

STRATEGIC PLAN

2024

A Framework
for Our
Future.



Scoville
MEMORIAL LIBRARY

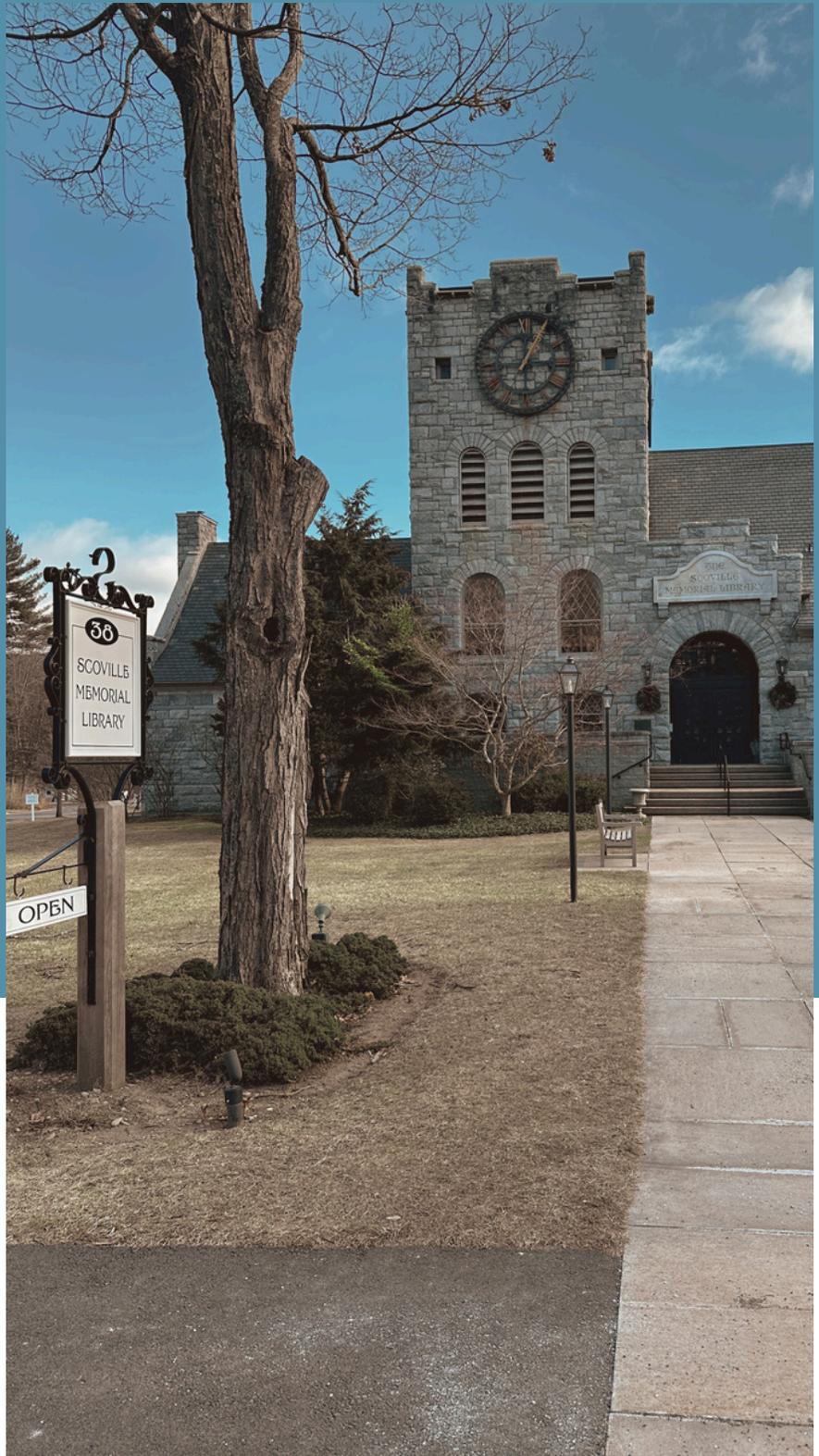


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A NEW VISION FOR THE SCOVILLE MEMORIAL LIBRARY

In January of 2024, the Trustees of the Scoville Memorial Library (SML) initiated a comprehensive effort to renew and refresh its commitment to its community through a strategic planning process aimed at providing a framework for developing its services and resources over the next several years. With help from the Connecticut State Library's Division of Library Development, the multi-step process began with a Needs Assessment that included feedback from key stakeholders, staff, partner organizations, the Friends of the Library, the Board, and the community at large--both library users and non-users of all ages. The result is this Strategic Plan.

This Plan is the starting point and guide for specific goals for the Library that can be modified as SML moves forward. The intent is that the Plan is a 'living' document. The Trustees believe that we start from a strong position. After a major building restoration project completed only a few years ago and the transition to a new Director in 2022, it was clear the Library was ready to chart its path for the next chapter. The community response we received in the process clearly has shown that SML plays a valuable role in the life of the town and is perceived as doing an outstanding job at delivering its services to a broad spectrum of community members. It now seeks to reach even higher levels of usage, relevance, and service to Salisbury.



MISSION, VISION, AND VALUES

MISSION

The mission of the Scoville Memorial Library is to be the center of lifelong learning and social interaction for our community by offering an expertly curated collection, inspiring and enriching programs for all, spaces for group experiences as well as quiet reflection, and innovative services.

VISION

- The Library's collection, programs, and services will evolve to meet the changing needs and interests of the community.
- The Library will continue to take advantage of new technology to offer more variety of content, provide greater access to that content, and promote its availability.
- The Library will reimagine its physical spaces – inside and outside– to increase accessibility and flexibility.
- The Library will continue to collaborate with local partners in building new programs for a wide and diverse range of users.

VALUES

WELCOMING TO ALL: Our resources and services and facilities are open to everyone.

TRUST: We value and respect the trust placed in us by our community.

LEARNING: We are always learning, and we value community collaboration and input to inform and improve our services.

