



## PENN YAN PUBLIC LIBRARY

AMAZE YOURSELF.

### 2024-2028 Penn Yan Public Library Strategic Plan

#### **Mission Statement**

Penn Yan Public Library's mission is to awaken and satisfy curiosity in the individual, thus enriching the community.

#### **Narrative**

In the spring months of 2023, members of the Penn Yan Public Library staff, Board of Trustees, and Friends group used the “*Community Data First approach*” to find out more about people’s aspirations for our community by asking local groups the four questions listed below. The groups included: Penn Yan Rotary, Milly’s Pantry Board of Directors, Penn Yan Downtown Business Council, Friends of Penn Yan Public Library, Penn Yan Public Library Board of Directors, Penn Yan Walking Exercise Group, a group of afterschool teen patrons, INSYGHT (multiple agency representatives), library staff meeting attendees, Dream Team and Keuka Compass.

Over the next few weeks, the Library Director, the Youth Services and the Adult Services Directors analyzed other strategic, long-range and comprehensive plans including but not limited to: The Yates County 2020 Comprehensive Plan, and the 2016 Village of Penn Yan Comprehensive Plan. 2020 Census data along with other statistics sources, and other library strategic plans were also studied.

At the end of June 2023, the Library Director analyzed the data (See page 13) collected from the community groups and developed the outline of the 2024-2028 Strategic Plan document. New components found in this strategic plan are the **values** that the staff and Board of Directors developed in 2019: **core library service categories (Collection, Programming, Library Personnel, Library Facility and Grounds, Technology)**, and **SMART style (Specific, Measurable, Achievable, Relevant, Time-bound) action plan objectives.**

In July through October 2023 department directors met to formulate key goals, action plans and objectives. The draft plan was submitted to the Board of Trustees in November 2023 and passed in December 2023.

## **Penn Yan Public Library Values**

### ***Inviting***

We provide a welcoming, organized environment that is inviting to patrons, whether they prefer peacefulness or fun and entertainment. We listen to our patrons' needs and interact with them in a friendly, approachable manner. We are visible to the community so as to proactively engage and invite people in, rather than waiting for them to come to us.

### ***Inclusion***

We want everyone to be able to access our programs and services. Our location is physically accessible, and we are flexible to meet the needs of individuals and individual situations. We work together with community organizations and systems to increase access to the library's offerings. We are community-oriented and encourage the public to engage with our community.

### ***Service***

We strengthen individuals and the community through the services we provide. With that in mind, we are resourceful and offer a variety of programs and services both inside and outside of the library. Our offerings meet the diverse needs of the community we serve. Our procedures are clear to make it easy for people to use the library.

### ***Enrichment***

We value the cultivation of practical knowledge as well as creative discovery. We provide programs and resources that are both educational and entertaining to enrich people's lives. We offer resources, activities and skill-building workshops that awaken the curiosity of our patrons while also deepening their learning and knowledge.

### ***Relevance***

We maintain a visible presence and stay connected to the community. We regularly ask patrons for feedback to ensure we are meeting their needs. We maintain a collection of materials that are up-to-date and relevant to members of the community. We are in tune with their priorities and needs so that our programs and services are of value.

### ***Community Aspirations***

1-Safe, no bullying, harmonious

Kind, friendly, welcoming

Accepting, respectful to one another, people are valued

Inclusive, honoring diversity

Honest

2-Giving, supportive, volunteering community

Connected residents

Supported non-profits

3-Resources for all

Food security for all residents

Mental health resources

Affordable housing

Work opportunities for youth

4-Vibrant small town, quaint, growing

Good infrastructure, sustainability

Curb appeal

Walkability, bike friendly, parks and public greenspace

Diverse public social spaces, libraries, playgrounds, community centers

5-Residents who are informed about local recreational, cultural, civic and educational opportunities

Available local recreational, (multi-)cultural, civic, and educational opportunities for all ages

## Key Goals for Penn Yan Public Library Service Categories

### A. Collection

#### Adult Collection

**Goal:** PYPL will offer an up-to-date diverse collection of both material types and perspectives.

**Value(s):** Inclusion                      **Community Aspiration:** 1

**Action plan:** Adult Services staff will be apprised of the types of library materials patrons need and want.

**Objective:** The Adult Services Department will survey patrons and community members at least 1 time between 2024 and 2028.

