024	2025
B. Advance efforts to maintain the Library's financial resilience in changing economic conditions	Preserve the future of the Library by growing the endowment	Board discussion held on the feasibility of a capital campaign in this 3-year cycle Continuing planned giving program developments identified and implemented			
	Continue to cultivate support through donor relationships, monthly giving, grants and book sales	Targets in FY23 fundraising plan are met and increased yearly			
	Create opportunities to engage the next generation of financial supporters	Annual event/s targeted for younger age brackets with appropriate ticket pricing hosted			
	Look for cost-saving opportunities that continue to allow the Library to operate as efficiently as possible while supporting innovative opportunities	Financial invoice payment process automated as much as possible			
C. Strengthen Library governance practices regarding sustainability, diversity, and risk management	Assess board governance, by-laws, and committee structure to align with strategic priorities and facilitate a more diverse board	By-laws are updated to reflect modern board practices Work with DEI consultant completed to improve board recruitment strategies Job descriptions created for officer roles to increase clarity and transparency			
	Engage in risk management planning, for example, unexpected leadership changes or capital expenses, a cybersecurity breach	Formal appraisal of building to ensure proper insurance coverage conducted once GLL projects completed.			
	Plan for ongoing capital improvements with a specific eye to climate adaptations	GLL projects completed Funds secured to cool building and upgrade HVAC system			
	Use strategic plan to conduct annual assessment of progress and define clear, broad goals for upcoming year	Institutional DEI commitments are clarified and codified			