STRATEGIC PRIORITIES & GOALS

STRATEGY ONE - COMMUNITY CONNECTOR

Continue to foster partnerships in the community to build mutually beneficial relationships. Strengthen ties to the creative community.

1. Identify and foster new community partnerships and build on current partnerships to expand the Library's reach to the community.
2. Foster Library advocates among existing partners and Library users to communicate the value of the Library and advocate for support.
3. Expand regional partnerships to ensure that access to shared resources, programming opportunities and services are available to Salisbury residents.
4. Provide a platform for residents to share skills, knowledge, and talents to engage the community in cultural opportunities.

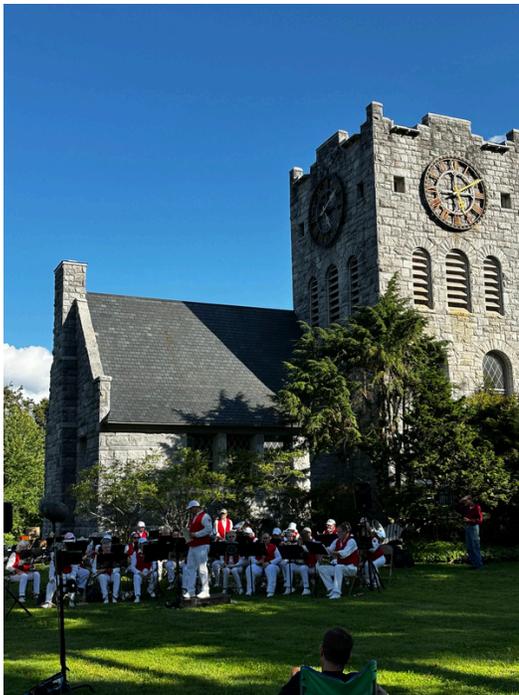


STRATEGIC PRIORITIES & GOALS

STRATEGY TWO – FUTURE READY SPACE

Develop a strategy that reimagines SML's space to ensure it's ready to meet current and future needs.

1. Re-imagine and optimize the Library's internal space.
2. Expand Library usable space to the exterior grounds for programming, cultural events, and services.
3. Rethink the Library's digital platform as a space.
4. Incorporate green and sustainable practices as much as possible in space planning.
5. Make SML a more comfortable and welcoming environment.



STRATEGIC PRIORITIES & GOALS

STRATEGY THREE – INSPIRATION NAVIGATORS

Continue to offer and expand the variety of programs and services the Library is in a unique position to deliver.

1. Continue to develop innovative programming by capitalizing on staff, Library users' and community partners' talents and expertise.
2. Develop sustainable partner programming to expand Library offerings.
3. Continue ongoing Community Needs Assessment with input from strategic partnerships to ensure that underserved audience needs are met.



STRATEGIC PRIORITIES & GOALS

STRATEGY FOUR – RESOURCE PROVIDER

Adapt the collection of both physical and digital content to respond to the community’s needs and interests.

1. Create a resource development plan to coordinate print, digital content, and services and ensure that they are discoverable and accessible.
2. Evaluate resources to ensure they are within the Library’s budget.



STRATEGY FIVE – CONTINUOUS CONVERSATION

Build communication tools that fully convey the range of SML’s content, programs and services to the community on an on-going basis. Identify and maintain ways in which the Library can solicit community feedback and input.

1. Develop and implement a comprehensive, sustainable marketing program to build on existing connections to enhance awareness of the Library in the community.
2. Develop plan to solicit community feedback on all Library programs and services on a regular basis.



STRATEGIC PRIORITIES & GOALS

STRATEGY SIX – FUTURE READY STAFF

Develop staff numbers and skills sufficient to meet the Strategic Priorities.

1. Revisit and reevaluate staffing structure and levels to ensure adequacy to meet future needs.
2. Foster an environment that encourages staff to take advantage of a broad range of professional development offerings in the library community.



STRATEGY SEVEN – FUTURE READY FINANCING FOUNDATION

Expand and Diversify the Library's financing sources and methods.

1. Expand and diversify the Library's sources of revenue.
2. Revisit and evaluate current fundraising approaches and practices.
3. Consider the use of outside expertise and new tools.



APPENDIX I:

THE PROCESS

The Scoville Planning Committee engaged the Salisbury community in an in-depth community needs assessment including:

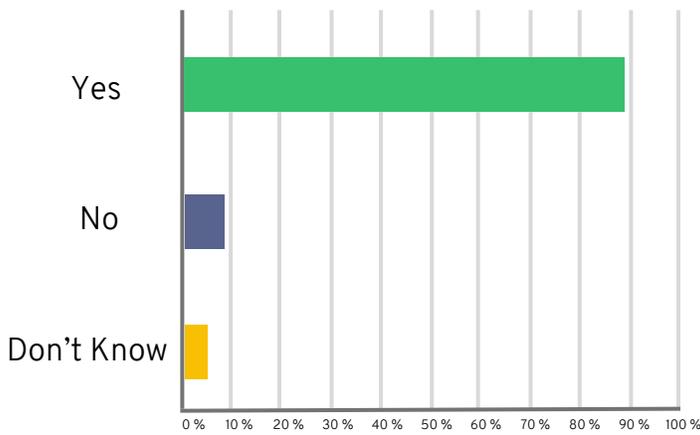
1. Engaging the Strategic Planning Committee and Library staff in a futures thinking exercise (©2017CopyrightKedge) designed to help uncover how the committee and staff personally think about the future. This exercise enables key personnel to think beyond the walls of the Library and consider external disruptions including social, technological, environmental, and economic.
2. Engaging the Strategic Planning Committee and Library staff in a foresight gap exercise designed to create a “diagnosis” for the Library’s “future-fitness” including awareness of challenges and opportunities, promotion of an innovative and entrepreneurial culture, and assessing if the Library is an early adopter of trends, i.e. are we continually asking what is next for the Library and are we positioned for disruption?
3. Planning committee conducted one-on-one interviews with key stakeholders.
4. Library staff participated in an Empathy Mapping Session, identifying three target audiences of non-users. With empathy mapping the participants are attempting to immerse themselves into the mindset of a target audience as best as possible, to understand their experiences, a “day in the life.” Staff discovered that they knew more about this target audience than they thought prior to the session. Each staff member has had different experiences than each other and thus brought a whole range of perspectives to the process making the empathy mapping even stronger. Once the staff completed the empathy mapping, they were able to identify what types of needs the Library will need to find solutions for (known as Solve-Fors).
5. Engaged the Friends group, combined Library Board and Planning Committee and three community target groups in a conversation to identify challenges and opportunities based on views of what the Library could face in the future.
6. Distributed a community survey with qualitative and quantitative questions addressing how the respondent views the Library, uses the Library, how the Library has impacted their life along general demographic questions.