**Action plan:** The size and placement of the collection will be adjusted according to anticipated building modernization.

**Objective:** The distance between the adult shelving units will be expanded to meet ADA requirements by 2028.

**Action plan:** Adult material collection budget lines will be adjusted to accommodate demand for specific or new material types.

**Objective:** Annually the materials budget will reflect the changing demand for digital materials and any other new material types that are in demand.

**Goal:** The collection will help make a wide variety of experiences and activities available to patrons of all backgrounds.

**Value(s):** Inviting, inclusion, service, enrichment, relevance                      **Community aspiration(s):** 2, 3, 4

**Action plan:** Staff will establish an "Experience Library" of free passes to area cultural attractions and/or local educational providers by the end of 2024.

**Objective:** Add at least three new passes to the current collection of Empire Passes and Buffalo Zoo passes, bringing the total to at least five.

**Action plan:** Develop the adult music and graphic novel collections to provide a greater balance between community interests and perspective-broadening material and communicate the offerings to community members/patrons.

**Objective:** Add at least five music CDs quarterly reflecting this action plan.

**Objective:** Add at least three adult graphic novels quarterly reflecting this action plan.

**Objective:** Continue graphic novel recommendation posts, establish music CD recommendation posts weekly on Facebook and Instagram. Where possible, incorporate relevant recommendations into programming.

**Objective:** Hold a quarterly, hybrid "What's New in the Adult Collection" program/presentation starting in 2024.

**Action Plan:** Develop the collection of available hardware to reflect a greater range of useful items for community enrichment, including a range of accessibility equipment and consumer technology.

**Objective:** Maintain an ongoing awareness of up-and-coming technology using sources like professional library media, Wired, and the Center for the Future of Libraries.

**Objective:** Use a combination of existing technology budget allocations, STLS Foundation grants, COSAC grants, and Friends of PYPL monies to fund additions to these collections.

**Objective:** Consider adding one new piece of accessibility equipment to the collection per quarter, starting in 2024.

**Objective:** Consider adding one new piece of general-interest technology equipment to the collection per quarter, starting in 2024.

**Objective:** As new technology items are added to the collection, host programs and/or post social media content explaining their purpose and use.

**Action plan:** The library will better serve remote areas of its service area by developing outreach delivery and/or drop-in sites.

**Objective:** Adult services and customer service staff will collaborate on the drafting of an outreach grant in 2024 to serve remote population centers such as Benton and Dresden.

**Action plan:** Library personnel will continue to diversify the stories, subjects, and authors represented in the print and audio-visual material available to the public.

**Objective:** At least 8 additional BIPOC (Black, Indigenous, and People of Color) and LGBTQ popular fiction authors will be added to the PYPL automatic adult fiction purchasing roster by the end of 2024.

**Objective:** Staff will audit nonfiction sections and add new BIPOC/LGBTQ titles to areas determined to be lacking in authentic and realistic representation.

**Objective:** At least one popular DVD title that reflects authentic and realistic representation of diversity will be added to the collection per month.

### ***Children's Collection***

**Goal:** *The youth collections will reflect the priority of supporting an inclusive, respectful, and welcoming community.*

**Value(s):** inclusion      **Community Aspiration(s):** 1, 2

**Action Plan:** The Youth Services Director will consult appropriate ALA-produced awards lists to ensure that items added to the collection are inclusive.

**Objective:** Each year, the titles that win the Printz, Newbery, Caldecott, King, Batchelder, Belpre, Schneider Family, and Stonewall awards (given by the American Library Association), will be added to the Youth collections.

**Goal:** *The youth collections will help build a welcoming and accepting community.*

**Value(s):** relevance      **Community Aspiration(s):** 1, 2

**Action Plan:** The Youth Services Director will join the STLS Digital Selectors Team.

**Objective:** Every month, the youth collections will add digital titles wherein 20% of the total number of copies in each cart should be titles that highlight the perspectives of people with disabilities, and non-white, BIPOC (black, Indigenous, and people of color), LGBTQIA+ authors.

