



Goshen Public Library & Historical Society
Plan of Service (July 1, 2023 – December 31, 2025)

Approved by the Board of Trustees – June 12, 2023

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Plan of Service 2023-2025

Introduction and General Information

The Plan of Service presented on the following pages was developed in 2023 to direct the operations of the Goshen Public Library & Historical Society (the “Library”) for the period July 1, 2023 through December 31, 2025.

The Library, established in 1894, is a 501(c)3 corporation, granted an absolute school district library charter in 1989 by the Board of Regents of the University of the State of New York. The Library Board of Trustees (the “Board”), the governing body of the Library, is elected by the residents of the Goshen Central School District (the “GCSD”). The Board has seven (7) members, each serving a three-year term without remuneration of any kind.

The Library’s service area is the GCSD and its current service population is 19,260. The Library is a member of the Ramapo Catskill Library System (“RCLS”). There are 47 RCLS member libraries in the counties of Orange, Rockland, Sullivan, and Ulster that share resources and services. In April 2023, the residents of the GCSD approved the Library’s FY2024 operating budget of \$2,524,401 (inclusive of the \$493,094 bond payment). More information about the Library and its operations is available on its website at: www.goshenpubliclibrary.org.

This Plan of Service represents what was learned from feedback from internal staff and board meetings as well as community input from passive surveys and general feedback.

As the Library has not yet completed a full strategic planning process, this plan represents not only what we understand about our community’s needs and interests but what we need to work on putting in place in order to complete a more comprehensive assessment of our work. While this plan includes setting the stage for the next step in the Library’s journey, it by no means signals a period of standing still.

Over the next two years, we will continue to move forward with our current work, but in addition will be developing a structure for making informed decisions in the future. Although it is not possible to predict the future, the goal of this Plan of Service is to bring more value to our community with conscious and thoughtful decision-making that aligns, develops, and delivers services, resources, and programs based on the wants and needs of our community and ensures a welcoming and inclusive environment for all.

Mission

The mission of the Goshen Public Library & Historical Society is to provide and promote open and equal access to ideas and to the resources and services of the Library in order to meet the informational, educational, and cultural needs of the community. The Library strives to enrich reading and the use of technology for lifelong learning and the enhancement of the individual’s quality of life.

Library Values

Patron satisfaction is our first priority.

We offer equal service to all ages respecting the needs of all of our patrons.

We provide a comfortable and welcoming environment.

We are a flexible organization that listens to community concerns, responds quickly and adapts services to meet changing needs.

We encourage independent thinking by offering resources that represent all viewpoints.

We protect the privacy of all our patrons and fight against censorship attempts.

We make sure that every visit to the library is a rewarding experience, so our patrons will continue to make Goshen their library of choice.

2023-2025 Goals

Develop A Library for All

Goal Statement: Evaluate current services, programs, and resources to ensure that the Library succeeds in its mission to inform, educate, inspire, welcome, foster connections, and include all its community residents.

Objective: To deliver services, programs, and resources that encourage and inspire lifelong learning, respond to informational, educational, and cultural needs, support youth and adult literacy needs, and ensure a welcoming inclusive environment.

Activities: Includes, but not limited to tasks such as,

- Assess current services, programs, and resources to ensure meeting Library's goals by developing and implementing a system of evaluation that delivers outcome metrics and provides support for funding or defunding of specific services, programs, and resources.
- Review current event registration process and evaluate its usability (user friendliness).
- Evaluate the need for multiple language programs.
- Evaluate what publicity needs to be offered in multiple languages and formats and create multi-lingual and accessible publications.
- Review and assess current collection and programs for diversity and inclusion.
- Assess need and value for an accessibility collection within the *Library of Things*.
- Develop a plan to become a resource partner to individuals dealing with accessibility, aging, and disabilities.
- Investigate new ways to reach current, underserved, and unserved patrons for their input on current services, programs, and resources and their delivery (e.g., timing, marketing).
- Identify potential community partners that will assist the Library in reaching GCSD residents who may not currently use the Library and help the Library identify and eliminate barriers to using the Library.

- Identify patron groups or individuals of different ethnicities, accessibility needs, and interests and develop a plan to connect with these groups and individuals for advice and guidance.
- Provide a wide range of programs and events that bring members of the community together in a way that fosters connections and creates a more inclusive community.

Advance Digital Literacy Efforts

Goal Statement: Evaluate current services, programs, and resources to ensure that the Library supports digital literacy and fluency needs in its community.

Objective: To deliver services, programs, and resources that support youth and adult digital literacy and fluency needs.