The community needs assessment was analyzed to identify challenges and opportunities for the Library as well as the seven strategic priorities.

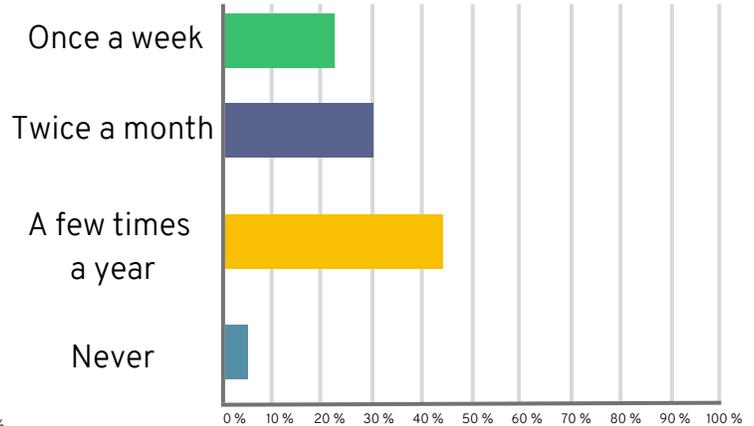
APPENDIX II: OUR COMMUNITY SURVEY

In Spring 2024, the Library invited the public to complete a survey which was distributed both digitally and physically, with qualitative and quantitative questions addressing how the respondent views the library, uses the Library, how the Library has impacted their life, along with general demographic questions. There were over 300 respondents. Below are the results of the survey.

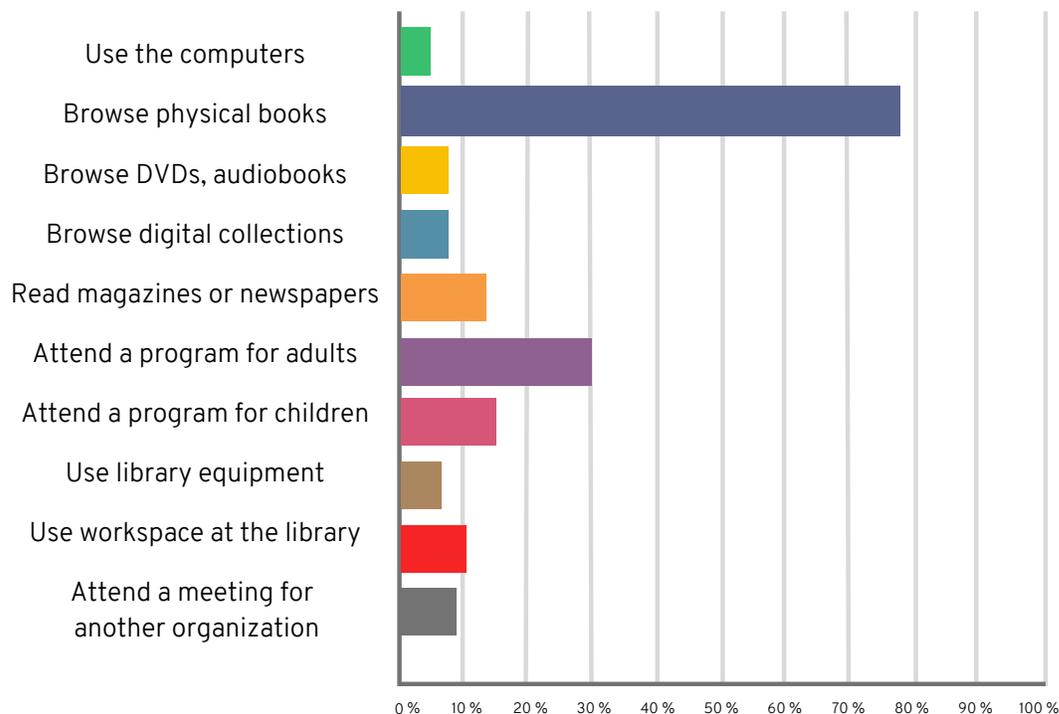
Do you have a library card?



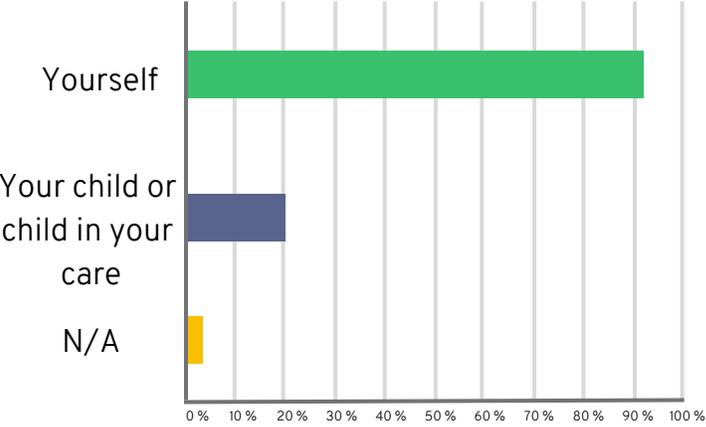
How often do you visit the library?