## **B. Programming**

### **Adult Programming**

**Goal:** *The library's adult programming offerings will serve as a source for information and action around issues directly impacting Yates County residents and visitors as often as possible.*

**Value(s):** Service, Enrichment, Relevance      **Community aspiration(s):** 3, 4, 5

**Action plan:** Create connections with local village, town and county officials or agencies to provide direct updates, in the form of presentations to patrons on construction, energy, health, education, recreation, etc. issues as appropriate.

**Objective:** Create a connection with the Village of Penn Yan Department of Public Works by the end of 2024.

**Objective:** Create a connection with Yates County Public Health by June 2024.

**Objective:** Identify the agency most involved in the health and upkeep of Keuka Lake (including regarding harmful algal blooms (HABs) and create a connection with it by the end of 2024.

**Action plan:** Create connections with local nonprofits to provide direct updates, in the form of presentations, to patrons on sustainability, resilience, etc. issues as appropriate.

**Objective:** Create a connection with Sustainable Finger Lakes by the end of 2024.

**Goal:** *The library will continue to offer the capacity for a wide range of participation in many of our adult programs.*

**Value(s):** Inviting, Inclusion, Service, Enrichment, Relevance      **Community aspiration(s):** 2, 3, 4

**Action plan:** The library will continue to make adult programming available to patrons with mobility and sensory concerns.

**Objective:** The library will continue to offer an array of adult programs virtually via Zoom.

**Objective:** The library will continue to record and subtitle certain adult programs as appropriate, with an emphasis on those presenting original information for broad audiences.

**Objective:** The library will purchase and put into use the Owl Labs Meeting Camera for appropriate events by the end of 2024.

**Objective:** The library will seek to contract with an organization providing American Sign Language (ASL) interpretation services to be available upon request.

**Goal:** *The library's programming will address diversity issues such as race, gender, sexual orientation, class, etc., as well as diverse perspectives, by platforming a wider variety of backgrounds in presenters, materials, and topics as often as possible.*

**Value(s):** *Inviting, Inclusion, Service, Enrichment, Relevance*      **Community aspiration(s):** *1, 3, 4*

**Action Plan:** Library personnel will reach out to and partner with organizations and agencies representing diverse populations to present a variety of educational and community-building public programs.

**Objective:** Staff will identify and reach out to at least one organization or agency representing the Black community in 2024.

**Objective:** Staff will identify and reach out to at least one organization or agency representing the Indigenous community in 2024.

**Objective:** Staff will identify and reach out to at least one organization or agency representing immigrants, refugees, asylum seekers and/or displaced populations in 2025.

**Objective:** Staff will identify and reach out to at least one organization or agency representing people of diverse religious backgrounds in 2025.

**Objective:** Staff will continually inform themselves via local, national and international news on emerging subjects that would necessitate outreach to additional groups of people to build community with.

### **Youth Programming**

**Goal:** *Youth in-house programming for youth under age 12 will focus on building all kinds of literacy skills in our community's youngest patrons.*

**Value(s):** *inviting, enrichment, relevance*      **Community Aspiration(s):** *3, 5*

**Action Plan:** The library's programming for youth under 12 will appeal to both youth and caregivers.

**Objective:** Each year, the Youth Services department will offer at least two programs aimed at building early literacy skills in caregivers.

**Objective:** Each year, the Youth Services department will offer at least one non-storytime early-literacy-skill-building program per quarter.

**Goal:** *Youth in-house programming for ages 12 to 18 will meet these users “where they are,” offering opportunities to inform, enlighten, and entertain.*

**Value(s):** inclusion, service      **Community Aspiration(s):** 1, 5

**Action Plan:** The library’s programming for ages 12 to 18 will be designed to meet the diverse needs of this sometimes-challenging demographic.

**Objective:** Each year, the Youth Services department will partner with at least three community organizations that offer programming for this age to provide new program opportunities.

**Objective:** Each year, the Youth Services department will offer at least one program for the 12-18 age group that includes new-to-the-library technology

**Objective:** Each year, the Youth Services department will offer at least six programs that support the mental health of youth ages 12-18.

