SECTION ONE: PLANNING SUMMARY

The Naples Library Strategic Planning process took place from September 2021 to February 2022. During that time, the library reviewed the 2018-2021 Long Range Plan and determined that based on changes in library operations due to the COVID-19 Pandemic and our current focus on finishing strategic goals identified in the 2018-2021 plan, a three year long range plan is preferred. The 2022-2024 Plan will focus on the following four goals:

- Physical Space: Increasing the Accessibility and Functionality of the Library
- Financial Requirements: Planning the Future Funding of the Library
- Programming and Partnerships
- Trustee, Staff and Volunteer Development

SECTION TWO: VISION/ MISSION STATEMENT

Small Town Charm, Worldwide Access

The Vision of the Naples Library is to inform, inspire, educate and entertain area residents of all ages, in an easily accessed, resource rich environment.

The mission of the Naples Library is to provide all residents of its service area with a wide variety of resources, materials, technologies and programs in order to increase the knowledge of our community, satisfy curiosity and create new readers.

SECTION THREE: STRATEGIC GOALS

1) Physical Space – Improving the Accessibility and Functionality of the Library

*Project Leader:* Library Director, Construction Ad Hoc Committee, Building/Maintenance Committee, Communications Committee

*Purpose:* The community and library board are concerned about ADA compliance within the library. The lower level of the building is not accessible which leads to underused spaces and potential safety issues. The library will work with architects to create and implement a plan to increase the accessibility while adding upgrades to improve the functionality of the building.
Measurement: Completed capital improvement project including the addition of an elevator as well as increased accessibility and physical connection between the two levels. Additionally, approval of a maintenance plan to address the physical and safety needs of the library.

Action steps:

- Action Step One - Convene the Construction Ad Hoc Committee at key milestones throughout the project.
- Action Step Two – Continue partnership with the architect team through the completion of the project.
- Action Step Three - Communicate project implications and progress with the Naples Community
- Action Step Four – Evaluate current hours and delivery of service with a focus on consistency, community convenience, and safety.
- Action Step Five – Create a maintenance plan to address immediate and future building and grounds needs.
- Action Step Six - Investigate and consider environmentally friendly initiatives to support sustainability in relation to library planning and operations.

2) Identify a Clear Financial Plan for the Library—Planning the Future Funding of the Library

Project Leader: Library Director, Library Board of Trustees, Finance Committee

Purpose: The Library is facing increases in yearly expenses due to a large-scale capital project, associated expenditures, and cost increases for essential services.

Measurement: Development and implementation of a funding strategy and communications plan.

Action steps:

- Action Step One: Develop the library’s five-year budget projection to assist in developing the financial plan of the library.
- Action Step Two: Based on projections determined through action step one, develop a Library Tax Levy Increase Strategy to improve balanced funding.
- Action Step Three: Develop a Reserve Fund policy and establish a plan to determine appropriate utilization based on five year budget projections.
- Action Step Four: Pursue sources of additional revenue streams in conjunction with Pioneer Library System, Naples Central School District, and Naples Library Endowment
- Action Step Five: Collaborate with The Friends of the Naples Library to support expanded fundraising efforts.
- Action Step Six: Create a communications/marketing/advocacy plan to increase community awareness, engagement and the visibility of the library.
3) Develop library programming and build community partnerships.

Project Leader: Library Director and Library Board of Trustees

Purpose: Develop programs to inform, inspire, educate and entertain area residents of all ages and foster engagement in the library through collaboration with community partners.

Measurement: Maintain and create programs that meet patron needs and interests. Through outreach, build on current partnerships and develop new relationships with community organizations.

Action steps:

- Action Step One—Designate staff members to act as a program developer and resource for defined target audiences and interest groups.
- Action Step Two—Cultivate relationships with community businesses and organizations to provide enhancement to library programming.
- Action Step Three—In the annual budget, more clearly delineate funds designated for programming for defined target audiences and interest groups.
- Action Step Four—Create opportunities to collect feedback from target audiences to inform library programming.
- Action Step Five—Investigate and consider programming that encourages sustainability.

4) Support Trustee, Staff, and Volunteer Development

Project Leader: Library Director and Library Board of Trustees, Personnel Committee

Purpose: A vital part to a thriving organization is leadership. For an organization to be successful, leadership must be an ongoing, dedicated investment with engaged trustees, active staff, and volunteers supporting the organization’s mission.

Measurement: This goal will be measured by assessing the Trustee Training Log, and an evaluation from trustees, staff and volunteers.

Action Steps:

- Action Step One (Trustee) - Develop trustee recruitment practices to include a Trustee Recruitment Procedure.
- Action Step Two (Trustee) - Develop a trustee, trustee officer, and committee succession plan. Plan will identify and cultivate future trustees, trustee officers, and committee chairs from our pool of current library supporters, board and event committee members, the volunteer groups and key active community library members.
• Action Step Three (Trustees) - All trustees will attend at least 2 hours of board related training annually.
• Action Step Four (Trustees) - A board of trustees evaluation will be developed and used by trustees to assess effectiveness in areas of governance, and the current board and committee structure.
• Action Step Five (Staff) - All staff members will identify and implement a current development plan to enhance knowledge and skill for current/future positions.
• Action Step Six (Staff) - Staff members will complete a minimum of 6 hours of organizational/job-related training (virtual or in-person) per year.
• Action Step Seven (Staff) - Library Director will conduct an annual staff training day to ensure all staff are up to date on relevant library policies and procedures.
• Action Step Eight (Staff) - Allocate a minimum of 3% of library budget to staff development.
• Action Step Nine (Volunteers) - Identify ways to attract and recruit new volunteers including postings on library/social media and hosting volunteer fairs at the Naples HS and library.
• Action Step Ten (Volunteers) - Develop and implement role-based training for volunteers.