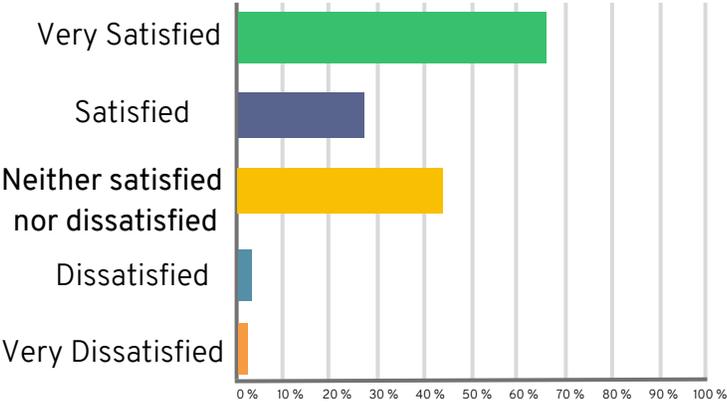
If you recall, what was the purpose of your last visit to the library?



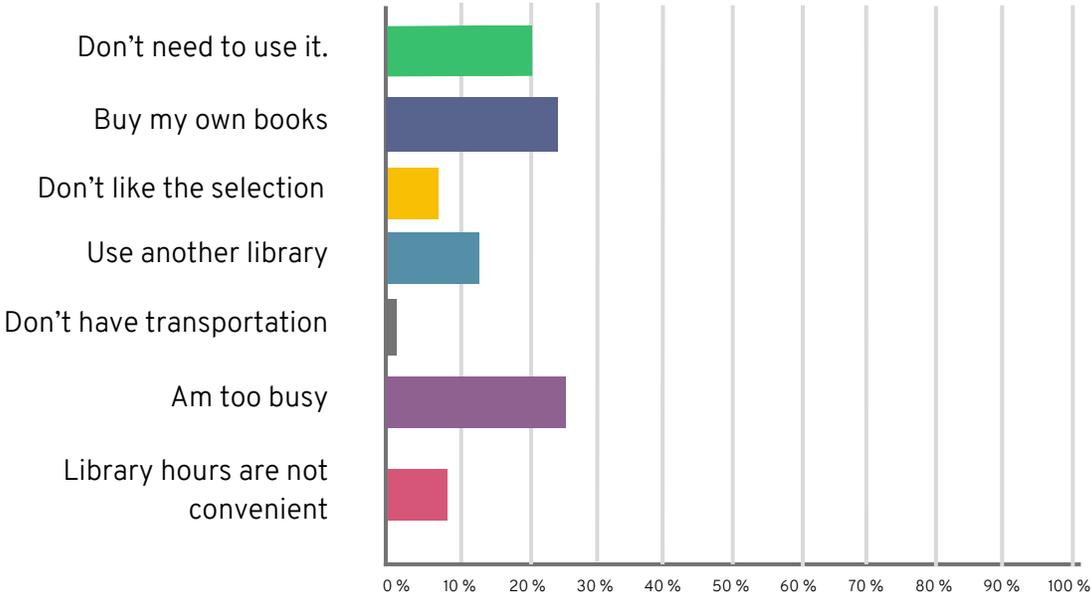
**Do you use the library primarily for
(Check all that apply.)**



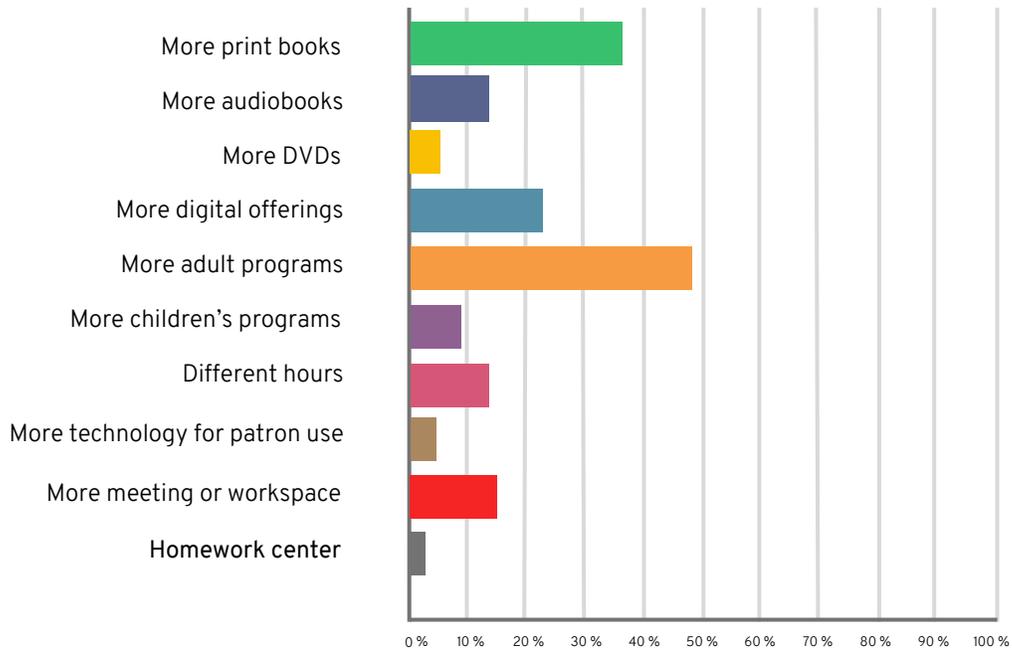
**Overall, how satisfied or dissatisfied with
the services the library
provides to the community?**