**Goal:** *Youth in-house programming for families will focus on creating memorable experiences for intergenerational groups of all kinds.*

**Value(s):** inclusion, service      **Community Aspiration(s):** 1, 5

**Action Plan:** The Youth Services department will strive to offer programming that is accessible to all ages.

**Objective:** Quarterly, the Youth Services department will offer at least one intergenerational program in the evening.

### **Youth Outreach Programming**

**Goal:** *Youth Services Outreach programming will connect young patrons, regardless of their physical location, with library resources.*

**Value(s):** service, relevance      **Community Aspiration(s):** 2, 3

**Action Plan:** Youth Services staff will pursue outreach opportunities that showcase a diverse variety of library resources to diverse audiences.

**Objective:** Each year, the Youth Services department will offer at least one outreach program for youth that highlights the Libby app, JobNow, and other relevant library resources.

**Goal:** *The Youth Services department will build and maintain strong relationships with a wide variety of community partners.*

**Value(s):** enrichment    **Community Aspiration(s):** 3, 4

**Action Plan:** Youth Services staff will continuously seek out new outreach partnerships, with a special focus on non-traditional outreach partnerships.

**Objective:** Youth Services staff will visit at least two new outreach locations per calendar year.

### **Youth Virtual Programming**

The Youth Services Department will provide virtual programming if there is a quantifiable demand for it (i.e. during a pandemic), otherwise the department will focus on in-person programming, both onsite and offsite.

## **C. Library Personnel**

**Goal:** *Library Personnel will be informed about Penn Yan community resources and opportunities to collaborate with local agencies and organizations.*

**Value(s):** Inclusion    **Community Aspiration(s):** 2,3,5

**Action plan:** Guest speakers will present at staff roundtables

**Objective:** At least 3 times a year, representatives of local agencies will be invited to speak at staff roundtables

**Objective:** Librarians will continue to participate in local agency committees and service organizations.

**Goal:** *Library personnel will be trauma informed.*

**Value(s):** Inviting    **Community Aspiration(s):** 1,2

**Action plan:** Staff will receive training on mental health issues

**Objective:** At least once a year, staff will receive training from our Employee Assistance Plan representatives.

**Goal:** *Library Personnel will be informed about PYPL and STLS (Southern Tier Library System) resources, procedures, policies and technologies and have opportunities to gain new professional knowledge.*

**Value(s):** Service    **Community Aspiration:** 1,2,4

**Action plan:** Staff will be continuously updated/trained on new library resources and policies.

**Objective:** Daily verbal and written means of communication of instructions will be used.

**Objective:** Staff will receive training at monthly Staff Roundtables.

**Objective:** Staff will continue to be supported in attending offsite training, meetings and conferences with annual budget lines for travel/training, and dues.

**Action plan:** Staff will continuously participate in creating/updating and training peers on new procedures.

**Objective:** Daily verbal and written means of communication of instructions and procedural updates will be used.

**Objective:** Staff will receive training at monthly Staff Roundtables.

**Goal:** *Library Personnel will be informed about Diversity, Equity and Inclusion issues.*

**Value(s):** *Inviting, Inclusion, Relevance*      **Community Aspiration:** *1,2*

**Action plan:** Staff will receive training on Diversity Equity and Inclusion issues.

**Objective:** The Adult Services Director will annually train staff on Diversity Equity and Inclusion at a Staff Roundtable.

**Goal:** *Individual Library Staff members will be supported in setting individual goals.*

**Value(s):** *Inclusion, Service, Enrichment*      **Community Aspiration:** *1,2,5*

**Action plan:** Staff will be able to develop their own SMART goals annually.

**Objective:** The Director will develop the staff evaluation process to include SMART goal formation on the self-evaluation form for full-time staff by fall 2025.

**Goal:** *Library Staff will experience an emotionally supportive workplace.*

**Value(s):** *Inviting, Enrichment*      **Community Aspiration:** *1,2,3*

**Action plan:** The mental health of the staff is prioritized

**Objective:** All staff will have access to mental health care through the continued annual renewal of the Employee Assistance Plan.