Activities: Includes, but not limited to tasks such as,

- Develop youth and adult programs and classes to advance digital fluency and technology skills.
- Evaluate current technology offerings and eliminate barriers to effective use.
- Help residents prepare for successful employment by promoting current digital offerings and training opportunities that support workforce development.
- Evaluate deepening the *Library of Things* with circulating technology options.
- Develop a plan to identify and solicit community members willing to share their knowledge and expertise around digital literacy.
- Invest in offerings or options that encourage use of technology and reduce technology-phobia in users.
- Develop and market on-line resources and training opportunities for life-long learning

Financial Sustainability

Goal Statement: Undertake long-term strategic planning around Library operations, including services, programs, and resources, facility needs, and staffing to ensure financial sustainability.

Objective: Thoughtful planning that anticipates, identifies, and values financial needs to enable the Library to develop long-term financial planning to enable strategic use of resources and explore opportunities for funding.

Activities: Includes, but not limited to tasks such as,

- Develop a five-year financial plan that includes capital projects, technology needs, new services, as well as anticipating the changes in the general library operating budget and evaluates the cost/benefits of current expenditures.
- Develop a ten-year capital plan that anticipates facility upgrades, repairs, and equipment replacement.
- Evaluate sustainability of the Library Foundation to explore avenues for increased private support, including planned giving.

- Develop financial education onboarding for new Trustees.
- Identify, evaluate, and engage potential private funding sources (both individual and corporate) and grant opportunities that align with the Library’s mission and goals.
- Identify and evaluate community partnerships around shared funding of community events.

Community Development

Goal Statement: Raise the visibility of the Library and its work in the communities it serves.

Objective: Ensure that all the communities in the Library’s service area (the GCSD) are aware of the Library’s services, resources, and programs and that all residents of the Library’s service area feel valued, included, and welcome.

Activities: Includes, but not limited to tasks such as,

- Develop a comprehensive list, including areas of interest and focus and contact information, of community and cultural organizations, business associations, non-profit organizations, education units, and governmental agencies, in the Library’s service area (collectively, “community partners”).
- Develop and or deepen existing relationships and partnerships around programming, services, and shared goals with community partners.
- Evaluate the Library’s current marketing efforts and develop and implement a Library marketing plan that includes, among other things:
 - Enhanced general promotion of Library services, resources, and programs through social media, news sources, and other outlets;
 - Creative marketing content for segmented audiences;
 - Leverages participation in the media and marketing of community partners.
- Identify community leaders and engage them with identifying community needs and solutions and how the Library can support the work around any proposed solutions.

Historical Society

Goal Statement: Undertake long-term strategic planning around the Library’s Local History Room and its collection.

Objective: Thoughtful planning that anticipates, identifies, and values financial needs to enable the Library to adequately support the Local History Room.

Activities: Includes, but not limited to tasks such as,

- Develop a long-term plan for the Local History Room, including an operational plan that identifies financial needs for programming, hours of operation, collection management, and staffing.
- Develop policies and procedures that manage and protect the Local History Room collection and guide volunteers.

- Develop a marketing plan or other efforts that spotlight the Local History Room and its work.
- Evaluate the need for a Local History Standing Committee on the Library Board of Trustees.

Develop a Strong and Effective Internal Organization

Goal Statement: Evaluate and complete long-term planning around Library operations to ensure a strong, resilient, and effective organization with internal capacity to continually improve library services, programs, and resources.

Objective: Thoughtful evaluation and planning that develops a strong, resilient, and effective organization able to successfully innovate and change to best meet the needs of its community.

Activities: Includes, but not limited to tasks such as,

- Develop onboarding and orientation materials for staff.
- Create a staffing plan that incorporates expected changes in staffing patterns and needs, including onsite IT staffing, and plans for succession.
- Explore and develop opportunities for internal collaboration.
- Cross-train library staff for optimal flexibility and service delivery.
- Provide internal educational opportunities around Library operations for all staff.
- Provide professional development opportunities to prepare library staff to meet existing and evolving community needs.
- Foster a staff culture that rewards innovation and rethinking the norm.
- Complete the migration to fully integrated Microsoft cloud system.
- Evaluate the need for the development of a volunteer corps.
- Create and implement a regular schedule for review and updating of all Library policies and procedures.

How it all comes together

The goals and objectives in this Plan of Service are bold – they envision a Library that engages and supports its community; a place where all are welcome, and lives are enriched; a knowledgeable and innovative Board and staff dedicated to doing good work; and an effective and fiscally responsible organization that seeks out and works with community partners to achieve common goals for the benefit of our community. We are well-aware that these aspirations will require significant work and accountability over the next two years by the Library Board and staff, as we work to engage with our community and continue to deliver outstanding resources, services, and programs and we are ready to take on the challenge.