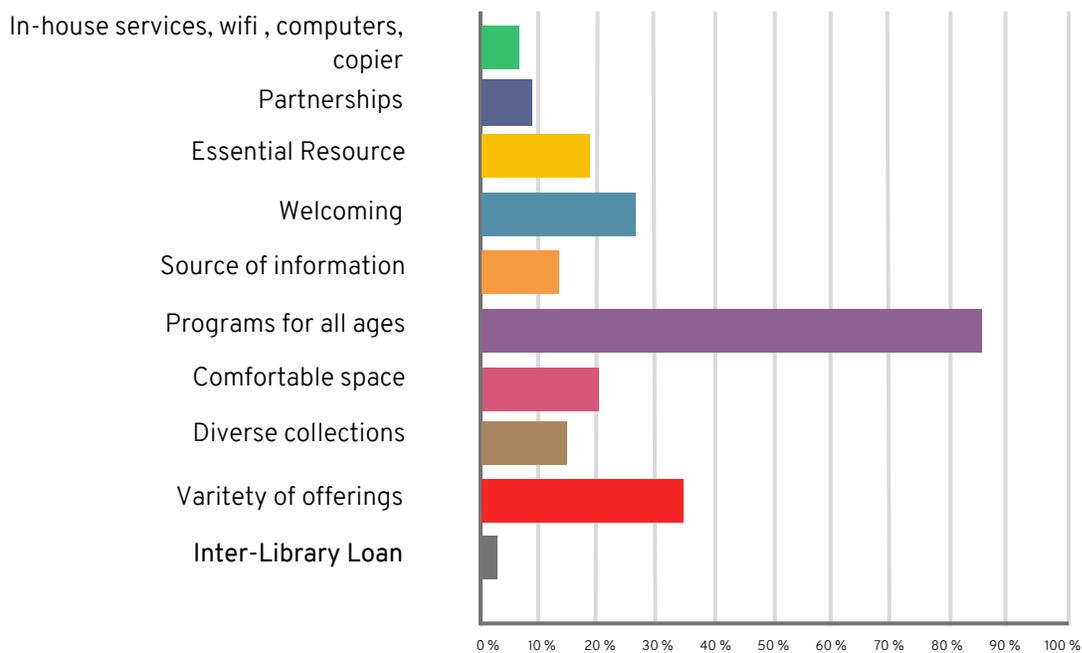
If you do not use the library, why not?



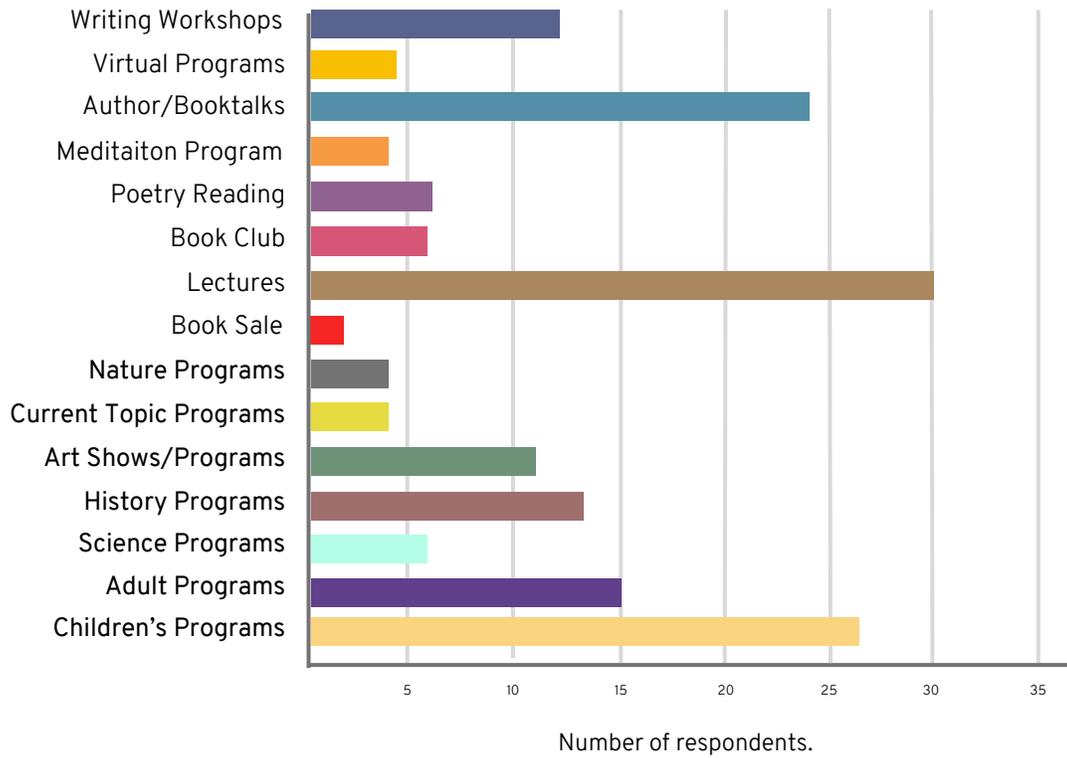
If you could improve the library's offerings, what would you like to see? (Check all that apply.)