**Action plan:** Staff social refresh time will be supported

**Objective:** At least 5 hours annually will be set aside for possible staff celebrations.

#### **D. Library Facilities and Grounds**

**Goal:** *PYPL will have a continuously maintained building and maintained grounds.*

**Value(s):** *Inviting, Inclusion, Service, Relevance*      **Community Aspiration:** *1,4*

**Action Plan:** Curb appeal, interior aesthetics and sustainability will be maintained and improved.

**Objective:** By the end of 2024 trees on the library grounds will be trimmed.

**Objective:** By the end of 2024 the front public sidewalk will be replaced.

**Objective:** By the end of 2024 the book display unit will be replaced. (Friends)

**Objective:** The PAC area furnishings will be replaced by the end of 2028. (Friends)

**Objective:** The cabinet in the meeting room will be replaced by the end of 2028. (Friends)

**Goal:** *Create an environment in which persons of all gender identities feel welcome.*

**Value(s):** *Inviting, Inclusion, Service, Relevance*

**Community aspiration(s):** *1, 2, 3, 4*

**Action plan:** Include provision for gender-neutral bathrooms in line with current best practices in the plan for the upcoming library construction project, along with necessary modifications to the library's use policy.

**Objective:** Include plans for a gender-neutral bathroom remodel in the call for bids for our upcoming construction project.

#### **Youth Facilities**

**Goal:** *The Youth Services area will reflect the values and aspirations of the community.*

**Value(s):** *Inviting, Inclusion, Service, Enrichment, Relevance*

**Community Aspiration(s):** *1, 4, 5*

**Action Plan:** The placement of the Youth Services stacks, furniture, and décor will change as necessary to meet the needs of the community.

**Objective:** The Youth Services area will be completely re-arranged by the end of 2026, based on the results of a user survey conducted in 2025.

**Goal:** *PYPL will become more accessible.*

**Value(s):** *Inviting, Inclusion, Service, Relevance* **Community Aspiration:** *1,4*

**Action Plan:** In 2024, a multi-phased construction project will begin resulting in a more accessible building by 2028.

**Objective:** Restrooms will be refurbished by the end of 2028

**Objective:** Entryways/doorways will be refurbished by the end of 2028.

**Objective:** Lighting in the newer addition will be moved and replaced by the end of 2028.

**Objective:** Shelving units will be moved to provide 45" aisles and carpet replaced by the end of 2028.

## **E. Technology**

**Goal:** *Up to date, in working order technology will continuously be available for public and staff use.*

**Value(s):** *Service, Relevance*    **Community Aspiration:** *2,3,5*

**Action Plan:** An updated Technology Plan will be created.

**Objective:** Staff will convene a technology plan committee in early 2024 to earmark prioritized technology updates to take place by the end of 2028.

**Objective:** The new technology plan will be written by the end of 2024.

**Action Plan:** All technology will continue to be replaced and repaired.

**Objective:** The Technology Library Assistant will create a new regular replacement schedule for all technology by the end of 2024.

**Objective:** The Technology Library Assistant will facilitate the purchasing of replacement technology including desktop and laptop computers according to the schedule on an annual basis.

**Goal:** *The library will use and promote existing technology and information sources to connect community members with upcoming events throughout the region.*

**Value(s):** *Inclusion, Service, Enrichment, Relevance*    **Community aspiration(s):** *2, 3, 4, 5*

**Action plan:** Promote the Yates County Chamber of Commerce community calendar as the “calendar of record” for all local activities and events.

**Objective:** Add a link to the Chamber calendar on the PYPL home page, add it to the website

**Objective:** When interacting or partnering with other community agencies, encourage them to consider the Chamber calendar as the calendar of record for our community, to promote it in their physical and digital spaces, and to submit activities and events to it for promotion; remind them that if they create Facebook Events for their activities, the Chamber may be able to automatically add them to their own calendar.

**Goal:** *Provide greater access to the items and accessories patrons need to navigate our increasingly device-driven world.*

**Value(s):** *Inclusion, Service, Relevance*    **Community aspiration(s):** *2, 3*

**Action plan:** Increase the library’s capacity to meet patrons’ power needs.

**Objective:** Add at least two public device charging stations by the end of 2024.

**Objective:** Create an organized collection of loanable (in-house) charging cords to serve the most common types of devices by the end of 2024.