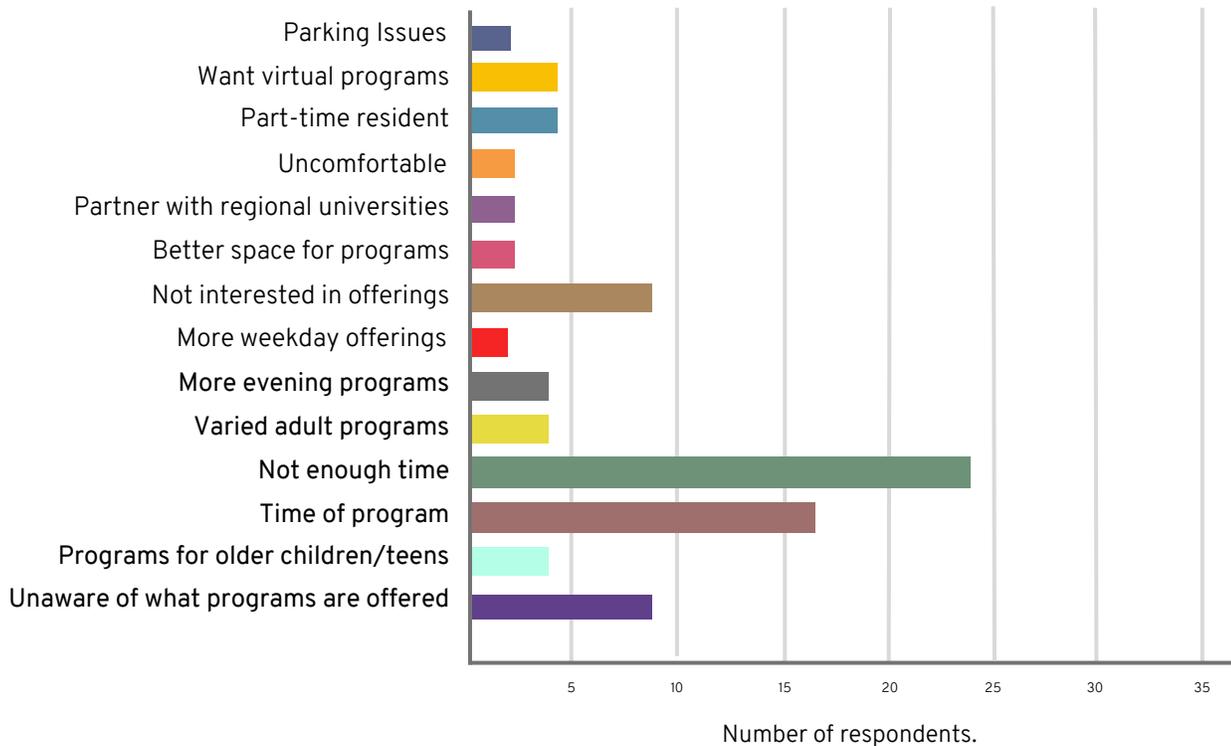
In what ways do you feel the Scoville Memorial Library (SML) supports the Salisbury community?



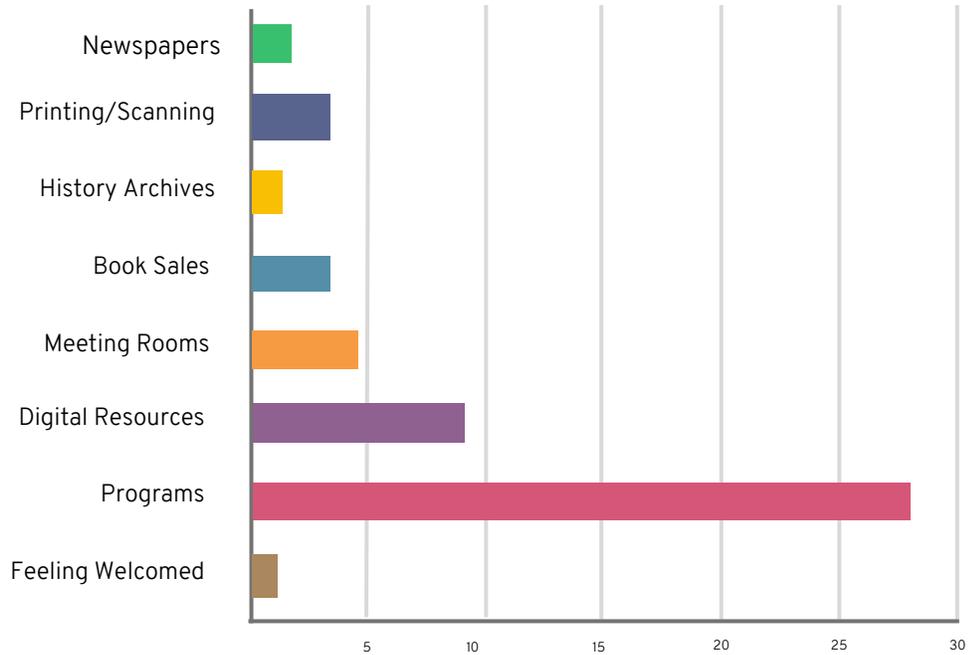
What SML programs do you enjoy?



If you do not attend SML programs, please share why. What would have to be true for you to attend SML programs?

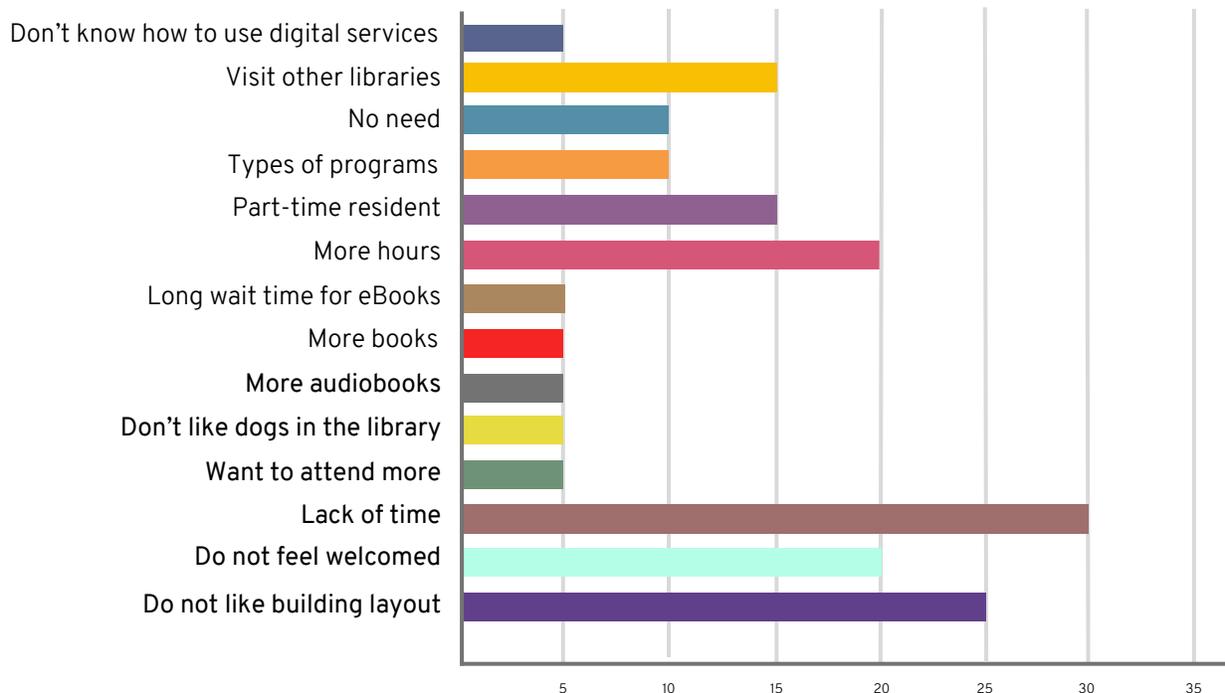


What SML services are relevant to you?