### **Spring 2023 ‘Community Data First’ collection results**

*Number of groups of people surveyed:* 12

*Number of people surveyed: 100*

*What age groups are represented: Child\_1\_\_ Teen\_10\_\_ New Adult\_\_6\_ Middle Years\_48\_\_ Senior\_35\_\_*

*Village of Penn Yan Residents? Yes, most participants were residents of the village.*

*If no, resident of what township? Jerusalem, Milo, Rushville, Dundee, Himrod, Watkins Glen, Torrey,*

**1. *What kind of community do you want to live in? The collected answers brainstormed by participants fit into five main categories. (See page 3.)***

**2. *Why is that important to you?***

*Participants thought the above answers were important because there can be...*

- A both mentally and physically healthier population
- Reduced poverty
- A community where everyone can have the chance to succeed and feel respected
- A fully educated public working toward open mindedness and respect for diversity
- A feeling of belonging for all
- Encouragement for healthy caring human beings
- Diverse experiences available
- A community that doesn't have nameless, faceless representatives in our businesses and elsewhere
- A community that attracts tourists and new residents
- People living their own lives and not feeling judged
- A community that offers solutions to people's struggles
- A community that retains youthful residents with opportunities to meet their goals
- Social opportunities for all generations
- A place that prepares children for the larger world
- Decreased loneliness and isolation
- Positive interactions
- Increased Quality of life-
- Affordable safe housing
- A welcoming, safe, healthy, connected, authentic community
- Rising quality of life

**3. *How is that different from how you see things now?***

- There is a portion of the community that is closed minded, not welcoming, rigid
- No one place to find out all events and public activities going on
- No one place to find out about local volunteer activities
- Concern that vetting of senior services listed by other agencies is lacking
- Not enough mental health providers
- Too many silos trying to address community issues, need for more partnerships
- Tourism can take resources away from people who live here
- PYCSD school population shrinking
- People don't stay to raise their families
- There are judgmental people
- Individuals react negatively to change
- Not a diverse population
- Bullying continues to be an issue
- Not everyone has access and knowledge of available resources
- Not enough opportunities to hear and be heard respectfully
- People embracing their own diversity, but not others diversity
- Sometimes people are not outwardly friendly
- Some people can not work in peace and have acceptance from others
- The community is divided politically neighbor by neighbor

- Is being told we are divided by others creating a self-fulfilling prophecy?
- If one "side" is extreme in their views, is the other side extreme also?
- Can voices of authority make a difference by modeling accepting behavior?
- Some folks seem disconnected
- Since Covid there is less cultural opportunities such as lectures and classes
- Leadership doesn't reflect all aspects of the community
- There are judgmental parts of the community
- Fear of outsiders
- Cliques, exclusivity, economically and generationally
- Not enough sharing of good news
- Not one place to find out what is going on in the community

#### **4. *What are some things that need to happen to create that kind of change?***

- More involvement from different segments of the community
- More youth engagement outside of school activities
- Better listening and less talking
- A stronger connection between government and what people want
- More opportunities for children
- Arts education for youth
- Intergenerational connections opportunities
- Focusing on environment such as local trails and parks and water quality
- More diverse bipartisan local government
- Provided opportunities for diverse groups to talk about issues
- More "late" night non-alcohol related opportunities
- Family friendly activities
- More local shopping locations for useful items
- Lower local gas prices
- Attract specialists and professionals
- Adult sport leagues
- More therapists for youth
- Small cultural changes could have ripple effects
- Normalizing talking about mental health issues, marginalized groups, stigmas, common humanity with small group gatherings
- More life-long learning opportunities
- Opportunities for people to share their stories
- More media coverage and banners
- Info lunch sessions
- Info on local parks, park passes
- Purposeful groups representing a cross section of ideals
- More new useful spaces
- Bring visibility to the assets the community has already
- Mennonite community interaction to share knowledge
- Community organizations working together to offer programs
- More kindness
- Outside the box thinking
- Free food
- Mixed age-group activities
- More mental health care
- Rebuild community connections post-covid
- Take advantage of renewed momentum post-covid
- Form multi-generational volunteer groups and activities
- Bike lanes
- Address local water issues such as algae blooms