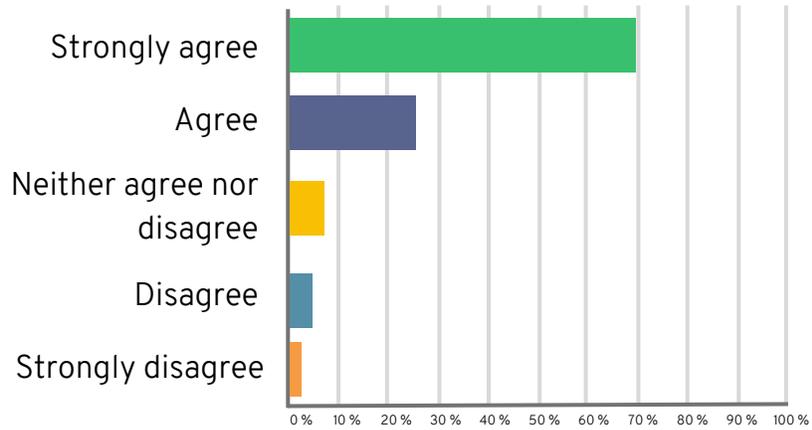
Number of respondents.

If you do not use SML services, please share why. What would have to be true for you to use SML services?

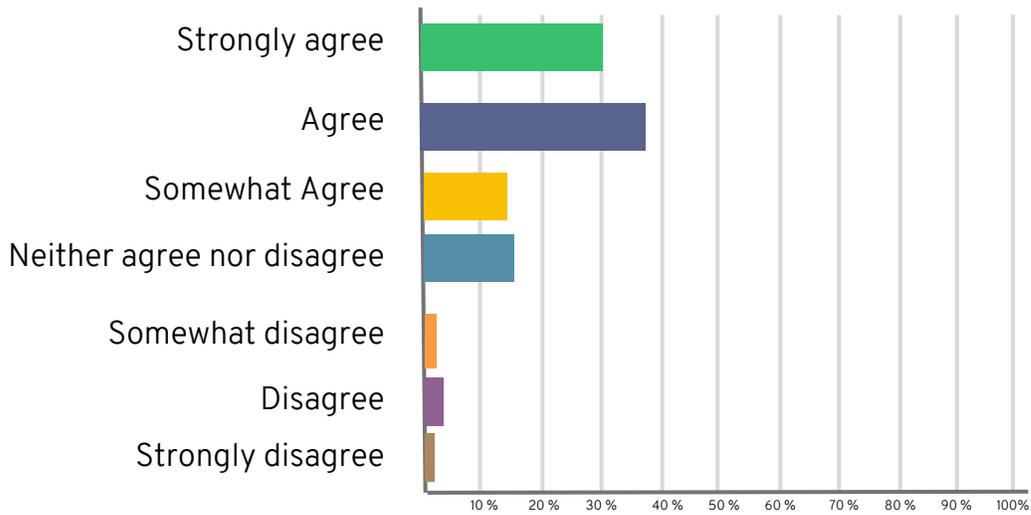


Number of respondents.

I feel welcome at the Scoville Memorial Library.

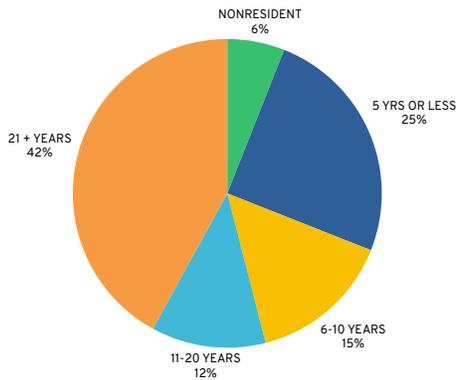


The Scoville Memorial Library has made a difference in my life.

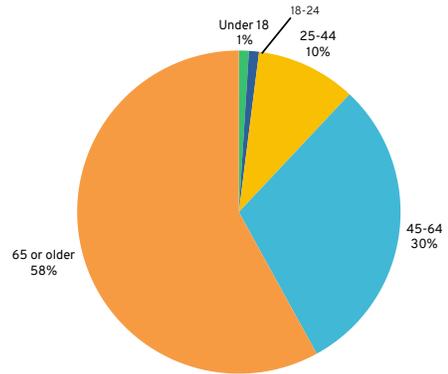


Demographics

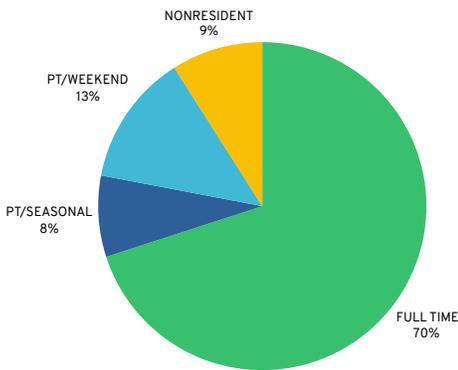
LENGTH OF TIME LIVING IN SALISBURY



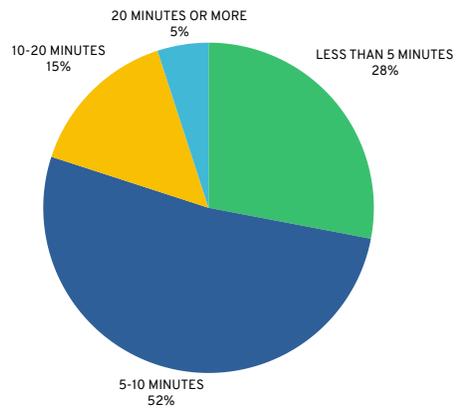
AGE OF RESPONDENTS



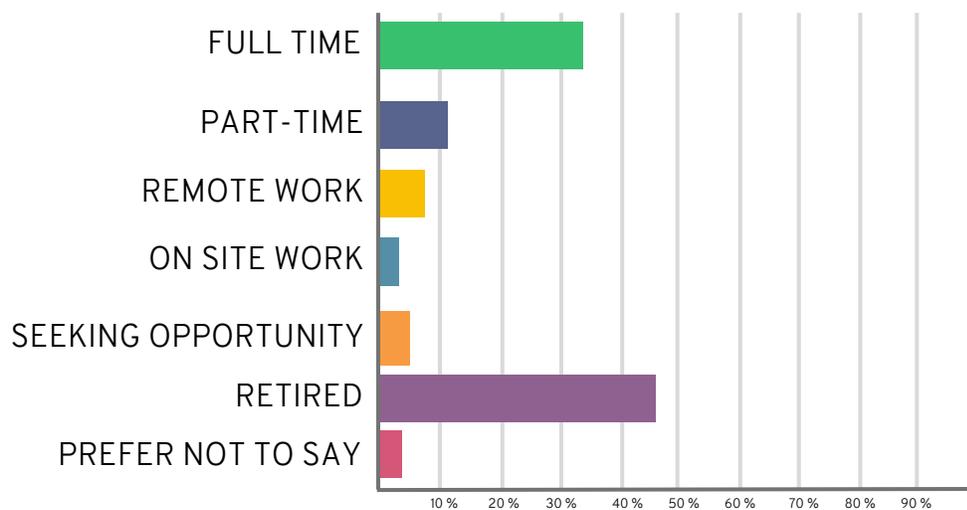
HOW WOULD YOU DESCRIBE YOUR RESIDENCY IN SALISBURY?



HOW FAR DO YOU LIVE FROM THE LIBRARY?



EMPLOYMENT STATUS (CHECK ALL THAT APPLY.)



APPENDIX III: STATISTICAL SNAPSHOT

Fiscal Year 2023-2024

215 new
library card
holders.

Over 41,000
visits to the
library.

1,910 active
library card
holders.

Collections



There are more than
29,500 items in the
library's collection.

Over **2,000** new items were
added to the collection.

Over **44,700** items circulated.



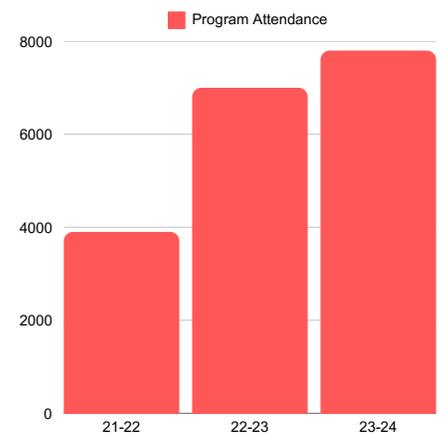
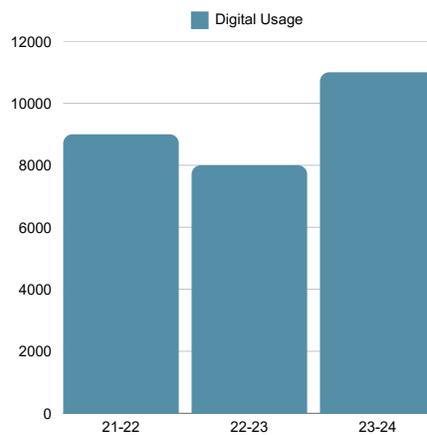
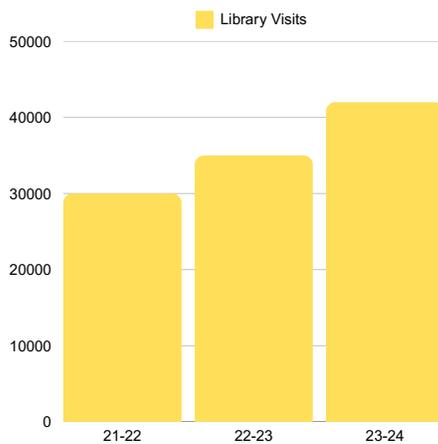
Programs and Services

Over **700** work and study room
reservations.

SML's WiFi was used for
more than **2,300** sessions.

379 programs with more than
7,800 attendees.

Notable Trends



Library Board of Trustees

Stephanie Koven, President
Lee deBoer, Vice President*
Catherine Chatham, Secretary
Cynthia Walsh, Treasurer*
Mike Abram
Barry Anderson
Fabio Bertoni
Sofia Chappuis
Effi Gez
Karen Gisonny
Annabella Vizcardo Goshen
Alexander Hodosy
Neil Schechter*
Douglass Smith*
David Harris, Jr., Trustee Emeritus
Curtis Rand, Ex-Officio Trustee

Library Staff

Karin Goodell, Library Director*
Carolyn Brady, Library Assistant
Lorraine Cleaveland, Library Assistant
Kyla DeRisi, Children's Services Coordinator
Julia Hobart, Circulation Services/Teen Services
Heath Prentis, Library Assistant
Jennifer Schwartz, Technical Services Associate
Karen Vrotsos, Head of Adult Programs

Special thanks to Dawn LaValle, Director of the Connecticut State Library's
Division of Library Development, for guiding us through the planning
process, conducting the community needs assessment, and analyzing the data
to inform our priorities.

*Members of the Strategic Planning Committee